



ETAP Governance Highlight Report

Office of the Chief Constable

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Introduction

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

1. Key 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 5 (2023)

The last report to ETAP was submitted in February 2023 and a significant amount of activity has been undertaken since that time.

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

Recommendations to ETAP

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 ETAP.

Overview of Current Position

1.1 His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Force Reports

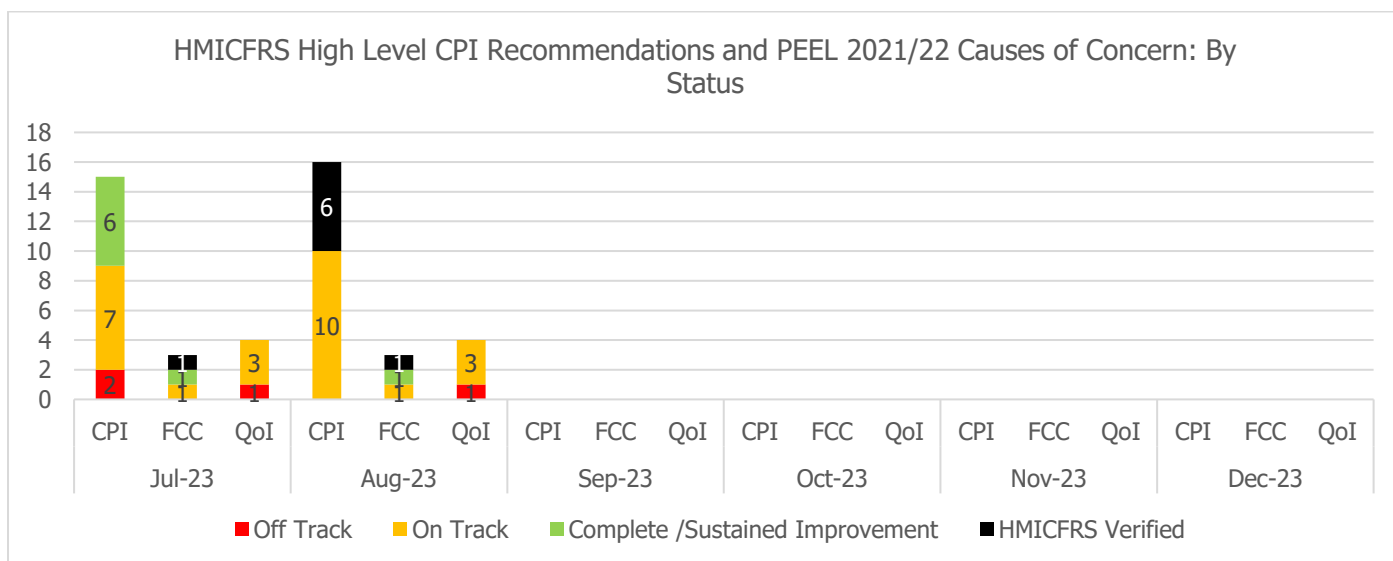
Since the report submitted in February 2023 work has taken place to further enhance our monitoring of key HMICFRS Reports as detailed below:

- Child Protection reinspection report (CPI) – August 2023
- Accelerated Cause of Concern 1: Force Contact (FCC) – March 2022
- Accelerated Cause of Concern 2: Quality of Investigations (QoI) – March 2022
- PEEL 2021/22
- A report into the effectiveness of vetting and counter-corruption arrangements in Staffordshire Police – June 2023
- PEEL 2018/19

These are monitored and scrutinised at the HMICFRS Gold Board that takes place on a monthly basis, the Staffordshire Commissioner’s Office are an invitee to this board along with representation from HMICFRS.

The below section provides an overview of the current position of each of these reports:

CPI, and ACoC 1 & 2:



The force’s Child Protection reinspection report was published on 4 August, which confirmed that 6 of 15 Recommendations have been signed off, and a new recommendation associated with consistent recording of ethnicity and cultural heritage has been received.

