

# Board remit and decision-making

24 January 2023

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## Introduction

This note sets out the remit of HMICFRS' Strategic Board and other Boards, and the way in which decisions are made in relation to those Boards<sup>1</sup>.

## HMICFRS Strategic Board

### *General*

1. The inspectorate operates, at its highest level, through a mechanism called the Strategic Board. This is a collective decision-making arrangement for the convenient and efficient conduct of the affairs of the inspectorate. Although called a board, it has neither legal existence nor legal authority. It resembles a board inasmuch as it is composed of the most senior people in the inspectorate. It is not a board in any conventional sense.

### *Strategic Board*

2. The inspectorate Strategic Board is composed of the chief inspector of constabulary as its chair, the other inspectors of constabulary and the inspectorate's chief operating officer, who is a senior civil servant.
3. The Strategic Board meets at least ten times a year. It reaches decisions by consensus, not vote. If consensus is not reached, the chair makes the final decision.
4. The remit of the Strategic Board is to deal with matters of the greatest importance in the affairs of the inspectorate, including securing the long-

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<sup>1</sup> This document should be read alongside the internal inspectorate documents Principles for Decision Making and Senior Decision-Making Roles (HMICFRS, September 2022)

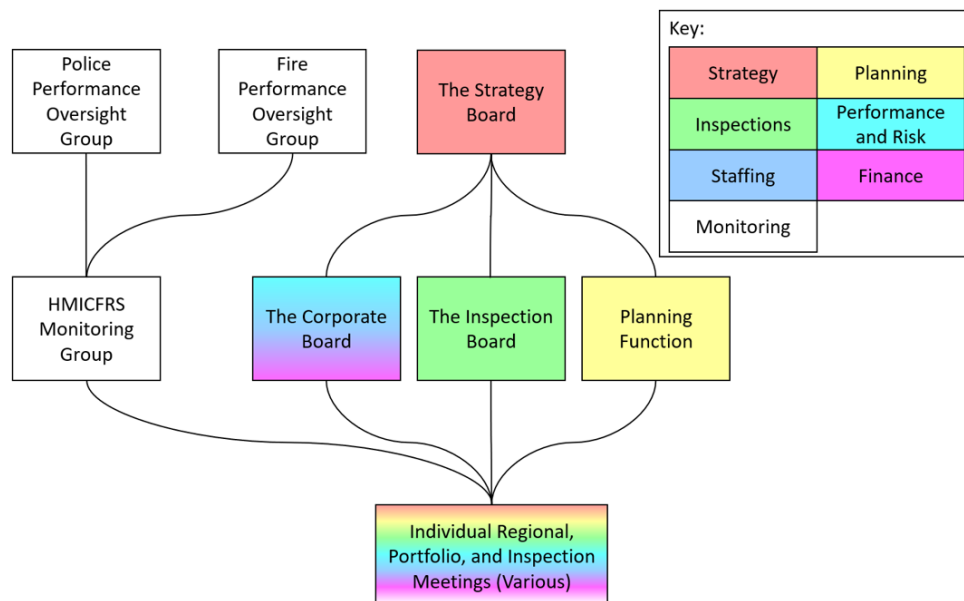
term success of its inspection programme and establishing, promoting and protecting the culture and values of the inspectorate.

5. The purpose of the Strategic Board is to make decisions of the most strategic importance to HMICFRS, including but not limited to:
  - the development and implementation of the inspectorate’s strategy and performance against this;
  - the development and implementation of the annual inspection programmes and frameworks;
  - matters that pose the most significant risk to the inspectorate;
  - the most significant issues arising from inspection activity;
  - the annual budget, expenditure, and value for money;
  - the workforce strategy and matters relating to the welfare of inspectorate staff; and
  - HMICFRS’s relationships with its most significant interested parties.

*Board structure*

6. Sub-groups of the Strategic Board are established from time to time and operate under schemes of delegation given to them by the Strategic Board. The chairs of the sub-groups of the Strategic Board, and other groups established by the Strategic Board for particular purposes, are required to keep the Strategic Board informed in a timely manner as to the principal matters delegated to them.

7. The following diagram shows the principal sub-boards operating under the Board:



8. The Inspection Board and the Corporate Board report directly to the Strategic Board.
9. The Inspection Board is chaired by an HMI and meets monthly. Other members are one other Strategic Board member (the COO), the heads of all inspection portfolios, the chiefs of staff to HMIs and civil servants leading the relevant corporate areas across the inspectorate. To maintain the independence of HMICFRS's inspections and any related activity, external representatives including from the Home Office do not attend this meeting. The Inspection Board makes decisions on matters related to inspection, including but not limited to:
  - inspection design and methodology;
  - inspection policy and guidance;
  - inspection planning and resourcing;
  - changes to inspection programmes;
  - delays or changes to inspection activity; and
  - the monitoring of recommendations.
10. The Corporate Board is chaired by the COO and meets monthly. Other members are one other Strategic Board member (an HMI), civil servants leading all corporate areas across the inspectorate and the heads of all inspection portfolios. A representative from the Home Office also attends this Board. The Corporate Board makes decisions on matters related to the running and management of the inspectorate, including but not limited to:
  - annual budgeting and in-year financial monitoring and control;
  - the workforce strategy, including recruitment and retention, training and development, and staff wellbeing;
  - procurement, estates, technology, etc; and
  - regulatory compliance, including risk, data protection, the public service equality duty, etc.

### **Strategic Board discussion required**

11. In relation to inspections, the SRO and/or HMI for inspections are required to convene a timely Strategic Board discussion about any matter

which may be of significance to other HMIs, including but not limited to:

- (a) inspection findings or recommendations which are likely to have a significant effect (adverse or otherwise) on the reputation of any force or service, another body or the inspectorate;
- (b) inspection findings or recommendations which are likely to attract significant political, public or press interest;
- (c) inspection findings or recommendations which indicate a significant or immediate threat or risk to the public; and/or
- (d) if there are significant changes to the previously agreed scope and timings of an inspection, which need a discussion outside of the monthly Strategic Board prioritisation process.

### **Senior decision-making roles**

- 12. The roles of the most senior members of HMICFRS in respect of how they make decisions are covered in the accompanying Senior Decision-Making Roles document. It covers the roles of the HM inspectors (HMIs), the chief inspector (HMCI), and the chief operating officer (COO) and the decisions they make individually and collectively. It should also be read alongside the HMICFRS decision-making principles which guides how decisions are made in the inspectorate.
- 13. This is an internal document, intended to aid decision making. It complements, but does not replace, the framework document agreed between the Home Office and Her Majesty's Chief Inspector of Constabulary and Her Majesty's Chief Inspector of Fire & Rescue Services (HMCI).