

JOINT INDEPENDENT AUDIT COMMITTEE

17 March 2020

**ANNUAL GOVERNANCE STATEMENT 2018/19 AREA FOR DEVELOPMENT PROGRESS
REPORT**

1. PURPOSE OF REPORT

- 1.1 This paper provides the Joint Independent Audit Committee (JIAC) with a brief summary of the progress made with the areas for development captured in the Annual Governance Statement (AGS) for 2018/19. This report pertains to the “Internal Control Environment” aspect of the JIAC terms of reference.

2. AREAS FOR DEVELOPMENT

- 2.1 There were five areas for development identified during the review of governance arrangements undertaken to inform the AGS for 2018/19. A summary of the progress made with each of those is set out in the table below.

Area For Development	Lead	Target Completion Date	Remarks
<p>1. Improving the processes and mechanisms in place for measuring the performance of services and projects in line with the Transformation Programme.</p>	<p>Managing Director</p>	<p>31 October 2019</p>	<p>Throughout this year we have had an increased emphasis on service performance monitoring through the introduction of Service Plan Reviews, these have been introduced across operational services with the roll out to enableNY departments scheduled. The Service Delivery Plans will be used by members of the Chief Officer Team as a key tool to determine progress and performance against key activities and deliverables. They will also be used to provide the basis for PDR reviews which are monitored on a twice yearly basis.</p> <p>The transformation programme has paved the way for a new programme management approach for projects including a revised benefits management process. This will ensure an increased level of ownership for ensuring that the benefits anticipated from projects are clearly identified and then managed throughout the life of the project and this will allow us to demonstrate the return on investment to our communities.</p>
<p>2. Ensuring that the development of leaders progresses in line with the organisational aspiration for intent based leadership.</p>	<p>DCC</p>	<p>31 December 2019</p>	<p>In 2019 North Yorkshire Police introduced a style of leadership known as intent-based leadership, where officers, staff and volunteers are trusted, supported and empowered to take responsibility to consider options for themselves and do the right thing. It is based on a</p>

			<p>learning culture rather than one of blame and ensures that everyone reaches their full potential.</p> <p>Intent-based leadership is about giving control to the people who have the knowledge to make the decisions in their day-to-day work. It's about developing the competencies you need to make the right decisions, ensuring that skills gaps are filled and - fundamentally - it is about leaders setting clear objectives and boundaries for their teams to work within.</p> <p>The IBL programme was delivered throughout 2019 / 2020. Structured in three mandatory training modules (1. Intent Based Leadership, 2 Communication and 3. Coaching) with all supervisors and senior managers scheduled to receive training</p>
3. Developing the governance and internal control processes for services that are delivered as part of the Enable Collaboration.	Managing Director	31 March 2020	The commissioning model for services delivered as part of the enableNY collaboration is at an advanced stage of development. The design takes account of the governance and internal control processes of both the Police and the Fire and Rescue Service. It could be considered appropriate to carry forward this area for development to 1. allow testing of the commissioning model against the existing control framework and 2. account for any emerging implications from the PFCC elections.
4. Monitoring the potential implications for governance and service delivery following the	Interim Chief Executive and	31 March 2020	The OPFCC has a neutral role during the pre-election period to ensure that candidates' needs and requirements for information about the role of Police Fire & Crime Commissioner, are met fairly, thoroughly

<p>decision of the Commissioner not to stand for re-election.</p>	<p>Monitoring Officer</p>		<p>and objectively. Advice relating to the pre-election period has been publicised for colleagues with additional advice available on request. The emphasis is very much on ensuring that North Yorkshire Police, North Yorkshire Fire and Rescue and those representing the operational services remain impartial.</p>
<p>5. Act on the outcome of the latest HMICFRS Crime Data Integrity Inspection to ensure improvements continue to be made in that area.</p>	<p>DCC</p>	<p>31 December 2019</p>	<p>North Yorkshire Police has been assessed as “good” at recording crime and its leadership in relation to crime recording assessed as “outstanding” following a re-inspection in 2018. Her Majesty's Inspectorate of Constabulary Fire and Rescue Service published its report into the force’s ‘Crime Data Integrity’ in October 2019.</p>

3. LEVEL OF ASSURANCE

- 3.1 JIAC are invited to determine the level of assurance that can be drawn from this report.

Risk & Assurance Manager
March 2020