

Annual Governance Statement 2014/2015

For the Police and Crime Commissioner
for North Yorkshire and the
Chief Constable of North Yorkshire Police

29 September 2015

Corporate Governance

Introduction

Good decisions stem from good governance. A successful process to manage the way North Yorkshire Police is led, directed and held to account has been developed over time, refining systems to make sure that appropriate and timely decisions are made.



Julia Mulligan
Police and Crime Commissioner
for North Yorkshire

Welcome from the Commissioner and Chief Constable

We understand the need to ensure North Yorkshire Police is run in the right way for both employees and the public. By setting out our clear purpose and vision for North Yorkshire Police, “Be Safe, Feel Safe – Protected by the most responsive service in England”, and making sure everyone understands their role and responsibilities, we want to continually improve the way decisions are made and implemented.



Dave Jones
Chief Constable
North Yorkshire Police

Engagement is a key feature of our governance model. The priorities for North Yorkshire Police have been set by the public and our partners following extensive consultation and formulate the priorities in the Police and Crime Plan. Having a clear plan helps to make our decisions about the future of policing as accountable as possible.

We also aim to be as transparent as we possibly can. Upcoming decisions are published in advance to give the public and our stakeholders the chance to get in touch to make their own views known. Our process also means we publish any decision within certain financial thresholds for example information on contracts over £10,000, or that are in the public interest, along with the rationale for making each decision.

One reason transparency and accountability are central are because of the sensitive and often difficult environment the police work in. We recognise this and have to plan our processes accordingly. Our values and ethics are the centrepiece of navigating the complex world of policing, and we are proud of those as the basis on which we base our decisions and actions.



The Commissioner and Chief Constable continuously look to improve and develop governance arrangements, which they know are key to a successful North Yorkshire Police. They make sure that:

- Decisions are open, honest, and evidence based
- Public money is safeguarded
- Risk is effectively managed
- Transparency comes as a matter of course
- Processes are continually improved

Corporate Governance

What is Corporate Governance

Corporate governance refers to the process by which organisations are directed, controlled, led and held to account. In other words, Corporate Governance is how we make sure we do things properly.

Each year the Commissioner and Chief Constable are required to produce an Annual Governance Statement. The Annual Governance Statement is our formal mechanism used to report on the effectiveness of internal control, systems and decision making. Our Annual Governance Statement complies with the reporting requirements contained in the CIPFA – Code of Practice on Local Authority Accounting and accompanies our accounts for the financial year. This is a document that describes how well our governance system has functioned over the last 12 months and sets out areas for development for the year ahead.



Good Corporate Governance helps us to put people first in everything we do. This gives us confidence that we are doing the right thing in the right way for those who we deliver services to, for and with.

North Yorkshire Police and its partners work in a complicated environment with complex roles and responsibilities. We adopt clear sets of values and ethics that guide how we operate and make decisions in this environment.

The Policing Code of Ethics introduced in 2014 is used on a day-to-day basis to guide behaviour and decision making. It contains the principles that every member of the policing profession of England and Wales is expected to uphold and the standards of behaviour they are expected to meet. It is the framework to support policing professionals to make the best decisions and to give everyone the confidence to question when they feel decisions may not be made according to the principles. It is the first time these principles and standards of behaviour have been set out in a single document and brought together in one place.

“Transparency, integrity and accountability are at the heart of our corporate governance framework.”



A review was undertaken during 2014/15, to ensure that the Commissioner's Office publishes appropriate information and complies with The Elected Local Policing Bodies (Specified Information) Order 2011. This review was called “Transparency of the Office of the Police and Crime Commissioner”. Internal Audit reported that “Information specified to be published was easily located on the Commissioner's website, in the majority of cases it was well labelled and that work is continuing to improve the information available regarding contracts over £10,000”. The review gave assurance that the same information could be located by a member of the public.

In the interests of transparency this year we have developed and published our Annual Risk Summary.

You can view our Annual Risk Summary here: <http://www.northyorkshire-pcc.gov.uk/content/uploads/2015/03/Item-12-App-A-SSR-Table-v4.pdf>



The Policing Code of Ethics. Link to website: www.college.police.uk/What-we-do/Ethics/Pages/Code-of-Ethics.aspx



Corporate Governance

Implementing decisions and making sure we always strive to do better

The Commissioner sets the priorities for the next three years in her Police and Crime Plan. The Police and Crime Plan was refreshed in December 2014 and presented to the Police and Crime Panel in January 2015. Significant progress has been made against many of the original goals and there continues to be good performance against the overall aim – which is to be one of the safest places in the country. However, the challenges ahead are significant. The refreshed plan reflects these challenges and provides a clear direction of travel for North Yorkshire Police.

