



**Report of the Chief Constable to the Chair and  
Members of the Audit Committee**

**18<sup>th</sup> December 2025**

**Presenting Officer: [REDACTED] Head of Corporate Services**

**Status: For Information**

**Update report on Areas for Improvement identified by His Majesty's Inspectorate of  
Constabulary and Fire and Rescue Service (HMICFRS)**

**1. Purpose**

- 1.1 The purpose of this report is to provide an update on the Force's current position in relation to outstanding areas of improvement and recommendations made by His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) and provide assurance that the Force has appropriate governance and scrutiny arrangements to ensure that the required improvements are made and embedded.

**2. Background**

- 2.1 HMICFRS independently assesses and reports on the effectiveness and efficiency of police forces in the public interest. This is primarily achieved through local PEEL assessments and national thematic inspections. The PEEL inspection programme provides an assessment of the effectiveness, efficiency and legitimacy of all police forces in England and Wales and provides graded judgements across a range of policing areas. It identifies where forces need to improve and helps the public understand how well their force is performing.
- 2.2 If HMICFRS identifies an aspect of a force's practice, policy or performance that falls short of the expected standard, it will be reported as one or more area(s) for improvement (AFI). AFIs are not accompanied by a recommendation.
- 2.3 Identification of a serious or critical shortcoming in a force's practice, policy or performance, will be reported as a cause of concern. A cause of concern will always be accompanied by one or more recommendations.
- 2.4 HMICFRS continuously monitors the performance of all police forces in England and Wales and the monitoring process consists of two stages: 'scan' and 'engage'. All police forces are in routine monitoring under the 'scan' stage by default but may be escalated to enhanced monitoring under the 'engage' stage if they are not effectively addressing the inspectorate's concerns.

**Current position**

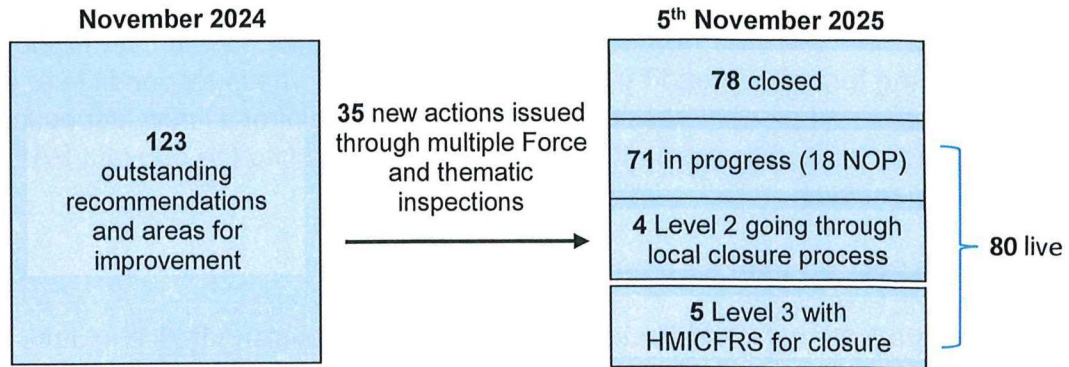
As previously reported, HMICFRS has introduced follow up activity levels for every recommendation and area for improvement (AFI) as follows:

- **Level 1** - No recorded follow up required and record closed
- **Level 2** – Force is able to close the record when the work is completed, with a letter uploaded to the HMICFRS Portal, signed by the Chief Constable.
- **Level 3** - Force self-certifies that the recommendation is complete, including uploading a letter signed by the Chief Constable with HMICFRS follow-up/ verification via the next relevant planned inspection or revisit.
- **Level 4** - No force self-certification. HMICFRS follow-up work conducted via further bespoke fieldwork, with additional support / inspection when appropriate. In most cases will be for forces moved to Engage.

The table below provides a breakdown of Force’s current position in relation to ‘live’ improvements required against the new activity levels as at 05.11.25. The portal does not include super-complaints however these are tracked locally to ensure that the Force has adequately dealt with any findings.

HMICFRS activity level	Local	National	Total
Cause of concern	0	0	0
Recommendation Level 1	0	0	0
Recommendation Level 2	0	41	41
Recommendation Level 3	0	8	8
Recommendation Level 4	0	0	0
AFI Level 1	0	0	0
AFI Level 2	0	1	1
AFI Level 3	12	0	12
AFI Level 4	0	0	0
Super-complaints (not on the portal)	0	18	18
<b>Total ‘live’ activity</b>	<b>12</b>	<b>68</b>	<b>80</b>

As highlighted above, the Force’s position has continued to improve over the past 12 months. Despite the receipt of a number of national recommendations issued to all forces (as detailed later in the report) the number of ‘live’ actions has further reduced and of the 80 current live actions, only 12 are specific to Cleveland Police. This improvement is further illustrated in the chart overleaf.



3.4 Work continues to address the ‘live actions’ outlined above under the supervision of the GAIN Board and the Force is making active use of its ability to locally close level 2 actions and request the closure of level 3 actions where there is clear evidence to demonstrate that the required improvements have been embedded.

#### 4. Governance and scrutiny arrangements

- 4.1 Governance and scrutiny arrangements associated with HMICFRS activity fall under the responsibility of the Deputy Chief Constable led Governance of Audit and Inspection (GAIN) Board which meets monthly. The GAIN Board provides a single governance forum to manage all inspection and audit related activity, the terms of reference for which can be found at Appendix A.
- 4.2 The Force continues to take a proactive approach to HMICFRS activity, and whilst the Board monitors progress against existing recommendations and areas for improvement, its’ core focus is on working towards achievement of the standards of good outlined in the HMICFRS PEEL Assessment Framework (PAF). A copy of the updated PAF for the 2025-27 inspection round is attached at Appendix B. To ensure appropriate drive and oversight, each PAF question area has a designated Chief Officer lead and a senior officer/staff equivalent delivery lead. Progress against achievement of the characteristics of ‘good’ outlined in the PAF is routinely tracked at the GAIN Board with a ‘deep dive’ into one of the PAF areas each month on a rotational basis.
- 4.3 To further support the Force’s improvement journey, the Force’s internal monitoring portal StART (**S**trategic **A**ctions and **R**ecommendations **T**racker) is hosted on SharePoint and provides force wide access to the current status of all HMICFRS recommendations and areas for improvement (AFIs). This includes details on where the AFI originated from, what action is required, who is responsible at Chief Officer and delivery lead level and the current delivery confidence level. Information can also be filtered to provide a customised view.
- 4.4 In addition, evidence to demonstrate compliance with the PAF standards of good in readiness for future inspection activity, continues to be collated in the Force Inspections and Visits Evidence Store (FIVES). Also hosted on SharePoint, this provides a central repository of positive evidence and a reminder to identify items suitable for inclusion on FIVES is a standing agenda item at all corporate meetings.
- 4.5 The Force continues to adopt a robust process to ensure that any recommendations and AFIs resulting from local and national inspection activity are promptly considered

and allocated for action. The detailed process flow at Appendix C illustrates the 'end to end' process followed from the Force receiving a notice to improve through to an action being formally closed by HMICFRS and shows who is responsible at each stage. Facilitated plenary sessions are held upon receipt of all new inspection reports and any identified improvement activity is incorporated into the relevant PAF improvement plan.

**Local inspection activity since the last update**

Following a National Child Protection Inspection of Cleveland Police in June 2024, HMICFRS published their inspection findings in January 2025 which included the following graded judgments of how good the Force is at safeguarding children who are at risk, along with two causes of concern and five AFIs.

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Working with safeguarding partners	Leadership of child protection arrangements  Risk assessment and referrals	Responding to children at risk of harm  Investigating child abuse, neglect and exploitation

In response the Force developed an improvement plan to deal with the issues highlighted, which was submitted expediently to HMICFRS ahead of the required deadline. Progress against the plan was tracked and monitored via a Deputy Chief Constable led Gold Group and a Silver Group was established to drive the required improvement activity.

The Force invited HMICFRS to formally review progress made against the improvement plan in early September 2025. Following an audit of activity and outcomes for children, HMICFRS were satisfied with the Force's progress, and both causes of concern were removed. In addition, four of the five AFIs were closed. The remaining AFI which relates to consistent recording of child demographic data continues to be progressed and a programme of activity remains underway under Chief Officer leadership to ensure the Force continuously improves policing services provided to vulnerable children.

**HMICFRS reports published since last update**

Cleveland Police: National child protection inspection (published January 2025)

Force specific inspection with two causes of concern and two linked recommendations graded level 4, and five level 3 AFIs. Locally aligned to PAF 7 with ACC Crime and Safeguarding as Chief Officer lead. Both causes of concern and their associated recommendations have been closed following review by HMICFRS along with four of the AFIs. Work to address the remaining AFI is ongoing.

Crime investigations - An inspection into how effectively the police investigate crime (March 2025)

National thematic inspection with eight level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead.

## NOT PROTECTIVELY MARKED

One recommendation has been closed as superseded. Work to address the remaining recommendations is ongoing.

### 6.3 PEEL 2023/25: An inspection of Cleveland Police (April 2025)

Force specific inspection with eight level 3 AFIs. Locally aligned to the relevant PAF areas with a Chief Officer lead at ACC/ACO level. Work to address the AFIs is ongoing.

### 6.4 An inspection of the police response to the public disorder in July and August 2024: Tranche 2 (May 2025)

National thematic inspection, no recommendations issued to forces.

### 6.5 Improving the response to organised immigration crime (May 2025)

National thematic inspection with four level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendations is ongoing.

### 6.6 Joint child protection inspection of victims of domestic abuse in Redcar and Cleveland (June 2025)

Local Partnership inspection, no recommendations issued to the Force.

### 6.7 Joint case building by the police and Crown Prosecution Service: final report (July 2025)

National thematic inspection with three level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendations is ongoing.

### 6.8 How effectively do the police record crime? PEEL spotlight report (August 2025)

National thematic inspection with three level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendations is ongoing.

### 6.9 State of Policing: The Annual Assessment of Policing in England and Wales 2024–25 (September 2025)

National thematic inspection, no recommendations issued to forces.

### 6.10 The effectiveness of diverting children from the criminal justice system: meeting needs, ensuring safety, and preventing reoffending (October 2025)

Joint national thematic inspection by HM Inspectorate of Probation and HMICFRS with one level 2 recommendation issued to all forces. Locally aligned to PAF 7 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendation has commenced.

6.11 Inspection of the effectiveness of police and law enforcement bodies' response to group-based child sexual exploitation: A progress report (October 2025)

National thematic inspection with four level 2 recommendations for all forces. Locally aligned to PAF 7 with ACC Crime and Safeguarding as Chief Officer lead. Work to address the recommendation has commenced.

6.12 Evaluation of PEEL inspections (October 2025)

National evaluation report, no recommendations issued to forces.

