

# NORTHERN JOINT POLICE BOARD

28 AUGUST 2009

|             |  |
|-------------|--|
| Agenda Item |  |
| Report No   |  |

## BEST VALUE AUDIT:

### NORTHERN CONSTABULARY AND NORTHERN JOINT POLICE BOARD

#### Report by the Clerk

#### Summary

This Report updates Members about the action taken in preparation for the audit and inspection process to be carried out in the forthcoming joint Best Value Audit by the Accounts Commission and HM Inspectorate of Constabulary of Northern Constabulary and the Northern Joint Police Board.

#### Introduction

1. At its meeting held on 13 May 2009, the Board noted a report from the Clerk on a forthcoming joint Best Value Audit by the Accounts Commission and HM Inspectorate of Constabulary of Northern Constabulary and the Northern Joint Police Board. This was to be one of two Best Value Audit pilots of police authorities and forces to be conducted in 2009, the first pilot involving Tayside Police and Tayside Joint Police Board. The Board was advised of various actions to be taken to commence the process of preparing for the audit and inspection process.
2. At its meeting held on 13 May 2009, the Board noted a report from the Clerk on a forthcoming joint Best Value Audit by the Accounts Commission and HM Inspectorate of Constabulary of Northern Constabulary and the Northern Joint Police Board. This was to be one of two Best Value Audit pilots of police authorities and forces to be conducted in 2009, the first pilot involving Tayside Police and Tayside Joint Police Board. The Board was advised of various actions to be taken to commence the process of preparing for the audit and inspection process.
3. Members are reminded that Audit Scotland will lead the Best Value Audit of Northern Joint Police Board whilst HM Inspectorate of Constabulary will lead the inspection of Northern Constabulary. Members are now advised that the joint inspection process will commence on 28 September 2009 for two weeks. During week one the Audit Team will be inspecting Highland Council and Comhairle nan Eilean Siar and, during week two, Orkney Islands Council and Shetland Islands Council.
4. Agreement was reached between the Chief Constable and Clerk, in consultation with the Convener, to second Chief Inspector Ian Bryce to Northern Joint Police Board for a short period of time to support the audit and inspection process.

5. Members were invited to participate in an EFQM Self Assessment exercise held on 26 June 2009. Following this exercise an Action Plan (Appendix 1) was produced to take forward areas for improvement to add value to the work of the Board.
6. During the preparation and planning for the Best Value Audit it was agreed to submit a Best Value submission from Northern Joint Police Board to Audit Scotland in advance of the fieldwork, based around the proposed characteristics of a Best Value council. This paper (Appendix 2) will form the basis of a presentation to Audit Scotland and HM Inspectorate of Constabulary by the Convener and Vice-Convener, scheduled for 28 August 2009.
7. Members have been invited to attend a further Workshop on 27 August 2009 to inform them in detail regarding the inspection process, the outcomes of the EFQM process and the Best Value submission document.

### **Recommendation**

The Board is asked to note and agree:

- i. the proposed EFQM Action Plan
- ii. the Best Value submission paper to Audit Scotland in preparation for the audit and inspection process.

Signature

Designation Clerk

Date 21 August 2009

Author Ms M Morris, Clerk



# Northern Joint Police Board

**Black** = Complete  
**Red** = Not being progressed  
**Amber** = Work In Progress  
**Green** = Action Required

## EFQM SELF-ASSESSMENT ACTION PLAN 2009/10

| ACTION NO | EFQM Outcomes-<br><b>RESULTS</b>         | ACTION                              | OWNER ALLOCATED TO | TARGET DATE | B | R | A | G | COMMENTS |
|-----------|--|-------------------------------------|--------------------|-------------|---|---|---|---|----------|
| 1.        | Marketing opportunities for NJPB members | Marketing & Media Strategy for NJPB | Clerk NJPB         | 01.04.2010  |   |   |   |   |          |