The Commissioner holds the Chief Constable to account through a range of mechanisms including the Corporate Performance, Delivery and Scrutiny Board. The Commissioner acts as a conduit between this meeting and the public through a wide range of engagement events. This includes private one-to-one surgery appointments, casework, public meetings and online activity such as web chats and twitter. Feedback is central to the Commissioner's work and helps shape our priorities. In doing so the commissioner ensures the public have a say in how services are delivered in order that we can shape our organisation to deliver to community priorities.

Business Planning

We have refocused the Business Planning cycle to better reflect what we now see as good performance. This has changed recently, moving from a purely statistical view of crime to an outcomes based approach, meaning the long term effects of our service are now considered much more closely. This actively supports how we measure our Police and Crime Plan.



The performance of the priorities and the outcomes set within the Business Plan are discussed at the Corporate Performance, Delivery and Scrutiny Board, which is held on a monthly basis. A reporting timetable has been developed for the year ahead which sets a thematic for each of the seven Business Plan priorities by month, with the eighth cross-cutting priority of Affordability being a substantive item. The outcomes will be reviewed on a quarterly basis by one of the four outcome themes; Community, Operations, People and Organisation.

Corporate Governance

What we said we were going to improve during 2014/15

1. Develop a better understanding of what our systems mean to those using them, and then improving those systems

Risk Management. This year we have sought to make improvements to our risk management process. All external inspection recommendations, whether National or Force specific, are now risk assessed, recorded and reported each month to the Joint Corporate Risk Group for discussion and decision to adopt or not. This ensures we link national recommendations with our own priorities, and in turn means we focus on the high risk areas. If we are not going to accept a recommendation we clearly explain why. These are also reported to the Corporate Performance, Delivery and Scrutiny Board so that the Commissioner and Chief Constable are aware of these decisions.

Analysing our Demand. We have developed demand profiling which has been used to inform our Operational Policing structure. Her Majesty's Inspectorate of Constabulary during their Efficiency Inspection "Valuing the Police 4" highlighted the work undertaken by North Yorkshire Police on demand modelling as "Outstanding".

Deployment of Police Officers. We are investing in a new system to enable North Yorkshire Police to prioritise the deployment of policing resources in accordance with the public need and demand. This is called Mobile Asset Utilisation and Deployment System (MAUDS). It will provide the organisation with increased analytical capability to be able to proactively tackle key public concerns such as Anti-Social Behaviour (ASB), as well as enable the police force to realise financial benefits which will in turn strengthen the service being delivered to our communities. MAUDS will also give us a better understanding of officer productivity and assist with future deployment models.

Compliance Activity. In 2014 Her Majesty's Inspectorate of Constabulary introduced a new annual inspection called Police Effectiveness, Efficiency and Legitimacy (PEEL) (Link to 2014

PEEL report: www.northyorkshire-pcc.gov.uk/taking-action/hmic-inspections/). Consideration has been given to external inspection plans to ensure the force is prepared to highlight any gaps in service delivery. A calendar of compliance activity has been completed, and is actively monitored, which provides an overview of all force compliance activity. This enables preparation to be consistent and efficient, avoids duplication of work, effort and concentrates resources to issues that are of the highest risk to the organisation. This enables the police to prioritise more effectively.

Strategic Policing Requirement. The Strategic Policing Requirement (SPR) sets out the views of the Home Secretary on the national threats that the police must address and the appropriate national policing capabilities that are required to counter those threats.

The national threats identified in the SPR are:

- Terrorism
- Serious and Organised Crime
- Cyber security (national incident)
- Public Order
- Civil Emergencies
- Child Sexual Abuse

The force utilises the capability frameworks, designed by the College of Policing, as a mechanism for assessing its capacity and capability against the areas of threat included within the SPR. The frameworks provide a detailed set of standards and indicators against which the force has undertaken a gap analysis and risk assessment.

The SPR was revised in March 2015 and the Home Secretary in view of the dramatic surge in the number of alleged rapes and sexual assaults against children and the sheer magnitude of reported child sexual abuse cases, both recent and historical, decided to include Child Sexual Abuse as an additional national threat. Child Sexual Exploitation (CSE) offences would be covered by the Serious and Organised Crime framework, for which North Yorkshire Police have a CSE action plan.

Corporate Governance

All SPR plans are comprehensively reviewed and updated on an annual basis and a review of actions is conducted on a regular basis. Areas of significant risk are managed through the risk management process and, where necessary, discussed at the Joint Corporate Risk Group.