**7. 2025-2027 PEEL inspection programme**

7.1 The 2025-27 inspection round has now commenced and Cleveland Police is due to be inspected as part of batch 10. An indicative timetable has been issued to forces which includes key milestone dates for the different stages within the process. The key dates for Cleveland are as follows:

- Document request - week commencing 8th June 2026
- Final evidence collection phase - two weeks commencing 30th November 2026
- Final report publication - April 2027

7.2 HMICFRS have updated their PEEL assessment framework for the next round of the PEEL inspection programme in response to new and emerging priorities in policing and Government missions. They will continue to make graded judgments in several areas of policing against the 'core questions' within the PEEL assessment, but have made the following key changes:

- The introduction of two new core questions on safeguarding children and adults at risk and the response to fraud
- The movement of custody from a specialist inspection into PEEL, which will increase the frequency of inspections, so every force is inspected every four (rather than six) years
- Revisions to how they inspect and report on crime data integrity and the management of suspects and offenders
- A revised HMI summary.

**8. Other planned inspection activity**

8.1 In addition to the PEEL continuous assessment process, HMICFRS conduct thematic inspections across a range of policing areas. From April 2025, HMICFRS will continue a multi-year programme of thematic inspections in line with their strategy, the timing of which will depend on their funding and capacity and the emerging priorities for policing.

8.2 HMICFRS' planned thematic inspections over the next four years (2025 to 2029) are as follows. The list is not in order of priority and includes the carryover of inspections from 2024/25:

## NOT PROTECTIVELY MARKED

- firearms licensing
- police leadership
- the police response to knife-related crime
- the efficiency and effectiveness of current arrangements that provide local, regional and national policing services
- science and technology
- police and fire service cybersecurity
- counter-terrorism
- Joint Emergency Services Interoperability Principles
- data and analytics
- retail crime and shoplifting

8.3 It is not known at this stage whether Cleveland will be directly involved in any of the above inspections, however the Force will be subject to any national recommendations arising from them.

### **9 Conclusion**

- 9.1 The Force continues to take a robust approach to tackling the required improvement activity identified by HMICFRS with significant progress being made. New governance arrangements are working effectively with regular monitoring and scrutiny in place, and additional resources have been invested to ensure that the Force is well prepared in advance of future inspections and has a clear understanding of any gaps against the required standards.
- 9.2 The Force's internal arrangements for tracking and monitoring HMICFRS actions were subject to an internal audit by RSM in August 2025 which resulted in an internal audit opinion of 'substantial assurance'.



# Terms of Reference

## Governance of Audit and Inspection (GAIN) Board

### Purpose

To provide a mechanism through which the Chief Officer lead is assured of:

- the Force's readiness for HMICFRS and other inspection/audit activity and its response to areas for improvement arising from such activity;
- the Force's ability to meet the defined quality and standards contained within the HMICFRS inspection framework;
- the identification of best practice to enhance the service we provide to our communities.

### Core activities

- To monitor Force activity in relation to existing causes of concern, areas for improvement and recommendations for change arising from external inspection, audit or other regulatory bodies
- To oversee the development of practice and procedures that will deliver identified areas for improvement
- To oversee the on-going development of the Force in relation to its effectiveness, efficiency and legitimacy through PEEL, within a culture of continuous improvement
- To provide assurance that products coming out of audit and inspection work are embedded and being used effectively to drive performance in the organisation
- To ensure that the Force is able to demonstrate and evidence the outcome and impact of its improvement activity at both a tactical and strategic level
- To lead and oversee the Force's approach to HMICFRS inspection planning and preparation
- To consider any identified areas of risk and commission further internal inspection and review work as necessary
- To identify recommendations and areas for improvement which are suitable for local. Closure (where appropriate) or submission to the HMICFRS to request closure
- To review the findings of new reports by HMICFRS and other audit/regulatory bodies and assign an appropriate lead officer to oversee the development of action plans to deliver the required improvements

### Membership

<b>Members</b>	<div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 90%;"></div> <div style="background-color: black; height: 15px; width: 80%;"></div> <div style="background-color: black; height: 15px; width: 40%;"></div> <div style="background-color: black; height: 15px; width: 50%;"></div> <div style="background-color: black; height: 15px; width: 30%;"></div> <div style="background-color: black; height: 15px; width: 85%;"></div> <div style="background-color: black; height: 15px; width: 75%;"></div> <div style="background-color: black; height: 15px; width: 45%;"></div>
	<p>If members are unable to attend, a suitably briefed deputy should be nominated who is empowered to make decisions on their behalf.</p>

**Frequency**

Monthly

**Governance****Agenda compilation** Executive Support**Notes taken by** Executive Support**Document Control**

<b>Version</b>	<b>Date</b>	<b>Status</b>
1.0	June 23	Approved at GAIN Board meeting on 21.06.23
1.1	07/03/24	Formatting updated
1.2	07/01/25	Change of Force crest
1.3	11/11/25	Membership and role titles updated

## PEEL Assessment Framework (PAF) 2025 - 2027

The following core questions, topic areas and characteristics of good will be assessed.

Topic areas		Characteristics of good
<b>1. Leadership</b>		
a.	The force's senior leaders use all available information to develop strategic plans that will help provide a quality service to the public.	<ul style="list-style-type: none"> <li>The force uses its force management statement to inform its strategic planning and performance objectives.</li> <li>The needs of the community and the workforce inform the force's strategic plans.</li> <li>The force has robust governance arrangements that hold its leaders to account.</li> </ul>
b.	The force's senior leaders make sure there is a clear performance framework aligned to the force's strategic plans.	<ul style="list-style-type: none"> <li>The force has access to and uses high-quality data and analysis to make sure it operates efficiently and effectively.</li> <li>Officers and staff understand the force performance framework and it is aligned to force priorities.</li> <li>The force understands what good performance is and holds its leaders to account against these performance measures to improve the service it provides to the public.</li> </ul>
c.	The force's senior leaders make sure there is the right culture and capable leadership at all levels to oversee how the force's strategic plans are implemented, and its performance objectives are achieved.	<ul style="list-style-type: none"> <li>The force's strategic priorities and performance objectives are clearly communicated, and the workforce understands them.</li> <li>The force has the right people with the right leadership skills in the right place to develop and implement its strategic plans.</li> <li>The force is continuously improving its leadership standards, behaviour and culture.</li> </ul>
d.	The force's senior leaders make sure it has an effective, efficient and productive workforce to achieve the force's strategic plans and priorities, including better use of technology, continuous improvement and collaboration.	<ul style="list-style-type: none"> <li>The force's operating model makes sure the force can address current and future demand.</li> <li>The force can show how it continues to improve productivity through digital, data and technology solutions.</li> <li>Leaders can show the benefits of collaborations and partnership working.</li> </ul>
e.	The force's senior leaders make the best use of available funding to implement the force's strategic plans and achieve its performance objectives	<ul style="list-style-type: none"> <li>The force's financial plans make sure spending is aligned to its priorities.</li> <li>The force appropriately targets its funding to make sure it can achieve its priorities.</li> <li>The force's future financial plans are affordable and sustainable.</li> </ul>
<b>2. Supporting and developing the workforce</b>		
a.	The force has a diverse workforce and recruits the right people to meet the needs of its communities.	<ul style="list-style-type: none"> <li>The force has a fair, open and inclusive recruitment process to make sure it recruits the right people with the right skills.</li> <li>The force promotes equality, diversity and inclusion. Leaders at all levels create an inclusive workforce culture.</li> <li>The force takes positive action to better represent the communities it serves.</li> </ul>

b.	The force develops its workforce to make sure it has the skills and capabilities to meet the needs of its communities.	<ul style="list-style-type: none"> <li>• The force creates opportunities for all members of the workforce to progress, including under-represented groups. Leaders support their teams to access development opportunities.</li> <li>• The force makes sure it gives officers and staff the right training to carry out specialist work.</li> <li>• The force prioritises and progresses the development of its workforce through continuing professional development.</li> <li>• Leaders identify and manage talent well. The workforce understands, uses and values the professional development review process.</li> </ul>
c.	The force supports its workforce by making good efforts to retain officers and staff, while meeting the needs of the individual, force and community.	<ul style="list-style-type: none"> <li>• The force understands the well-being challenges of its workforce. Leaders at all levels prioritise and promote the physical and mental health of all officers and staff.</li> <li>• The force has processes to encourage officers and staff to stay in its workforce where appropriate.</li> <li>• Leaders at all levels monitor and review information about why officers and staff may want to leave or have left the workforce</li> </ul>
<b>3. Public treatment</b>		
a.	The force's training and feedback systems improve how it uses stop and search and use of force powers.	<ul style="list-style-type: none"> <li>• Officers have the knowledge and confidence to interact with the public fairly and appropriately during stop and search and use of force encounters.</li> <li>• And supervisors effectively review these interactions and give feedback to officers to improve performance.</li> <li>• The force uses body-worn video in all appropriate use of force and stop and search encounters in line with its own policy and guidance from the National Police Chiefs' Council. Interactions between officers and the public are improved as a result.</li> <li>• The force supports independent external scrutiny processes and responds to scrutiny and challenge it receives to improve how officers use stop and search and use of force powers.</li> </ul>
b.	The force's use of stop and search powers is fair and appropriate and supports its force priorities.	<ul style="list-style-type: none"> <li>• The force only uses stop and search powers when there are reasonable grounds to do so. And it follows correct and fair processes.</li> <li>• The force uses safeguarding interventions when children are stopped and searched.</li> <li>• The force has management structures that make sure quality assurance processes lead to improved interactions during stop and search. The force accurately records all data and uses the analysis to make sure its use of the power is fair.</li> <li>• The force shows that the fair use of intelligence-led stop and search supports a problem-solving approach, which helps prevent and detect crime and keep people safe.</li> </ul>
c.	The force's use of force is fair and appropriate.	<ul style="list-style-type: none"> <li>• When officers use force, it is recorded, justified, proportionate and fair.</li> <li>• The force uses safeguarding interventions for children involved in use of force encounters.</li> <li>• The force has management structures that make sure quality assurance processes lead to appropriate, fair and proportionate use of force. The force accurately records all data and uses the analysis to make sure its use of the power is fair.</li> </ul>

