


PCC and CC Force Inspection response record

Version:

Force	Staffordshire
Police and Crime Commissioner	Matthew Ellis
Chief Constable	Acting Chief Constable Nick Baker
Title of inspection	Police effectiveness, efficiency and legitimacy 2018/19 An inspection of Staffordshire Police
Inspectorate	 <p>Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services</p>
Summary of inspection	<p>The force is good at preventing crime and anti-social behaviour. It investigates crime well and continues to improve the quality and supervision of investigations. The force has improved how it assesses and responds to people at risk. It works closely with other agencies to make sure vulnerable victims are protected. Staffordshire Police understands the current and future demand for its services much better than it has done previously. It has used this information to develop strong financial and workforce plans for the future. Senior leaders ensure that the workforce understands the importance of treating the public and each other with fairness and respect. The force continues to uphold an ethical culture and promote the standards of professional behaviour it expects.</p>
Grade	Good
Recommendations	None
Areas for improvement	<p>EFFECTIVENESS Investigating Crime</p> <ul style="list-style-type: none"> The force needs to improve its oversight and understanding of those wanted for criminal offences, ensuring they are both circulated on the Police National Computer and actively sought. <p>Force Update: <i>The force has undertaken extensive work to further understood the issues regarding the wanted missing process. There has been improved oversight into the management of this which is supported by a clear, digitised process. Supervisory management is in place to progress cases of PNC wanted missing. This now features as part of daily business for front line staff and supervisors.</i></p>

- The force should ensure that it is fully compliant with the Code of Practice for Victims of Crime with victim contact details consistently recorded and updated.

Force Update:

Victims and witnesses is one of 5 strategic priorities for Staffordshire Police. A recent refresh of delivery plans against this demonstrate a sharper focus on outcomes for victims and a realignment to recent amendments to the national victim's code of practice (VCOP) . VCOP forms part of all internal audit and scrutiny work to monitor compliance against the code. There is robust Governance in place through both the strategic level Service Improvement and Organisational Learning Board and operational level Service Effectiveness Board. The recent implementation of the Records Management System – NICHE within force will also enhance the ability to capture and maintain detailed and accurate records around victims.

Protecting Vulnerable People

- The force should implement the necessary processes to share information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.

Force Update:

Work has been on going over the previous 2 years to develop and implement a feasible approach. A Joint funding bid was made to the Home Office Children Affected by Domestic Abuse Fund with Staffordshire Local Authority. Unfortunately the bid was unsuccessful. Therefore a manual process was considered following a pilot conducted within South Staffs LPT. Evaluation of the pilot concluded that this was not a viable option due to demand and capacity issues. However the most recent implementation of NICHE now provides the opportunity for an automated notification process to be developed and Staffordshire is working with a neighbouring force to understand their delivery model to develop a multi-agency approach for consideration as part of the next phase of the NICHE implementation plan during Autumn 2020.

LEGITIMACY

Ethical and lawful workforce behaviour

- The force should ensure that it uses an effective process for its workforce to refer ethical concerns. This includes giving regular feedback about the decisions the force makes, to encourage more submissions of ethical dilemmas, and support individual and organisational learning.

Force Update:

Ethical dilemmas are at the heart of the training new staff and newly promoted supervisors receive which is delivered by the Anti-Corruption Unit. The 'What If' programme is centred on Ethical Dilemmas and targets and the force uses the National Crime Agency (NCA) threat assessment process to consider any risks around the three nationally identified areas; information management; abuse of powers or police authority; and inappropriate associations. PSD are seeking to deliver a further series of Ethical Dilemmas that will be rolled out with the support of Corporate Communications to engage staff and seek views.

Additionally, senior leaders and the HIVE survey specifically seek feedback on the Forces decisions and approach to significant matters – a recent examples being the policing of COVID19. These generate discussion and challenge in specific engagement sessions.

- The force should monitor its vetting decisions, to identify disparities and disproportionality (e.g. BAME groups) and act to address those as necessary.

Force Update:

The force currently monitors Initial Vetting Checks (IVCs). This is the initial checks prior to an application being submitted. The force only discontinues on 'firm' grounds at this stage e.g. a previous conviction which makes the subject ineligible. Matters which require more in depth assessment, such as a historic drink drive conviction or declared financial issues, are progressed. There is ongoing work to provide further analysis to identify the grounds for failure, such as convictions, non-conviction data. Once developed fully, this will lead to a better understanding of what reasonable steps can be taken to remove any barriers identified. The Professional Standards Unit (PSU) is linked in with Force Information Systems (FiS) development to ascertain what changes can be made to monitor any disproportionality at final vetting i.e. following conditional offer. This work will be informed by any national amendments to vetting authorised practice which is currently being reviewed. The force has an early understanding of what this is likely to look like and is developing recording, monitoring and analysis in line with this.

- The force should ensure that its counter-corruption unit:
 - has enough capability and capacity to counter corruption effectively and proactively; and
 - can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse.

Force Update:

During 2020, the PSU (including ACU) is due to undertake significant change which is timely following the introduction of new national regulations. The changes will better align resources to the anticipated demand across the department. There will be an investment of investigative capability. Recent developments in the ACU have already seen the transformation of the workforce mix to work toward this aim. All staff are now either Professionalising Investigation Programme (PIP) 2 trained or are working toward PIP 2 accreditation. An extra investigating officer has been recruited to the department and another member of staff seconded from the PSU. There is also work in place to secure an additional 2 Detective Constables, which was recognised by an independent work place analysis.

The Staffordshire Commissioner's Office has welcomed the findings of today's (Friday 7 February) report by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), which praises the work of Staffordshire Police as 'good' across all areas.

Staffordshire Commissioner for Police, Fire and Rescue and Crime, Matthew Ellis said: 'It's good to see the independent inspectorate are so positive about policing in Staffordshire and Stoke-on-Trent. It is well deserved and the force is doing a good job.'

'Staffordshire is one of only four areas across England and Wales where crime is falling and the work of the police has rarely been so important, from being a reassuring presence in communities to protecting the public, if needed, in the most extreme circumstances.'

Chief Constable's response

Temporary Chief Constable Nick Baker said: "I am pleased that HMICFRS has assessed Staffordshire Police as a good force and there is recognition of the hard work shown by colleagues to improve service for local communities.

"However, we continue to focus on the many existing and emerging challenges facing policing and the report will help to inform our future plans."

I was also pleased that inspectors highlighted the force's ongoing focus on upholding an ethical culture and promoting the standards of professional behaviour it expects, and that we understand the importance of treating the public and each other with fairness and respect. This is welcome and comes at a time when the force, in line with a national over-haul, is introducing a reformed approach to how complaints and conduct matters are dealt with to focus more on reflection and learning from mistakes. This links in with our ambition in force to continue to change how we lead and work with a greater focus on trust driven policing.

The force has previously had mixed reports from HMICFRS so I am especially pleased with this 'Good' rating. It reflects the hard work, willingness and energy shown by colleagues to address previous areas for improvement and deliver a better service for local communities.

To tackle high levels of demand, growing complexity and vulnerability and increases in serious violent crime, the force implemented a new operating model in 2018. This included investment in neighbourhood policing, prioritising prevention and early intervention, increased capacity in investigations and a modernised response service. The force also invested last year in developing a missing persons investigation team, enhanced roads policing capability, digital investigations, disruption capability and forensic triage which are now starting to deliver a better service and outcomes for local communities.