2. Enhancing what is delivered through partnerships. Improve the understanding and evidence of services delivered through partnerships

Partnership Meetings. A review has been undertaken on the meeting structures which support the partnership work within North Yorkshire Police and the Commissioner's office. This has been restructured to enable us to better focus on the Protecting Vulnerable People (Priority 1), Prevention and Early Intervention (Priority 3), Improving Victim Care (Priority 4) and the Partnership's and Commissioning (Priority 7) within the Business Plan.

Crime Prevention Strategy. The Crime Prevention Strategy was refreshed in January 2015 and encompasses the Local Partnership approach to problem solving. The police understand that to achieve long term change they need to work closely with partners across the public and third sectors. In addition, following consultation, a Children and Young People Strategy has been produced which outlines how moving forward, the Commissioner and Chief Constable will work with partners in this area.

Road Safety. Work is continuing to improve the approach to Road Safety, the 95 Alive (Road Safety Partnership) and the new Speed Management protocol involving North Yorkshire Fire and Rescue, North Yorkshire County Council, City of York Council, North Yorkshire Police and the Commissioner.

Collaboration. The Commissioner and Chief Constable have signed a formal collaborative agreement creating a strategic partnership with North Yorkshire Police, Cleveland Police and Durham Constabulary (The Evolve Programme). This will see North Yorkshire

Police work closely together with the other two police services to improve specialist services and reduce operational costs.

We have continued to work collaboratively in the Yorkshire and the Humber Region. In doing so we have utilised the governance mechanisms in place for those functions to ensure effective performance management of these services.

North Yorkshire Police was appointed Regional Lead for Chemical Biological Radiological Nuclear and Disaster Victim Identification. We are currently developing the governance arrangements in these areas of business.

Community Safety Partnerships. In October 2014, the Commissioner approved the formal merger of six Community Safety Partnerships in North Yorkshire into one North Yorkshire Community Safety Partnership, supported by district based Local Delivery Teams, and to retain the Safer York Partnership. This proposal was made in the interests of efficiency and economy given the significantly reduced resources available for community safety in the county, alongside the background of significantly reduced budgets for most partners. The Community Safety Partnerships also provide a more strategic approach to community safety, including applying for funding from the Commissioner. A single Safer York Partnership continues to operate and links to the North Yorkshire Community Safety Partnership through its informal and formal meeting structure where representatives attend each other's meeting.

Joint Commissioning. The Head of Commissioning reports into the Chief Executive Officer. Under Partnerships and Commissioning, priority 7 of the Business Plan, we will be undertaking a review of the way that the Commissioning Team and Partnership Hub work together to commission services. The first area that will be looked at will be the provision of Mental Health Services. Following on from this, further reviews on the approach to other areas of commissioning will also be undertaken.

Corporate Governance

3. Demonstrating clearly how we use our assets and resources

Information and Communication

Technology (ICT). Investment in technology is a key enabler to achieving the overall outcomes of the Police and Crime Plan. The delivery of the ICT Strategy will ensure that the organisation's technical infrastructure is better able to support an effective and sustainable operational policing model, as well as continue to deliver high quality policing services.

Key ICT Developments. We have established an Estates and ICT Board. A considerable amount of work has been undertaken to upgrade systems and technology, mitigating risks such as security gaps. We are making sure our systems are robust and secure to enable sustainability into the future. Key developments are:

- **Mobile Data.** This will mean modern, efficient ways of working, initially providing operational policing roles with mobile devices and technology enabling access to key systems and information supporting the delivery of front line policing services in the community.
- **Mobile Asset Utilisation and Deployment System (MAUDS).** Improved technology which will enhance our resource management and asset deployment capability. MAUDS will mean we can place resources where they are needed, quicker and in a more intelligent way.
- **Automatic Number Plate Recognition (ANPR).** Investment means we will see significant improvements including the establishment of an ANPR Intelligence Cell and an increase in the number of re-deployable cameras. We want to tackle crime more effectively through ANPR and we know this investment will help in the aim to tackle cross-border criminality.
- By October 2015, we will, along with the rest of the country's policing community, join the government Public Sector Network, enabling North Yorkshire Police to continue to access key policing systems and share information through a robust and secure information network.

An operational review of the Estate has been undertaken, taking into consideration the future ways of working such as some of the key developments within the ICT Strategy. As a result, the Estates Strategy is being refreshed and is subject to our Governance processes to seek approval. In response to public feedback, during 2015/16 the Commissioner will commission an independent review of first contact, which will include how the public are able to contact the police via 101 and in person.