|  |  |  |  |            |   |   |   |   |   |
|--|--|--|--|------------|---|---|---|---|---|
|  |  | Commence work stream to capture all roles and attendance on committees, sub-groups or partnerships where Members represent NJPB and link to marketing opportunities                      | Clerk NJPB                                     | 31.12.2009 | B | R | A | G | (i)Minutes of Diversity Progress Group<br>(ii)Minutes of liP meetings<br>(iii)Opening of new/refurbished police stations by Convener<br>(iv)Best Value Board Minutes<br>(v) Best Value Submission to Audit Scotland |
|  |  | Make best use of the NJPB web-site to promote the work of the Board and ensure links are established to highlight Members involvement and activities related to the Board                | Clerk NJPB                                     | 30.09.2009 |   |   |   |   | Work has commenced on the NJPB web-site hosted by Highland Council with photographs of Members linked to respective Local Authority.  |
|  |  | Convener and Vice Convener to market the results of achievements of the Board, both internally and externally  | Clerk/Convener NJPB                            | 31.12.2009 |   |   |   |   | Consider joint press statements with the Chief Constable to promote specific themes ie performance/strategic issues etc   |
|  |  | NJPB Members to receive local feedback from the community consultation three tier process from Northern Constabulary as per OP/55/8  | Head of Operations Northern Constabulary       | 31.12.2009 |   |   |   |   |   |
|  |  | HMICS Thematic Inspection on Public Consultation recommends the use of VOiCE to capture community information which may help NJPB Members have a wider appreciation of customer feedback | Head of Support Services Northern Constabulary | 31.08.2010 |   |   |   |   |   |

|     |   |  |   |            |   |   |   |   |  |
|-----|---|--|---|------------|---|---|---|---|--|
|     |   | Use of extending marketing opportunities on NJPB website for customer feedback/comments or FAQs  | Clerk NJPB                                      | 31.12.2009 | B | R | A | G |  |
| 1.2 | NJPB to make best use of Scottish Policing Performance Framework to report results through the nationally agreed format | HMICS Thematic Inspection-Productivity of Police Officers recommends 'to promote consistency, accountability and transparency across Scotland, all forces should incorporate the Scottish Policing Performance Framework.....and use this as a basis for reporting to their police authority/board'. The Board fully supports Northern Constabulary using this format for future reporting results of the Force which is also endorsed by Audit Scotland | Head of Support Services Northern Constabulary/ | 31.08.2010 |   |   |   |   |  |
|     |   | NJPB to adopt a new style quarterly reporting process as per the Scottish Policing Performance Framework, to include Divisional and Area Command feedback on operational activities on matters of interest to the Board  | Head of Support Services Northern Constabulary  | 1.04.2010  |   |   |   |   |  |
|     |   | Public Performance Reporting (Annual Report) will follow the Scottish Police Performance Framework to reduce bureaucracy and streamline the performance reporting mechanism  | Head of Support Services Northern Constabulary  | 31.08.2010 |   |   |   |   |  |

|                  |  |  |   |                    |          |          |          |          |  |
|------------------|--|--|---|--------------------|----------|----------|----------|----------|--|
| 1.3              | NJPB have a greater involvement in internal staff surveys in order to be informed about the results and how this relates to strategic aims and direction | As active participants on liP the Board has an interest in staff welfare, employment and satisfaction levels throughout the Highlands and Islands. The results of surveys may help focus the Board on future strategy, policy or decision making. Reports of the outcomes of such surveys to be submitted to future Board meetings | Head of Human Resources Northern Constabulary | 31.12.2009         |          |          |          |          |  |
| <b>ACTION NO</b> | <b>EFQM Outcomes- PEOPLE</b>   | <b>ACTION</b>  | <b>OWNER ALLOCATED TO</b>                     | <b>TARGET DATE</b> | <b>B</b> | <b>R</b> | <b>A</b> | <b>G</b> |  |
| 2                | All NJPB Members will have access to an individual personal development plan   | Defined Role Descriptions are established for individual Members   | Clerk NJPB                                    | 31.08.2009         |          |          |          |          | Paper submitted to the Northern Joint Police Board on 28.08.2009 to agree and approve Job Descriptions of the posts of Convener, Vice Convener & Members |
|                  |  | The Board undertakes a training needs analysis of NJPB Members to prepare individual personal development plans  | Clerk NJPB                                    | 31.12.2009         |          |          |          |          |  |
|                  |  | To create a training programme for Members based around the role description and the training needs analysis   | Clerk NJPB                                    | 01.04.2010         |          |          |          |          |  |

