



# 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. Strategic Risk and Issue management
4. Force Management Statement 2025

The last report to ETAP was submitted in Sept 2024. Since this time, a significant amount of activity has been undertaken and progress made.

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)

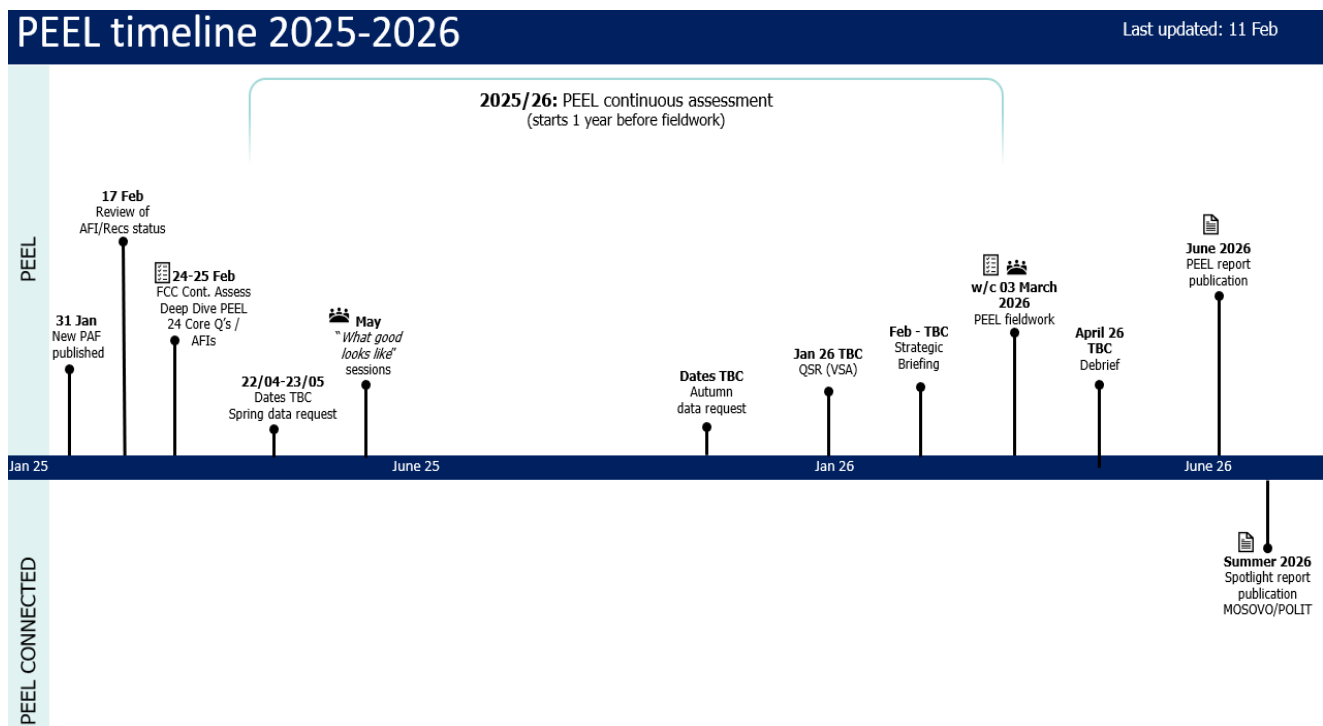
### Staffordshire Police PEEL Inspection 2025 – 2027

Notification has been received from HMICFRS regarding the PEEL 2025-27 Inspection procession and proposed PEEL Assessment Framework (PAF).

The proposed PAF has been refreshed by HMICFRS and now includes Custody and Fraud. A self-assessment process is being developed to assist in preparedness for the inspection.

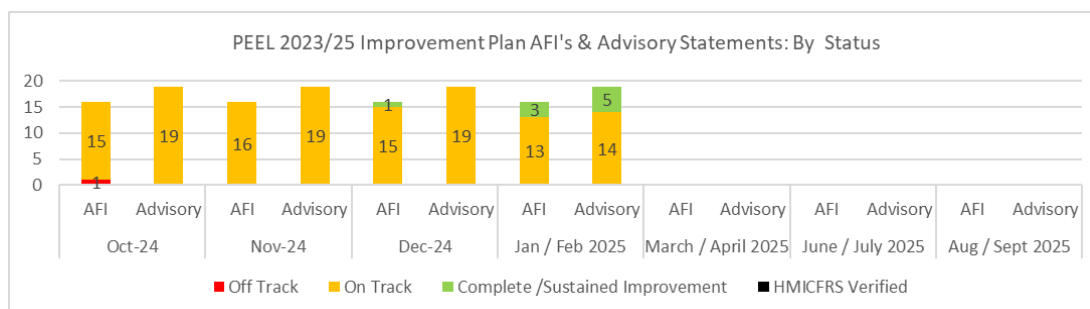
The key dates for Staffordshire are:

- Final evidence gathering / field work: March 2026
- PEEL report publication: June 2026



### Staffordshire PEEL 2023-25 AFI progress

Delivery of the AFI's and 'advisory statements' is tracked and monitored through the Inspection, Audit & Governance Board. The chart below shows progress to date:



The Force is working within HMICFRS to formally sign-off the 3 AFI's currently identified as complete.

HMICFRS are in Force on the 24<sup>th</sup> and 25<sup>th</sup> February, meeting with the DCC and Core Question Leads to support further progress against AFI's and 'advisory statements'.