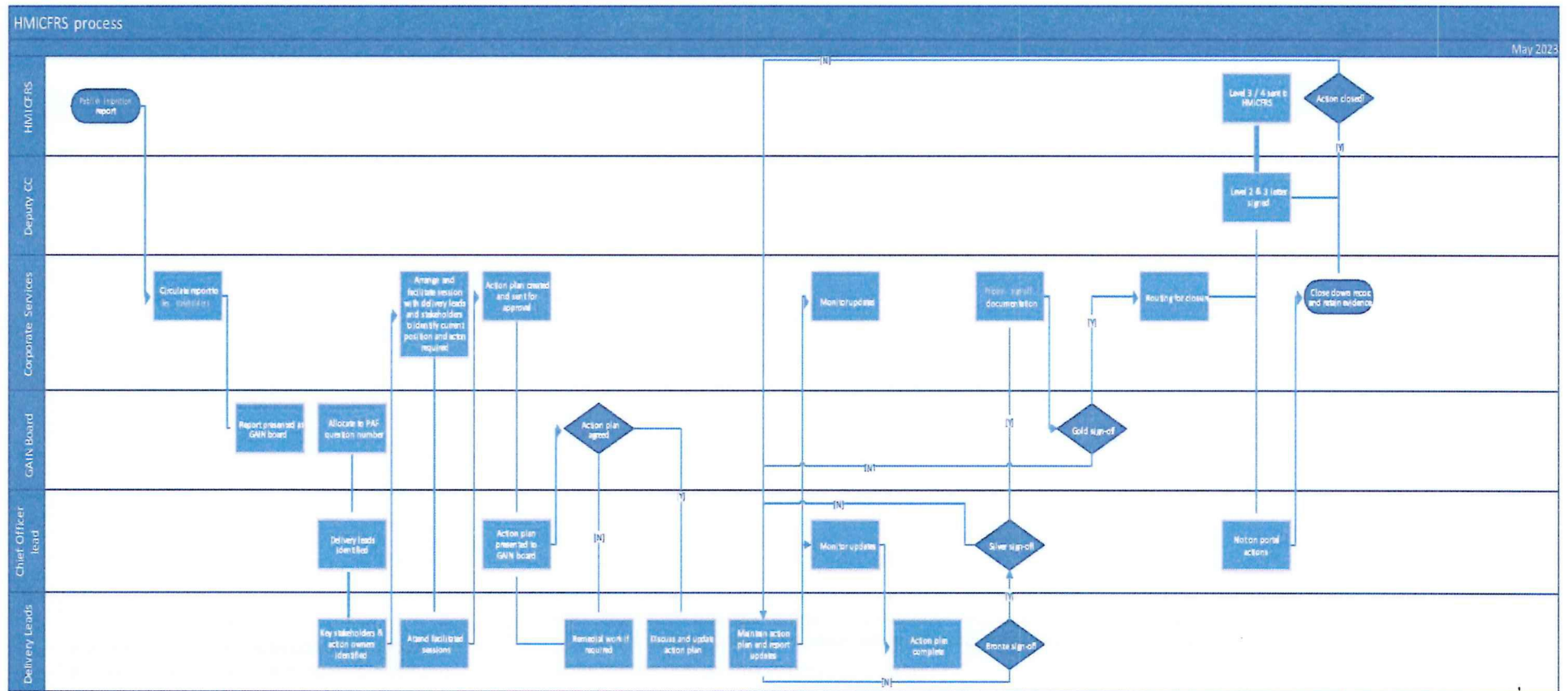
4. Prevention and deterrence		
a.	The force works with partner organisations to identify and prioritise its approach to prevent vulnerability, antisocial behaviour and crime.	<ul style="list-style-type: none"> <li>• The force has an effective management structure that allows it to identify vulnerability, repeat volume crime, neighbourhood crime and antisocial behaviour.</li> <li>• The force, where required, accurately records crime within incidents of antisocial behaviour.</li> </ul>
b.	The force uses primary, secondary and tertiary prevention activity to prevent, deter and tackle crime and antisocial behaviour and keep its communities safe.	<ul style="list-style-type: none"> <li>• The force uses appropriate antisocial behaviour legislation and interventions where needed.</li> <li>• The force widely encourages a problem-solving culture and has effective governance, support and systems in place to monitor and evaluate problem-solving activity.</li> <li>• The force works with partner organisations to prevent crime and divert young people away from committing crime through early intervention programmes.</li> <li>• The force works with partner organisations to reduce the risk of persistent and problem offenders reoffending (including integrated offender management).</li> </ul>
c.	The force's neighbourhood policing teams interact with, listen to and respond to its communities to help make them feel safe.	<ul style="list-style-type: none"> <li>• Neighbourhood policing teams have the capacity and capability to provide a regular, accessible and targeted presence within local communities. The force closely monitors officers and staff who are taken away from their main neighbourhood duties of deterring crime and antisocial behaviour.</li> <li>• The force demonstrates ongoing two-way communication tailored to meet the needs and preferences of different communities. It monitors and evaluates how it works with its communities to develop a better understanding of their needs and how to address them.</li> </ul>
5. Responding to the public		
a.	The force meets the needs of the public who make contact using a range of communication methods.	<ul style="list-style-type: none"> <li>• The force has an effective management structure that makes sure it understands its performance and can make sure the public receives a quality service.</li> <li>• The force answers 999 calls in line with the national standards for contact management to keep the public safe.</li> <li>• The force answers 101 calls promptly, keeps waiting times to a minimum and makes sure low numbers of callers end the call.</li> <li>• The force has processes in place to make sure the public who contact the force using digital platforms receive a high-quality service.</li> <li>• The force should make sure it has processes in place to supervise and manage all demand to minimise delays when the public has contacted them using any of the available communication methods.</li> </ul>
b.	The force understands risk and vulnerability at the first point of contact and makes sure it gives appropriate advice and guidance to the public.	<ul style="list-style-type: none"> <li>• The force identifies vulnerability at the first point of contact. It records an initial structured triage that determines how it will prioritise the call.</li> <li>• The force should make sure it gives appropriate and proportionate advice on safeguarding, evidence preservation and crime prevention at the first point of contact.</li> </ul>
c.	The force provides an appropriate response to calls for service and manages and prioritises ongoing risk to keep the public safe.	<ul style="list-style-type: none"> <li>• The force attends calls for service quickly which keeps the public safe, and secures and preserves evidence.</li> <li>• Responding officers receive information and intelligence to understand the risk and vulnerability of the calls for service they attend, which helps them make appropriate recording and investigative decisions.</li> <li>• The force understands ongoing risk using a structured risk assessment process to help the public receive an appropriate response.</li> </ul>

6. Investigating crime		
a.	The force secures justice for victims.	<ul style="list-style-type: none"> <li>• The force has an effective management structure that provides appropriate governance and oversight of investigations. It understands the importance of maintaining high investigative standards.</li> <li>• The force makes sure crimes are allocated to appropriately skilled officers and staff to achieve an appropriate outcome for victims.</li> <li>• The force consistently achieves appropriate outcomes for victims, which includes bringing offenders to justice.</li> <li>• The force records crime accurately to make sure it meets the national crime recording standard and victims receive appropriate support.</li> </ul>
b.	The force carries out high-quality investigations to achieve appropriate outcomes for victims.	<ul style="list-style-type: none"> <li>• The force consistently carries out thorough and timely investigations that lead to appropriate outcomes for victims.</li> <li>• The force supervises and reviews investigations to make sure they are of a high quality and result in appropriate outcomes for victims.</li> <li>• The force has processes to make sure it promptly deals with outstanding suspects and wanted people, to progress investigations and reduce the risk of harm to the public.</li> <li>• The force monitors use of voluntary attendance, released under investigation and pre-charge bail to make sure they are always used appropriately to safeguard victims and protect the public from harm.</li> </ul>
c.	The force provides a quality service to victims of crime.	<ul style="list-style-type: none"> <li>• The force maintains victim confidence by making sure victims receive their entitlements as set out in the Code of Practice for Victims of Crime.</li> </ul>
7. Safeguarding children and adults at risk		
a.	The force understands and addresses the vulnerability and safeguarding concerns it identifies.	<ul style="list-style-type: none"> <li>• The force has an effective governance structure that allows it to understand and address vulnerability and protect children and adults at risk of harm.</li> <li>• The force's compliance with statutory safeguarding processes improves its response to children and adults at risk of harm.</li> <li>• The training that the force provides to personnel involved in safeguarding activity helps them to reduce harm to children and adults at risk of harm.</li> <li>• The force records crimes when it receives reports from partner agencies and victims of domestic abuse, and reports of incidents of rape (N100s), and cancels recorded crimes of rape appropriately.</li> </ul>

b.	The force reduces and prevents harm by safeguarding and supporting vulnerable people	<ul style="list-style-type: none"> <li>• The force safeguards children and adults at risk of harm through high-quality assessment, appropriate safeguarding interventions and referrals to support services or processes.</li> <li>• The force works with multi-agency partners to safeguard and reduce the risk of harm to vulnerable people through prompt information-sharing and effective joint working arrangements (through the multi-agency safeguarding hub or equivalent processes).</li> <li>• The force applies for and monitors prevention orders and schemes to safeguard vulnerable people and manage the risk that offenders pose.</li> <li>• The force considers all appropriate tactics when working with partner organisations to safeguard vulnerable people and challenge offenders.</li> <li>• This includes during multi-agency risk assessment conference and multi-agency tasking and co-ordination.</li> </ul>
<b>8. Managing fraud</b>		
a.	The force understands the scale and impact of fraud in its communities.	<ul style="list-style-type: none"> <li>• The force has an effective management structure that creates accountability for understanding and managing the threat of fraud in its communities.</li> <li>• The force has enough capacity and capability to manage fraud in its communities and provide support to victims.</li> </ul>
b.	The force provides a quality service to victims of fraud and achieves appropriate outcomes for victims.	<ul style="list-style-type: none"> <li>• The force has processes that make sure victims of fraud who contact the force receive an appropriate response.</li> <li>• The force appropriately allocates investigations it receives from the National Fraud Intelligence Bureau and other sources. Its investigations achieve appropriate outcomes for victims.</li> <li>• The force works with multi-agency partners to safeguard and reduce the risk of harm to victims of fraud that the National Fraud Investigation Bureau and other sources identify.</li> </ul>
<b>9. A safe and lawful custody environment</b>		
a.	The force protects the safety and well-being of detainees.	<ul style="list-style-type: none"> <li>• The force's leadership structure and approach to performance management provides robust oversight of custody.</li> <li>• The force promotes fair outcomes for all detainees and is open to effective external scrutiny.</li> </ul>
b.	The force protects detainees from neglect and harm by recognising and meeting their needs.	<ul style="list-style-type: none"> <li>• The force maintains a safe custody environment and promotes the security, privacy and dignity of detainees.</li> <li>• The force makes sure detention before and after charge is appropriate for children and vulnerable adults and prioritises their needs, well-being and safety.</li> </ul>
c.	The force follows the Police and Criminal Evidence Act 1984 codes of practice and College of Policing authorised professional practice and makes sure detainees can exercise their legal rights.	<ul style="list-style-type: none"> <li>• Trained custody officers appropriately authorise detention and make sure detainees understand and can exercise their legal rights.</li> <li>• The force carries out reviews of detention as required by the Police and Criminal Evidence Act 1984 and in the best interests of the detainee to make sure continued detention is necessary.</li> </ul>

d.	The force makes sure it assesses, manages and regularly reviews any risk detainees pose to themselves and/or others throughout detention and on release.	<ul style="list-style-type: none"> <li>• Custody officers assess, manage and review risk throughout detention.</li> <li>• The force makes sure detainees are released or transferred from custody safely and appear at court promptly in person or through video conferencing.</li> </ul>
e.	The force makes sure any use of force in custody is lawful, necessary and proportionate, and is subject to robust scrutiny.	<ul style="list-style-type: none"> <li>• The force makes sure only appropriately trained staff use force in custody.</li> <li>• The force makes sure it only uses strip searching when necessary and its use is appropriately authorised and recorded.</li> </ul>
f.	The force makes sure detainees have access to a range of appropriately staffed and well-managed healthcare services.	<ul style="list-style-type: none"> <li>• Senior leaders oversee healthcare services to make sure there are enough trained staff to provide appropriate healthcare support in custody.</li> <li>• The force makes sure detainees receive timely assessment and treatment for physical, mental health and substance misuse needs in an environment that promotes dignity and maintains privacy.</li> </ul>

# HMICFRS Process Flow





### Internal Audit Update Report for the Audit Committee December 2025

This document has been prepared for the Audit Committee to provide a status update in relation to the Force's actions arising from Internal Audit Inspections.

