

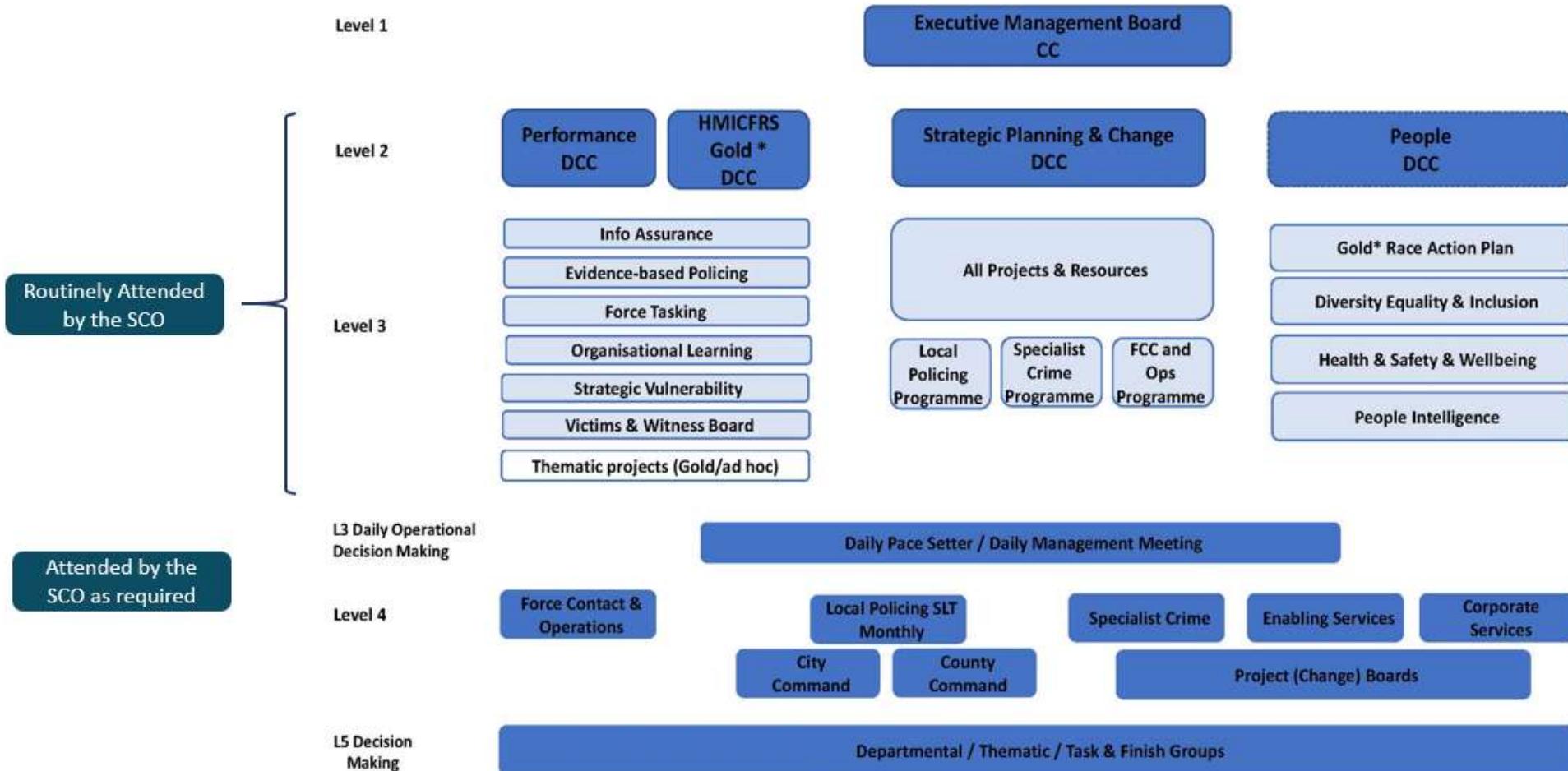


## Police Fire and Crime Panel 21<sup>st</sup> Feb 2023

### SCO Performance Management & Governance Arrangements: PEEL Inspection process and ENGAGE phase

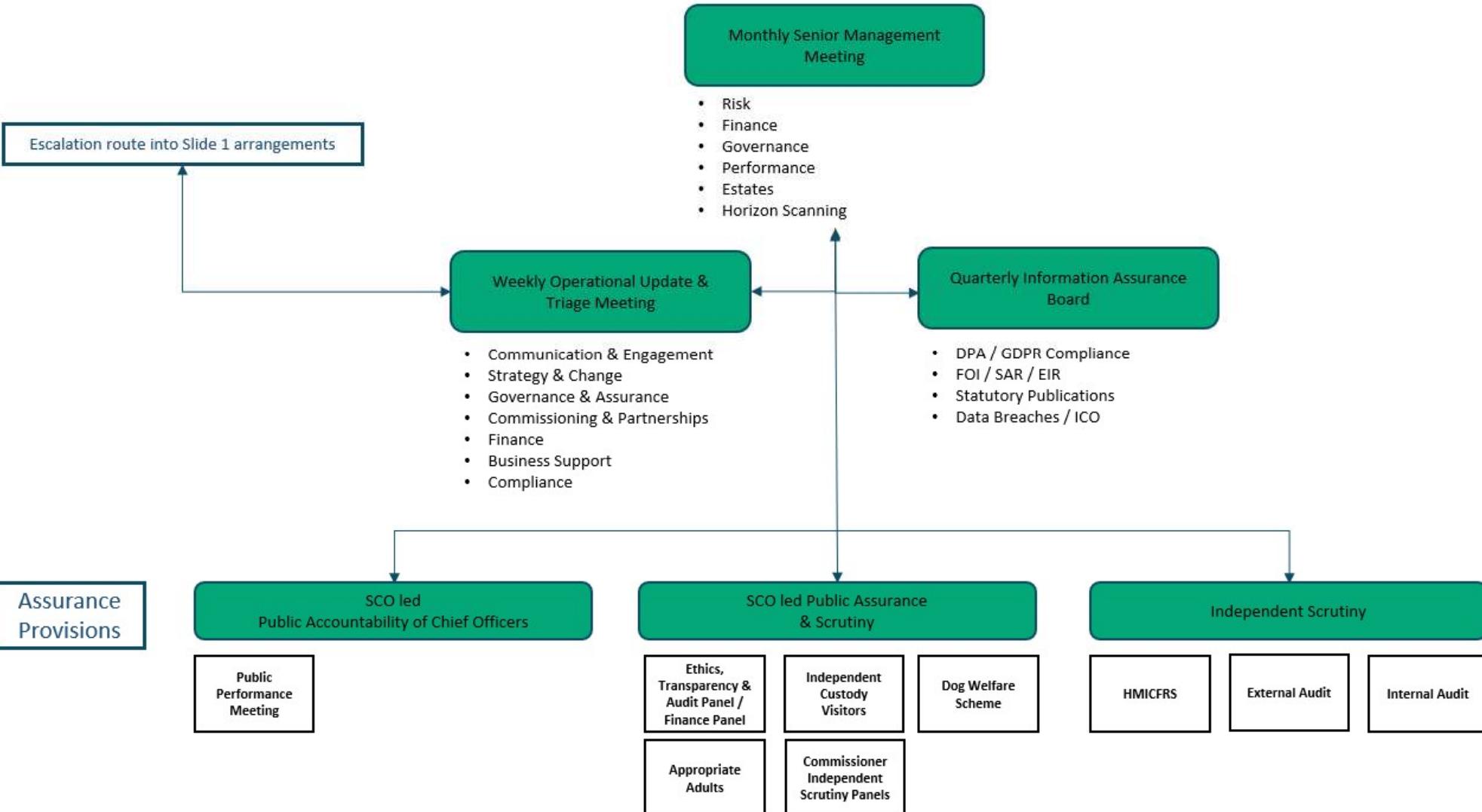
Report Authors: Helen Booth Performance Manager  
Victoria Farrar Head of Governance and Assurance  
Date: 7<sup>th</sup> February 2023

### Force Strategic Governance (Levels 1 to 5)



\* Time limited - to move to Level 3; to transition...