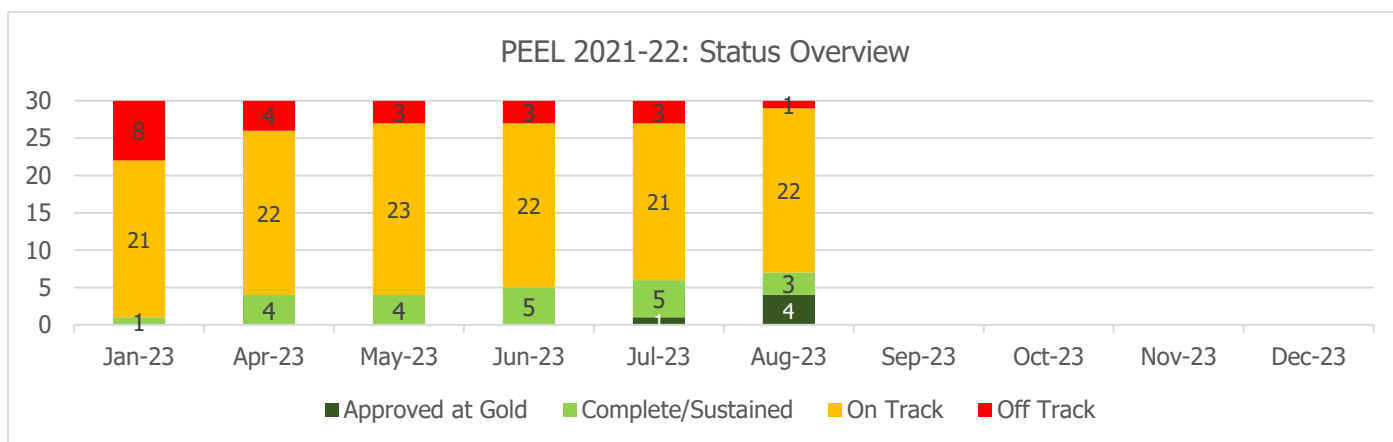
Notable and sustained progress continues against ACoC1 (Responding to the public) this is despite the continuing trend of increased demand into the force contact centre.

ACoC2 - Effective Investigations remains a tougher challenge to address. There is clear evidence around the positive direction of travel however progress is more modest in this area. The force has undertaken a significant amount of activity to address areas around capacity and capability including Sergeant and PC Masterclasses, extensive audit and scrutiny, feedback and learning and most recently a focused piece of work centring on First Line Supervisors capacity, capability, condition and compliance. This approach has been supported by enhanced performance information and key

changes to the forces Crime Management system to streamline processes. The force continues to show clear yet modest progress in this area which is also closely monitored by HMICFRS.

The force also continues to work closely with the College of Policing, peers and external experts to support and enhance ongoing work. All three areas are tracked via a combined improvement plan, recognising the overlap and connectivity across recommendations, this is reviewed at HMICFRS Gold on a monthly basis. The Chief Constable is formally held to account by HMICFRS and around progress via the Police Performance Oversight Group chaired by HMCI Andy Cooke.

PEEL 2021-22 Areas for Improvement:

