



ETAP Governance Highlight Report

Office of the Chief Constable

Author: Deborah Wilne	Organisation: Staffordshire Police
Contact: 01785 232284 deborah.wilne@staffordshire.police.uk	Date of meeting: 28 February 2024

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 6 and 7

The last report to ETAP was submitted in September 2023. Since this time and a significant amount of activity has been undertaken to drive effective continuous improvement and 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

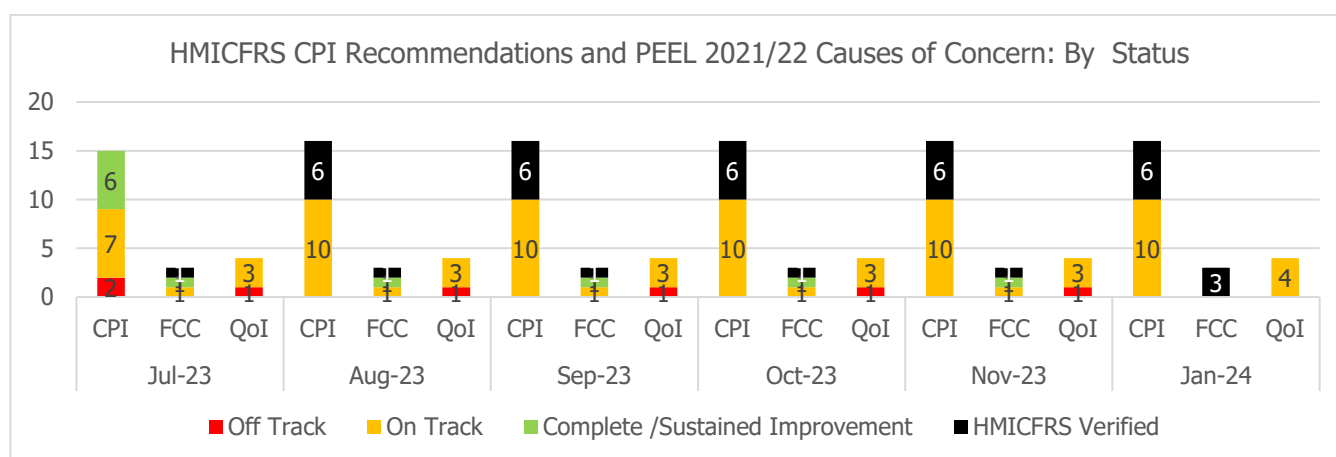
Since the report submitted in September 2023 further work has taken place to enhance assurance levels for the recommendations and areas for improvement set for the force from key HMICFRS Reports as detailed below:

- Child Protection reinspection report (CPI) – August 2023
- PEEL Accelerated Cause of Concern (ACoC) 1: Force Contact (FCC) – March 2022
- PEEL 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

All of the above are monitored and scrutinised at the DCC chaired 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 – Combined Improvement Plan:



CPI Recommendations: work continues to address the remaining recommendations from the Child Protection Inspection. A number of recommendations are nearing completion/sustained improvement, where verification for formal discharge from HMICFRS will be sought.

ACoC 1 Responding to the public: was formally discharged by HMICFRS in December 2024 following review of internal auditing processes, inspection activity and fieldwork with HMICFRS noting the following:

- Clear governance in the Force Contact Centre, with an increased use of data to understand demand and performance;
- Effective auditing, giving reassurance that the force’s reported progress is accurate;
- Auditing process reporting a significant improvement in the recording of repeat and vulnerable victims; and
- THRIVE well understood by call handlers. The force reports increased compliance in recording THRIVE and a high level of THRIVE risk assessments. We have observed THRIVE assessments, and concur with this assessment.

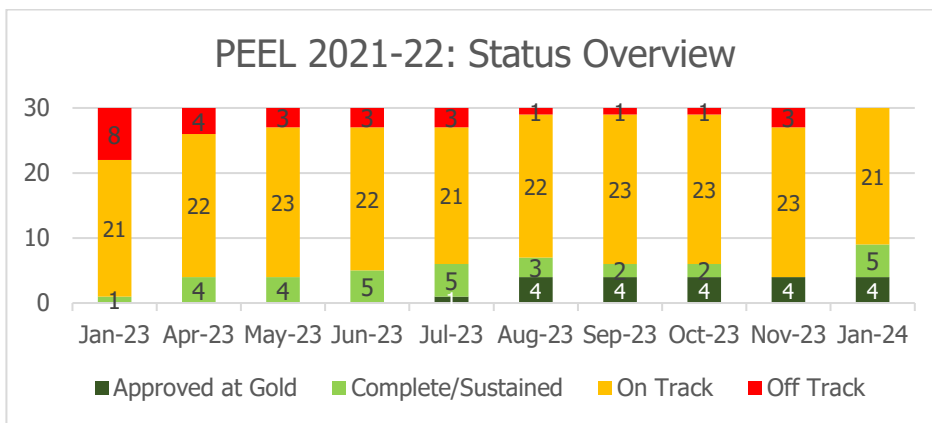
- The force has sustained an improved performance in 999 call answering, with an average of 83% of calls answered in 10 seconds for the period January to October 2023;

Even though the ACOC has been discharged, the scrutiny around this this area still remains in place to ensure a continued sustained position.

