

Police and Crime
Commissioner
North Yorkshire



JOINT INDEPENDENT AUDIT COMMITTEE

16 MARCH 2015

REPORT OF THE JOINT CORPORATE RISK GROUP

STRATEGIC RISK SUMMARY 2015/16

1. PURPOSE OF THE REPORT

- 1.1 To present to the Joint Independent Audit Committee the Strategic Risk Summary of the Office of the Police and Crime Commissioner (Commissioner) and the Chief Constable (CC) of North Yorkshire Police (NYP).

2. KEY INFORMATION

- 2.1 Risk Management is a legal requirement. The Accounts and Audit (England) Regulations 2011 require that specified public sector organisations including police forces and local policing bodies shall have as part of their internal control framework, arrangements for the management of risk.
- 2.2 NYP defines risk as “an uncertain event or set of events that, should it occur, will have an effect on the achievement of the organisations objectives” i.e. NYP’s Police and Crime Plan objectives. Risk is measured by the combination of probability of a perceived threat or opportunity occurring and the magnitude of its impact on the organisation’s objective.
- 2.3 NYP work to the International Standard of Risk Management ISO 31000:2009 and the BS 31100:2011 Risk Management Code of Practice. Risk Management ensures that the organisation makes cost effective use of a risk management process that includes a series of well defined steps. It improves internal control and supports better decision making through a good understanding of individual risks and the overall risk exposure at a particular point in time.
- 2.4 The Commissioner and Chief Constable aim to engage frankly with risk in order to develop a risk conscious culture that supports decision makers in the identification, analysis and proportionate management and tolerance of risks and opportunities that present themselves in Commissioner and NYP activities.
- 2.5 NYP’s process for risk management is to:

- **Identify** the risk, by considering uncertainties that would affect the achievement of NYP's objectives
- **Assess** the risk so risk can be prioritised and understood by:
 - Estimating probability/likelihood of the risk occurring and
 - The severity of the consequences for the organisation with regard to:
 - Financial Cost
 - Reputation
 - Operational Policing Functions
 - Legal Compliance
 - A scoring scheme is used to allocate a score for likelihood and each impact listed.
- **Control** the risk which involves planning responses to risks, assigning owners and
- **Implementing, monitoring and controlling** these responses.

2.6 NYP have a Joint Risk Management Policy and Strategy with the Police and Crime Commissioner. The Risk Management Policy communicates why and how risk management is implemented throughout the organisation, the Risk Management Strategy outlines the framework by which the Commissioner for North Yorkshire and the CC of NYP will engage frankly with risk and uncertainty, in a structured, effective and efficient manner and defines how risk management is handled by the executive management team. Risk Management is embedded within the organisation and is an integral part of all the Commissioners and NYP's governance and decision making processes.

3. STRATEGIC RISKS

3.1 Risk Rating

LOW
Low Risk - these risks are both unlikely to occur and not significant in their impact. They are managed using normal or generic planning arrangements and require minimal monitoring and control unless subsequent risk assessment shows a substantial change, prompting a move to another category.
MEDIUM
Medium Risk - these risks are less significant, but may cause upset and inconvenience in the short term. These risks are monitored to ensure that they are being appropriately managed.
HIGH
High Risk - these risks are classed as significant. They may have a high or low likelihood of occurrence, but their potential consequences are sufficiently serious to need consideration. Consideration is given to the development of ways to reduce or eliminate the risk where possible.

3.2 NYP's strategic risks are identified through a number of processes i.e. Horizon Scanning, External and Internal Strengths, Weakness, Opportunities and

Threats, Her Majesties Inspectorate of Constabulary and Internal Reviews. Strategic risks determine what risks the organisation may face during the next year and beyond. The Strategic Risk register is governed by the Joint Corporate Risk Group which is jointly chaired by NYP's Deputy Chief Constable (DCC) and the OPCC's Chief Executive Officer (CEO). NYP's Strategic Risk Summary is attached at Appendix A.

4. STRATEGIC RISK SUMMARY DETAIL

4.1 Comprehensive Spending Review (2016-2020) – Announced Autumn 2015

The Policing Minister has decided that the current funding arrangements will continue in 2015/16. Every police force will face the same percentage reduction in core Central Government funding, amounting to a cash reduction of 5.1% compared to 2014/15. North Yorkshire Police (NYP) has current savings plans in place and has identified an outline savings plan for the next Comprehensive Spending Review (CSR) period 2016/17- 2019/20.

