



HMICFRS Governance Update May 2024

Background

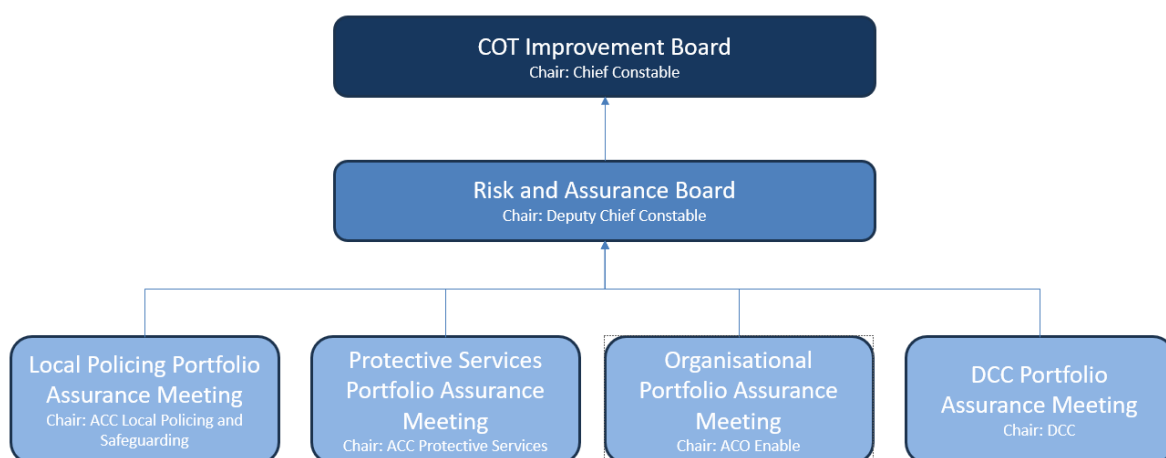
The Inspection and Assurance Team provide centralised management and monitoring of all HMICFRS and other appropriate mandatory reporting body requirements. The team conduct a range of activities including reality testing, quality, technical and transactional audits to provide organisational assurance, pre and post any inspection, in respect of the force's effectiveness, efficiency and legitimacy. The team are also responsible for managing the force's policy, procedure and guidance process and provide specialist advice in relation to risk management.

The team have adapted to new ways of working to align the force requirements and implement best practice from the improvement plan approach in 2023. The project management framework that was wrapped around the improvement plan is being applied to the new governance structures as this provided structure in tracking milestones and early visibility of possible slippage.

Governance

Learning lessons from the improvement work that took place in 2023, we have revised the governance structure which oversees Inspection, Audit and Risk activity. To align with the improvement plan in 2023, Risk and Assurance Board moved to monthly meetings to drive the activity at a lower, more detailed level which was required to deliver the improvements ahead of the HMICFRS inspection timetable. This approach delivered significant improvements as demonstrated in the [PEEL inspection report published in March 2024](#) however this pace of change is unsustainable and the governance has been reviewed to integrate continuous improvement activities into business as usual, monitoring progress through standards governance meetings/boards such as Local Policing Board and then assuring that activity against inspection frameworks such as PEEL and NCPI.

We have introduced bi-monthly Portfolio Assurance Meetings, chaired by each SRO as below, which enables the SRO to gain assurance for the wider portfolio, identify any gaps to be remitted back to governance meetings for action and also any escalations to be remitted to Risk and Assurance Board which has been revised to meet bi-monthly. This approach ensures that activity is driven at the correct level of governance, visibility is provided at all levels and escalations are effective.



When we become aware of a significant force thematic inspection, we will stand up separate Inspection Preparation Meetings which will feed into the relevant Portfolio. We currently have two preparation meetings taking place monthly, chaired by the SRO (Integrity Inspection & Serious Organised Crime Inspection). These meetings are supplemented by a designated Inspection Officer who also holds weekly progress meetings with the business lead and manages an action plan to identify and gaps against the framework and any organisational risks.

There is a standardised agenda across all the portfolio assurance meetings and as these evolve, the agenda will be revised accordingly.

No.	Item	Purpose	Lead
1	Attendance and apologies	To note attendance and apologies:	Chair
2	Decision & Action Log	To review the decision and action log	ALL
3	Review of confidence levels of PEEL Assessment Framework/thematic inspections (Assurance and confidence of meeting characteristic of good)	Line by line updates of progress against each question to identify and review: <ul style="list-style-type: none"> • Continuous improvement • Assurance activity • Risks and Issues • Evidence capture 	ALL
4	Dependencies	Consideration of any dependencies, into the business area and on other areas	ALL
5	AFIs and Recommendations	Review of outstanding actions with consideration for any recommendations that can be closed	ALL
6	Internal Audit Actions	Review outstanding audit actions Preparation for future audits	ALL
7	Policies, Procedures & Guidance (PPG) updates	Review of overdue items and items due within 6 months	ALL
8	Regulatory/other reporting bodies	Reports or requests received or due from HMICFRS or regulatory/other external bodies	I & A Team
9	Escalations to governance boards	Consideration of decisions or escalations required at alternative governance meetings.	ALL
10	Risk and Assurance Reporting	Items to be discussed at Risk and Assurance Board	

We have aligned the Inspection and Assurance Team to each of the portfolios to enable the monitoring of the bigger picture, gathering evidence and building relationships with the business lead and providing subject matter knowledge from the inspection and assurance arena. During the PEEL inspection preparation, we identified a number of cross cutting themes and the ability to re-purpose evidence documentation across different requestors e.g., HMICFRS, NCPI, Home Office and therefore reduce duplication of effort.

