



**North Yorkshire Police / PCC for North Yorkshire  
Record of Meeting**



**Meeting:** Corporate Performance Delivery and Scrutiny Board  
**Date and Time:** Tuesday 26<sup>th</sup> January 2016 at 13:30hrs  
**Location:** Room 2, Evolution Business Centre, County Business Park, Northallerton  
**Chair:** Dave Jones / Julia Mulligan

**1. Attendees:**

Name	Role
Dave Jones (DJ)	Chief Constable
Julia Mulligan (JM)	Police and Crime Commissioner
Tim Madgwick (TM)	Deputy Chief Constable
Joanna Carter (JC)	Chief Executive Officer
Paul Kennedy (PK)	Assistant Chief Constable
Ken McIntosh (KM)	Assistant Chief Constable
Maria Earles (ME)	Head of Organisation and Development
Jenni Newberry (JN)	Head of Commission and Partnerships
Leanne McConnell (LM)	Head of Criminal Justice
Richard Anderson (RA)	Superintendent Partnerships
Jane Palmer (JP)	Chief Constable's Chief Finance Officer
Will Naylor (WN)	Chief of Staff OPCC
John Mackfall	UNISON

**Apologies:**

Name	Role
Lisa Winward (LW)	Chief Superintendent
Michael Porter (MP)	Chief Finance Officer
Richard Flint (RF)	Head of Estates and Logistics
Rosie Holmes (RH)	Head of Human Resources and Training

**Items and decisions:**

No	Discussion	Outcome / Decision
2.	The minutes of the previous meeting dated 22 <sup>nd</sup> December 2015 were approved as a true and accurate record of events.	<b>For information</b>

3.	<p><b>Corporate Performance Delivery and Scrutiny Board Forward Planner</b></p> <p>The planner was noted by the Board. No amendments were made.</p>	For information
4.	<p><b>Questions from the public</b></p> <p>One question was received from a member of the public, outlined below, and the answer provided will be available on the OPCC website.</p> <p>Question 1 – Neil Wilby – Civil Claim Funding</p>	For information
5.	<p><b>Inspection Activity</b></p> <p>An outline of the inspection activity attached to the agenda was provided by Chief Executive Officer Joanna Carter. An outline along with further queries and clarifications below.</p> <ul style="list-style-type: none"> <li>• Report is comprehensive and outlines a number of different inspections which are due to take place both externally and internally. Inspections include those undertaken by Her Majesty’s Inspectorate for Constabulary (HMIC), external audits and internal audits.</li> <li>• Inspections undertaken by the HMIC include thematics such as Vulnerability whilst others cut across the whole organisation in areas like efficiency and leadership. There are also some unannounced inspections i.e. Custody. All these inspections will provide a report and areas of improvement will be highlighted.</li> <li>• External Auditors have historically been appointed for the organisation, however, going forward the OPCC and the force will need to appoint them. They are independent and the service is provided by an external company. They will look areas such as accounts but they will also consider how services are delivered and how effective they are, including a value for money opinion.</li> <li>• Internal audits are also independent and provided by an external company, however, they produce a programme of activity throughout the year. Further to this, they are able to respond to emerging issues which are highlighted as part of Joint Corporate Risk Group (JCRG).</li> <li>• All reports, including internal audits are published.</li> <li>• In all these areas, both TM and JC work with the JCRG to ensure that these recommendations are considered in line with known risk within the Force. This is to ensure that the appropriate action is taken in relation to the recommendations which are suitable for North Yorkshire and that there is a link with the priority areas of the organisation. This approach is of particular importance when in certain areas, such as in Child Sexual Exploitation (CSE), there has been over 200 national recommendations over the last 12 months.</li> <li>• In addition to these regular inspections, there are also Joint inspections which can take place with organisations such as Ofsted, Social Services and the Prison Service.</li> <li>• Aside of these inspections, there are also two national enquiries which are ongoing: The Goddard enquiry into child sexual abuse and the Pitchford</li> </ul>	For information