4.2 Change in Political Direction - May 2015

The General Election is scheduled for the 7 May 2015. Parliament dissolves on the 30 March and Purdah commences. Purdah and any changes to structures following a change in Government will have an impact on NYP's decision making process.

During 2014 NYP reviewed and streamlined their Governance meeting structure to reduce bureaucracy and align membership to accountability:

- The Executive Board is now held monthly instead of weekly and is the forum for Strategic Direction, Policy Development and Decision Making. The Executive Group now discuss emerging issues and ideas. This has reduced the number of unnecessary reports / papers going to Executive Board, by discussing relevant initiatives before business case stage and freed up the Decision Making process.
- Joint Corporate Risk Group (JCRG) has an up to date picture of the relevant issues / risks the organisation is facing and the impact of these risks. This helps shape scrutiny, compliance and review work around risk and focuses NYP on putting resources where they are needed most to enable value for money.
- The Information Communications Technology (ICT) and Estates Board have amalgamated making it easier to work together and allows identification of interdependencies. This saves on duplication of work and conflicting priorities.

4.3 Child Sexual Exploitation - National Interest

During 2014 there has been a lot of National public interest in the Protecting Vulnerable People (PVP) area of business. A number of HMIC and Joint External Inspections are taking place over the next financial year covering:

- Child Protection
- Multi Agency Child Protection Arrangements (MACP)
- 21st Century Child Sexual Exploitation (inc online CSE) and
- Missing and Absent Children

The joint inspection by HMIC and Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI), "Achieving Best Evidence in Child Abuse Cases" sets out 11 recommendations for improvement, including better training and additional

guidance for staging the sensitive interviews. NYP are reviewing process and practices in these areas to ensure each Victim receives the service they require.

At the Online Global Summit Autumn 2014, the Prime Minister set out measures on blocking search results, identifying illegal images and legislation to make it illegal for an adult to send a sexual communication to a child. The UK will fund £50m over the next five years towards the Child Protection Fund (being led by UNICEF).

The recent launch of the UK's Child Abuse Image Database brings together all known child abuse images in the UK on a single secure database, to speed up investigations, reduce duplication of effort in order to bring perpetrators to justice sooner.

4.4 High number of National Government and National Criminal Justice Projects for implementation

There are a high number of Government and National Criminal Justice Projects for implementation over the next few years. Each project comes with a financial cost and resource implications and leads to changes in NYP's operational policing function. NYP are looking to undertake an impact assessment for plans to be put in place to address relevant initiatives.

4.5 Recommendations arising from National external inspections which have an impact on NYP

There have been a significant number of new and changing demands within the external inspection area, which has led to an increased number of external inspections that have a high number of National recommendations. Not all of these recommendations are relevant to NYP.

The annual report by Her Majesty's Inspectorate of Constabulary (HMIC) on the state of Policing reported:

- On effectiveness, "most forces are working effectively to prevent crime and anti-social behaviour (ASB). There are risks in not having enough time and resources to prevent crime and neighbourhood officers being used for other tasks".
- On efficiency, "most forces are protecting but not preserving the front line. With continuing austerity, forces need to change how they provide services".
- On legitimacy, "surveys show high levels of public confidence with the police and in victim satisfaction. The majority of victims HMIC spoke to as part of its inspection on domestic abuse felt they were frequently not taken seriously or felt judged unfairly. There is also variation in how forces respond to calls for service from the public and the accuracy with which a crime is recorded".

NYP have implemented a risk assessment process for External Inspection Recommendations whether National or force recommendations. The risk assessments are reported to the Joint Corporate Risk Group for discussion and decision. Those that are not going to be progressed are recorded with rationale.

NYP complete an Annual Plan of compliance activity - The plan determines risk areas and pre-inspection activity. The plan will include HMIC Liaison, Internal Audit, Risk and Assurance, Information Management, Operational Support and Intelligence functions.

4.6 Internal ability to respond to and manage an ever increasing change programme

The Chief Constable and the Commissioner continue to work together to review working practices and process to ensure NYP are fit for the future. This has included a comprehensive review on NYP's Operational Policing Model (OPM) with a view to allocating resources where they are needed most by reviewing demand profiling and enabling Strategies i.e. IT.