The current Force register includes 30 recommendations, with the oldest having been published in June 2024. The table below provides a 'quick' summary of the actions:

Report	High Priority	Medium Priority	Low Priority	Comment
ICT Security Controls		2 (2)	3 (3)	All actions identified as complete. Awaiting sign off by RSM.
Payroll			3 (3)	All actions identified as complete. Awaiting sign off by RSM.
Business Continuity		1(1)	1 (1)	All actions identified as complete. Awaiting sign off by RSM.
Data Protection		2		Both actions remain ongoing
HR Medical Retirements			2 (2)	All actions identified as complete. Awaiting sign off by RSM.
Data Quality	1	3	1 (1)	1 action identified as complete, the others are underway and within target dates
Procurement		3	1 (1)	1 low action identified as complete, others on target
Firearms Licensing		1	1	Actions ongoing and within target dates
Vulnerability	1 (1)	3	1	1 action identified as complete, remainder from this new report ongoing
<b>Total</b>	<b>2 (1)</b>	<b>15 (3)</b>	<b>13 (11)</b>	

(\*) numbers in brackets represent actions identified as complete by the Force, awaiting RSM Follow-up review.

Of the 30 actions 15 have been identified, so far, as complete by the Force; as these have to be signed off by the auditors, they will remain on the action plan as "Closed locally awaiting sign off" until this is fulfilled.

The remaining live actions continue to be monitored, with regular updates provided by their owners.

The action plan below provides further details of the 'live' actions with status updates from the action owners.

It should be noted that the RAG (Red, Amber and Green) rating descriptors have been amended to reflect the completion status of the recommendation. The colour key and other details can be found at the end of the report.



**Summary of All Outstanding Internal Audit Recommendations – Oldest Implementation Date First**

No.	Report	Action Owner	Management Action	Implementation Date		Action Progress	Delivery Group	Status										
				Original	Revised													
607	Select Key IT Security Controls 2024	Information Security Manager	Management will adequately track the status of findings from the penetration tests and vulnerability scans findings to ensure timely remediation of vulnerabilities and ensure that adequate tooling is utilised to track all vulnerabilities to remediation. <b>(Medium)</b>	30 September 2024	Complete	<p>Report Published June 2024 Presented to Audit Committee June 2024</p> <p><u>Update July 2024</u> The flow chart, provided as evidence, shows a series of destinations for issues, including Cireson, the ISMS task list and the SecOps issues list. The latter is particularly important as it collates cross-team issues.</p> <p>Action Complete</p>	Digital, Data and Change Board											
610	Select Key IT Security Controls 2024	Information Security Manager via DDAC	Management will implement processes to ensure relevant buy-in from management responsible for ensuring staff completion of information security training. <b>(Medium)</b>	31 October 2024	Complete	<p>Report Published June 2024 Presented to Audit Committee June 2024</p> <p><u>Update October 2024</u> Reporting is now regularly via (1) monthly report from Infosec to H/DDaT and (2) from IMU to Digital, Data and Change Board (DDaC). This shows measurement. There is a task item in the ISMS to repeatedly push messaging. This will be an ongoing matter. ISMS ticket PEP66FGD is on a weekly-repeat to consider messaging options that week and push out relevant messages. This now falls into business as usual.</p> <p>Action Complete</p>	Digital, Data and Change Board											
611	Select Key IT Security Controls 2024	Information Security Manager	Management will ensure that that incident trend tracking processes are implemented to allow for process improvements, this should include the collation, tracking, and analysis of incident data. <b>(Low)</b>	30 September 2024	Complete	<p>Report Published June 2024 Presented to Audit Committee June 2024</p> <p><u>Update October 2024</u> The Force is making progress. The number of incidents has reduced to 78 incidents opened before October 2024, from 150 in early September. Completion anticipated by end November.</p> <p>Action Complete</p>	Digital, Data and Change Board											
612	Select Key IT Security Controls 2024	Head of ICT Services and Operations	Management will actively track and monitor non-network connected assets as part of the asset management programme. Management will determine which assets to formally track (e.g. monitors) and which are to be classed as consumables (e.g. keyboards and mice). <b>(Low)</b>	31 October 2024	Complete	<p>Report Published June 2024 Presented to Audit Committee June 2024</p> <p><u>Update October 2024</u> Recommended for CLOSURE at DDaC in October 2024. Rationale: "tracking of some particular assets (e.g., monitors) will now be via Vivatrack, facilitated by ICT Support colleagues. This work has started." It is essentially business-as-usual for the ICT Support team.</p> <p>Action Complete</p>	Digital, Data and Change Board											
613	Select Key IT Security Controls 2024	Information Security Manager	Management will include target due dates for mitigation actions within the Information Security risk register. <b>(Low)</b>	28 February 2025	Complete	<p>Report Published June 2024 Presented to Audit Committee June 2024</p> <p><u>Update October 2024</u> This work is planned to take place in late November.</p> <p><u>Update January 2025</u> All risks on the ISMS risk register have been reviewed. In some cases, these risks have monitoring actions rather than requiring anything specific. 17 risks were closed in the last month following review.</p> <p>At this point in time,</p> <table border="1"> <tr> <td>Risks at report time:</td> <td>41</td> </tr> <tr> <td>Risks overdue for review:</td> <td>0</td> </tr> <tr> <td>Risks without review date:</td> <td>0</td> </tr> <tr> <td>Risks for review &lt;= 1m:</td> <td>13</td> </tr> <tr> <td>Risks for review &gt; 1m and &lt;=3m:</td> <td>10</td> </tr> </table>	Risks at report time:	41	Risks overdue for review:	0	Risks without review date:	0	Risks for review <= 1m:	13	Risks for review > 1m and <=3m:	10	Digital, Data and Change Board	
Risks at report time:	41																	
Risks overdue for review:	0																	
Risks without review date:	0																	
Risks for review <= 1m:	13																	
Risks for review > 1m and <=3m:	10																	

**Summary of All Outstanding Internal Audit Recommendations – Oldest Implementation Date First**

No.	Report	Action Owner	Management Action	Implementation Date		Action Progress	Delivery Group	Status						
				Original	Revised									
						<table border="1"> <tr> <td>Risks for review &gt;3m and &lt;=6m:</td> <td align="center">2</td> </tr> <tr> <td>Risks for review &gt;6m and &lt;=1y:</td> <td align="center">8</td> </tr> <tr> <td>Risks for review &gt;1y and &lt;=2y:</td> <td align="center">8</td> </tr> </table> <p>The table above is generated daily on the ISMS ticket server (<a href="#">ISMS ticket report</a>), so we have better sight of this.</p> <p><b>Action Complete</b></p>	Risks for review >3m and <=6m:	2	Risks for review >6m and <=1y:	8	Risks for review >1y and <=2y:	8		
Risks for review >3m and <=6m:	2													
Risks for review >6m and <=1y:	8													
Risks for review >1y and <=2y:	8													
614	Key Financial Controls – Payroll 2025	Strategic Finance Manager	The most recent version of the Corporate Governance Framework will be made available via the Police and Crime Commissioner for Cleveland website. (Low)	31 December 2024	Complete	<p>Report Published January 2025 Presented to Audit Committee March 2025</p> <p><u>Update March 2025</u> The Office of the Police and Crime Commissioner update their website with the latest version of the Corporate Governance Framework following Joint Audit Committees. Screen shots provided as evidence.</p> <p>Action Complete</p>	Strategic Workforce Planning Board							
615	Key Financial Controls – Payroll 2025	Head of Finance, Accounting and Payroll	Payroll control account reconciliations will be independently reviewed and signed off each month. (Low)	31 December 2024	Complete	<p>Report Published January 2025 Presented to Audit Committee March 2025</p> <p><u>Update June 2025</u> Monitoring of payroll accounts takes place as part of month-end process signed off by the Head of Financial and Payroll services. The completed spreadsheet has been provided as evidence.</p> <p>Action complete.</p>	Strategic Workforce Planning Board							
616	Key Financial Controls – Payroll 2025	Resourcing Assistant	New starter information entered on Oracle will be cross checked to ensure all information entered is correct and agrees back to the source documentation for accuracy. (Low)	31 December 2024	Complete	<p>Report Published January 2025 Presented to Audit Committee March 2025</p> <p><u>Update June 2025</u> Cross reference process carried out by HR. Spreadsheet provided as evidence.</p> <p>Action Complete</p>	Strategic Workforce Planning Board							
617	Business Continuity Planning 2025	Business Continuity Manager	Management will ensure that isolated staff not involved in drafting the plans are regularly made aware of their roles and responsibilities for specific elements of the business continuity plan activation process by the Department Heads and this responsibility to be updated in the Force BCP. (Low)	31 March 2025	Complete	<p>Report Published January 2025 Presented to Audit Committee March 2025</p> <p><u>Update April 2025</u> Reminder issued to all BC Leads/Champions to regularly advise staff of their roles in relation to their departments Business Continuity Plans.</p> <p>Email provided as evidence.</p> <p><b>Action Complete</b></p>	Specialist Capabilities Group							
618	Business Continuity Planning 2025	Business Continuity Manager	The Force will ensure that a full risk-based testing cycle priority list has been completed, including an analysis of all departments. This will include testing cycles for the departments listed and be approved and published on the Force's SharePoint system and shared with Department Heads. (Medium)	30 June 2025	Complete	<p>Report Published January 2025 Presented to Audit Committee March 2025</p> <p><u>Update May 2025</u> The Business Continuity Manager is working with National Business Continuity Leads to help devise an appropriate plan.</p> <p>The Force is in the process of recruiting a dedicated Business Continuity Manager, who will lead on this work. The recruitment is currently at the vetting stage as a higher level of vetting is required.</p> <p><u>Update September 2025</u> Following benchmarking with other forces to identify good practice; an annual testing cycle has now been implemented for all Departments; this includes an automated reminder for Department BC owners and a feedback form to evidence their testing. Additionally, a criticality table has been produced (RAG Rated) documenting the level of risk to the Force (not to be mistaken with Department's BIA/Department risk). The plan is flexible, in so much</p>	Specialist Capabilities Group							