	<p>enquiry into undercover policing. Both create demand which includes recently providing a section 9 statement for the Pitchford enquiry – a request which has been made of all the forces nationally.</p> <ul style="list-style-type: none"> <li>• It was emphasised that there needed to be an understanding of the difference between historical public enquiries and historical investigations. Investigations will still have potential victims and perpetrators and will need specific resources. It was noted that there has been a significant increase in historical reporting which is creating demand.</li> <li>• The Board noted that the HMIC PEEL Inspection report was due in February which would require some action. It was anticipated that the report would be largely positive but would highlight areas of improvement in relation to Vulnerability, however, this was the position that most forces found themselves in. It was highlighted that work in this area links in with Priority 1 of the Police and Crime Plan: Protect Vulnerable People.</li> </ul>	
<p>6.</p>	<p><b>Thematic – Quarterly Outcomes Review – People Outcomes</b></p> <p>A presentation was provided by KM and this is attached to the agenda for the meeting. An outline along with clarifications below.</p> <ul style="list-style-type: none"> <li>• This area of work provides an opportunity to consider outcomes of people both internally and externally. This is both in relation to how we assist those within the organisation as well as members of the public and how best their needs can be met.</li> </ul> <p>Effectiveness</p> <ul style="list-style-type: none"> <li>• The new VEMT (Vulnerable, Exploited, Missing and Trafficked) process has allowed there to be assistance with the particular pressures felt with vulnerabilities. It improves responsiveness for people who are the most vulnerable.</li> <li>• The development of intelligence helps in determining when crime may occur which assists with prevention. This is an emerging area and work is being undertaken to ensure that lessons can be learnt from others including the best practice which is evident via America studies.</li> <li>• Workforce technology, such as MAUDS assists in the determination of where resources should be tasked by using a predictive model. Furthermore, analysis can show where there was attendance, whether they made a difference and if the fleet is effective. It further allows the consideration of whether some of the resources are better invested in other areas.</li> <li>• THRIVE (Threat, Risk, Investigation, Vulnerability and Engagement) has taken approximately 37% out the demand to deploy resources as assistance can be provided over the phone. This assists in providing a better service to vulnerable people. A discussion took place around THRIVE and the ability for wider application, particular in relation to victim support. It was agreed that a number of cases needed to be tracked to ensure the effectiveness was evidenced in the use of THRIVE throughout the entire process. PK and JN to develop a Terms of Reference for this piece work and to commence a tracking system for a number of cases.</li> </ul>	<p><b>For information</b></p> <p><b>Action 116 Created</b></p>

<ul style="list-style-type: none"> <li>• It is recognised that it is not just crime or policing outcomes which are important. 80% of the demand comes from 20% of the population who also create high demand for areas such as education, social services, health etc. As a result, partnership work is key. This is a developing area, however North Yorkshire Police are in a strong position – first to have a Volunteer Chief Officer and DJ is the National Lead for Citizens in Policing. A discussion took place around the various partnership working taking place meaning that there has been an enhancement of the wider enforcement network. This includes the work of the integrated hubs, particularly in the rural areas which provide unique challenges and the recent sign off of the Community Safety Accreditation Scheme in the York Community Safety Hub.</li> <li>• Collaboration work continues with Cleveland and Durham Police being a particular focus via Evolve.</li> <li>• There has been a £800,000 investment in training. This is to assist in a number of areas but particularly there is a need to ensure there is improved file quality, effective investigation and an increased knowledge of the needs of vulnerable people. It was accepted that training continues to be a difficult area with demand outstripping supply, however, the areas highlighted above are considered a priority and therefore are considered the areas for investment. A better understanding of this area is required and work will continue to ensure that training delivered is suitable to meet the need.</li> <li>• The welfare programme continues to be developed to ensure that officers and staff receive the support they need.</li> <li>• Work continues with flexible/agile working due to research showing that when given the opportunity staff can be far more productive.</li> <li>• An analysis of the skills framework is underway to ensure it is understood what skills are required for what role so that a gap analysis exercise can be conducted.</li> </ul> <p>Productivity</p> <ul style="list-style-type: none"> <li>• Demand is analysed and is subject to an annual refresh. There is always room for improvement; however, the latest refresh has shown that pressures exist in the areas of historical and live sexual investigations as well as vulnerability more generally. As a consequence, there is real demand within the Serious Crime Teams and Investigation Hubs.</li> <li>• The investigation hubs are showing that those who are arrested can be dealt with most effectively by those who are appropriately trained in investigation and file preparation.</li> <li>• ANPR is proving effective, particularly in terms of border crime. There is an intention to invest further in terms of work which is being undertaken in specialist operations. The public, particularly in rural areas, have indicated their support and their belief in its use in tracking criminality. The Board discussed the need to be transparent in terms of the use of ANPR and, PK as the national lead for ANPR, indicated that whilst it is accepted that this is a sensitive area, information can be stored for two years which is an approach which is supported by the Information Commissioner Office.</li> <li>• Partnership working continues to improve through the use of information</li> </ul>	
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	<p>sharing agreements. The agreements were the first step, however, now there will need to be the sharing of information when appropriate and practitioners will need to be confident in day to day application.</p> <ul style="list-style-type: none"> <li>• The use of experience and knowledge has allowed for the development of a succession planning document covering the next three years.</li> <li>• Wellbeing programmes continue and have been developed to assist leaders in their ability to support their staff and also understand themselves as leaders.</li> </ul> <p>Accessible and Engaged Workforce</p> <ul style="list-style-type: none"> <li>• Mobile technology will assist the agile working programme.</li> <li>• Research has shown that people still wish to use the phone to contact the Police. This has to be considered as part of the Estates Strategy and alternative contact options.</li> <li>• There needs to be a cultural change to ensure that ‘we get it right first time’ in relation to investigation and file quality.</li> <li>• The compliance process and the embedding the Code of Practice for victims is further to be considered. The process needs to be streamline but have at its core the necessary measures to ensure that victims are getting the right support at the right time.</li> <li>• Unified Communications allows for greater opportunities for accessibility for members of the public as well as the organisation. This is an important area: First Contact Review shows that there is room for improvement, particularly in relation to 101.</li> <li>• Work on engagement continues which includes the arrangement for a number of face to face meetings across all levels of the organisation.</li> </ul>	
<p><b>7.</b></p>	<p><b>Performance / Outcome Update (including Priority 2 – Cut Crime and Anti-Social Behaviour)</b></p> <p>An outline of the performance figures attached to the agenda was provided by Assistant Chief Constable Paul Kennedy.</p> <ul style="list-style-type: none"> <li>• Discussions took place around the Floods that took place in North Yorkshire during December 2015 which hit a number of rural communities as well as York, Selby and Tadcaster. The two major incidents at this time were: <ul style="list-style-type: none"> <li>○ The Flooding and the impact on communities and businesses</li> <li>○ The Major failure in communications</li> </ul> </li> </ul> <p>Debriefs have taken place both internally and with operational partners to ensure that specific lessons are learnt and collated into a report so that it can be understood how there might need to be a change of approach in terms of response plans. As part of this work, feedback will need to be provided to other agencies, including whether the loss of the 101 was due to the BT exchange or 101 itself. It was noted by the Board that credit had to be given to the first responders who managed to evacuate individuals on minimal notice and in difficult circumstances. Furthermore, it has been confirmed through an FCR review, that through the hard work of all individuals very few calls were missed during the communication difficulty meaning that the public were continued to be served despite the major issues.</p>	<p><b>For information</b></p>