The implementation of Investigation Hubs was a recommendation of the OPM review. Findings revealed that there was a number of improvements to be made to the investigation of crime to improve efficiency and victim satisfaction. The Hubs will be based at the four main custody suites at York, Scarborough, Harrogate and Northallerton by April 2015 and will provide a one-stop-shop for the secondary investigation of volume crime.

The Hubs will support delivery of the Police and Crime Plan. Victims of crime and communities in North Yorkshire will be safer as more offenders will be brought to justice faster, reducing the length of time it takes to investigate a volume crime. The Hubs will free-up officers by undertaking file and evidence development, along with supporting officers with suspect management when required. This will enable officers to be operationally flexible, providing resilience to Patrol and Serious Crime at times of peak and/or exceptional demand.

4.7 Adverse / Extreme Weather

Extreme weather causes disruption to travel networks, disruption to operational performance and damage or access issues to property and assets.

Each Department within NYP has a managed dedicated Business Continuity Plan (BCP). Within the BCP's each department have identified the critical activities that will be maintained in the event of a disruption such as extreme weather. The departments identify and document strategic responses to a disruption that can have an effect on the premises, people, assets and resources (ICT and other).

NYP is committed to protecting the health and safety of all personnel, however NYP must ensure that during such times we continue to deliver policing services to the communities of North Yorkshire and the City of York, and maintain force Critical Activities. NYP continue to monitor weather forecasts to ensure the organisation is prepared and forewarned.

4.8 Pandemic and Epidemic Diseases

The World Health Organisation (WHO) monitors a number of diseases. Current cases being managed by the WHO include:

- The outbreak of the Ebola Virus Disease (EVD) in West Africa, first reported in March 2014

Response plans have been created to support NYP's internal management of a pandemic situation. Consideration is given to supporting mutual aid where needed which may have an effect on NYP's operational capability resulting in reduced service.

NYP's Health and Safety Department have a managed Blood Borne Virus Procedure that enables all staff to understand the risks and how to respond to any cases of suspected cases.

EBOLA Information has been made available to staff through the Emergency Planning Unit, Business Continuity and Management briefings.

4.9 Industrial Action by NYP Staff and other Public Sector Organisations

Union organisations across the UK (Unison, GMB and Unite) debated strike action due to the cost of living against fair wages. During December 2014 - January 2015 NYP experienced the risk of a proposed Police Staff strike by Unison members.

NYP put in place plans for the proposed Unison strike on the 18 December and then the 23 January 2015 with the overarching strategic intention for North Yorkshire Police to continue to deliver a service to the communities of North Yorkshire and the City of York that is consistent and at a normal level of operational capability. Plans ensure NYP:-

- Maintain a level of service that will provide public reassurance and ensure that North Yorkshire Police are capable of responding to incidents reported;
- Respect the right of any member of North Yorkshire Police who wishes to take industrial action;
- Engage with Unison and facilitate any lawful protest that staff wish to undertake;
- Prevent where possible offences taking place in relation to the Public Order Act 1986 and the Trade Union and Labour Relations (Consolidation) Act 1992;
- Deal with offences proportionally and ensure offenders are brought to justice.

Both the December and January proposed strikes were subsequently cancelled. The pre-planning exercise will be costed out and the plans utilised for any future proposed industrial action.

NYP have been involved in supporting other blue light services during times of industrial action. Horizon Scanning is alerting to potential Fire and Rescue Industrial Action during 2015.

5. RECORDING, MONITORING AND REPORTING

- 5.1 Risk registers are recorded/maintained in the Active Risk Manager (ARM) software suite. Strategic and Corporate risks are monitored by NYP's Risk and Assurance Unit and reported to the Joint Corporate Risk Group on a monthly basis and the Joint Independent Audit Committee on a quarterly basis.

6. RECOMMENDATIONS

- 6.1 This report is provided to members of the Joint Independent Audit Committee for information on the Strategic Risk Register of the Office of the Police and Crime Commissioner and the Chief Constable of North Yorkshire Police (NYP).

CEO Carter DCC Madgwick
Joint Chair
Joint Corporate Risk Group

Appendix A.