### **Child Protection Inspection 2021 & 2023**

The force has progressed in delivering against the 16 recommendations made in this area with 5 AFIs remaining to be delivered against fully to obtain assurance around sustained improvement. The force is working with HMICFRS to set out the verification requirements around 5 AFIs the force has submitted as complete. The remaining 6 AFIs have received formally verification status from the inspectorate. Progress and preparation for the next Child Protection Inspection is a standing agenda item on the DCC chaired Inspection, Audit and Governance Board.

### **Vetting and ACU Inspection 2023**

The Force is currently compiling supporting evidence to share with HMICFRS regarding discharge of the 2 AFI's associated with this plan.

### **Serious and Organised Crime (SOC) Inspection 2023**

The force is currently compiling supporting evidence to enable conversations to take place with HMICFRS regarding discharge of the 4 AFI's associated with this plan.

All force and national publications can be accessed here:

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

## **2. Internal Audit Reports and Recommendations**

There are 10 live Internal Audit Reports that are being monitored via the Force Action Plan System, with a significant number of management actions either on track or completed.

Since the last report to ETAP 6 Internal Audit management actions plans have been formally signed off and closed. Further information can be found in Appendix 1.

## **3. Strategic Risk and Issue Management**

Oversight and monitoring of Strategic Risk and Issues takes place monthly at Executive Management Board (EMB). Risks are owned and aligned to relevant Chief Officer led Boards to direct activity and review the impact of mitigations in place.

The Strategic Risk Register, as discussed at EMB on 28<sup>th</sup> January 2025, contains 8 Risks and 1 Issue. Details can be found in Appendix 2. EMB will next meet on 28<sup>th</sup> February 2025.

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

#### **4. Force Management Statement (FMS)**

HMICFRS require all Forces to submit a Force Management Statement (FMS) on annual basis.

These assessments are used by HMICFRS to:

- Inform forces PEEL Inspections
- Inform thematic inspections
- Supplement performance monitoring
- Inform the Annual State of Policing Report
- Understand & identify key themes occurring nationally

Internally analysis from the FMS is used to inform strategic planning activities as set out below:

- Strategic priority identification
- Financial planning & resource allocation
- Strategic workforce planning
- Change and efficiency programmes

The Force uses the Management of Risk in Law Enforcement Organisational Risk Assessment (MoRiLE ORA) to assess demand, capability, capacity, condition, performance, change and residual risk. In applying this assessment Staffordshire has been identified or good practice as part of the HMICFRS review of FMS 2024.

During September 2024 the force undertook a Mid-Year Review of FMS 2024 this allowed any in year changes or risks to be identified.

Work continues to build the FMS 2025 including better utilisation of HMICFRS Value for Money (VFM) Profiles. This work will support the ongoing efficiency programme formally launched by the Chief Constable during February 2025.

The force utilises the high-level findings from the FMS to inform the annual governance statement in line with the forces annual planning arrangements.

FMS 7 is currently due for submission in May 2025.

## Appendix 1 – Internal Audit Reports

Since the update provided in September 2024 the following reports, have been through the relevant governance route and are considered appropriate for archive, these will no longer feature on ETAP reports:

- AUDIT 2020/21 Asset Management Asset Tracking
- AUDIT 2021/22 Expenses
- AUDIT 22/23 Property Store
- AUDIT 2024 Complaints
- AUDIT 2024 Procurement
- AUDIT 24 Evidential Management Unit

Action Plan	Date of Report	Mangt Actions	Overall Judgement	On Track	Off Track	Completed
AUDIT 2023 H&S Employer Responsibilities	Feb 23	5	Partial Assurance	2	0	3
AUDIT 2024 Business Continuity Management	Apr 24	10	Advisory: Significant Weakness	10	0	0
AUDIT 2024 Change Management and Delivery	May 24	4	Partial Assurance	3	0	1
AUDIT 2024 Finance Systems	Feb 24	4	Reasonable Assurance	1	0	3
AUDIT 2024 Force Risk Management	May 24	1	Substantial Assurance	0	0	1
AUDIT 2024 Information Governance	Jun 24	1	Advisory Review	1	0	1
AUDIT 2025 Vetting Final	Jan 25	6	Partial Assurance	1	0	5
AUDIT 2025 Asset Management	Feb 25	8	Reasonable Assurance	1	0	6
AUDIT 2025 Evidential Management Unit <b>OFFICIAL SENSITIVE</b>	Jan 25					
AUDIT 2025 Workforce Planning (L&OD)	Jan 25	5	Advisory	5	0	0

## 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. This is a nationally led programme.
2. Sexual Misconduct: Abuse of position for a sexual purpose. This is both a local and national risk.
3. Pensions (McCloud) – Implementation of the Police Pensions Remedy. This is both a local and national risk.
4. Contact Business Continuity Management (BCM) – Capability to transfer contact and dispatch functions to alternative locations should the site at HQ be compromised.
5. Property Store – Effectiveness of property store current operating model post implementation of the new POM model.
6. Cosford – Uncertainty around regional collaboration agreement for tactical training centre at Cosford and continuation of training.
7. SyAP/Cyber – Protection of the force infrastructure and data from cyber threat. This is both a local and national risk.
8. Custody Facilities – An assessment of the risk posed by Staffordshire Police's current custody capabilities.

*The **Custody Facilities** risk has been escalated to the strategic register since the last report.*

*In addition, the force has one 'closed' risk being managed by the Specialist Crime Command.*

### 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.

*The **Force Control Room Recruitment and Retention** issue has been de-escalated since the last report and is now managed at Command level through Force Contact and Ops Command Board.*