	<p>During the time of floods, there were six burglaries that took place. An individual is now on bail in relation to these with an investigation ongoing.</p> <ul style="list-style-type: none"> <li>• Crime has increased by 6.9% in the 9 months leading up to December 2015, whereas ASB has decreased by 6.6%. North Yorkshire, however, remains the safest County in England and the rise in Crime is consistent with the crime levels in other force areas. A factor in the rise is the increase in reporting Harassment. The year end to March 2014 there were 310 recorded, however, so far this year the figure is 724. It is believed that is mostly due to increased recording rather than an increase in actual offences. Of these harassment cases, 55% are domestic abuse related. A discussion took place around harassment more generally and how it is a difficult area and can be often a civil matter. The Board discussed the range of Civil Powers now available such as the use of Harassment Information Notices (HINS). It was noted that at times, members of the public may perceive that the Police have not supported their case and this at times, can result in complaints being made to the professional standards department. It was agreed that TM would conduct a review of a number of previous cases in this regard to ensure the public were receiving the right level of service.</li> <li>• From 1 July to end of 2015, Road Crime Teams have arrested over 220 offenders, many of those arrests are linked to the use of ANPR.</li> <li>• There have been continued reductions in the Killed and Serious Injured casualties.</li> <li>• There has been an increase in arrests for drink/drug driving during Christmas 2015, which saw 124 arrests compared to 103 in the previous year. Some of this increase is attributable to the introduction of drug testing.</li> </ul>	<p><b>Action 117 created</b></p>
<p>8.</p>	<p><b>Priority Delivery Strands</b></p> <p><b>a) Priority 1 -Protect Vulnerable People</b></p> <ul style="list-style-type: none"> <li>• Updates on the CSE Action Plan will be provided at the next meeting</li> <li>• A Mental Health Nurse has now been placed within the FCR, working Thursday-Sunday, 10 hours a day to provide assistance to officers. Progression will be made towards having a 7 day service.</li> </ul> <p><b>b) Priority 2 – Cut crime and anti-social behaviour</b></p> <ul style="list-style-type: none"> <li>• No exceptions to report</li> </ul> <p><b>c) Priority 3 – Prevention and Early Intervention</b></p> <ul style="list-style-type: none"> <li>• No exceptions to report</li> </ul> <p><b>d) Priority 4 – Improve Victim Care</b></p> <ul style="list-style-type: none"> <li>• On the 1<sup>st</sup> April 2016, a proportion of services to support Victims of Crime will be moving in house. Currently the contract is with Victim’s support. The team will sit under Commissioning and Partnerships and will deliver for every victim of crime a needs assessment and a referral into support services. The support services already available will stay with the current providers so victim support</li> </ul>	