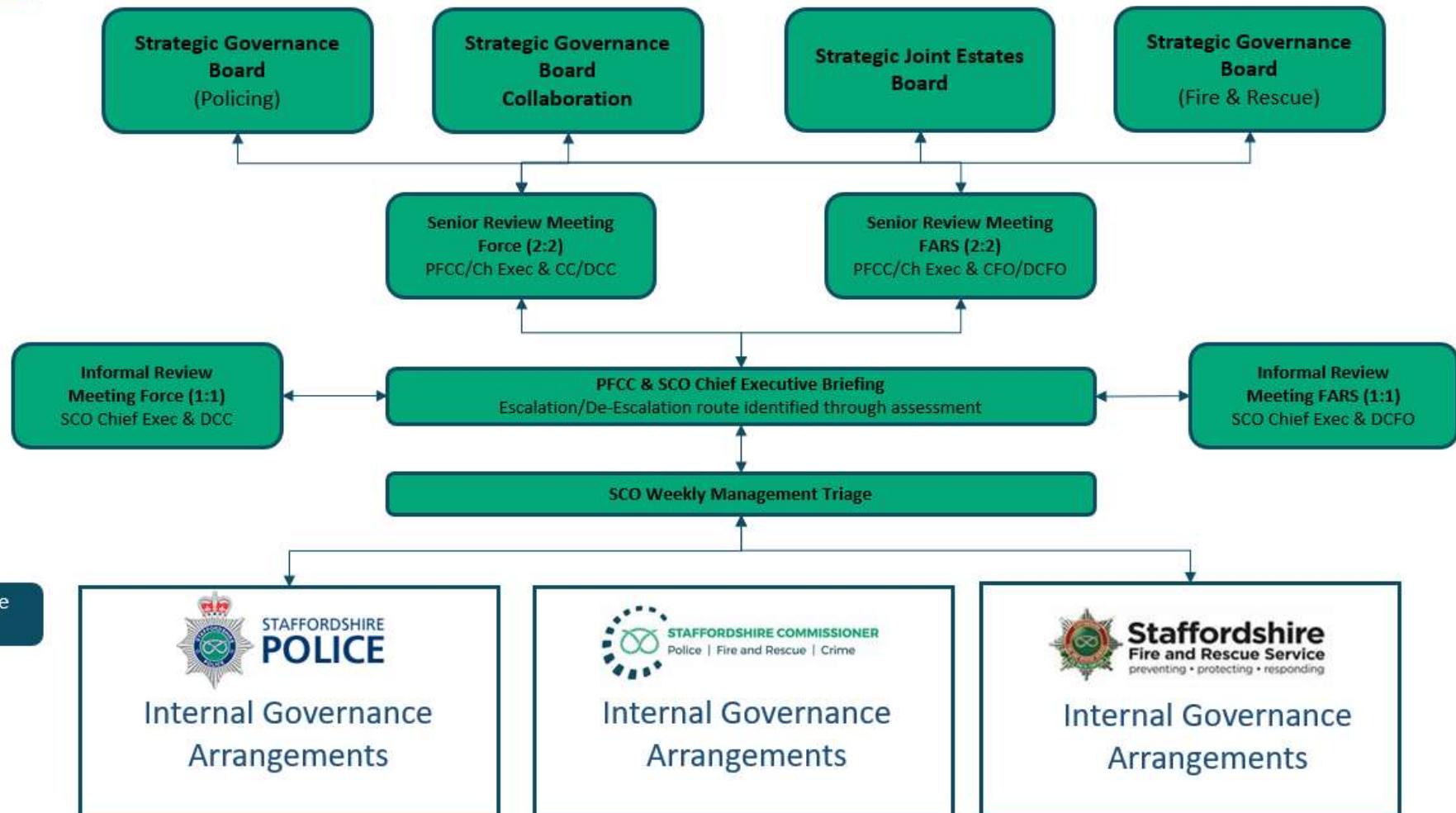
## Internal Governance Arrangements



## SCO Governance & Internal Control Structure Policing and Fire & Rescue

Chaired by the SCO

Attended by the  
SCO



Additional Governance functions that feed into these high level arrangements can be seen in separate organisational schematics



# HMICFRS Monitoring Arrangements

## The monitoring process

Routine monitoring identifies apparent issues for closer scrutiny. Some of these will be outside the control of the force and local policing body, or will already have been tackled; but some may be indicators of systemic or management failings in the force. The decision on whether to follow up any concerns with the force and local policing body rests with the [HMI who leads on HMICFRS's relationship with that force area.](#)

There are two stages in HMICFRS's monitoring process:

- **Scan** – The default phase of monitoring, the scanning phase uses data and information from a range of sources to highlight poor or deteriorating performance and identify potential areas of concern. Quarterly monitoring will be undertaken and a summary monitoring report produced that will be discussed with HMIs and, if possible causes for concern are found, at the regular monitoring group meetings.
- **Engage** – If a force is not responding to a cause of concern, or if it is not succeeding in managing, mitigating or eradicating the cause of concern, it is probable it will be moved to the Engage phase. In the Engage phase, forces will develop an improvement plan to address the specific cause(s) of concern that has caused them to be placed in the advanced phase of the monitoring process. The force may receive support from external organisations such as the College of Policing or the National Police Chiefs' Council, brokered by HMICFRS.