**Summary of All Outstanding Internal Audit Recommendations – Oldest Implementation Date First**

No.	Report	Action Owner	Management Action	Implementation Date		Action Progress	Delivery Group	Status
				Original	Revised			
						<p>as, a department's review can be brought forward in the schedule if concerns are identified/raised.</p> <p>Evidence provided: Testing Cycle Schedule inc RAG ratings Screen shot of 'results' section of SharePoint</p> <p><b>Action complete</b></p>		
619	Data Protection 2025	Information Governance Manager	The Force will investigate the most effective ways to make staff aware of the bi-annual training and improve completion rates. Non completion of training will be monitored and chased to ensure that all staff complete the required training. <b>(Medium)</b>	30 September 2025	31 December 2025	<p><b>Report Published January 2025 Presented to Audit Committee March 2025</b></p> <p><u>Update May 2025</u> The training relates to:</p> <ul style="list-style-type: none"> <li>Managing Information (operational or non-operational as appropriate to role)</li> <li>Government security classification</li> </ul> <p>This training <b>must</b> be completed at least every two years.</p> <p>Training compliance is a force-wide issue that should be managed by supervisors as part of PDR processes, using the training dashboard as a monitoring resource.</p> <p>The Digital, Data and Change Board (DDaC) continues to receive reports from the Information Management Unit (IMU) on compliance.</p> <p>A review of infosec and data protection training is intended once the teams have sufficient capacity.</p> <p><u>Update October 2025</u> Non completion of training is monitored via Digital Learning team and current compliance across the Force requires improvement. Plan under draft to improve compliance and awareness of required training.</p>	Digital, Data and Change Board	
620	Data Protection 2025	Head of Digital Data and Technology	The Force will recruit and employ a permanent DPO with detailed roles and responsibilities. There will also be a Deputy DPO in place to ensure there is enough resource to cover all roles and responsibilities required of a DPO. <b>(Medium)</b>	31 July 2025	30 November 2025	<p><b>Report Published January 2025 Presented to Audit Committee March 2025</b></p> <p><u>Update October 2025</u> The Force has now recruited a permanent DPO with relevant roles and responsibilities. A new Information Rights Manager / Deputy DPO is to be identified during a Force restructure process.</p>	Digital, Data and Change Board	
636	HR: Wellbeing Framework / Medical Retirement	Head of People Operations, Wellbeing Manager	The Blue Light Framework (BLF) Action Plan will be reviewed and updated to ensure it accurately reflects the Force's current position. As part of this review, consideration will be made as to the format of the Action Plan to ensure a consistent format is used for each section. <b>(Low)</b>	31 July 2025	Complete	<p><b>Report Published May 2025 Presented to Audit Committee June 2025</b></p> <p><u>Update June 2025</u> The BLF action plan is currently being updated to have the most accurate data and will also be checked for terminology and gaps in each section which will be updated to ensure consistency.</p> <p>Once this has been updated then a copy of the BLF will be shared as evidence</p> <p><u>Update August 2025 – Request to Close</u> The BLF tracker has been updated and formatting has been aligned, ensuring that all sections have relevant owners/contributors, as per the action.</p> <p>Request to close this audit action with a copy of the updated BLF tracker provided as evidence.</p> <p>Workbook provided as evidence</p>	Tactical Workforce Planning Group	
637	HR: Wellbeing Framework /	Head of People Operations,	The Attendance Management Procedure and the supporting process flowchart for	30 June 2025	Complete	<p><b>Report Published May 2025 Presented to Audit Committee June 2025</b></p>	Tactical Workforce	

**Summary of All Outstanding Internal Audit Recommendations – Oldest Implementation Date First**

No.	Report	Action Owner	Management Action	Implementation Date		Action Progress	Delivery Group	Status
				Original	Revised			
	Medical Retirement	HR Policy Advisor	EMR will be reviewed and updated to outline that officers are provided with a HR contact as part of the EMR process, and that they can provide guidance and information regarding appeals. (Low)			<p><b>Update June 2025</b> The attendance management procedure has been updated in the medical retirement section 11.5 appeals process to include the below wording:</p> <p><i>'A nominated HR representative will be involved in the medical retirement process to provide support and advice to Individuals and Line Managers.</i></p> <p><i>Where an Individual wishes to appeal the decision of the medical practitioner (e.g., they have been advised that they are not suitable for medical retirement), the nominated HR team member will be able to provide guidance and information on the appeals process'</i></p> <p>Medical Retirement Process Flowchart - The overall Medical Retirement process flow chart has been updated and provided for evidence.</p> <p>Action Complete – both documents published</p> <p><b>Evidence</b> The new attendance management procedure and Medical Retirement Process Flowchart</p>	Planning Group	
638	Data Quality 2025	Records Manager	The Niche Data Quality Standards - Person Records document will be uploaded to the intranet and communicated to all relevant staff and officers. (Low)	31 August 2025	Complete	<p><b>Report Published September 2025 Presented to Audit Committee September 2025</b></p> <p><b>Update October 2025</b> The Niche Data Quality Standards - Person Records document has been uploaded to the intranet and communicated to all relevant staff and officers.</p> <p><b>Evidence</b> Document and message provided.</p> <p>Action complete</p>	Digital, Data and Change Board	
639	Data Quality 2025	Records Manager	A full data standards document will be created setting out the minimum data requirements for all record types. Once created and approved, this will be communicated to all relevant staff and officers. (High)	31 December 2025		<p><b>Report Published September 2025 Presented to Audit Committee September 2025</b></p> <p><b>Update October 2025</b> A full data standards document is under draft and ongoing. Target date on track.</p>	Digital, Data and Change Board	
640	Data Quality 2025	Records Manager	A Data Quality Policy or Strategy document will be created and implemented. (Medium)	31 March 2026		<p><b>Report Published September 2025 Presented to Audit Committee September 2025</b></p> <p><b>Update October 2025</b> A Data Quality Policy document is under draft and ongoing.</p>	Digital, Data and Change Board	
641	Data Quality 2025	Head of Digital, Data and Technology	The Force will evaluate the current record management systems and processes to identify where efficiencies can and will be implemented to improve data quality. (Medium)	31 March 2026		<p><b>Report Published September 2025 Presented to Audit Committee September 2025</b></p> <p><b>Update October 2025</b> A business case is under draft to be submitted to the Force Triage Group in November 2025 for consideration and subsequent approval by DDaC.</p>	Digital, Data and Change Board	
642	Data Quality 2025	Head of Digital, Data and Technology	The Force will ensure formal data quality training can be rolled out to key staff members, alongside introducing regular communications regarding the importance of data quality. (Medium)	31 March 2026		<p><b>Report Published September 2025 Presented to Audit Committee September 2025</b></p> <p><b>Update October 2025</b> Data Quality meetings held with Learning and Development and case to be submitted to Force Learning group for discussion.</p>	Digital, Data and Change Board	
643	Key Financial Controls – Procurement 2025	Commissioning & Procurement Manager	The Force will conclude the review of roles and responsibilities for the procurement team, and ensure that these are clear, there is no duplication, and staff are suitably trained and experienced to undertake their proposed duties.	31 December 2025	Complete	<p><b>Report Published September 2025 Presented to Audit Committee September 2025</b></p> <p><b>Update October 2025</b> Team Meetings established and now run twice monthly alternating with Team Learning and Development Sessions delivered utilising expertise across the organisation Examples of team Meetings include compliance with PA2023 Regulations / requirements on Procurement Staff.</p>	Strategic Workforce Planning Group	

**Summary of All Outstanding Internal Audit Recommendations – Oldest Implementation Date First**

No.	Report	Action Owner	Management Action	Implementation Date		Action Progress	Delivery Group	Status
				Original	Revised			
			Monthly learning & development sessions will take place and focus on various procurement processes including evaluation and moderation, the tender process, contract management, managing price increases and In-Tend. A review will also be undertaken of the current team roles / tasks to determine whether time is being utilised effectively. <b>(Low)</b>			<p>Additionally, a review of the roles and responsibilities of Procurement Staff has been completed to ensure no duplications in role / requirements &amp; improve efficiency and processes have been amended to improve team effectiveness.</p> <p>Examples of Training include presentations from Risk Manager training the team on impact of risk in contracts. Staff continue to be suitably trained under this new process and training will run long-term to provide continued development and resilience.</p> <p>Evidence provided:</p> <ul style="list-style-type: none"> <li>A new recently approved Contract Prelims document - this is a development of a previous lighter touch process, the aim of which is to record the decision and reasoning each Procurement team member must go through to enter into an agreement (commit the force to spend etc.) - this is evidence of amended processes as referred to in the update</li> <li>The Team training log for Learning and Development Sessions - This is a living document and will be updated continually, but it shows the training the team have had and have planned.</li> </ul> <p>Action completed.</p>		
644	Key Financial Controls – Procurement 2025	Commissioning & Procurement Manager	The contract register will be reviewed, and key fields will be updated to ensure completeness of information. The Procurement Manager will then sense check the register before it is fed into the Procurement Act. <b>(Medium)</b>	30 September 2025	31 March 2026	<p>Report Published September 2025 Presented to Audit Committee September 2025</p> <p><u>Update October 2025</u> Contracts Register updated as required. Target Met.</p> <p>Pending data transfer / upload into the Procurement App after further beneficial app developments were identified for DSD to complete (post Audit result.). ETA for App deployment – early 2026</p>	Strategic Workforce Planning Group	
645	Key Financial Controls – Procurement 2025	Commissioning & Procurement Manager	The Procurement Team will undertake a review to identify the key suppliers / key contracts that present the highest risk to the Force, after which the contract owners will be consulted as well as other stakeholders throughout the Force to understand and manage the risks for each. A contract Management Plan for all high-risk contracts will then be created detailing how contracts are to be managed moving forward. The Procurement Team will attend Command Meetings so they have access to key information relating to key suppliers / key contracts activity. Following on from this the Force will then produce procurement performance reports to be presented to the Joint Audit Committee meeting and will include an analysis of supplier performance, including feedback to inform supplier decisions and supplier management. <b>(Medium)</b>	31 August 2026		<p>Report Published September 2025 Presented to Audit Committee September 2025</p> <p><u>Update October 2025</u> Contracts Management Plan drafted and is pending review prior to launch. (as of September 2025)</p> <p>Command Meetings are being attended by Procurement Team with drive for upcoming contract renewals as the focus. Background supportive tools are also being developed e.g. Slide Deck to support Procurement's information sharing ability at Command Meetings is being created</p> <p>Supplier performance on key / high risk contracts is planned to be included in future reports to JAC.</p> <p>Target on Track.</p>	Strategic Workforce Planning Group	
646	Key Financial Controls – Procurement 2025	Commissioning & Procurement Manager	The Force will review the 34 suppliers where the annual expenditure is over the tender limit for £50,000 and confirm if there is a corresponding contract in place which was as a result of a competitive tender exercise to ensure that value for money is being achieved for goods or	31 December 2025		<p>Report Published September 2025 Presented to Audit Committee September 2025</p> <p><u>Update October 2025</u> Supplier Review commenced, and associated report has been created. Pending review of data – November 2025</p> <p>Target on Track.</p>	Strategic Workforce Planning Group	

