



STAFFORDSHIRE  
**POLICE**

# 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. Force Management Statement and Annual Governance Statement

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 October 2021 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) Force Reports

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

Live HMICFRS Force 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. (Deb Wilne)	Feb-20	0	7	GOOD	0	1	1	0	1	4	7	71%
2021 HMICFRS NATIONAL Child Protection Inspection – Staffordshire Police – Final (Supt Nicki Furlong)	Apr 22	0	15	N/A	13	1	0	0	1	0	15	7%
2022 HMICFRS – Staffordshire Police: Accelerated Causes of Concern (Deb Wilne)	Apr 22	7	0	N/A	0	7	0	0	0	0	7	0%

#### 2019 HMICFRS PEEL

Police Effectiveness, Efficiency and Legitimacy. Two actions remain open within this plan which relate to a) investigating crime, specifically to consistently record and update contact details for victims of crime and 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 first has been identified as part of an Accelerated Cause of Concern (ACoC) by HMICFRS and as such is marked off track with a revised deliverable of 30/09/22 in line with this. The second is progressing well and due to deliver on 31/05/22.

#### 2021 HMICFRS National Child Protection Inspection (Staffordshire Police)

The force's report was published 7 April 2022. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) found some areas of effective practice and said there are dedicated officers and staff committed to keeping children safe.

However, the inspectorate said fundamental changes are needed to improve the force's overall approach to child protection.

HMICFRS said the force needs to make urgent improvements, including:

- recognising that missing children are particularly vulnerable;
- sharing information about online child abuse promptly; and
- speaking to children to record their behaviour and demeanour, listen to their concerns and views, and then use that information to make decisions about their welfare.

There are Fourteen open items on this plan which are all on track and are being actively progressed overseen by a Gold and Silver lead structure (Assistant Chief Constable and Superintendent level respectively). There is a detailed improvement plan which sits beneath which also feeds into the below additional governance and oversight as part of an overall inspection findings Gold Group.

### **2022 HMICFRS Staffordshire Police Accelerated Causes of Concern**

HMICFRS visited Staffordshire Police between 10<sup>th</sup> and 14<sup>th</sup> January 2022 to conduct a Victim Service Assessment (VSA) and Crime Data Integrity (CDI) Inspection as part of the overall PEEL inspection methodology.

Following the inspectorates review of the VSA audit findings and triangulation with other inspection findings to date, HMICFRS notified the force (via a letter to the Chief Constable from HMI Wendy Williams 17 March 2022) that two <sup>1</sup> ACoC in the following areas had been identified (these were subsequently published 29 March 2022):

- Quality of call handling
- Quality of Investigations

The force had already identified these areas as performance challenges via internal case file audit work and other performance reviews and as such significant activity was already underway ahead of the ACoC notification.

The significance of these findings is recognised and accepted and specific activity has been accelerated and set out to take place as a matter of urgency in order to address these as set out below:

### **Governance and Accountability**

- A gold structure has been set up chaired at Deputy Chief Constable (DCC) level.
- The day to day improvement and co-ordination activity will be driven at Chief Superintendent level across the two areas with a direct report into an Assistant Chief Constable (ACC) level lead.
- Progress is monitored both by the Chief Constable at the monthly Executive Management Board and at the monthly Strategic Governance Board chaired by the Staffordshire Commissioner.
- Progress of the Child Protection Improvement plan is also positioned within the Gold meeting recognising the overlap but remains subject of its existing governance.

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<sup>1</sup> This is an area where significant service failures or risks to public safety have been identified, which HMICFRS deem as requiring accelerated response ahead of a force PEEL report.

## **Rapid Improvement Plans**

- The existing improvement plans for these areas of business, have been submitted to Corporate Development for a gap analysis which concluded that the current improvement plans are fit for purpose but aspects have been accelerated into Rapid improvement plans.
- Rapid Improvement Plans have been developed for both areas of concern that will be owned at Chief Superintendent level, and led at Chief Officer level.
- Review of activity to date has begun to evidence the force's current position and track improvements.
- Specific training activity to support colleagues to address the concerns is being delivered to frontline and supervisory roles, with work to link this appropriately into the force's learning and organisation development programme.

## **Performance and Audit**

- Local auditing and quality assurance work continues through existing mechanisms and a centralised corporate function capability.
- A review of the forces Strategic Performance capability has accelerated the repositioning of the Performance Team to Corporate Development to develop the performance framework and monitoring for the ongoing PEEL assessment.
- The impact on the two ACoC of the operating model changes in late June 2022 will be tracked as part of realising intended benefits.

