

Police and Crime
Commissioner
North Yorkshire



JOINT INDEPENDENT AUDIT COMMITTEE

16 MARCH 2015

REPORT OF THE JOINT CORPORATE RISK GROUP

QUARTERLY UPDATE ON PROGRESS ON KEY AREAS OF DEVELOPMENT FOR THE ANNUAL GOVERNANCE STATEMENT 2013/14

1. PURPOSE OF THE REPORT

- 1.1 To present to the Joint Independent Audit Committee the quarterly update on progress of the five key areas for development on the Annual Governance Statement 2013/14 of the Police and Crime Commissioner (PCC) and the Chief Constable (CC) of North Yorkshire Police (NYP).

2. KEY INFORMATION

- 2.1 The Police and Crime Commissioner PCC of North Yorkshire and the Chief Constable CC of North Yorkshire Police NYP are required to produce an Annual Governance Statement (AGS). The AGS is a document providing the overview of the internal control arrangements that were in place during 2013/14 and a record of the key areas of development identified during a review of those arrangements. This AGS describes how effective NYP's governance arrangements have been over the last 12 months and how they operated.

- 2.2 It also sets out key areas for development for the next 12 months.
These are:-

- Developing the understanding of our governance systems. Increasing the understanding of how we work.
- Enhancing what is delivered through partnerships. Improve the understanding and evidence of services delivered through partnerships.
- Demonstrating clearly how we use our assets and resources.
- Developing ways to show what difference our services make.
- Improve our communications capability.

3. UPDATE ON PROGRESS

3.1 Developing the understanding of our systems. Increasing the understanding of how we work:

- Following a review of the Organisational Learning Bulletin's (OLB's) format and content in October 2014, changes have been incorporated into the last two bulletins including:
 - A section dedicated to raising awareness of other force learning publications, with direct links to the published documents
 - Inclusion of direct links to Her Majesty's Inspectorate of Constabulary (HMIC) and Internal Audit reports, to inform greater learning by highlighting key learning and positive outcomes resulting from HMIC inspections and Internal Audits
 - The Policies and Procedures section, which now includes new headings to provide clarity to the reader of what changes have been made
- The OLB (current and previous editions) is now published on the Risk and Assurance subsite following its transfer from the Professional Standards subsite. This change in storage location will assist in encouraging officers and staff to understand that the OLB is not solely about Professional Standards misconduct issues, but that it is about a 'whole force' approach to organisational learning.
- HMIC introduced a new annual inspection for 2014/15 onwards called Police Effectiveness, Efficiency and Legitimacy (PEEL). The HMIC and Criminal Justice Services Business Plans have been risk assessed. Considerations have been given to topics from both plans that will be pre-inspected to ensure the force is prepared for external inspection activity. An annual compliance activity calendar has been completed which shows the entire force compliance activity including:
 - External inspections
 - Internal audit
 - Risk and Assurance
 - Operational Development
 - Information Management
 - National Crime Recording Standards (NCRS) audits and
 - Intelligence problem profiles
- This enables cross comparison of compliance work ensuring findings are reported and linked in to avoid duplication of work, effort and concentration on those areas and findings that are the highest risk to the organisation. The plan was presented to JCRG on 2 March 2015.
- A schedule of master classes that include current topics of interest for Senior Managers up to March 2016 has been developed. The schedule contains topics such as Governance, Finance, Risk and Business Continuity. On 29 January a pilot master class was held on the topic of Finance facilitated by the Chief Constable's Chief Finance Officer. Lessons learnt from this will feed into future sessions.

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

- A meeting was held on 17 February 2015 to review the future meeting structures to support the partnership work with NYP and the Office of the Police and Crime Commissioner (OPCC). It was agreed that the Partnerships and Collaboration Working Group (P&CWG) will reform and a new meeting will take place to develop the work on the Protecting Vulnerable People (PVP), Prevention and Early Intervention, Improving Victim Care and the Partnership's and Commissioning Priorities within the Business Plan. The new meeting structure will commence in March 2015 and a draft terms of reference for the group has been developed. As part of this process, linked in with the development of the Business Plan, the Partnership Hub along with the OPCC Partnerships and Commissioning Team have established how they can continue to develop their working relationships.
- The NYP Crime Prevention Strategy was launched in January 2015 which encompasses the Partnerships approach to crime prevention. In addition consultation has been undertaken and a draft Child and Young Persons Strategy has been produced which outlines how moving forward, NYP will work with partners in this area. A Detective Inspector within the Partnership Hub is developing partnership working regarding the safeguarding agenda. A meeting was held on 18 February chaired by the DCC with chairs of the City of York and North Yorkshire Children/Adults Safeguarding Boards and Directors, this facilitated discussion on how moving forward multi-agency working around safeguarding could be further developed.
- Work is continuing around the approach to 95 Alive and the new Speed Management protocol involving North Yorkshire Fire and Rescue (NYF&R), North Yorkshire County Council (NYCC), City of York Council (CoYC), NYP and OPCC. A Chief Superintendent is leading on work to develop the local Partnership Hubs. The new arrangements regarding the Community Safety Partnership (CSP) are now in place with a separate City and County Community Safety Partnership. Local delivery teams funded by the OPCC are delivering on a range of initiatives reporting into the respective CSP Boards.
- The scoping activity to determine services suitable for collaborative delivery with Durham and Cleveland is continuing.