**Summary of All Outstanding Internal Audit Recommendations – Oldest Implementation Date First**

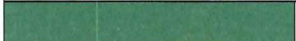



No.	Report	Action Owner	Management Action	Implementation Date		Action Progress	Delivery Group	Status
				Original	Revised			
			services being procured. Where contracts are not in place, a decision will be made as to whether the services are required to be market tested and contracts entered, to ensure compliance with procurement regulations. <b>(Medium)</b>					
647	Firearms Licensing 2025	Firearms Licensing Unit Manager	The Firearms Licensing Policy will be reviewed to ensure that it is still compliant with the updated Statutory Guidance. <b>(Low)</b>	5 December 2025		Report Published September 2025 Presented to Audit Committee December 2025  <u>Update November 2025</u> Work planned to be completed by delivery date.	Crime Governance Group	
648	Firearms Licensing 2025	Firearms Licensing Unit Manager	The 11% of applications received in the past 12 months that are still in consideration will be reviewed to identify any immediate action that needs to take place and expedite this- delivery date of three months. Reporting on the outstanding applications will be incorporated into monthly performance reporting processes. <b>(Medium)</b>	30 November 2025	31 January 2026	Report Published September 2025 Presented to Audit Committee December 2025  <u>Update November 2025</u> The monthly performance template has now been updated to include the outstanding decisions for monitoring. Work is now underway to reduce the outstanding number of decisions and agreement has been received from the firearms executive lead ACC Fox to extend the authority to make such decisions to the Firearms Licensing Manager which will assist in expediting this process. A further delegated authority to the FLM will be sought from the ACC.	Crime Governance Group	
649	Vulnerability 2025	Detective Chief Inspector (Adult Safeguarding)	The 4P Plan for each vulnerability strand will be created and used to monitor and track actions. Alongside this, target completion dates within each plan will be added for each action, to enable the Force to identify slippage and more accurately track progress.  Reporting to a governance group or committee will be documented for each plan to ensure adequate oversight is in place. <b>(Medium)</b>	31 October 2025	28 February 2026	Report Published November 2025 Presented to Audit Committee December 2025  <u>Update November 2025</u> Plans have been created for each strand and discussed in November's Tactical Vulnerability Performance meeting. The Safeguarding Ch. Supt. is holding meetings with the plan owners over the next 2 months to ensure the plans are developed and any actions are progressing.	Safeguarding Governance Group	
650	Vulnerability 2025	Detective Chief Inspector (Adult Safeguarding)	The Force will consider whether capacity can be secured to implement a compliance function within the PVP Hub to identify trends and patterns. <b>(Low)</b>	31 March 2026		Report Published November 2025 Presented to Audit Committee December 2025  <u>Update November 2025</u> Action to be progressed by target date.	Safeguarding Governance Group	
651	Vulnerability 2025	PVP Hub Manager	The Force will urgently strengthen the functionality and accuracy regarding Power BI dashboards with respect to recording any linked children to a domestic abuse suspect and not just a victim. <b>(High)</b>	31 August 2025	Complete	Report Published November 2025 Presented to Audit Committee December 2025  <u>Update November 2025</u> This 'High' risk action was addressed as a matter of urgency and following collaboration with the Force Performance Team the Power BI dashboard now displays children linked to both victims and suspects, enabling more comprehensive safeguarding assessments and transparency regarding children at risk from domestic abuse.  The DASHBOARD measures officer compliance in terms of linking those children and any required PVP intervention and shows what the compliance rate would be without PVP Intervention.  Evidence provided – report and screen shot of the dashboard Action Complete	Safeguarding Governance Group	
652	Vulnerability 2025	Chief Inspector (Complex Exploitation Team)	The Force will ensure responsibilities for missing persons and child exploitation cases are clear, and introduce processes to enable communication between different teams. <b>(Medium)</b>	31 August 2025	31 December 2025	Report Published November 2025 Presented to Audit Committee December 2025  <u>Update November 2025</u> Action in progress	Safeguarding Governance Group	


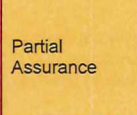

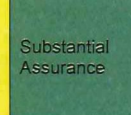
**Summary of All Outstanding Internal Audit Recommendations – Oldest Implementation Date First**

No.	Report	Action Owner	Management Action	Implementation Date		Action Progress	Delivery Group	Status
				Original	Revised			
653	Vulnerability 2025	Superintendent (Prevention)	The Force will review the current arrangements for the Missing Person Team, with any outcomes actioned and implemented. <b>(Medium)</b>	31 December 2025		<p><b>Report Published November 2025 Presented to Audit Committee December 2025</b></p> <p><b>Update November 2025</b> An evaluation has been completed and presented to the Chief Officer Team. The outcomes including uplift and operating practices will be dependent on COT sign off and decision, as part of Force Management Statement (FMS) process.</p>	Safeguarding Governance Group	

Reference key to Audit Reports:

Report Title	Grading	Published	Presented to Audit Committee
Business Continuity planning	Substantial Assurance	January 2025	27/3/2025
Data Protection	Advisory Only	January 2025	27/3/2025
Data Quality	Partial Assurance	September 2025	25/9/2025
Firearms Licensing	Reasonable Assurance	September 2025	18/12/2025
HR Medical Retirements	Substantial Assurance	May 2025	26/6/2024
Payroll	Substantial Assurance	January 2025	27/3/2025
Procurement	Reasonable Assurance	September 2025	25/9/2025
Select Key IT Security Controls	Reasonable Assurance	June 2024	26/6/2024
Vulnerability	Not graded	November 2025	18/12/2025

Colour Code for actions – final column	
	Complete; awaiting sign off by the auditors
	Recommendation being progressed
	New Action – first update not yet requested/received
	Action against the recommendation to commence

RSM Grading:			
 Minimal Assurance	 Partial Assurance	 Reasonable Assurance	 Substantial Assurance

NOT PROTECTIVELY MARKED

**Report of the Chief Constable to the Chair and  
Members of the Audit Committee**



10<sup>th</sup> December 2024

**Presenting Officer: Louise Solomon, Head of Corporate Services**

**Status: For Information**

**Update report on Areas for Improvement identified by His Majesty's Inspectorate of  
Constabulary and Fire and Rescue Service (HMICFRS)**

**1. Purpose**

- 1.1 The purpose of this report is to provide an update on the Force's current position in relation to outstanding areas of improvement and recommendations made by His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) and provide assurance that the Force has appropriate governance and scrutiny arrangements to ensure that the required improvements are made and embedded.

**2. Background**

- 2.1 HMICFRS independently assesses and reports on the effectiveness and efficiency of police forces in the public interest. This is primarily achieved through local PEEL assessments and national thematic inspections. The PEEL inspection programme provides an assessment of the effectiveness, efficiency and legitimacy of all police forces in England and Wales and provides graded judgements across a range of policing areas. It identifies where forces need to improve and helps the public understand how well their force is performing.
- 2.2 If HMICFRS identifies an aspect of a force's practice, policy or performance that falls short of the expected standard, it will be reported as one or more area(s) for improvement (AFI). AFIs are not accompanied by a recommendation.
- 2.3 Identification of a serious or critical shortcoming in a force's practice, policy or performance, will be reported as a cause of concern. A cause of concern will always be accompanied by one or more recommendations.
- 2.4 HMICFRS continuously monitors the performance of all police forces in England and Wales and the monitoring process consists of two stages: Scan and Engage. All police forces are in routine monitoring under the Scan stage by default but may be escalated to enhanced monitoring under the Engage stage if they are not effectively addressing the inspectorate's concerns.

**3. Current position**

- 3.1 As outlined in the last update to the Joint Audit Committee, HMICFRS has introduced

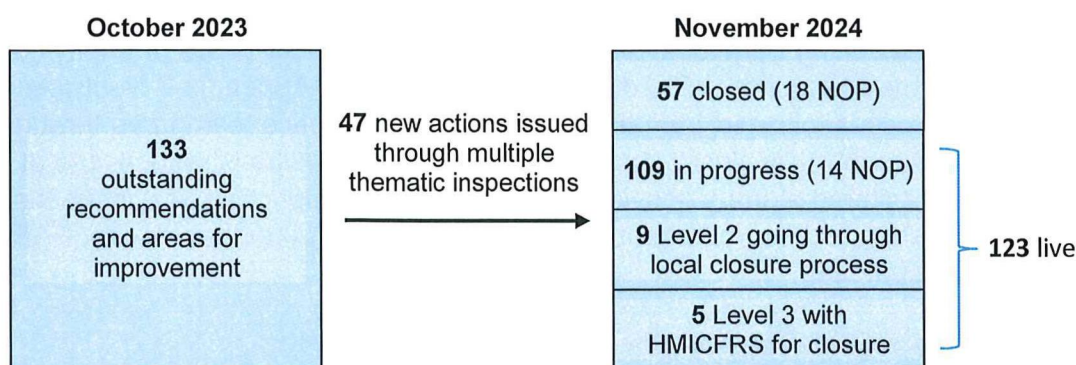
follow up activity levels for every recommendation and area for improvement (AFI) as follows:

- **Level 1** - No recorded follow up required and record closed
- **Level 2** – Force is able to close the record when the work is completed, with a letter uploaded signed by the Chief Constable.
- **Level 3** - Force self-certifies that the recommendation is complete, including uploading a letter signed by the Chief Constable with HMICFRS follow-up/ verification via the next relevant planned inspection.
- **Level 4** - No force self-certification. HMICFRS follow-up work conducted via further bespoke fieldwork, with additional support / inspection when appropriate. In most cases will be for forces moved to Engage.

3.2 The table below provides a breakdown of Force’s current position in relation to ‘live’ improvements required against the new activity levels as 20.11.24. It should be noted that owing to timing delays in information being added to, removed from or updated on the HMICFRS portal, the information held locally may not be a direct match to that held on the portal. This is an acknowledged issue which is outside of the Force’s control. Furthermore, the portal does not include super-complaints however these are tracked locally to ensure that the Force has adequately dealt with any findings.

HMICFRS activity level	Local	National	Total
Cause of Concern	3	0	3
Recommendation Level 1	0	0	0
Recommendation Level 2	0	63	63
Recommendation Level 3	3	13	16
Recommendation Level 4	0	0	0
AFI Level 1	0	0	0
AFI Level 2	5	1	6
AFI Level 3	4	3	7
AFI Level 4	0	0	0
Super-complaints (not on the portal)	0	28	28
<b>Total ‘live’ activity</b>	<b>15</b>	<b>108</b>	<b>123</b>

3.3 As highlighted above, the Force’s position has continued to improve over the past 12 months. Despite the receipt of a number of national recommendations issued to all forces (as detailed later in the report) the number of ‘live’ actions has further reduced and of the 123 current live actions, only 15 are specific to Cleveland Police. This improvement is further illustrated in the chart overleaf.



3.4 Work continues to address the 'live actions' outlined above under the supervision of the GAIN Board and the Force is making active use of its ability under the new HMICFRS activity levels to both locally close level 2 actions and request the closure of level 3 actions where there is clear evidence to demonstrate that the required improvements have been embedded.

#### 4. Governance and scrutiny arrangements

4.1 Governance and scrutiny arrangements associated with HMICFRS activity fall under the responsibility of the Deputy Chief Constable led Governance of Audit and Inspection (GAIN) Board which meets monthly. The GAIN Board provides a single governance forum to manage all inspection and audit related activity, the terms of reference for which can be found at Appendix A.

4.2 The Force continues to take a proactive approach to HMICFRS activity, and whilst the Board monitors progress against existing recommendations and areas for improvement, its' core focus is on working towards achievement of the standards of good outlined in the HMICFRS PEEL Assessment Framework (PAF), a copy of which is attached at Appendix B. Following a self-assessment against each PAF question area in 2023/24, work has continued throughout 2024/25 to deliver improvements and address any gaps. To ensure appropriate drive and oversight, each PAF question area has a designated executive lead at Chief Officer Team level and a senior officer/staff equivalent delivery lead. Progress against improvement plans is tracked at the GAIN Board via exception reporting with a 'deep dive' into one of the PAF areas each month on a rotational basis.

4.3 To further support the Force's improvement journey, the Force's internal monitoring portal StART (**S**trategic **A**ctions and **R**ecommendations **T**racker) is hosted on SharePoint and provides forcewide access to the current status of all HMICFRS recommendations and areas for improvement (AFIs). This includes details on where the AFI originated from, what action is required, who is responsible at Chief Officer and delivery lead level and the current delivery confidence level. Information can also be filtered to provide a customised view.

4.4 In addition, evidence to demonstrate compliance with the PAF standards of good in readiness for future inspection activity, continues to be collated in the Force Inspections and Visits Evidence Store (FIVES). Also hosted on SharePoint, this provides a central repository of positive evidence and a reminder to identify items suitable for inclusion on FIVES is a standing agenda item at all corporate meetings.