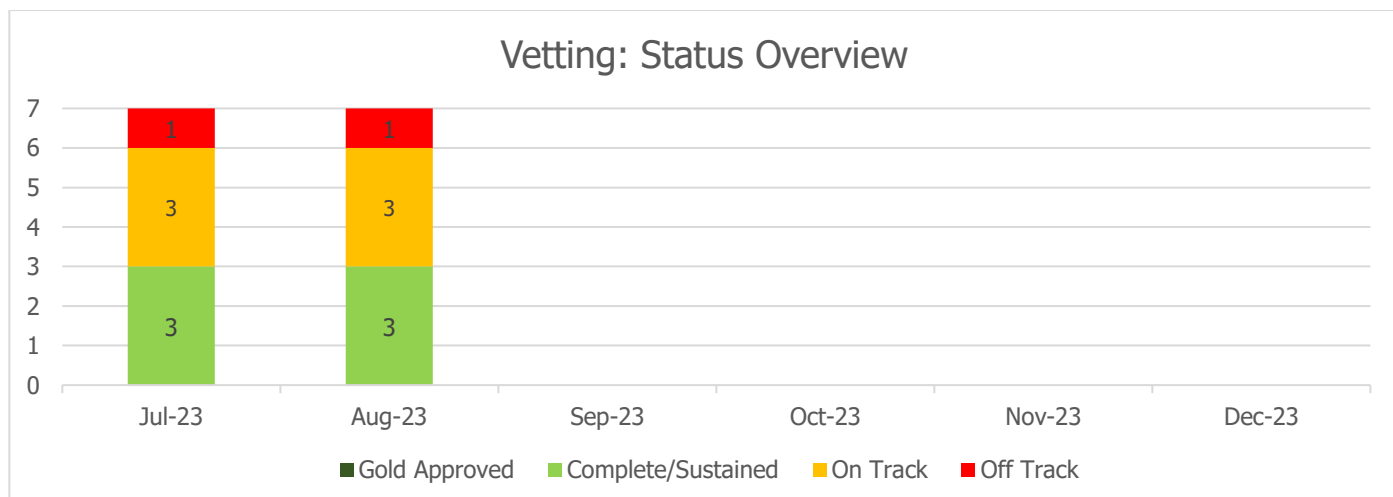


Progress against all 30 Areas for improvement continue to be reviewed and monitored by Corporate Development through tracked updates from appointed owners. A new Comprehensive system of updating progress against AFI's has been developed, that ensures all activity is tracked and the impact against RAG status updated regularly with independent scrutiny and challenge from the centre.

One item currently remains off track which is associated with the development and effective monitoring of a Neighbourhood Abstractions Policy. This policy has now been developed and approved as part of the new neighbourhood strategy and the status against this action will reviewed accordingly next month.

Again, progress is reviewed at HMICFRS Gold on a monthly basis.

A report into the effectiveness of vetting and counter-corruption arrangements in Staffordshire Police



Progress has been made against addressing the Area's for Improvement contained with the Vetting report published early this year. Key challenges continue around increasing demand. Proposals are beginning developed to address this to ensure force and national recommendations are adhered to.

PEEL 2018/19:

All actions associated with PEEL 2018/19 have now been marked as complete, and the plan is going through a formal sign-off process.

1.2 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS): National / Thematic Reports – ALL Forces

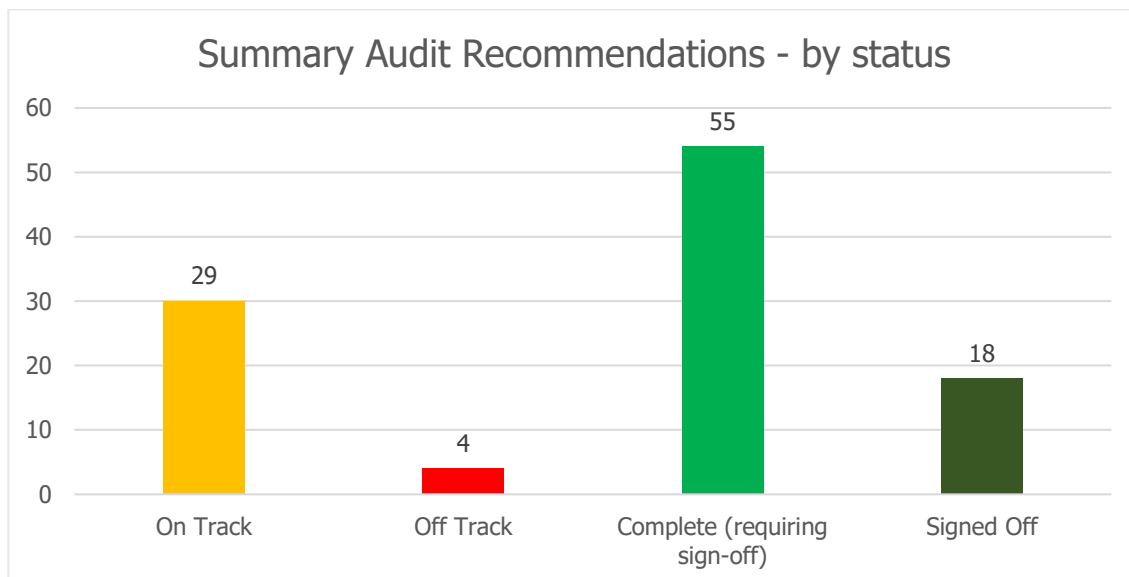
All other HMICFRS Reports (all forces) are captured on the Force Action Plan system and are monitored through the relevant Command / Executive Board.