# Staffordshire entered Engage June 2022

## Reasons

- The force needs to improve how it identifies and assesses vulnerability at first point of contact.
- The force needs to make sure that it carries out effective investigations and that it gives victims the support they need.

## Also

- Child Protection Inspection Areas for Improvement

## Related reports

[PEEL: Staffordshire Police cause of concern – Responding to vulnerable people](#)

[PEEL 2021/22 – An inspection of Staffordshire Police](#)



## ENGAGE Process Staffordshire

**Engage** – In the Engage phase, forces will develop an improvement plan to address the specific cause(s) of concern that has caused them to be placed in the advanced phase of the monitoring process. The force may receive support from external organisations such as the College of Policing or the National Police Chiefs' Council, brokered by HMICFRS.

**Policing Performance Oversight Group (PPOG)** – Monthly update reports are submitted to HMICFRS and Staffordshire Chief Constable and PFCC are invited to specific PPOG meetings to update on progress against action plans.



## Policing Performance Oversight Group

All forces that are 'engaged' with HMICFRS are discussed at the Policing Performance Oversight Group (PPOG), chaired by HMCIC Andy Cooke.

Members consist of:

- regional HMLs,
- HMICFRS's chief operating officer,
- senior HMICFRS analysts
- representatives from the Home Office,
- the National Police Chiefs' Council,
- the Association of Police and Crime Commissioners
- the College of Policing.



## ENGAGE

HMIs consider progress made against causes of concern, using the following key tests.

- (a) Does the force recognise the cause of concern and understand the implications?
- (b) What is the prospect that the force will succeed in managing, mitigating or eradicating the cause of concern (taking into account capacity and capability)?
- (c) Is the cause of concern likely to be short-lived or enduring?
- (d) The need for public protection to be attained by the force becoming more efficient and effective above the stated cause of concern;
- (e) Public confidence in the force; and
- (f) The public law requirement of fairness.



# Enhanced Performance Monitoring

- **Performance Manager** monitors AFI's and performance related information and briefs PFCC for monthly SGB and Public Performance meetings
- **ETAP** are reviewing process based assurances for AFI system
- **Chief Exec** attends Gold ACoC monthly with HMICFRS Liaison Officer
- **Chief Exec and PFCC** hold weekly 1:1 and monthly 2:2 HMICFRS standing agenda item
- PFCC informal catch ups with HM Inspector of Constabulary Wendy Williams
- **HMIC Liaison officer, PFCC Chief Executive and PFCC** regular meetings
- **PFCC & CC** Regular preparation and review meetings for PPOG and checkpoint meetings
- **CC** attends regular checkpoint meetings with HMICFRS
- **PFCC & CC** attend PPOG
- **PCC Chief Executive & CC** attended HMICFRS PEEL Masterclass at GMP
- **PCC Chief Executive** Working Group for all ENGAGE areas