4. Developing ways to show what difference our services make

Engagement. Residents, officers and staff of North Yorkshire Police are encouraged to raise concerns or compliments about crime and policing with the Commissioner during surgeries held across North Yorkshire. The appointment-based surgeries, give people the opportunity to raise personal or private issues on a one-to-one basis. There are many others ways to contact the Commissioner, most of which are explained on her website - <http://www.northyorkshire-pcc.gov.uk/>

Performance Outcomes. Our performance outcomes have been developed over several months in line with the Business Planning work. In February 2015 the Executive Group approved 12 outcomes across four themes, these form part of the Police and Crime Plan:

- 1. Community:** Victims cope and recover better; individuals feel safer and more confident to report to the police, relevant agency or third sector; communities are safer due to reduction in demand.
- 2. Operations:** People are safer due to fewer vulnerable and repeat victims of crime; people are safer due to fewer individuals committing crime and/or antisocial behaviour; communities are safer through regional and national services protecting communities.
- 3. People:** Communities are safer due to effective use of policing resources to reflect need; communities are safer by having a productive policing workforce; communities feel safer by having an accessible and engaged policing workforce.

4. Organisation: Communities feel confident that services are delivered in a robust and transparent manner; communities are safer because of an infrastructure that is stable and sustainable; Communities feel more confident that there is effective commissioned and partner services

The detail of the work needed to realise these outcomes will be incorporated within the Business Plan Priorities and be in place by Summer 2015.

5. Improve our communications capability

During this year we streamlined, restructured and started to re-equip the Corporate Communications Team in order to clarify roles and responsibilities, strengthen our ability to use the full range of communications techniques, and provide a more efficient communications service.

A communications strategy is now in place. This links our communications approach to the core values of the organisation, and provides a framework for North Yorkshire Police to inform and engage the public, and support the visibility of North Yorkshire Police across diverse communities.



Commissioner's Public Engagement Events that have taken place in 2014/2015:-

- 101 public meetings across North Yorkshire
 - 36 Surgeries held with 142 constituents being helped
 - 50 public Q and As
 - 11 Supermarket surgeries
 - 4 Web chats
- Over 600 people have contacted our office for guidance, support and help
- There were 40,434 visits to the PCC website resulting in 115,000 page views
 - We have on average 3,500 - 4,000 visits per month
- Published 97 press releases
- Published 19 videos on Youtube, with 7,000 views

Commissioner's Public Engagement Events planned for 2015/2016 so far:-

- 2 Day Road Show event, with 8 surgeries and 3 supermarket surgeries
- The Great Yorkshire Show and other Country shows throughout the county
- 6 evening/ public/ external engagements
- 8 Public Engagement Roadshows

Corporate Governance

Our Corporate Governance Arrangements in practice

We have reviewed and updated our decision making processes and have streamlined our governance approach to reduce bureaucracy. This has meant combining a number of corporate meetings ensuring colleagues time is focused on delivery. The process has been designed to avoid intensive effort on new ideas and initiatives' being undertaken until initial agreement or support is gained. It also ensures our decisions are open and accountable, that public money is safeguarded and that we are concentrating on those areas that contribute towards the delivery of the Police and Crime Plan and public priorities.

An interactive page on the force intranet has been developed that provides a single source of information for decision making ensuring that the outcomes of papers are transparent and communicated in a timely manner.



For the year ahead we will be expanding on the improvements we have made and refreshing the organisational Project Management Handbook, to aid those staff working on projects, to streamline and ensure a consistent approach in delivery.

How we manage our business

The Executive Board

The Executive Board is chaired by the Commissioner. This meeting is responsible for considering strategic decisions or those decisions required by our Scheme of Delegation, or the law, or our internal regulations i.e. anything that is in the public interest. The minutes and decisions of this meeting are published in line with our commitment to openness and transparency.

NYP Command Group

The NYP Command Group is chaired by the Chief Constable. This meeting makes decisions of an operational nature, discusses items for the Executive Board, outlines and discusses key priorities and risks, making operational decisions as required.

Joint Corporate Risk Group

The Joint Corporate Risk Group is jointly chaired by the Commissioner's Chief Executive Officer and the Deputy Chief Constable. This meeting oversees and considers the organisation's risk management activity. This includes:- strategic risk register; business continuity matters; organisational learning; annual governance statement; policies and procedures; final HMIC/Internal Audit reports and overall force compliance activity. We received a "Reasonable Assurance" from our Internal Auditors when they reviewed our risk management framework.