- 4.1 The Force continues to adopt a robust process to ensure that any recommendations and AFIs resulting from local and national inspection activity are promptly considered and allocated for action. The detailed process flow at Appendix C illustrates the 'end to end' process followed from the Force receiving a notice to improve through to an action being formally closed by HMICFRS, and shows who is responsible at each stage. Facilitated plenary sessions are held upon receipt of all new inspection reports and any identified improvement activity is incorporated into the relevant PAF improvement plan.

## 5. Local inspection activity since the last update

- 5.1 The Force's most recent PEEL inspection (for the 2023-25 inspection round) has just concluded. This involved a rolling programme of evidence collection commencing in April 2024, with a final fieldwork undertaken in weeks commencing October 7<sup>th</sup> and 21<sup>st</sup>. The inspection took into account information from a wide range of sources including the Force Management Statement (FMS); findings from thematic inspections, case file reviews, progress against areas for improvement; Force Liaison Lead (FLL) knowledge and insight, interviews with key personnel and officer/staff focus groups. A significant amount of Force effort was invested into both preparing for and supporting the inspection, and the final inspection report is due for publication in March 2024.
- 5.2 In June 2024, the National Child Protection Inspection (NCPI) Team assessed the Force's arrangements for safeguarding children, as part of a new rolling inspection programme across all forces in England and Wales. The inspection findings are due to be published in early 2025.
- 5.3 In September 2024, the Force was selected as one of a small number of forces to participate in a rapid review of the policing response to the disorder experienced in early August 2024.

## 6. HMICFRS reports published since last update

- 6.1 An inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation in England and Wales (December 2023)

National thematic inspection with four level 2 recommendations and one level 2 AFI issued to all forces. Locally aligned to PAF 6 with ACC Baker as executive lead. Work to address these actions is ongoing.

- 6.2 Report on the Criminal Justice Alliance's super-complaint - Section 60 of the Criminal Justice and Public Order Act 1994 and independent community scrutiny of stop and search (December 2023)

A super-complaint response from HMICFRS, the College of Policing (CoP) and the Independent Office for Police Conduct (IOPC) which made seven recommendations for all forces. The Force's response to these recommendations was published on the force website on 07.03.24 and all actions were completed by June 2024.

6.3 Meeting the needs of victims in the criminal justice system (December 2023)

National thematic inspection with one level 2 recommendation issued to all forces. Locally aligned to PAF 6 with ACC Baker as executive lead. Work to address the recommendation is ongoing.

6.4 Vetting and anti-corruption part 2: How effective is the National Crime Agency at dealing with corruption? (April 2024)

National thematic inspection with one level 2 recommendation issued to all forces. Locally aligned to PAF 11 with DCC Fuller as executive lead. Work to address the recommendation is ongoing.

6.5 Progress to introduce a national operating model for rape and other serious sexual offences investigations (August 2024)

National thematic inspection with five level 2 recommendations issued to all forces. Locally aligned to PAF 6 with ACC Baker as executive lead. Work is ongoing to address the recommendations as part of the force's Operation Soteria project.

6.6 An inspection into activism and impartiality in policing (September 2024)

National thematic inspection with nine level 2 recommendations issued to all forces. Locally aligned to PAF 2 with ACC Felton as executive lead. Work to address the recommendations is ongoing.

6.7 Report on the Suzy Lamplugh Trust's super-complaint: The police response to stalking (September 2024)

A super-complaint response from HMICFRS, the CoP and the IOPC which made 14 recommendations for all forces. The force's initial response to these recommendations was published on the force website on 22.11.24. Locally aligned to PAF 6 with ACC Baker as executive lead and work to address the recommendations is ongoing.

6.8 The policing response to antisocial behaviour: PEEL spotlight report (October 2024)

National thematic inspection with five level 3 recommendations issued to all forces. Locally aligned to PAF 3 with ACC Felton as executive lead. Work to address the recommendations is ongoing.

**7. 2025-2027 PEEL inspection programme**

7.1 HMICFRS have updated their PEEL assessment framework for the next round of PEEL inspections that will take place from 2025 to 2027 in response to new and emerging priorities in policing and Government missions. They will continue to make graded judgments in several areas of policing against the 'core questions' within the PEEL assessment and are proposing the following key changes:

- The introduction of two new core questions on safeguarding and the response to fraud

- The movement of custody from a specialist inspection into PEEL, which will increase the frequency of inspections, so every force is inspected every four (rather than six) years
- Revisions to how they inspect and report on crime data integrity and the management of suspects and offenders
- A revised HMI summary.

7.2 Consultation on the proposed new Performance Assessment Framework (PAF) which outlines the characteristics of good for each core question closed on 22.11.24 and the final version will be published in early 2025.

7.3 The timetable for the 2025-27 inspection round has not yet been agreed but Cleveland's next PEEL inspection is likely to fall in late 2026/early 2027.

## 8. Other planned inspection activity

8.1 In addition to the PEEL continuous assessment process, HMICFRS conduct thematic inspections across a range of policing areas. From April 2025, HMICFRS will continue a multi-year programme of thematic inspections in line with their strategy, the timing of which will depend on their funding and capacity and the emerging priorities for policing.

8.2 Consultation on the draft programme for future years closed on 25.10.24 and whilst final details are awaited, the following inspections have been proposed:

### 2024-2025

- firearms licensing
- police leadership

### 2025-2029

- the police response to knife-related crime
- the efficiency and effectiveness of current arrangements that provide local, regional and national policing services
- science and technology
- economic crime
- undercover policing
- police and fire service cybersecurity
- counter-terrorism
- Joint Emergency Services Interoperability Principles
- data and analytics

8.3 It is not known at this stage whether Cleveland will be directly involved in any of the above inspections, however the Force will be subject to any national recommendations arising from them.

## **9. Conclusion**

- 9.1 The Force continues to take a robust approach to tackling the required improvement activity identified by HMICFRS with significant progress being made. New governance arrangements are working effectively with regular monitoring and scrutiny in place, and additional resources have been invested to ensure that the Force is well prepared in advance of future inspections and has a clear understanding of any gaps against the required standards.
- 9.2 Whilst the Force awaits the publication of the inspection findings following the recent PEEL and NCPI inspections, it is confident that it can continue to build on the improvements already made in order to provide the best possible service to the communities of Cleveland.

## Terms of Reference



### Governance of Audit and Inspection (GAIN) Board

#### Purpose

To provide a mechanism through which the Chief Officer lead is assured of:

- the Force's readiness for HMICFRS and other inspection/audit activity and its response to areas for improvement arising from such activity
- the Force's ability to meet the defined quality and standards contained within the HMICFRS inspection framework
- the identification of best practice to enhance the service we provide to our communities

#### Core activities

- To monitor Force activity in relation to existing causes of concern, areas for improvement and recommendations for change arising from external inspection, audit or other regulatory bodies
- To oversee the development of practice and procedures that will deliver identified areas for improvement
- To oversee the on-going development of the Force in relation to its effectiveness, efficiency and legitimacy through PEEL, within a culture of continuous improvement
- To provide assurance that products coming out of audit and inspection work are embedded and being used effectively to drive performance in the organisation
- To ensure that the Force is able to demonstrate and evidence the outcome and impact of its improvement activity at both a tactical and strategic level
- To lead and oversee the Force's approach to HMICFRS inspection planning and preparation
- To consider any identified areas of risk and commission further internal inspection and review work as necessary
- To identify recommendations and areas for improvement which are suitable for local. Closure (where appropriate) or submission to the HMICFRS to request closure
- To review the findings of new reports by HMICFRS and other audit/regulatory bodies and assign an appropriate lead officer to oversee the development of action plans to deliver the required improvements

#### Membership

<b>Members</b>	<div style="background-color: black; width: 100%; height: 150px; margin-bottom: 10px;"></div> <p>If members are unable to attend, a suitably briefed deputy should be nominated who is empowered to make decisions on their behalf.</p>
----------------	---

**Frequency**

Monthly

**Governance****Agenda compilation** Executive Support**Notes taken by** Executive Support**Document Control**

<b>Version</b>	<b>Date</b>	<b>Status</b>
0.1	May 23	Draft for consideration by the group to reflect rebranding and revision of the previous Audit and Inspection Board.
1.0	June 23	Approved at GAIN Board meeting on 21.06.23.

## PEEL Assessment Framework (PAF) 2023 - 2025

The following core questions, topic areas and characteristics of good will be assessed.

Topic areas		Characteristics of good
<b>1. How good is the force's service for victims of crime?</b>		
1	The force manages incoming calls, assesses risk and prioritises its response well.	<p>1. The force answers 999 calls to the standards set out in the National Contact Management Strategy. And only a low number of callers hang up before their 101 calls are answered.</p> <p>2. The call handler correctly records the details of the call and identifies vulnerability, including repeat callers and others in the household. They use and correctly record a structured initial triage and complete a risk assessment to inform the prioritisation to give the call and provide the most appropriate response to the caller.</p> <p>3. Call handlers act politely, appropriately, and ethically and use clear, unambiguous language. They give appropriate advice on safeguarding and evidence preservation.</p>
2	The force deploys its resources to respond to victims and incidents in an appropriate manner.	<p>1. The force responds to calls for service within its published time frames, which are consistent with the prioritisation given to the call. It changes the prioritisation given to the call only if appropriate.</p> <p>2. The force provides an appropriate response. It takes into consideration risk and victim vulnerability, including information obtained after the initial call (such as information from the public, officers or systems checks).</p>
3	The force's crime recording can be trusted.	<p>1. The force is effective at recording reported crime.</p> <p>2. The force's systems and processes support accurate crime recording.</p> <p>3. The force's leaders maintain oversight of the force's processes for crime recording and strive to make sure that they meet national standards.</p>
4	The force carries out a proportionate, thorough, and timely investigation into reported crimes.	<p>1. All investigative opportunities are considered. And those which are proportionate are carried out in a timely manner.</p> <p>2. The force enables victims to access their rights under the Code of Practice for Victims of Crime.</p> <p>3. The force makes sure that its line managers supervise and review investigations appropriately</p>
5	The force makes sure that it follows national guidance/rules for deciding which outcome code it assigns to each report.	<p>1. When making a decision on an outcome, the force's systems and processes make sure that appropriate consideration is given to the nature of the crime, the offender, and the victim.</p>
<b>2. How good is the force at treating the public fairly, appropriately, and respectfully?</b>		
1	The workforce interacts with the public fairly and respectfully.	<p>1. Officers are effective at communicating and interacting with the public without bias. They consider the needs of their communities.</p>

		2. The force uses body-worn video in all appropriate use of force and stop and search encounters in line with its policy and national mandates. Interactions between officers and the public are improved as a result.
2	The force uses stop and search powers fairly and respectfully.	1. Forces make appropriate use of stop and search as an investigative tactic and can show that its use is fair and effective. 2. The force acts upon scrutiny and challenge it receives from an external independent forum to improve officers' use of stop and search powers.
3	Officers' use of force is fair and appropriate.	1. The force understands how, and with what impact, its officers use force and can show that this is fair and appropriate. 2. The force acts upon scrutiny and challenge received from an external independent forum to improve how officers use force.
<b>3. How good is the force at preventing and deterring crime, anti-social behaviour (ASB) and vulnerability?</b>		
1	At its core function, the force prioritises the prevention and deterrence of crime, ASB, harm and vulnerability.	1. The force uses its own and shared data to identify and prioritise vulnerable people, groups, and locations, repeat ASB, victims and suspects. 2. Working in partnership, the force uses primary, secondary and tertiary prevention initiatives to deter and tackle crime and ASB. It also uses these initiatives to reduce harm, vulnerability, offending and repeat demand. 3. The force provides a sustainable neighbourhood policing model that can provide positive long-term solutions to community problems.
2	The force uses partnership-orientated evidence-based problem-solving to reduce and prevent long-term crime, ASB, harm and vulnerability.	1. The force understands and demonstrates a long-term commitment to problem-solving and evidence-based policing. It maximises opportunities to prevent public harm and reduce demand through working with partner organisations. 2. The force has systems and processes in place to consistently evaluate and share problem-solving.
3	The force actively seeks views and support from its communities.	1. The force uses two-way community engagement, showing that it understands, listens and responds to what matters to its communities. 2. The force uses community engagement to gather information and intelligence to address local, force and national priorities. 3. The force empowers local people to become involved in local policing activity.
<b>4. How good is the force at responding to the public?</b>		
1	The force has effective oversight of its response to public contact and understands risk effectively at first point of contact.	1. The force has an effective management structure in place that provides appropriate governance and oversight of the control room. Senior leaders take an active interest in the control room. 2. The force answers 999 calls to the standards set out in the National Contact Management Strategy. And only a low number of callers hang up before their 101 calls are answered. 3. The public can contact the force through appropriate, accessible and monitored channels to report a crime.