3.3 Demonstrating clearly how we use our assets and resources.

- Over the past few months, a considerable amount of work has been undertaken to mitigate risks that out-of-date systems and technology can create for the organisation, risks such as security and ineffective processes. NYP are making sure their systems are robust and secure to enable sustainability into the future. Key developments are:
 - The move from Windows XP to Windows 7, upgrade to Microsoft Office 2010 and the subsequent virtualisation of desktops. This will mean quicker, slicker systems, replacement of kit that is 7-9 years old
 - Unified communications: Digital phones that "follow you" wherever you are logged on, which means that people will be able to reach staff via their extension number regardless of where they are working

- Video conferencing facilities in conference rooms at Harrogate, Scarborough, York and Headquarters.
- 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 NYP's resource management and asset deployment capability. MAUDS will mean NYP can place resources where they are needed in a more intelligent way. It also means NYP officers will be safer as NYP will know exactly where they are and therefore support such as backup can be deployed far quicker.
- Automatic Number Plate Recognition (ANPR). Investment means NYP will see significant improvements including the establishment of an ANPR Intelligence Cell, an increase in the number of re-deployable cameras, equipping all of NYP's six Safety Camera Vans (there are currently three with another three being introduced from April 2015) with ANPR and a new rapidly deployable ANPR system. NYP want to tackle crime more effectively through ANPR and NYP know this investment will help in the aim to tackle cross-border criminality, which accounts for more than 20% of all of NYPs crime.
- By October 2015, NYP will, along with the rest of the country's policing community, join the government PSN (Public Sector Network), enabling NYP to continue to access key policing systems and share information through a robust and compliant information network.

3.4 Developing ways to show what difference our services make.

- The Police and Crime Plan revisit has been finalised and was submitted to the Police and Crime Panel on 15 January 2015. All future PCC surgeries and attendance at public meetings are now detailed on the OPCC website.
- As the Business Plan documentation is developed, consideration has been given to the type and number of strategies that exist within the organisation. The Senior Responsible Officers and Priority lead Representatives for each of the Business Plan Priorities are reviewing the strategies which contribute to, or are impacted by the strategies and will make recommendations on any potential changes that are required. As part of the Business Planning Exercise once this information is confirmed on the strategies that should exist within the organisation a corporate approach to the development and implementation of any new strategies will be created.
- The performance outcomes have been developed over the past few months in line with the Business Planning work. In February 2015 the Executive Group approved 12 outcomes:
 - 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

- 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
- 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
- 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, effective commissioned and partner services
- These outcomes have been developed with officers and staff across the organisation and the OPCC. The detail of what work needs to be delivered to realise these outcomes will be incorporated into the Level 2 Business Plan Priorities and should be in place by Summer 2015.
- The Corporate Performance, Delivery and Scrutiny Board (CPD&SB) agenda has been developed and designed to incorporate Thematics for each of the Police and Crime Plan priorities and quarterly outcomes.

3.5 Improve our communications capability.

- The Communications Team has been re-structured in order to work more effectively. The Communications Department are currently producing a communications plan for the organisation in order to boost the organisations ability to inform/engage with the public and also enable resources to be better deployed.

4. MONITORING

- 4.1 Progress is monitored by the Risk Manager, within the Risk and Assurance Unit on a quarterly basis and reported to the Joint Corporate Risk Group and Joint Independent Audit Committee.

5. RECOMMENDATIONS

- 5.1 This report is provided to members of the Joint Independent Audit Committee for information on the update on progress of the five key areas for development on the Annual Governance Statement 2013/14 of the Police and Crime Commissioner (PCC) and the Chief Constable (CC) of North Yorkshire Police (NYP).

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