Police and Crime
Commissioner
North Yorkshire



JOINT INDEPENDENT AUDIT COMMITTEE

16 MARCH 2015

REPORT OF THE JOINT CORPORATE RISK GROUP

STRATEGIC RISK SUMMARY 2015/16

1. PURPOSE OF THE REPORT

- 1.1 To present to the Joint Independent Audit Committee the Strategic Risk Summary of the Office of the Police and Crime Commissioner (Commissioner) and the Chief Constable (CC) of North Yorkshire Police (NYP).

2. KEY INFORMATION

- 2.1 Risk Management is a legal requirement. The Accounts and Audit (England) Regulations 2011 require that specified public sector organisations including police forces and local policing bodies shall have as part of their internal control framework, arrangements for the management of risk.
- 2.2 NYP defines risk as “an uncertain event or set of events that, should it occur, will have an effect on the achievement of the organisations objectives” i.e. NYP’s Police and Crime Plan objectives. Risk is measured by the combination of probability of a perceived threat or opportunity occurring and the magnitude of its impact on the organisation’s objective.
- 2.3 NYP work to the International Standard of Risk Management ISO 31000:2009 and the BS 31100:2011 Risk Management Code of Practice. Risk Management ensures that the organisation makes cost effective use of a risk management process that includes a series of well defined steps. It improves internal control and supports better decision making through a good understanding of individual risks and the overall risk exposure at a particular point in time.
- 2.4 The Commissioner and Chief Constable aim to engage frankly with risk in order to develop a risk conscious culture that supports decision makers in the identification, analysis and proportionate management and tolerance of risks and opportunities that present themselves in Commissioner and NYP activities.
- 2.5 NYP’s process for risk management is to:

- **Identify** the risk, by considering uncertainties that would affect the achievement of NYP's objectives
- **Assess** the risk so risk can be prioritised and understood by:
 - Estimating probability/likelihood of the risk occurring and
 - The severity of the consequences for the organisation with regard to:
 - Financial Cost
 - Reputation
 - Operational Policing Functions
 - Legal Compliance
 - A scoring scheme is used to allocate a score for likelihood and each impact listed.
- **Control** the risk which involves planning responses to risks, assigning owners and
- **Implementing, monitoring and controlling** these responses.

2.6 NYP have a Joint Risk Management Policy and Strategy with the Police and Crime Commissioner. The Risk Management Policy communicates why and how risk management is implemented throughout the organisation, the Risk Management Strategy outlines the framework by which the Commissioner for North Yorkshire and the CC of NYP will engage frankly with risk and uncertainty, in a structured, effective and efficient manner and defines how risk management is handled by the executive management team. Risk Management is embedded within the organisation and is an integral part of all the Commissioners and NYP's governance and decision making processes.

3. STRATEGIC RISKS

3.1 Risk Rating

LOW
Low Risk - these risks are both unlikely to occur and not significant in their impact. They are managed using normal or generic planning arrangements and require minimal monitoring and control unless subsequent risk assessment shows a substantial change, prompting a move to another category.
MEDIUM
Medium Risk - these risks are less significant, but may cause upset and inconvenience in the short term. These risks are monitored to ensure that they are being appropriately managed.
HIGH
High Risk - these risks are classed as significant. They may have a high or low likelihood of occurrence, but their potential consequences are sufficiently serious to need consideration. Consideration is given to the development of ways to reduce or eliminate the risk where possible.

3.2 NYP's strategic risks are identified through a number of processes i.e. Horizon Scanning, External and Internal Strengths, Weakness, Opportunities and

Threats, Her Majesties Inspectorate of Constabulary and Internal Reviews. Strategic risks determine what risks the organisation may face during the next year and beyond. The Strategic Risk register is governed by the Joint Corporate Risk Group which is jointly chaired by NYP's Deputy Chief Constable (DCC) and the OPCC's Chief Executive Officer (CEO). NYP's Strategic Risk Summary is attached at Appendix A.

4. STRATEGIC RISK SUMMARY DETAIL

4.1 Comprehensive Spending Review (2016-2020) – Announced Autumn 2015

The Policing Minister has decided that the current funding arrangements will continue in 2015/16. Every police force will face the same percentage reduction in core Central Government funding, amounting to a cash reduction of 5.1% compared to 2014/15. North Yorkshire Police (NYP) has current savings plans in place and has identified an outline savings plan for the next Comprehensive Spending Review (CSR) period 2016/17- 2019/20.