All force and national publications can be accessed here:

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

2. Internal Audit Reports and Recommendations

There are 9 live Internal Audit Reports that are being monitored via the Force Action Plan System, 4 management actions plans have been formally closed since the last report to ETAP There are total of 106 recommendations across these reports, with two reports receiving substantial assurance with no recommendations (see appendix 1).



3. External Audit Reports and Recommendations

The external audit of the draft statement of accounts for the year ended 31 March 2023 has not yet been completed.

4. Strategic Risk and Issue Management

Oversight and monitoring of Strategic Risk and Issues takes place monthly at Executive Management Board (EMB). Risks are also discussed at the appropriate Command and Executive Boards.

The Strategic Risk Register, as discussed at EMB on 4th September 2023, contains **9 Risks** and **2 Issues**. Details can be found in Appendix 2. EMB will next meet on 26 September.

The Force Strategic Risk Register is also shared with the Staffordshire Commissioner's Office via their Strategic Governance Board Meeting (SGB).

5. Force Management Statement 5 (FMS5) 2023

FMS5 was formally submitted to HMICFRS in June 2023. For this year's submission, the force has undertaken a complete review of activity in order to improve its approach to the FMS. This has culminated in an enhanced assessment methodology building in learning from peers and national forums. Additional sections have been included during this round at the request of senior leaders to ensure the assessment has wider organisational coverage.

The assessment identified a number of areas where further improvements are required to address risk and/or improve service levels, to mitigate this a number of plans have been put in place. This is summarised in the table below:

FMS Key Headlines	Mitigation Plans / Current Position
Workforce Capacity (including recruitment and retention)	<ul style="list-style-type: none">• Strategic Demand Assessment• Uplift of FTE in FCC• Commitment to fully resource FCC Triage Function• Major Investigations Department uplift• Detective transferee campaign
IT and data capability ADD DDAT gap analysis/development	<ul style="list-style-type: none">• Formalisation of DEP agile project approach to delivery better insight to the force• Implementation of information management strategy
Wellbeing / Staff welfare	<ul style="list-style-type: none">• Review of Student Abstractions• Biometrics work to support wellbeing
Workforce Capability (training of both officers and supervisors)	<ul style="list-style-type: none">• Masterclasses• Supervisory Effectiveness Sprint• Illuminate Sprint• Implementation of PDR Programme• Improved understanding of training need
Vulnerability / Public Protection	<ul style="list-style-type: none">• Delivery of change programme for PPU redesign• Op Soteria Launch
Change management capability	<ul style="list-style-type: none">• Review of Corporate Development Function

Performance and service quality	<ul style="list-style-type: none"> • Key changes to Inspector Rank • Development and delivery of RCRP • Review of FCC Grading policy • Review of Crime allocation policy & continuum • Implementation of new Neighbourhood Policing and Engagement Strategy • Crime Bureau and Niche productivity • Serious Organised Crime Review – Clear Hold Build • QoI Outcome Focus and detailed delivery plans
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The force is utilising the findings from FMS5 to inform strategic planning processes including workforce planning and budget setting and investment areas.