Corporate Performance, Delivery & Scrutiny Board

The Corporate Performance, Delivery and Scrutiny Board is jointly chaired by the Commissioner and Chief Constable. This meeting provides the mechanism by which the Commissioner holds the Chief Constable to account for delivery and performance. However, it also adopts a collaborative approach and equally the Chief Executive Officer and senior managers are held to account for performance. In addition the Board scrutinises organisational performance, considers escalated risks, against the Police and Crime Plan and any emerging themes.

Joint Independent Audit Committee

Chaired independently, the Commissioner and Chief Constable operate a Joint Independent Audit Committee. The role of the Committee is to provide independent assurance on the adequacy of corporate governance and risk management arrangements which the Commissioner and Chief Constable have put in place. For further details please view the ToR here: <http://www.northyorkshire-pcc.gov.uk/taking-action/governance-and-audit/joint-audit-committee/>.

External Inspection Bodies

Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses police forces and policing activity in the public interest, ranging from neighbourhood teams through to serious crime and the fight against terrorism. In preparing their reports, they ask the questions which the public would ask and publish the answers in an accessible form. HMIC provide the information to allow the public to compare the performance of their force against others and their evidence is used to drive improvements in the service to the public.



The Office for Standards in Education, Children's Services and Skills (Ofsted), the Care Quality Commission, Her Majesty's Inspectorate of Constabulary, Her Majesty's Inspectorate of Probation and Her Majesty's Inspectorate of Prisons are committed to the new integrated inspection of the arrangements for the help, care and protection of children in England. These inspections will focus on the effectiveness of local authority and partner services for children who may be at risk of harm, including the effectiveness of early intervention, and services to children looked after by Local Authorities and care leavers.

How we manage our business

Information Commissioner's Office

The Information Commissioner's Office is an independent body set up to promote access to official information and to protect personal information. The Information Commissioner's Office ensures compliance by helping us understand what the Data Protection Act, Freedom of Information Act and related issues mean and advises us on how to protect personal information.

Internal Audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.



During 2014/15 our Internal Audit Service was provided through a collaboration agreement with the Office of the Police and Crime Commissioner for West Yorkshire. The final reports from internal audit activity are reported to our Joint Independent Audit Committee and can be viewed here: <http://www.northyorkshire-pcc.gov.uk/taking-action/governance-and-audit/internal-audit/>. We are currently progressing a tendering process for our Internal Audit provision for the next three years.

During 2014/15, 240 audit days were utilised and 13 audits were undertaken. Overall, based on its audit work, Internal Audit considered that risk is continuing to be satisfactorily managed, with reasonable assurance being derived from the internal controls in place.

The concerns captured by Internal Audit from the activity during 2014/15, and the management response to those concerns continue to be monitored by the Joint Corporate Risk Group and the Joint Independent Audit Committee.

External Audit

External Auditors work independently of the organisation. They examine records, operating systems and financial accounts and provide assurance around compliance. Our external audit service is provided by Mazars. The appointment is made under the provisions of the Audit Commission Act 1998.