4.2 Change in Political Direction - May 2015

The General Election is scheduled for the 7 May 2015. Parliament dissolves on the 30 March and Purdah commences. Purdah and any changes to structures following a change in Government will have an impact on NYP's decision making process.

During 2014 NYP reviewed and streamlined their Governance meeting structure to reduce bureaucracy and align membership to accountability:

- The Executive Board is now held monthly instead of weekly and is the forum for Strategic Direction, Policy Development and Decision Making. The Executive Group now discuss emerging issues and ideas. This has reduced the number of unnecessary reports / papers going to Executive Board, by discussing relevant initiatives before business case stage and freed up the Decision Making process.
- Joint Corporate Risk Group (JCRG) has an up to date picture of the relevant issues / risks the organisation is facing and the impact of these risks. This helps shape scrutiny, compliance and review work around risk and focuses NYP on putting resources where they are needed most to enable value for money.
- The Information Communications Technology (ICT) and Estates Board have amalgamated making it easier to work together and allows identification of interdependencies. This saves on duplication of work and conflicting priorities.

4.3 Child Sexual Exploitation - National Interest

During 2014 there has been a lot of National public interest in the Protecting Vulnerable People (PVP) area of business. A number of HMIC and Joint External Inspections are taking place over the next financial year covering:

- Child Protection
- Multi Agency Child Protection Arrangements (MACP)
- 21st Century Child Sexual Exploitation (inc online CSE) and
- Missing and Absent Children

The joint inspection by HMIC and Her Majesty's Crown Prosecution Service Inspectorate (HMCPPI), "Achieving Best Evidence in Child Abuse Cases" sets out 11 recommendations for improvement, including better training and additional

guidance for staging the sensitive interviews. NYP are reviewing process and practices in these areas to ensure each Victim receives the service they require.

At the Online Global Summit Autumn 2014, the Prime Minister set out measures on blocking search results, identifying illegal images and legislation to make it illegal for an adult to send a sexual communication to a child. The UK will fund £50m over the next five years towards the Child Protection Fund (being led by UNICEF).

The recent launch of the UK's Child Abuse Image Database brings together all known child abuse images in the UK on a single secure database, to speed up investigations, reduce duplication of effort in order to bring perpetrators to justice sooner.

4.4 High number of National Government and National Criminal Justice Projects for implementation

There are a high number of Government and National Criminal Justice Projects for implementation over the next few years. Each project comes with a financial cost and resource implications and leads to changes in NYP's operational policing function. NYP are looking to undertake an impact assessment for plans to be put in place to address relevant initiatives.

4.5 Recommendations arising from National external inspections which have an impact on NYP

There have been a significant number of new and changing demands within the external inspection area, which has led to an increased number of external inspections that have a high number of National recommendations. Not all of these recommendations are relevant to NYP.

The annual report by Her Majesty's Inspectorate of Constabulary (HMIC) on the state of Policing reported:

- On effectiveness, "most forces are working effectively to prevent crime and anti-social behaviour (ASB). There are risks in not having enough time and resources to prevent crime and neighbourhood officers being used for other tasks".
- On efficiency, "most forces are protecting but not preserving the front line. With continuing austerity, forces need to change how they provide services".
- On legitimacy, "surveys show high levels of public confidence with the police and in victim satisfaction. The majority of victims HMIC spoke to as part of its inspection on domestic abuse felt they were frequently not taken seriously or felt judged unfairly. There is also variation in how forces respond to calls for service from the public and the accuracy with which a crime is recorded".

NYP have implemented a risk assessment process for External Inspection Recommendations whether National or force recommendations. The risk assessments are reported to the Joint Corporate Risk Group for discussion and decision. Those that are not going to be progressed are recorded with rationale.

NYP complete an Annual Plan of compliance activity - The plan determines risk areas and pre-inspection activity. The plan will include HMIC Liaison, Internal Audit, Risk and Assurance, Information Management, Operational Support and Intelligence functions.

4.6 Internal ability to respond to and manage an ever increasing change programme

The Chief Constable and the Commissioner continue to work together to review working practices and process to ensure NYP are fit for the future. This has included a comprehensive review on NYP's Operational Policing Model (OPM) with a view to allocating resources where they are needed most by reviewing demand profiling and enabling Strategies i.e. IT.