		4. The force understands and promptly identifies vulnerability at first point of contact. This includes repeat callers and others in the household.
		5. The call handler uses and correctly records a structured initial triage and completes a risk assessment to inform the prioritisation to give to the call and provide the most appropriate response to the caller.
		6. Call handlers provide appropriate advice on safeguarding, evidence preservation and crime prevention.
2	The force provides an appropriate response to incidents, including those involving vulnerable people.	1. The force seeks advice from internal and external experts to inform better decision-making and risk assessments.
		2. The force attends incidents quickly enough to secure scenes. Responding officers receive appropriate information and intelligence to understand the risk and vulnerability posed to themselves and others.
		3. The force thoroughly assesses a victim's vulnerability at initial response and makes sure it completes appropriate risk assessments.
		4. The force is effective at managing crime scenes and makes the most of early evidence opportunities.
<b>5. How good is the force at investigating crime?</b>		
1	The force has effective oversight of investigations and carries out quality investigations to get the best results for victims.	1. The force has an effective management structure in place that provides appropriate governance and oversight of investigations. Leaders make sure that staff and officers have sufficient skills and capabilities to achieve quality investigations and the right outcome for the victim.
		2. The force consistently carries out thorough investigations, which lead to satisfactory results for victims.
		3. The force supervises and reviews investigations effectively and appropriately. The quality of investigations are improved as a result.
2	The force secures justice for victims.	1. The force consistently achieves appropriate outcomes for victims, which include bringing offenders to justice.
		2. The force achieves good results for victims by pursuing evidence-led investigations when appropriate to do so. It actively pursues prosecution on behalf of the victim.
3	The force provides a quality service to victims of crime.	1. The force maintains victim and witness confidence by enabling victims to access their rights through the Code of Practice for Victims of Crime/Victims' Bill.
<b>6. How good is the force at protecting vulnerable people?</b>		
1	The force understands and effectively addresses the vulnerabilities it identifies.	1. The force has an effective strategy, performance framework and governance structure in relation to all College of Policing vulnerability strands.
		2. The force requests feedback from victims on a regular basis and uses it to enhance and improve its services to protect vulnerable people.

2	The force provides good-quality safeguarding and support for all vulnerable people.	<p>1. The force applies for and monitors preventative orders/schemes in all applicable cases to safeguard vulnerable people.</p> <p>2. The force makes sure that the risk of further and/or increased harm to vulnerable victims is reduced via timely and appropriate safeguarding activity.</p> <p>3. Staff involved in multi-agency working arrangements understand their role and have the necessary skills to perform it. They work to develop risk-reducing actions that safeguard vulnerable people and challenge perpetrators.</p>
<b>7. How good is the force at managing offenders and suspects?</b>		
1	The force is effective at apprehending and managing suspects and offenders and uses appropriate safeguarding tools to protect the public from harm.	<p>1. Senior leads are held to account for apprehending outstanding suspects and wanted persons. The force has processes in place to monitor performance.</p> <p>2. Supervisors monitor use of pre-charge bail to make sure its safeguarding benefits are considered and that it is used in all appropriate cases.</p> <p>3. The force monitors its use of released under investigation or subject to voluntary attendance to make sure they are timely and appropriate. Use shows consideration of the impact on victim safeguarding.</p>
2	The force effectively manages the risk posed to the public by registered sex offenders.	<p>1. The force uses nationally recognised risk assessment tools and follows best practice guidance for accurate and adequate management of registered sex offenders. It has monitoring processes that make sure risk is managed in a timely manner.</p> <p>2. The force complies with Authorised Professional Practice (APP) when managing registered sex offenders, including those reactively managed. If it deviates from APP, it can assure itself that no risk is posed to the public.</p> <p>3. The force routinely considers preventive or ancillary orders. It monitors any breaches and takes action as a result.</p>
3	The force effectively manages the risk posed by online child abuse offenders.	<p>1. The force manages images of online child abuse in line with nationally recognised risk assessment timescales. It considers a range of risk factors when taking timely enforcement action.</p> <p>2. The force uses specialist software to identify, in a proactive and timely way, the sharing of indecent images of children.</p> <p>3. The force makes sure that timely and appropriate safeguarding is in place for both potential victims and suspects.</p> <p>4. The force has effective digital triage capabilities to support timely and quality investigations.</p> <p>5. The force continually risk assesses any backlogs in referrals and those cases awaiting enforcement action.</p>
<b>8. How good is the force at disrupting serious and organised crime?</b>		
1	The force makes good use of all available intelligence to identify, understand and prioritise serious and organised crime (SOC) and inform effective decision making.	<p>1. Strategic analysis directs and prioritises SOC intelligence collection.</p> <p>2. The force assesses threat, harm, risk and vulnerability to inform an operational response that reduces the effects of SOC.</p>

2	The force has the right systems, processes, people and skills to tackle SOC and keep the public safe.	<p>1. Effective strategic management and planning meet SOC demand.</p> <p>2. The force effectively manages and co-ordinates its response to serious and organised crime threats.</p> <p>3. The force aims to continually improve and develop how it responds to SOC threats.</p>
3	Disruptive activity reduces the threat from SOC (Pursue).	1. The force maximises disruption of serious and organised crime by considering a range of overt and covert tactics; this includes using the powers of partner agencies to frustrate organised criminals.
4	The force prevents people from engaging or re-engaging in organised crime (Prevent).	<p>1. The force has a consistent and structured approach to identifying those people at risk of being drawn into SOC or whose offending is likely to intensify and become more serious.</p> <p>2. The force works with public and private sector partners to effectively deliver prevent initiatives and diversionary schemes.</p> <p>3. SOC offender management prevents those people in the criminal justice system from continuing to offend.</p>
5	Communities, organisations and individuals are resistant and resilient to the impact from serious and organised crime (Protect and Prepare).	1. Police and partner agencies reduce risk and vulnerability in local communities.
<b>9. How good is the force at building, developing, and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?</b>		
1	The force understands the main factors that influence its workforce's well-being, and takes effective action to address any related problems.	<p>1. The force clearly understands what factors have positive and negative effects on its workforce's well-being, as well as any related stress, in all areas of business. It uses this understanding to inform resourcing decisions, and aims to strike a balance between operational needs and looking after its people.</p> <p>2. The force is taking effective action to address any well-being challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support to those in high- risk roles or those experiencing potentially traumatic incidents.</p> <p>3. The force's occupational health service provides support and interventions that improve officer and staff well-being.</p>
2	The force effectively supports its new recruits, encouraging them to remain.	<p>1. The force understands the specific challenges faced by new recruits. It makes sure that their well-being and development needs are prioritised and monitored by effective and supportive supervisors and tutors.</p> <p>2. The force promotes equality, diversity and inclusion. It makes new recruits feel welcome and included and helps supervisors to foster an ethical and inclusive working environment.</p> <p>3. The force is making good efforts to retain new recruits, with specific consideration given to understanding and overcoming the challenges faced by those from diverse backgrounds.</p>
3	The force is effectively developing its workforce and first-line leaders.	<p>1. The force effectively equips, develops and supports its first-line leaders to meet leadership standards, exemplify the behaviours expected of them and effectively support both teams and individuals.</p> <p>2. The force uses effective individual performance appraisals and continuing professional development processes to understand, monitor and prioritise the development needs of its workforce.</p>

		3. The force creates opportunities for officers and staff from under- represented groups to develop and progress and provides support when appropriate.
<b>10. How good is the force at planning and managing its organisation efficiently, making sure it achieves value for money both now and in the future?</b>		
1	The force has an effective strategic planning and performance management framework and makes sure it addresses what is important both locally and nationally.	<p>1. The force has effective governance and performance management processes that reflect its communities' needs and local and national priorities.</p> <p>2. The force uses relevant analysis and data to make sure it operates effectively and efficiently. The force's performance objectives are aligned to its strategy.</p> <p>3. Force management statements and performance objectives are supported by plans on how the force will achieve the goals it has set.</p>
2	The force's leaders are visible and effective	<p>1. The force has assessed the capacity and capability of leadership at all levels. It has plans in place to address identified gaps in leadership.</p> <p>2. The force understands how senior and general leadership is perceived and understood throughout the workforce at all levels. It is taking action to improve standards of leadership.</p> <p>3. Leaders throughout the force have a clear understanding of what is expected of them and are acting on those expectations.</p>
3	The force is effective at managing demand and can demonstrate it has the right resources and partnerships in place to meet future needs.	<p>1. The force's operating model and workforce helps it to respond to priorities and current and future demand.</p> <p>2. The force's has effective systems in place that make sure crimes are allocated to appropriately skilled staff and units.</p>
4	The force provides value for money and can demonstrate continuous improvement, efficiency savings and improved productivity.	<p>1. The force makes the most of the productivity of its resources and assets.</p> <p>2. The force continues to improve productivity through digital, data and technology solutions, including mobile working.</p> <p>3. The force can clearly demonstrate why it is or isn't collaborating with other bodies, when appropriate. It uses effective programme management techniques throughout any collaborative activity.</p>
5	The force makes the best use of the finance it has available, and its plans are both ambitious and sustainable.	<p>1. The force has enough resource to make sure it can follow its priorities.</p> <p>2. The force's financial plans are affordable and sustainable. They will support it to continue to meet future demands.</p>

11. Counter-corruption units and vetting		
1	Proactive and disruptive action taken by the force and effective vetting management reduce the threat and risk posed by police corruption.	1. The force manages the vetting of its workforce effectively.
		2. The force has IT monitoring software that operates across all its IT systems.
		3. The force's counter-corruption units understand and act successfully on the threat and risk posed by police corruption.

HMICFRS Process Flow

