



# ETAP Governance Highlight Report

## Office of the Chief Constable **Item 5**

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### Introduction

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

1. HMICFRS Reports and Recommendations
2. Internal Audit Reports and Recommendations
3. External Audit Report and Recommendations
4. Strategic Risk and Issue Management
5. Governance and Decision Making

An overview of the above areas is provided, with a focus on those matters that have been considered to represent higher level risks to the organisation or which ETAP have requested a specific update on. The last report to ETAP was submitted in May 2022 and a significant amount of activity has been undertaken since that time. It is the intention of this report, therefore to provide a current position statement to ETAP around the matters as set out above.

### Recommendation to ETAP

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 ETAP.

## Overview of Current Position

### 1. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Reports and Recommendations

#### Summary of live HMICFRS force inspection report action plans

Action Plan	Date of Report	Recommendations	Areas for Improvement	Overall Judgement	Awaiting First Update	On Track	Off Track	Awaiting National Prog.	Completed	Signed Off	Total	% Complete / Signed Off
2019 HMICFRS PEEL: Police Effectiveness, Efficiency and Legitimacy.	Feb-20	0	7	Good	0	2	0	0	1	4	7	71%
2021 HMICFRS NATIONAL Child Protection Inspection – Staffordshire Police – Final	Apr 22	0	15	N/A	0	11	0	0	4	0	15	27%
2022 HMICFRS Accelerated Cause of Concern – A Force Progress Status Overview	Apr 22	0	7	N/A	0	2	5	0	0	0	7	0%
2021/22 HMICFRS PEEL: Police Effectiveness, Efficiency and Legitimacy	Sept 22	0	29	Adequate 1 Requires Imp 5 Inadequate 3		29	0	0	0	0	29	0%

2019 HMICFRS PEEL: Police Effectiveness, Efficiency and Legitimacy – Two actions remain open within this plan which relate to a) investigating crime and compliance with the Victims Code b) ethical and lawful workforce behaviour by ensuring the counter corruption unit fully monitors all of its computer systems to protect data and identify computer misuse. The action relating to the victim's code has been superseded within the accelerated cause for concern raised by HMICFRS earlier this year. As such this has been given a revised deliverable of 30/09/22 to align all related activity. The second action although not fully delivered has had significant progress made and further independent assessment will be made as part of the forthcoming Counter Corruption and Vetting inspection w/c 28 November 2022.

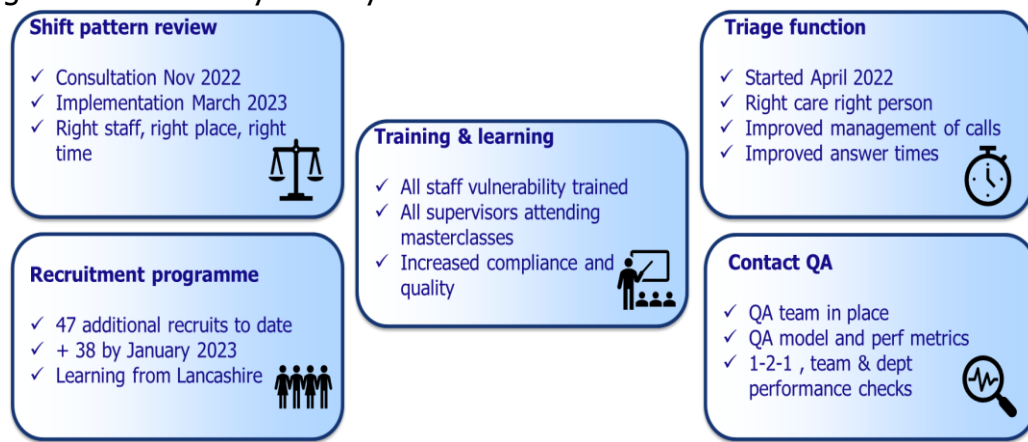
2021 HMICFRS National Child Protection Inspection – 4 Recommendations are considered complete by the business area with 11 remaining open - all showing evidence of significant activity and progress around them. Completed recommendations are being scoped for independent review by Corporate Services as part of a more robust validation and sign off process. The chart below sets out key activity and delivery highlights:

## Child Protection Key Activity



2022 HMCIFRS Accelerated Causes of Concern (ACOC) - Two actions are on track and five are currently marked as off track. The assessment is made based on current projected sustained improvement delivery against ambition. The extent of the work and activity taking place is significant (see below) and has seen positive impact around compliance with more to embed around quality measures. This plan is updated from progress made against the relevant actions contained within the Contact and Investigative Rapid Improvement Plans; both of which are progressed through HMCIFRS Gold, chaired by the Deputy Chief Constable. The charts below set out key activity and delivery highlights:

## Responding to the Public Key Activity



## Investigation Quality Key Activity



## 2021/22 HMICFRS PEEL: Police Effectiveness, Efficiency and Legitimacy

All 29 AFIs relating to this report have been mapped in terms of interdependencies, blocks to progress and links across strategic priorities and change with a number of the actions linking directly to the areas of ACOC. Oversight against progress is undertaken at monthly HMICFRS Gold.

Further engagement and support around understanding the root causes and progressing effective sustainable solutions is being provided by the College of Policing through a series of support panels.

All force and national publications can be accessed here:

<http://www.justiceinspectorates.gov.uk/hmicfrs/publications/>

## 2. Internal Audit Reports and Recommendations

### Summary of live audit report action plans

Action Plan	Date of Report	Recommendations	Areas for Improvement	Overall Judgement	Awaiting First Update	On Track	Off Track	Awaiting National Prog.	Completed	Signed Off	Total	% Complete / Signed Off
AUDIT 2019/2020 Fleet Utilisation Audit - JETS (Incl follow up report 04/02/21)	Dec-19	15	0	Partial	0	0	0	0	12	3	15	100%
AUDIT 2020/21 Asset Management – Asset Tracking (Advisory Only)	Dec-20	20	0	N/A	0	9	0	0	11	0	20	55%
AUDIT 2021 – Firearms, Tasers and Ammunition – Storage and Destruction 'OFFICIAL SENSITIVE'	Oct 21	15	0	Partial	0	0	0	0	15	0	15	100%
AUDIT 2021/22 Expenses Internal Audit Report – Final 19/11/21	Nov 21	6	0	Partial	0	2	0	0	4	0	6	67%
AUDIT 2021/22 Key Financial Controls Internal Audit Report – Final 3 Feb 2022	Feb 22	4	0	Substantial	0	0	0	0	4	0	4	100%
AUDIT 2021/22 IT Strategy Plan – Follow Up	Mar 22	9	0	Minimal	0	3	0	0	6	0	9	67%
AUDIT 2021/22 Crime Recording (Advisory) 4.21/22 – Final	Feb 22	7	0	Advisory	0	1	0	0	6	0	7	86%

### 3. External Audit Reports and Recommendations

Statements have been published in line with the statutory deadline. Provisional audit plan to be presented to ETAP 23 November.

### 4. Strategic Risk and Issue Management

Monitoring and reporting on Risk and Issues takes place at the monthly Executive Management Board (EMB).

The current force strategic Risk and Issues register holds **6 Risks** and **2 Issues**. An overview of current matters held on the register (last reviewed at EMB 27 October 22) is set out below.