	<p>will lead the community outreach service and will still run the independent victim advisor service.</p> <ul style="list-style-type: none"> <li>• Work is ongoing to ensure that children and young people who are victims of the most serious sexual offences are given the appropriate level of service. Currently, the most vulnerable victims can need to travel up to two hours either north or west to get the support they need. This is an unacceptable position and one that is causing frustration. Work is ongoing in this area and progression has been significant. That said, it was accepted by the Board that some issues are national making it difficult to provide services at a local level.</li> </ul> <p><b>e) Priority 5 – Transforming the organisation</b></p> <ul style="list-style-type: none"> <li>• Update provided and attached to the agenda.</li> </ul> <p><b>f) Priority 6 – People first</b></p> <ul style="list-style-type: none"> <li>• Update provided as part of the People Outcomes as well as the additional update provided and attached to the agenda.</li> </ul> <p><b>g) Priority 7 – Partnership and Commissioning</b></p> <ul style="list-style-type: none"> <li>• As per update provided for Victim’s First.</li> </ul> <p><b>h) Priority 8 - Affordability</b></p> <ul style="list-style-type: none"> <li>• Prior to Christmas 2015, the Chancellor announced that the Police budget would be protected. The Chief Finance Officers for both the Chief Constable and Police and Crime Commissioner have now determined that for North Yorkshire, in real terms there will be a 1.3% reduction over a 3 year period.</li> <li>• It has been further advised by the government that forces should plan for the overall referendum limit for police precept being maintained at 2% over the spending review period for Police and Crime Commissioners.</li> <li>• A Survey, which has been conducted by the Office of the Police and Crime Commissioner has shown that individuals are generally in favour of an increase with two thirds opting for an increase of 1.99% or more. This precept proposal will be submitted to the Police and Crime Panel on 04.02.16 and it will be factored into the Medium-Term Financial Plan going before the Executive Board next month.</li> </ul>	
9.	<p><b>Twitter questions</b> None</p>	
10.	<p><b>Any other business</b> None</p>	
11.	<p><b>Date of Next Meeting:</b> Due to national commitments, the date and time of the next meeting is to be determined.</p>	<p><b>Action 118 created</b></p>

**Actions Agreed:**

No.	Action / Update	Owner	Date Issued	Date Closed
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95	<p><b>Performance</b></p> <p>To fully communicate the trends for road safety through Dave Brown before the launch of the safety camera vans</p> <p>28.04.15 - Draft report seen by CC, and as a result of feedback a further draft to be finalised this week. LW to confirm a reasonable date. JM and JC to review report as soon as possible.</p> <p>26.05.15: Feedback from W Naylor, OPCC, provided to Head of Corporate Comms. Update to be provided at next meeting.</p> <p>22.06.15: Intended date for 1st annual report March 2016 however it is hoped to bring this forward. WN liaising with the appropriate parties to ensure dates are appropriate. The national stats are due shortly. It is important to demonstrate to the public that this is what the measures are there for, rather than raising revenue, and demonstrate what has been delivered and that the money they have raised is invested back into Road Safety.</p> <p>28.07.15 – Summer campaign launched. OPCC Chief of Staff now has the report and is progressing the annual report</p> <p>25.08.15 – Ongoing</p> <p>22.09.15 - Ongoing. First draft to be available shortly following discussions at Executive Group around timings.</p> <p>27.10.15 - WN provided an update and confirmed that feedback is still being fed into the report. A target date is set for publication before the end of the year. This report will provide up to date information on where we are now and in future the force will produce a road safety strategy to which will be integrated into the annual reporting process.</p> <p><b>Update - Being progressed. The paper is with WN in relation to one part of the report but TM has produced the policing the roads strategy for approval in January.</b></p> <p>26.01.16 – WN provided an update and confirmed the report is now going through a factual accuracy with the traffic bureau with the view of publishing the report at the end of the month.</p>	<b>DCC Madgwick</b>	10.12.14	
115	<p>PERFORMANCE - A report has been created to look at factors which could affect an increase in crime as well as trends which is to be shared.</p> <p>26.01.16 – PK Confirmed that this has now been completed. Action can be closed.</p>	<b>Paul Kennedy</b>	23.11.15	26.01.16
116	<p>PEOPLE OUTCOMES - PK and JN to develop a Terms of Reference commence a piece of work to track individuals through their journey to ensure the effectiveness of THRIVE throughout the whole process.</p>	<b>Paul Kennedy/ Jenni Newberry</b>	26.01.16	
117	<p>PERFORMANCE – TM to conduct a review over a number of reported harassment cases which were perceived to be civil in nature to ensure the public were receiving the right level of</p>	<b>Tim Madgwick</b>	26.01.16	



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<b>118</b>	DATE OF NEXT MEETING – The meeting scheduled for 23/02/2016 is to be rearranged to allow attendance at National meetings <a href="#">28.01.16 – Arrangements being made to hold the meeting on 01.03.16</a>	<b>Kirsty Bewick</b>	26.01.16	28.01.16

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