Outstanding AFIs

May 24 – 54 open Recs / AFIs with 117 associated actions assigned (excluding PEEL).

- 11 Force Inspections – NCPI & Custody Inspection
- 40 National recommendations
- 3 Super Complaint recommendations

The 11 AFIs from the recent PEEL report AFIs are being assessed for actions and monitored through the Portfolio Meetings and milestone plans are in the progress of being drawn up.

The outstanding actions and progress of evidence gathering are monitored and reviewed through the Portfolio Assurance Meetings and overdue actions are reported to Risk and Assurance Board. This focus on reviewing outstanding actions across the portfolio has resulted in a reduction of these actions, particularly those with a longer resolution time. This also has the subsequent impact of reducing the number of escalations to Risk and Assurance Board, enabling the focus to be directed at any critical areas requiring further scrutiny and support.

Interdependencies

As we identify gaps/actions as part of our continuous improvement we are mapping interdependencies across all the portfolios enabling the force to understand pinch points and pressures in service areas such as data reporting. Understanding of the impact of these pressures will enable informed prioritisation decisions to be made at Risk and Assurance Board.

Integrity Inspection

In anticipation of our HMIFRS thematic Integrity Inspection, six months ago we aligned an Inspection Officer to work with the business area and have been self-assessing against the inspection framework, identifying any gaps/risks and producing action plans to monitor progress. We have also consulted with other forces who have been inspected previously which has assisted with a gap analysis. Progress has oversight from the DCC at monthly inspection preparation meetings.

We have recently received 6 weeks' notice of the inspection and fieldwork is due to commence 1st July 2024 for a week. The team is currently working on the document request.

Serious Organised Crime Inspection

In anticipation of our HMIFRS thematic Integrity Inspection, we have also aligned an Inspection Officer to work with the business areas and have been self-assessing against the inspection framework, identifying any gaps and producing action plans to monitor progress. Oversight is provided by ACC Specialist Ops at monthly inspection preparation meetings, which also report into the Protective Services Portfolio Assurance Meeting, and any escalations feed into Risk and Assurance Board.

We have not yet received a date for this inspection however early indications suggest this will take place late 24/early 25.

NCPI

The NCPI Inspection Action Plan is monitored through Vulnerability Board which meets monthly.

Recommendation 6 - We recommend that North Yorkshire Police immediately improves child protection investigations by making sure:

- it assigns investigations to officers with the skills, capacity, and competence to carry them out them effectively (1)

- it effectively supervises investigations, with reviews clearly recording any further work that is needed (2)
- safeguarding referrals are prompt and comprehensive (3)
- it gives enough support to multi-agency investigations and (4)
- it regularly audits the quality of its practice, including how effective its safeguarding measures are, focusing on getting the best end results for children. (5)
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Recommendation 7 - We recommend that within three months North Yorkshire Police improves its understanding of CSE, in particular:

- improving staff awareness, knowledge, and skills in this area of work (1)
- making sure it responds promptly to all concerns (2)
- carrying out risk assessments that consider all the child's circumstances and risks to other children (3)
- improving the way it supervises and manages cases (4)

Update: a recent review of the outstanding actions for Rec 7 alongside a review of the recent HMICFRS report namely 'An inspection of the Metropolitan Police Service's handling of the sexual and criminal exploitation of children' has indicated that a comprehensive audit on child exploitation cases is required to give reassurance that the training given has been sufficient or whether it needs a refresh.

Quality Assurance and HMIC Letter - Summary Status

Recommendation	Letter	Anticipated finish of draft copy	Head of Function Sign off	ACC & COT Sign off	Submitted to HMIC FRS
Rec 1	Completed	Sept 2023	Sept 2023	completed	completed
Rec 2	Completed	Sept 2023	Sept 2023	completed	completed
Rec 3	Completed	Dec 2023	Dec 2023	completed	completed
Rec 4	Completed	Oct 2023	Oct 23	completed	completed
Rec 5	Completed	Sept 2023	Sept 2023	completed	completed
Rec 6	Completed	06.02.24	ON HOLD		
Rec 7	In draft/evidence	tbc			
Rec 8	Completed	Oct 2023	Oct 2023	completed	completed
Rec 9	Completed	Sept 2023	Sept 2023	completed	completed