Partnership Meetings

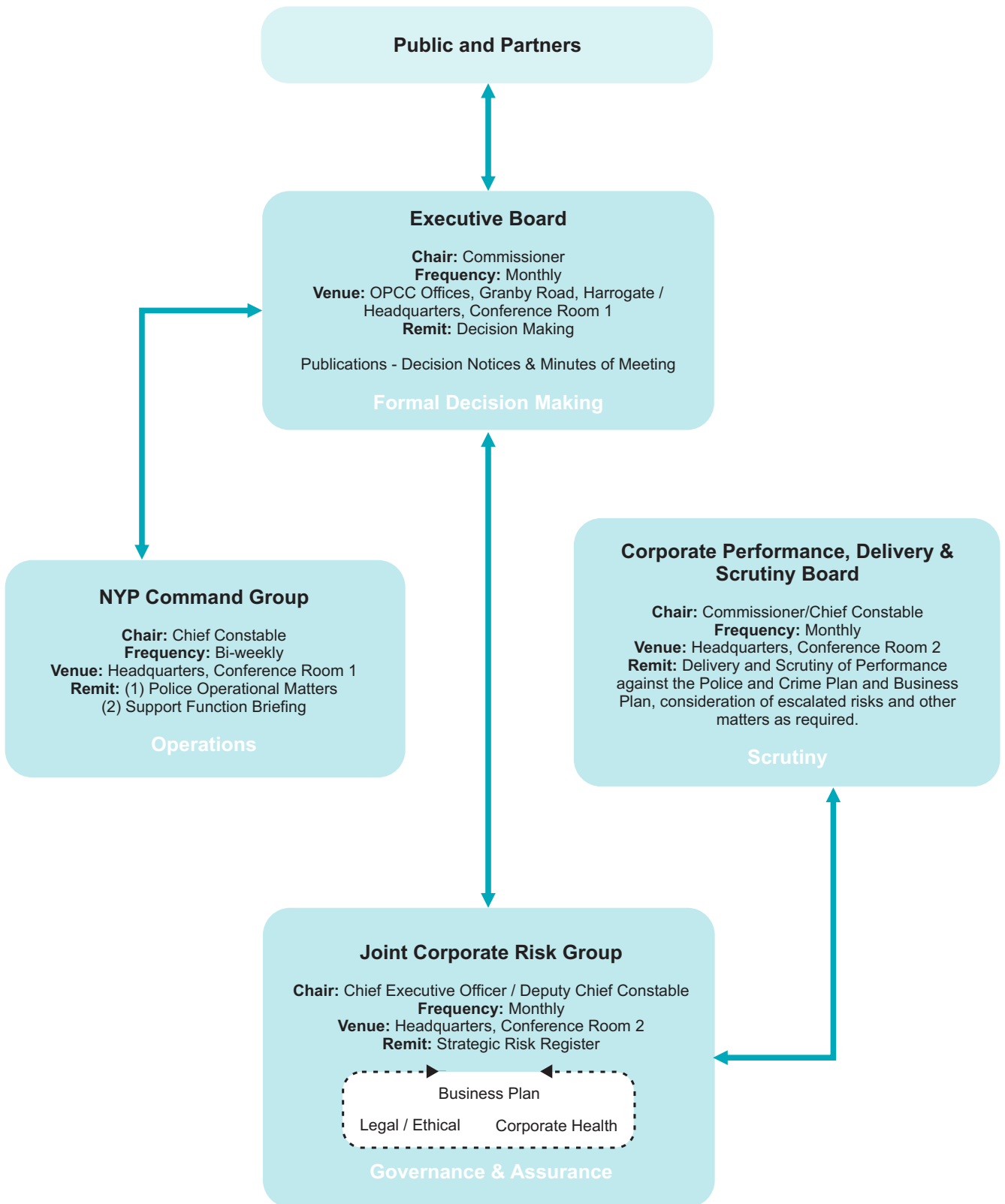
The organisation has a statutory remit to attend the City of York and County of North Yorkshire Safeguarding Meetings. The Chief Constable is the North Yorkshire Police Child Safeguarding Lead and the Deputy Chief Constable is the North Yorkshire Police Adult Safeguarding Lead. The meetings report annually to the Commissioner.

The Internal Audit Opinion report 2015/16 can be viewed in full here: <http://www.northyorkshirepcc.gov.uk/content/uploads/2015/09/8a-Internal-Audit-Annual-Opinion.pdf>



Our Governance Framework

Decision Making and Scrutiny Arrangements



Protocol

Monitoring Officer Protocol

Our Monitoring Officer Protocol explains how the function of statutory Monitoring Officer operates within the working arrangements we have put in place.

The protocol recognises the need to fulfil this statutory role during Monitoring Officer absence or other circumstances that may mean that they are unable to act in certain cases. We have prepared for such circumstances by making arrangements for a Deputy Monitoring Officer.

Monitoring Officer Protocol

Link to document:

<http://www.northyorkshire-pcc.gov.uk/content/uploads/2014/06/Appendix-Two-MO-Protocol.pdf>



The Monitoring Officer The Chief Executive Officer is, by operation of law, the Commissioner's Monitoring Officer under s5 Local Government and Housing Act 1989. The principal duty of the Monitoring Officer is to draw the attention of the Commissioner to any proposal, decision or omission which has given rise to or is likely to or would give rise to the Commissioner acting:

- unlawfully; and/or
- in a way that contravenes a statutory code of practice; and/or
- in a way which amounts to maladministration within the meaning of the law

Chief Finance Officer (CFO) Protocol

Our Chief Finance Officer protocol is designed to recognise our commitment to the Home Office Financial Management Code of Practice for the Police Service in England and Wales. The Chief Finance Officer arrangements have also considered the CIPFA Code of Practice recommendation that the Commissioner's Chief Finance Officer reports directly to the Commissioner. If different arrangements are adopted the reasons should be publicly reported in the Annual Governance Statement.