ACoC2 Quality of Investigations: remains a key focus for the force with further progress being made in this area since the last update. Significant training has been delivered via masterclasses and continuous review and learning processes. Additionally, performance dashboards are now in place and system changes implemented to prompt users for required information.

Most recently (January 2024) Operation DARE has commenced which sees mass intrusion of c.5000 case files to review quality of investigations and address individual case issues, root causes and recognise excellence. This extensive work focuses in on quality and consistency working directly with supervisors and investigating officers.

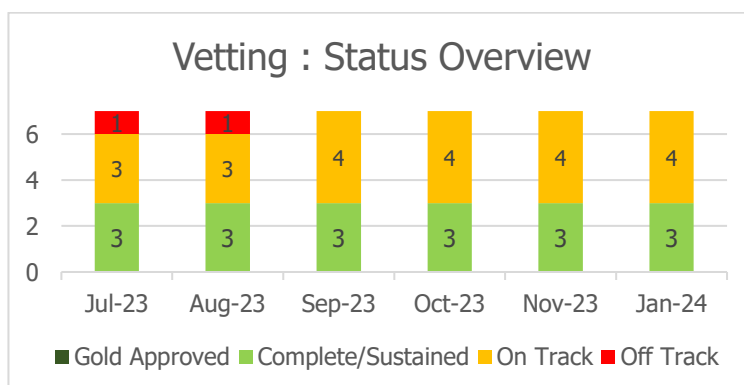
PEEL 2021-22 Areas for Improvement:



Progress against all 30 Areas for improvement continues to be reviewed and monitored by Corporate Development through tracked updates from appointed owners. These updates are reviewed and monitored at HMICFRS Gold on a monthly basis.

Guidance and feedback from HMICFRS have been received in regards to the evidence required to enable the AFI's to be discharged. This has enabled a number of detailed evidence packs to be sent to HMICFRS for consideration to discharge or obtain further evidence through field work.

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

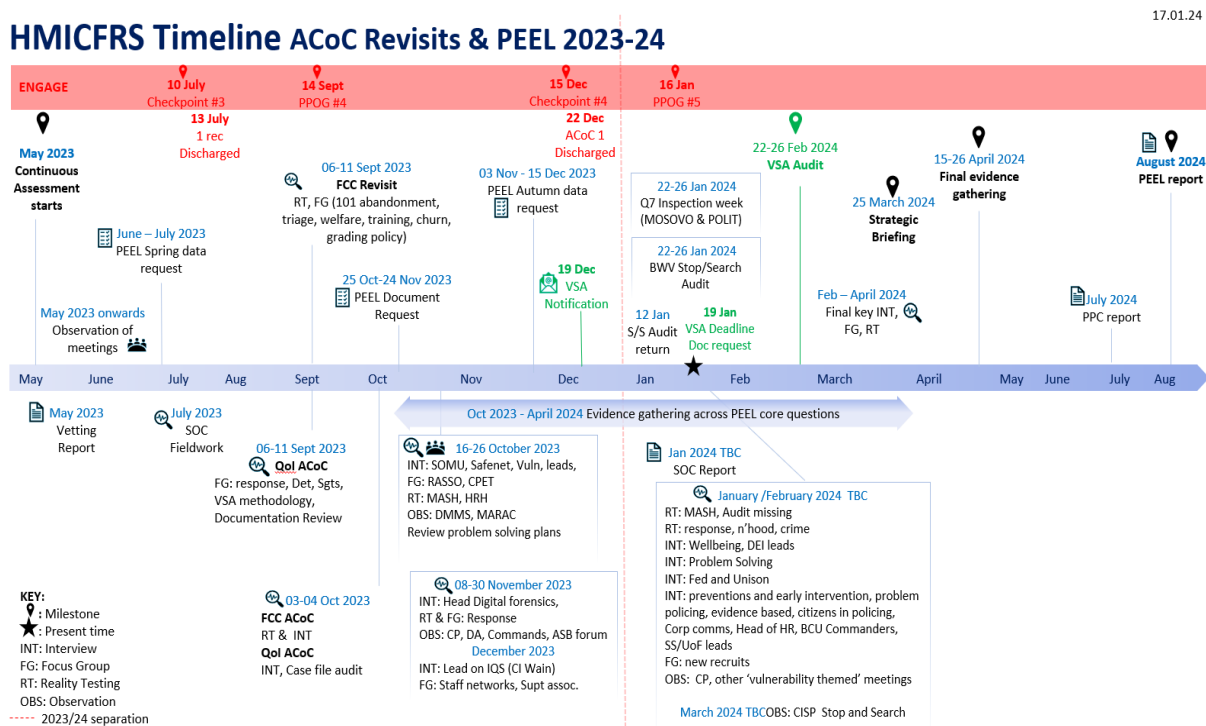
report published early this year. Key challenges continue around increasing demand and capacity.