Appendix 1 – Audit Reports

Action Plan	Date of Report	Recommendations	Overall Judgement	On Track	Off Track	Completed	Signed Off	% Complete / Signed Off
AUDIT 2019/2020 Fleet Utilisation Audit - JETS (Incl follow up report 04/02/21)	Dec-19	15	Partial	0	0	12	3	100%
AUDIT 2020/21 Asset Management – Asset Tracking (Advisory Only)	Dec-20	20	N/A	8	0	12	0	60%
AUDIT 2021/22 Expenses Internal Audit Report – Final 19/11/21	Nov-21	6	Partial	1	0	5	0	83%
AUDIT 2021/22 IT Strategy Plan – Follow Up	Mar-22	9	Minimal	0	0	9	0	100%
AUDIT 2021/22 Crime Recording (Advisory) 4.21/22 – Final	Feb-22	7	Inadequate	0	0	7	0	100%
AUDIT 2022 – Corporate Resourcing Unit – Final	Nov-22	1	Substantial Assurance	0	0	1	0	100%
AUDIT 2022/23 – Fleet Management	Apr-23	8	Partial Assurance	7	0	1	0	12%
AUDIT 2023 – H&S – Employer Responsibilities (incl remote working)	Feb-23	5	Partial Assurance	4	0	1	0	20%
AUDIT 2023 – Pay Progression Standard	Feb-23	2	Reasonable Assurance	0	0	2	0	100%
AUDIT 2023 – Property Store (Official Sensitive)	Apr-23	18						33%
AUDIT 2023 – HMICFRS Governance Framework	May-23	0	Substantial Assurance	0	0	0	0	100%
AUDIT 2023 – Firearms Licensing	Jul-23	0	Substantial Assurance	0	0	0	0	100%
AUDIT 2021 Firearms, Tasers and Ammunition – Storage and Destruction (Official Sensitive)	Oct-21	15						100%

The following reports have been formally signed off and will no longer feature on ETAP reports:

- AUDIT 2019/2020 Fleet Utilisation Audit - JETS (Incl follow up report 04/02/21)
- AUDIT 2023 – HMICFRS Governance Framework
- AUDIT 2023 – Firearms Licensing
- AUDIT 2021 Firearms, Tasers and Ammunition – Storage and Destruction (Official Sensitive)

Appendix 2 – Summary of Strategic Risks and Issues

Risks:

1. Emergency Services Network: Risk of compromised operational viability due to delays in decommissioning of Airwave.
2. Origin ERP Upgrade: Capability of current version of Origin
3. Sexual Misconduct: Abuse of position for a sexual purpose remains the most significant corruption threat to local and national policing.
4. HMICFRS Accelerated Cause for Concern (ACOC): Risk to public safety raised by HMICFRS and linked to the forces 'engage' status.
5. Justice Services Recruitment at Grade D - Retention of Grade D support staff relating to the organisation but specifically impactful on Justice Services.
6. Pensions (McCloud) – Implementation around implementing the Police Pensions Remedy. This is both a local and national risk.
7. Business Continuity Management (BCM) – Capability to transfer our contact and dispatch functions to alternative locations should the site at HQ be compromised.
8. Property Store Operating Model – Effectiveness of property store current operating model post implementation of the new POM model.
9. Cosford – Uncertainty around regional collaboration agreement for Tactical Training Centre at Cosford and continuation of Training.

Since the last report, the risk around 'Stab Vest Supply Chain' has been de-escalated from the strategic risk register for progression at Command level.

Issue:

1. Sergeants Resilience and Effectiveness – Capacity and capability of substantive sergeants and challenges around abstraction rates. This is a key risk identified through the FMS.
2. Police Staff Recruitment and Retention – Ability to attract suitable candidates or retain within role (moving on to other career pathways within the force and /or promotion). This is a national issue and key risk identified through the FMS.