The Chief Finance Officer reports via the Chief Executive Officer to the Commissioner. This provides an effective solution for the Chief Finance Officer to engage on all material matters via a dedicated line manager. The Chief Finance Officer also has direct access to the Commissioner as well as the Chair of the Joint Independent Audit Committee. The Commissioner's Chief Finance Officer remains satisfied that these arrangements enable him to effectively deliver the statutory functions of his role.

During 2014/15 a review of interim collaborative arrangements to combine the Commissioner's Chief Finance Officer with Cleveland Police and Cleveland Commissioner was undertaken. Following this a decision was made to extend the arrangements. Link to document: <http://www.northyorkshire-pcc.gov.uk/content/uploads/2015/02/Appendix-A-Supplementary-Collaboration-Agreement-for-the-Provision-of-Chief-Finance-officer-Services.pdf>

Chief Finance Officer Protocol

Link to document: www.northyorkshire-pcc.gov.uk/content/uploads/2013/03/CFO-Protocol-August-2014.pdf



Joint testimonial from CFOs

The taxpayer is entitled to expect that public funds are spent wisely and represent value for money. This underpins the protocol which enables the two CFOs to share one finance team and to cover for each other as necessary and where appropriate.

- Michael Porter and Jane Palmer, Police and Crime Commissioner's CFO and Chief Constable's CFO

Joint Scheme of Delegation and Consent

The Police Reform and Social Responsibility Act 2011 (the Act) sets out the functions of a Police and Crime Commissioner. The Act also allows for the Commissioner to make arrangements for other people to exercise those functions, or in other words, to delegate certain functions.

Together we have agreed and adopted a Joint Corporate Scheme of Delegation and Consent. This brings to life the arrangements we have designed for the exercise of our respective statutory functions within the parameters of the Act.

We have refreshed the arrangements during 2014/15 to recognise changes to the delegations to the Force Solicitor. The arrangements we have agreed are designed to work hand in hand with the other arrangements that have been explained previously, as well as the other rules we have designed and put in place through our Financial Regulations, our Contract regulations and our Property Procedure Rules.

Joint Scheme of Delegation and Consent
Link to document: www.northyorkshire-pcc.gov.uk/taking-action/making-decisions/joint-corporate-scheme-of-delegation-consent/



Review of Financial Regulations

During 2014/15 we undertook a review of the Financial Regulations. This review was carried out to coincide with the changes to the governance arrangements and the meeting structure. The intention was to streamline processes and enable strategic focus on the main aspects within the Police and Crime Plan.

At the same time, the opportunity has also been taken to revert to a more widely understood budget management system based on the structure of the organisation and departments, which was effective from 1 April 2015.

The changes can be summarised as:

- Streamline the process to amend the agreed revenue budget in year by only requiring approval at Executive Board for public interest issues and/or where the item cannot be funded from within the existing budget;
- Streamline the process for including an item in the agreed Capital Plan without referral back to the Executive Board – where it is considered appropriate, approval of detailed business cases will be delegated to the Chief Finance Officers;
- Once an item has been approved for inclusion in the revenue or capital budget, budget holders will be empowered to deliver subject to a proper procurement process;
- Simplify the procurement process so that for procurements between £10,000 and £50,000 there is no requirement to complete a full Invitation to Tender procurement exercise, provided that written quotes have been obtained and evidence of competition and value for money has been retained.
- Reducing bureaucracy by empowering budget holders in relation to the approval process making it easier to manage day to day business whilst maintaining internal control.

Governance Arrangements

Recognising the working relationship between the Commissioner and Chief Constable

We have adopted practical working approaches that enable a joint focus on delivery of the Police and Crime Plan and for the Commissioner to discharge her scrutiny role. Our arrangements are explained in key documentation which recognise and respect our statutory roles.

PCC/CC Memorandum of Understanding (MOU)

Our memorandum of understanding sets out the key working arrangements between the Commissioner and the Chief Constable. This builds on the foundations of the original MOU and continues to underpin our vision of a collegiate approach to decision making and scrutiny.

The MOU sets out:-

- Our approach to certain services operating on a joint corporate basis
- Our refreshed definition of 'Significant Public Interest' recognising the importance we place on decisions including innovation, investment, income and public interest
- Our high level information sharing arrangement
- Our recognition of the importance of the functions of statutory officers (our Monitoring Officer Protocol and our Chief Finance Officer Protocol)
- Our shared commitment to transparency

Memorandum of Understanding link to website: <http://www.northyorkshire-pcc.gov.uk/about/who-we-are/julia-mulligan/memorandum-of-understanding/>

Anti-Fraud and Anti-Corruption Arrangements

Our joint Anti-Fraud, Anti-Corruption and Confidential Reporting arrangements are set out in our procedure.