1.2 PEEL Inspection Programme 2023/25

This is the assessment framework used by HMICFRS to assess police effectiveness, efficiency and legitimacy. Each police force in England and Wales is assessed, giving graded judgments across several core questions set out in the framework.

Staffordshire is currently within the Continuous Evidence Gathering phase of its PEEL Inspection, with final evidence gathering scheduled to place in April 2024. The final report is anticipated to be released by HMICFRS in August.

The timeline below, provides an overview of PEEL Inspection Activity as at 17.1.2024



1.3 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.justiceinspectrates.gov.uk/hmicfrs/publications/>

2. Internal Audit Reports and Recommendations

Since the updated provided in September 2023 the following Audit Plans have been formally closed as complete:

- AUDIT 2021/22 IT Strategy Plan – Follow Up
- AUDIT 2021/22 Crime Recording (Advisory)
- AUDIT 2022 – Corporate Resourcing Unit
- AUDIT 2023 – Pay Progression Standard

There are 5 live Internal Audit Reports that are being monitored via the Force Action Plan System, summarised below:

Action Plan	Date of Report	Recommendations	Overall Judgement	On Track	Off Track	Completed	Total	% Complete / Signed Off
AUDIT 2020/21 Asset Management – Asset Tracking (Advisory Only)	Dec-20	20	N/A	8	0	12	20	60%
AUDIT 2021/22 Expenses Internal Audit Report – Final 19/11/21	Nov-21	6	Partial	1	0	5	6	83%
AUDIT 2022/23 – Fleet Management	Apr-23	6	Partial Assurance	3	0	5	8	62%
AUDIT 2023 – H&S – Employer Responsibilities (incl remote working)	Feb-23	5	Partial Assurance	4	0	1	5	20%
AUDIT 2023 - Property Store 2023 (Official Sensitive)	Apr-23	18						50%

3. External Audit Reports and Recommendations

The force has recently (Jan 2024) received the Auditors Annual Report for year ended 31 March 2022. There is a VFM related recommendation that "Staffordshire Police should continue to review and monitor the progress made against the improvement plan developed to address the matters raised by HMICFRS in the September 2022 PEEL inspection report, and to implement the actions detailed therein". Clearly as set out above, significant progress has been made since this time, both in relation to governance arrangements and the evaluation of services and continuous improvement activity.

4. Strategic Risk and Issue Management

Oversight and monitoring of Strategic Risk and Issues takes place monthly at Executive Management Board (EMB). Risk ownership is aligned to chief officer led boards for detailed monitoring and reporting.

The Strategic Risk Register, as discussed at EMB 30th January 2024, contains **8 Risks** and **2 Issues**. Details can be found in Appendix 1. EMB will next meet on 27th February 2024.

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 6 and 7

Significant improvements have been made in the development and delivery of FMS5. The latest assessment has enabled the Force to better understand, demand, assets, performance, areas of risk and where further mitigation measures may be required.

Work continues to enhance and strengthen the forces Strategic Planning Cycle and the FMS product and alignment to support data led decisions as part of budget setting and change identification.

In order to reset timings and achieve better alignment, FMS6 will (as agreed with HMICFRS) effectively become a "bridging / transitional document", that focuses predominately on decisions and residual risk mitigation as part of the 2024/25 budget setting process (FMS steps 3 & 4). This will be submitted to HMICFRS in May 2024.

FMS7 development will commence in April 2024 (in-line with the Strategic planning cycle) with a view to submitting in April 2025.

Appendix 1 – Summary of Strategic Risks and Issues

Risks:

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

New risk since last report:

SyAP/Cyber attack - Security Assessment for Policing (SyAP). The force is monitoring this risk as part of a national recognition around key IT related risks.

Treated / archived risks since last Report:

Origin ERP Upgrade: Capability of current version of Origin

Justice Services Recruitment at Grade D - Retention of Grade D support staff relating to the organisation but specifically impactful on Justice Services.

Issues:

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.