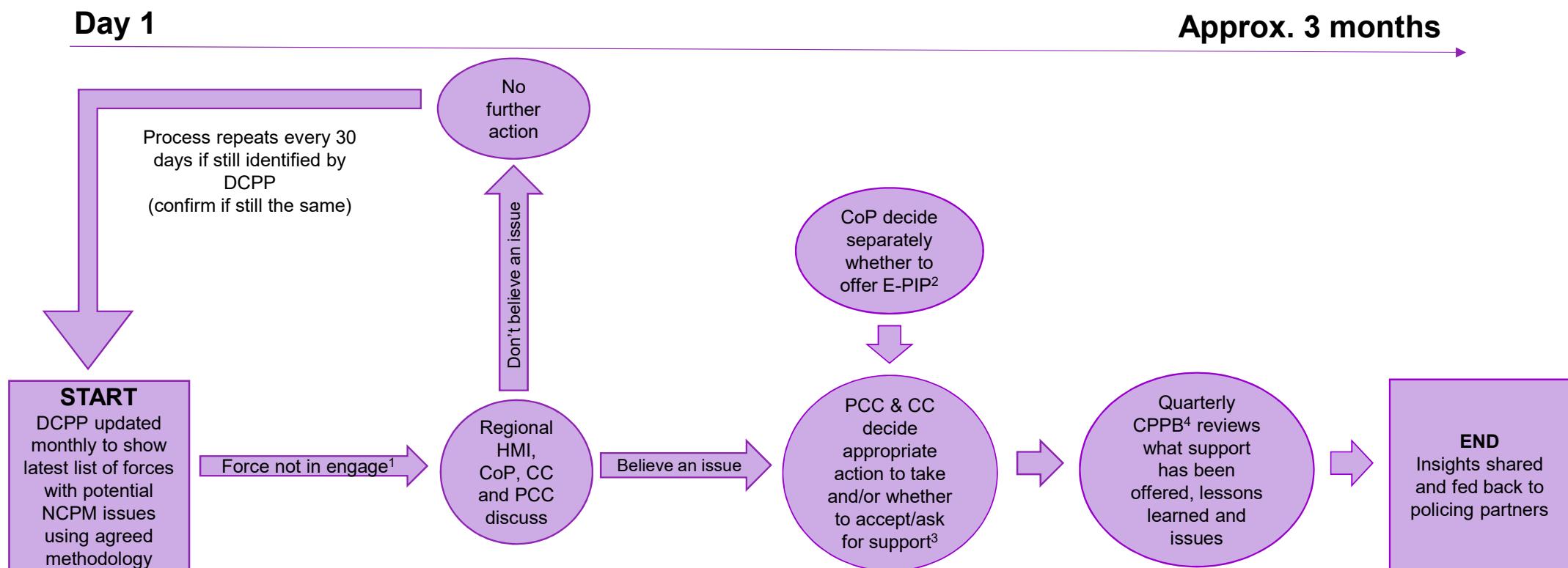


## Early Warning System to drive improvement

- The Digital Crime and Performance Pack (DCPP) will identify forces.
- PCCs and Chief Constables will discuss the data with their Regional HMI and the College to understand the issue and decide how much of a priority it is locally.
- PCCs and Chief Constables will decide whether and what action to take/or whether to accept/ask for further support e.g., E-PIP. Note: the decision to give E-PIP is taken by the College.
- National representatives from policing will review insights, issues, lessons learned, and approach from those forces highlighted by the DCPP at the Crime and Policing Performance Board (CPPB) e.g., share best practice, discuss issues which may need government intervention etc. National level actions which require a whole policing system response, insights and learnings will be shared and fed back to policing partners.

# Proposed early warning system

This process is designed as an Early Warning System to identify and address issues that may be hindering the delivery of the National Crime and Policing Measures (NCPM) to drive improvement.



1 - If a force is in 'engage' HMICFRS will use data in DCPP to inform PPOG discussions. Whether a force goes into 'engage' is HMICFRS decision alone.

2 - The support offer will be made at the same time to the Chief Constable and PCC. The College can offer E-PIP at any point. A maximum of 8 forces can receive E-PIP per year under current funding proposals.

3 - Chief Constable/PCC should set realistic timeline for improvements. PCCs to hold CC to account for performance.

4 - CPPB review will not ask PCCs/Chief Constables to attend to account for performance as it is about general themes emerging from the process rather than what has happened in force X.



## Early Warning System- Drugs offences Case Study

- National data sets and MSF comparisons (DCPP) showed Staffordshire as an outlier in Drugs offences.
- Escalated through Force Performance Board and SGB
- Investigation indicated temporary drugs codes issue following NICHE implementation in 2020 meant a backlog of cases had not been confirmed and included within the data set.
- Data updated, Issue resolved to avoid recurrence.
- Staffordshire no longer an outlier.



# Supporting Documentation

## [Click here for Public Performance Report Jan 2022](#)

Summary HMICFRS PEEL ACoC and CPI

Key Performance Measures:

ACoC 1 Responding to the Public

ACoC 2 Investigating Crime

pg4,5

pg7-13

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# Supporting Documentation

## [Click here for Annual Governance Statement](#)

HB1

### Annual Governance Statement 2021/22

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**Appendix A:** Annual Governance Statement Action Plan 2019/20

**Appendix B:** Internal Control Structure

**Appendix C:** Annual Governance Statement Action Plan 2020/21

**HB1** does this need updating?

Helen Booth, 07/02/2023



# Any Questions