Joint Anti-Fraud, Anti-Corruption
Link to website: www.northyorkshire-pcc.gov.uk/taking-action/whistleblowing/



The procedure highlights various routes through which officers, staff and volunteers can report concerns relating to internal fraud or corruption. We recognise the importance of these mechanisms and take the opportunity to raise awareness where possible.

On an annual basis we each submit a return to the Audit Commission Fraud and Corruption Survey. There were no significant matters reported in the response to this survey by the Commissioner or the Chief Constable.



Demonstrating ethical behaviour is also at the heart of business processes and governance with clear procedures set out in our discipline, financial management, audit and reporting arrangements.

A Code of Ethics Working Group was established last year to undertake research and assessment, to make specific recommendations and set clear tasks to drive the Code of Ethics work. The Working Group includes a cross section of staff from the force and the Commissioner's office, to harness knowledge, expertise and commitment as the work progressed.

The Code of Ethics now forms a 'golden thread' through key training activities. A mix of approaches is utilised from information about the content of the Ethics to practical application through "real life dilemma" scenarios used within Officer Safety Training. There are other initiatives progressing such as developing training to include more Ethics material and reviewing public consultation.

Governance Arrangements

The review of our governance arrangements

In developing our Annual Governance Statement, we have conducted a review of our governance arrangements in consultation with senior colleagues. This was considered at our Joint Corporate Risk Group in February 2015. There was consensus that there was a strong internal control environment within the organisation and that colleagues were having meaningful discussions about risk. There was also agreement in relation to particular elements of the internal control environment that had operated effectively since April 2014. These included: the strong governance mechanisms supporting the Information Assurance Board and the Health and Safety Committee.

We have considered the findings of our review of effectiveness at the Executive Board in the development of this document. The results will be presented to the Joint Independent Audit Committee and the arrangements continue to be considered fit for purpose in accordance with the requirements of good governance.



The Joint Independent Audit Committee comprises up to five members who are independent of the Commissioner and the Chief Constable. We provide assurance on the adequacy of corporate governance and risk management arrangements which the Commissioner and Chief Constable have put in place. During the year ended March 2015 arrangements were in place which we are satisfied are adequate and fit for purpose. Issues we have raised have been addressed by management. As indicated elsewhere in this Annual Governance Statement, the Commissioner and Chief Constable continue to identify areas for development and improvement in respect of which we receive quarterly reports on progress. After completion of the 2014/15 Statements of Account we will undertake a review of our own effectiveness and where necessary take steps to address matters coming out of this review.

- David Portlock, Chair of The Joint Independent Audit Committee

Summary

Significant Governance Issues and Areas for Development for 2015/16

Our review of the governance arrangements did not highlight any significant governance issues although it did highlight opportunities for developing the internal control environment. There were some consistently shared views in relation to, the need for improved understanding of existing processes and the need for refinement in some areas so we can reduce bureaucracy. We will make progress in these areas as a matter of normal business and will pay particular attention to the process around property handling as identified through internal audit work. We will also continue to improve meeting discipline (including punctuality and agenda control) and our communication in relation to decisions made at meetings. Our key areas for development during 2015/16 are summarised below:-

1. Improve our Governance Structures to get better at planning future decision making, as well as making sure decisions are made at the right level of seniority. Each decision will also be looked at closely to make sure it aligns with the priorities in the Police and Crime Plan.
2. Continue to develop our Business Planning Model seeking to maximise efficiency, productivity and develop our outcomes to enable the organisation to manage future austerity measures.
3. Increase the organisations understanding of financial processes ensuring we continue to improve our year end predictions.
4. Ensure clarity of the governance environments that apply to collaborative working on a local, regional and national basis. In particular the processes relating to Finance, People, Estates, ICT and Information Management requirements.
5. Ensure clarity of responsibilities in areas where Commissioners have been given additional responsibilities, for example Complaints work.

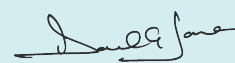
Progress against our Key Areas for Development are monitored on a quarterly basis and reported to the Joint Independent Audit Committee.

“

We hope that this document provides you with some helpful insight into how we decided to lead North Yorkshire Police, the systems we have put in place to ensure our decisions are open and accountable, and that your money is safeguarded.



Julia Mulligan
Police and Crime Commissioner
for North Yorkshire



Dave Jones
Chief Constable
North Yorkshire Police



Joanna Carter
Commissioner's
Chief Executive Officer



Michael Porter
Commissioner's
Chief Finance Officer



Jane Palmer
Chief Constable's
Chief Finance Officer

Dated 29 September 2015