The implementation of Investigation Hubs was a recommendation of the OPM review. Findings revealed that there was a number of improvements to be made to the investigation of crime to improve efficiency and victim satisfaction. The Hubs will be based at the four main custody suites at York, Scarborough, Harrogate and Northallerton by April 2015 and will provide a one-stop-shop for the secondary investigation of volume crime.

The Hubs will support delivery of the Police and Crime Plan. Victims of crime and communities in North Yorkshire will be safer as more offenders will be brought to justice faster, reducing the length of time it takes to investigate a volume crime. The Hubs will free-up officers by undertaking file and evidence development, along with supporting officers with suspect management when required. This will enable officers to be operationally flexible, providing resilience to Patrol and Serious Crime at times of peak and/or exceptional demand.

4.7 Adverse / Extreme Weather

Extreme weather causes disruption to travel networks, disruption to operational performance and damage or access issues to property and assets.

Each Department within NYP has a managed dedicated Business Continuity Plan (BCP). Within the BCP's each department have identified the critical activities that will be maintained in the event of a disruption such as extreme weather. The departments identify and document strategic responses to a disruption that can have an effect on the premises, people, assets and resources (ICT and other).

NYP is committed to protecting the health and safety of all personnel, however NYP must ensure that during such times we continue to deliver policing services to the communities of North Yorkshire and the City of York, and maintain force Critical Activities. NYP continue to monitor weather forecasts to ensure the organisation is prepared and forewarned.

4.8 Pandemic and Epidemic Diseases

The World Health Organisation (WHO) monitors a number of diseases. Current cases being managed by the WHO include:

- The outbreak of the Ebola Virus Disease (EVD) in West Africa, first reported in March 2014

Response plans have been created to support NYP's internal management of a pandemic situation. Consideration is given to supporting mutual aid where needed which may have an effect on NYP's operational capability resulting in reduced service.

NYP's Health and Safety Department have a managed Blood Borne Virus Procedure that enables all staff to understand the risks and how to respond to any cases of suspected cases.

EBOLA Information has been made available to staff through the Emergency Planning Unit, Business Continuity and Management briefings.

4.9 Industrial Action by NYP Staff and other Public Sector Organisations

Union organisations across the UK (Unison, GMB and Unite) debated strike action due to the cost of living against fair wages. During December 2014 - January 2015 NYP experienced the risk of a proposed Police Staff strike by Unison members.

NYP put in place plans for the proposed Unison strike on the 18 December and then the 23 January 2015 with the overarching strategic intention for North Yorkshire Police to continue to deliver a service to the communities of North Yorkshire and the City of York that is consistent and at a normal level of operational capability. Plans ensure NYP:-

- Maintain a level of service that will provide public reassurance and ensure that North Yorkshire Police are capable of responding to incidents reported;
- Respect the right of any member of North Yorkshire Police who wishes to take industrial action;
- Engage with Unison and facilitate any lawful protest that staff wish to undertake;
- Prevent where possible offences taking place in relation to the Public Order Act 1986 and the Trade Union and Labour Relations (Consolidation) Act 1992;
- Deal with offences proportionally and ensure offenders are brought to justice.

Both the December and January proposed strikes were subsequently cancelled. The pre-planning exercise will be costed out and the plans utilised for any future proposed industrial action.

NYP have been involved in supporting other blue light services during times of industrial action. Horizon Scanning is alerting to potential Fire and Rescue Industrial Action during 2015.

5. RECORDING, MONITORING AND REPORTING

- 5.1 Risk registers are recorded/maintained in the Active Risk Manager (ARM) software suite. Strategic and Corporate risks are monitored by NYP's Risk and Assurance Unit and reported to the Joint Corporate Risk Group on a monthly basis and the Joint Independent Audit Committee on a quarterly basis.

6. RECOMMENDATIONS

- 6.1 This report is provided to members of the Joint Independent Audit Committee for information on the Strategic Risk Register of the Office of the Police and Crime Commissioner and the Chief Constable of North Yorkshire Police (NYP).

CEO Carter DCC Madgwick
Joint Chair
Joint Corporate Risk Group

Appendix A.