

PUBLIC

AGENDA ITEM 7

**Police and Crime
Commissioner
North Yorkshire**



JOINT INDEPENDENT AUDIT COMMITTEE

21 SEPTEMBER 2015

REPORT OF THE JOINT CORPORATE RISK GROUP

**QUARTERLY UPDATE ON PROGRESS ON KEY AREAS OF DEVELOPMENT FOR
THE ANNUAL GOVERNANCE STATEMENT 2014/15**

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 2014/15 of the Police and Crime Commissioner (PCC) and the Chief Constable (CC) of North Yorkshire Police (NYP).

2. KEY INFORMATION

- 2.1 The PCC of North Yorkshire and the CC of 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 2014/15 and a record of the key areas of development identified during a review of those arrangements. This AGS describes how effective NYPs 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:
- 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.
 - 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.
 - Increase the organisations understanding of financial processes ensuring we continue to improve our year-end predictions.

- 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, Information Communication Technology (ICT) and Information Management requirements.
- Ensure clarity of responsibilities in areas where Commissioners have been given additional responsibilities, for example Complaints work.

3. UPDATE ON PROGRESS

3.1 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.

- An Organisational Plan that gives a picture of improvement activity across the next Comprehensive Spending Review (CSR) including dependencies with other projects is being developed to help inform planning and decision making. Agreement has been obtained on the format of the Organisational Plan and NYP is currently confirming the data linking to the Business Plan. A report is scheduled to go to the Executive Group (EG) on the 15 September 2015.
- The current Decision Making (DM) Process and Guidance has been scheduled for Internal Audit to undertake a review in Nov/Dec 2015. Updates to the process, as a result of the review, will go to Executive Board (EB) in March 2016.
- A DM awareness Masterclass, to ensure understanding of the process and provide an opportunity for feedback, was conducted on the 12 August 2015. Since the launch of the DM process in May 2015, single point of contacts (SPOCs) for decision making in each Department have been contacted requesting feedback on the DM process. This will enable feedback to be included to improve the future process. Feedback received so far is that the process has improved.
- The Governance and Delivery Manager is currently reviewing and redrafting the Project Management (PM) handbook based on the current DM process. A workshop will be held in September 2015, with NYP colleagues and the Office of the PCC staff who have and would have a role in delivering projects. The purpose is to seek feedback and views on what individuals will find beneficial. This topic is scheduled for discussion at EG at the beginning of November 2015.
- Once the PM handbook and Organisational Plan is complete, work will commence on reviewing supporting meeting structures to ensure they align and compliment the Corporate Meeting Structure and that decisions are made at the right level. NYP are aiming to deliver this product by the end of the financial year 2015/16.

3.2 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.

- The Level 1 (the strategic level information) within the Business Plan has been summarised into a small booklet for publication and for sharing internally and with Criminal Justice Service (CJS) partners. This is due for submission to EG on the 15 September 2015.
- Meetings have been scheduled with priority leads for Level 2 activity (the detail that supports the strategic level information) within the Business Plan and development work is underway. Mapping has been completed across Risk and Projects and some discussions have been undertaken with the Corporate Performance Manager to develop performance indicators.

3.3 Increase the organisations understanding of financial processes ensuring we continue to improve our year end predictions.

- A Finance awareness Masterclass with senior managers to ensure understanding of financial authorisation process and gain feedback has taken place and feedback incorporated into the process.
- As a result of feedback from stakeholders a change was made to the reporting and budgeting framework, to report by operational department rather than expenditure. This was implemented from 2015/16 financial year onwards.
- Finance leads have been allocated for each budget holder and links have been made with the relevant budget holder and Senior Department Leads to ensure that department budget holders are provided with appropriate advice and support.
- The first bi-annual review of the Devolved Resource Manual (DRM) during 2015/16 has commenced this will continue to help reduce bureaucracy wherever possible whilst maintaining financial governance and value for money.

3.4 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.

Evolve Collaboration

- Evolve - The Business Case for Major Crime has been submitted. The collaboration assessment work involving services for Professional Standards Department (including Vetting), Legal and Dogs Section is progressing.

No 2 Region Collaboration

- Cleveland are leading on the No 2 Region (consisting of the seven regional forces North Yorkshire, West Yorkshire, South Yorkshire, Humberside, Northumbria, Durham and Cleveland Police) to identify collaboration opportunities.
- A prioritisation matrix was used during the Evolve programme (the NYP, Cleveland, Durham, collaboration) to determine what services were looked at first collaboration wise. This matrix will be utilised for the No 2 Region work. This will allow Cleveland to report to the No 2 Region Chief

Constables in November 2015, to gain further direction going forward on further collaborative opportunities and work within the region.

- It should be noted that the Comprehensive Spending Review (CSR) results may delay the process as the No 2 Region Chief Constables may wait until funding positions are determined.
- In the meantime NYP continue work on the landscape changes to determine collaborative work that is currently ongoing between the No 2 Region Forces.

YaTH Collaboration

- The Yorkshire and the Humber (YaTH) Region have been advised that the Government have significantly reduced the funding for ROCU (Regional Organised Crime Unit). They are now looking at combining resources from the four forces to “bolster up” the unit. Work is ongoing to understand the impact of this on NYP.

3.5 Ensure clarity of responsibilities in areas where Commissioners have been given additional responsibilities, for example Complaints work.

- Mapping has been completed on the current Complaints and Conduct processes but further work has been pended by the PCC and the CC until the national picture in relation to the legislation has been clarified by the end of 2015 early 2016.
- As part of the Evolve Project, work is progressing on the collaborative development of Professional Standards including Vetting and Legal services provision. A report is to be submitted to the Chief Executives and the DCCs on 29 September 2015, to look at opportunities for joint working where possible.
- HMIC highlighted that there appeared to be a lack of equality in respect of the sanctions imposed following police officer misconduct investigations when compared with the sanctions imposed following police staff misconduct investigations. HMIC suggested that consideration could be given to Professional Standards Department (PSD) undertaking more police staff misconduct investigations which may remedy the apparent current inequalities and standardise the level of investigation. This recommendation will be considered as part of the work undertaken in respect of the potential to bring together PSD from NYP, Durham and Cleveland for certain aspects of work.

4. MONITORING

- 4.1 Progress is monitored on a quarterly basis by the Risk and Assurance Manager, within the Risk and Assurance Unit. Monitoring reports are submitted 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 2014/15 of the Police and Crime Commissioner (PCC) and the Chief Constable (CC) of North Yorkshire Police (NYP).

CEO Carter DCC Madgwick
Joint Chair
Joint Corporate Risk Group