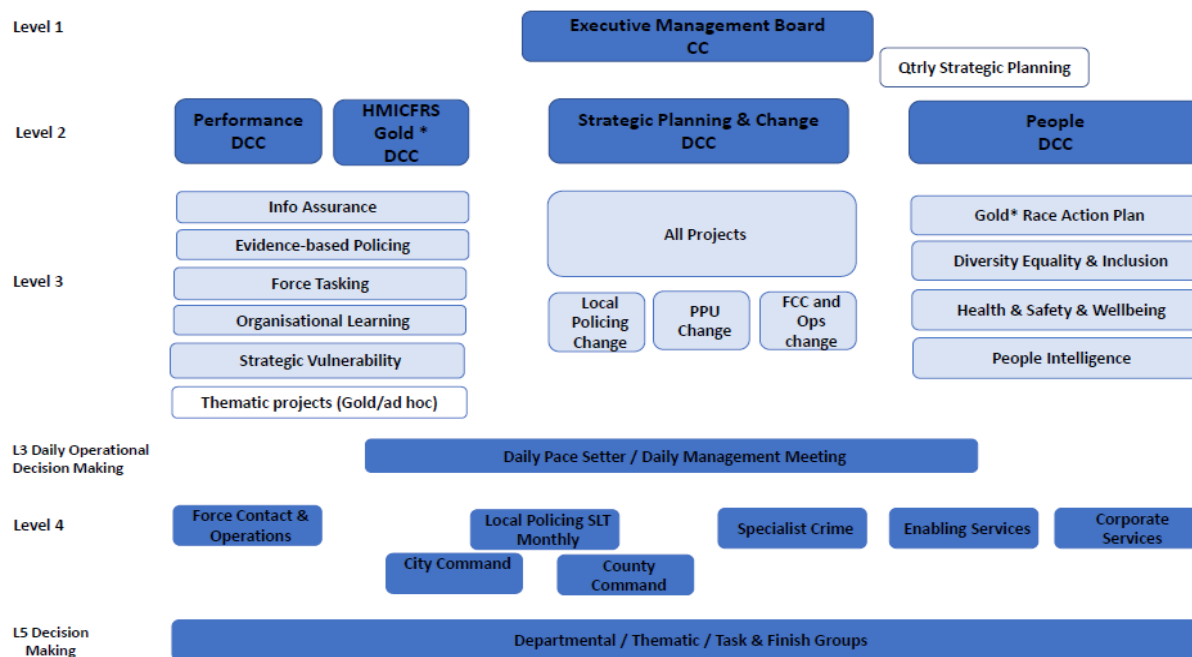
#### **Risks:**

1. Emergency Services Network: Risk of compromised operational viability due to delays in the national decommissioning of Airwave.
2. Origin ERP Upgrade: Current version of Origin used by the force is not fit for purpose.
3. Sexual Misconduct: The abuse of position for a sexual purpose in line with national position
4. HMICFRS Accelerated Cause for Concern (ACOC): Public safety risk raised by HMICFRS as set out in section 1 above.
5. Justice Services Recruitment at Grade D - Newly added since the last report. Retention of Grade D support staff across the organisation but especially impactful on Justice Services.
6. Stab Vest Supply Chain - Newly added since the last report. Risk to the force on current and future operational impact due to problems within stab vest supply chain.

#### **Issues:**

1. Data Quality (DQ) – Crime Outcomes: All other matters have now been remitted to Information Assurance Board and this will be deescalated from the strategic risk register.
2. Sergeants Resilience and Effectiveness – Newly added since the last report. Current risk with number of Sergeant vacancies and posts filled by acting Sergeants represents a risk to the force and links to strategic priority around supervisory effectiveness.

## 5. Governance and Decision Making



### Key Governance Enhancements During 2022

- Inclusion of Gold Race Action Plan meeting (CC led, local delivery of national plan).
- Inclusion of Strategic Vulnerability Board (ACC led, local co-ordination and delivery of 17 strands of vulnerability including Violence against Women and Girls VAWG.)
- Rescope of strategic change board and supporting level 3 meetings (now Strategic Planning and Change Board).
- Introduction of time limited HMICFRS Gold (DCC led, to encompass all HMICFRS inspection activity and reporting) this supersedes the previous Integrated Inspection Board which now has changed to focus on Organisational Learning (ref Organisational Learning Board as set out in the chart above).
- Currently introducing a Victims and Witnesses Board (C Supt Led, to ensure all activity is driving putting victims at the heart of what we do linking with wider Staffordshire Commissioner and partners boards also).

## Conclusion

A significant amount of activity has taken place and continues to be progressed to address areas where improvements are required. Much of the work links into the next phase of force change focusing on the Force Contact Centre, the Post Implementing Review of the Local Policing Model, and the Specialist Crime including a Public Protection Unit review and build.

The force is engaging closely with peer forces, National Police Chiefs' Council (NPCC), the College of Policing, and HMICFRS to make sure improvements are predicated on recognised good and best practice as part of building sustained improvement activity.

In addition, further investment has been made around scrutiny and audit capability to provide ongoing and robust measures to track compliance and quality progress.