## **Communication Strategy**

- A communication strategy has been developed both internally and externally ahead of publication and the first Gold meeting. Communication plans exist as part of the rapid improvement plans for each area with an overall communication strategy being developed.

## **Engagement and Support**

- Review work is underway with HMICFRS, College of Policing & national Vulnerability Knowledge and Practice Programme (VKPP) with regard to identifying 'good' forces, best practice and the approaches, tools and methodologies to assist in improvement and also monitoring and auditing.
- Further detail of how engagement and support with HMICFRS is being developed with the HMICFRS Force Liaison Lead invited to Gold meetings.
- The current work and plans to deliver against the ACoC have been shared with HMI Williams and team both in correspondence from the Chief Constable and as part of the forces formal PEEL strategic briefing session to HMICFRS 30 March 2022.
- Initial views from the inspectorate were supportive around the approach the force is taking.
- A monthly update report is being submitted to HMICFRS.

Progress on all HMICFRS recommendations is monitored and overseen at the monthly Integrated Inspection Board (IIB) as part of business as usual. This is newly formed since the last report and replaces the Service Improvement Board (SIB).

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

Live Audit 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 - Jt Emerg Transport Service JETS (Incl follow up report 04/02/21) (Sarah Wood)	Dec-19	15	0	Partial	0	0	1	0	11	3	15	93%	
AUDIT 2020/21 Asset Management – Asset Tracking (Advisory Only) (C/Insp Donna Harvey)	Dec-20	20	0	Advisory	0	11	0	0	9	0	20	45%	
AUDIT 2021 – Firearms, Tasers and Ammunition – Storage and Destruction ‘OFFICIAL SENSITIVE’ (C/Insp Mark Smith)	Oct 21	15	0	Partial	0	0	0	0	15	0	15	100%	
AUDIT 2021/22 Expenses Internal Audit Report – Final 19 Nov 2021 (John Bloomer)	Nov 21	6	0	Partial	0	3	0	0	3	0	6	50%	
AUDIT 2021/22 Key Financial Controls Internal Audit Report – Final 3 February 2022 (John Bloomer)	Feb 22	4	0	Substantial	1	0	0	0	3	0	4	75%	
AUDIT 2021/22 Crime Recording (Advisory) 4.21/22 – Final (Keith Allen)	Feb 22	7	0	Advisory	0	2	1	0	4	0	7	57%	

## 3. External Audit Reports and Recommendations

The external audit of the draft statement of accounts for the year ended 31 March 2021 has not yet been completed. EY are working towards completion by 27<sup>th</sup> May 2022 .

## 4. Strategic Risk and Issue Management

Since the last report to ETAP the bi-monthly Strategic Risk Management Board (SRMB) has been dissolved and reporting on Risk and Issues takes place at the monthly Executive Management Board (EMB).

The current force strategic Risk and Issues register has **4 Risks and 1 Issue**. EMB will consider a new Risk related to HMICFRS Causes for Concern at the next meeting on 26 May 2022. The overview of current matters held on the register are set out below.

### Current Risks:

- **Emergency Services Network:** Risk of compromised operational viability due to delays in decommissioning of Airwave.
- **Origin ERP Upgrade:** Current version of Origin used by the force is not fit for purpose.
- **IT failure:** Risk that infrastructure failure due to end of life hardware may impact on delivery of operational and support activities.
- **Sexual misconduct:** The abuse of position for a sexual purpose

### Current Issues:

- **Poor Data quality:** Issue relating to the requirement to address inaccurate and incomplete information held across systems.

## 5. Force Management Statement (FMS) and the Annual Governance Statement (AGS)

The force is finalising the 2022 FMS submission to HMICFRS which is required by the end of May 2022. This comprehensive assessment around demand, assets, planning and risk will again provide the foundation of the strategic planning process for 2022/23. The force began work around the statement in the Autumn of 2021 with the demand and asset analysis feeding in the change programme; which will deliver on phase one implementation at the end of June 2022 (with a focus on local policing delivery and some elements of public protection).

The AGS is currently being drafted to include matters identified from the FMS and is on course for delivery in line with the force strategic planning cycle to go through force governance following submission of the FMS. Review and feedback from relevant ETAP colleagues is welcomed as part of the overall oversight process following approval of the draft by the Chief Constable and other Chief Officers including the S151.