|     |  |   |   |            |   |   |   |   |  |
|-----|--|---|---|------------|---|---|---|---|--|
| 2.1 | NJPB recognises that in order to become more pro-active and leading from a position of strength, dedicated resources to support Board functions are required | Northern Constabulary and NJPB to consider dedicated full-time Policy Officer / Performance Analyst to be based with the Board to support their work; the development of policy and performance reporting of the Force. | Clerk/Convener NJPB                                       | 31.12.2009 | B | R | A | G |  |
|     |  | That Northern Constabulary and NJPB consider sharing resources in terms of progressing specific work-streams  | Northern Constabulary & NJPB                              | 31.12.2009 |   |   |   |   |  |
| 2.2 | NJPB to develop continued contact with Northern Constabulary police staff and police officers  | Convener of NJPB to deliver periodical messages through the Chief Constable's Core Brief to staff throughout the organisation.  | Head of Support Services Northern Constabulary & Convener | 31.12.2009 |   |   |   |   |  |
|     |  | Convener of NJPB to deliver periodical messages in the weekly Force Information Bulletin to support/encourage or express important information to the Force   | Head of Support Services Northern Constabulary & Convener | 31.12.2009 |   |   |   |   |  |
|     |  | NJPB to publish annual cycle of joint visits of Northern Constabulary force area between the Convener & Chief Constable and Vice Convener & Deputy Chief Constable  | Clerk NJPB  | 30.09.2009 |   |   |   |   |  |

|                  |  |   |                              |                    |          |          |          |          |  |
|------------------|--|---|------------------------------|--------------------|----------|----------|----------|----------|--|
|                  |  | Opportunities to expand more informal contact with Area Command staff on the positive and negative issues facing members of staff   | Northern Constabulary & NJPB | 31.12.2009         |          |          |          |          |  |
| <b>ACTION NO</b> | <b>EFQM Outcomes-<br/><u>POLICY &amp; STRATEGY</u></b>   | <b>ACTION</b>   |                              | <b>TARGET DATE</b> | <b>B</b> | <b>R</b> | <b>A</b> | <b>G</b> |  |
| 3                | NJPB to actively engage in strategic policy planning cycle in conjunction with Northern Constabulary | Opportunity for Convener to write a Forward in the annual Force Policing Plan to raise the profile of the Board and to have a greater involvement in this process   | Clerk/Convener               | 31.08.2010         |          |          |          |          |  |
|                  |  | NJPB to monitor the various strands of community engagement/consultation and make the best use of Ward or local forum meetings to glean information to form part of the strategic policy setting process with the force | Clerk/Convener NJPB          | 31.08.2010         | <b>B</b> | <b>R</b> | <b>A</b> | <b>G</b> |  |





## **Northern Joint Police Board**

Best Value submission from Northern Joint Police Board to Audit Scotland  
and Her Majesty's Inspectorate of Constabulary for Scotland

28 August 2009

### **Introduction**

[Northern Joint Police Board](#) (or Committee as it was originally named) resulted from the reorganisation of Local Government in Scotland when the present Northern Constabulary police force formed on 16<sup>th</sup> May 1975. This came about by the merger of: Northern (Caithness-Orkney-Shetland) Constabulary; Ross & Sutherland Constabulary; and Inverness Constabulary. In addition the County of Nairn and portions of North Argyll and South West Morayshire were merged into Highland.

Northern Joint Police Board has traditionally through its geographical composition involved four constituent local authorities: Shetland Islands Council, Orkney Islands Council, Comhairle nan Eilean Siar and the Highland Council.

Northern Joint Police Board (hereafter referred to as the Board) is strongly committed to supporting the Chief Constable and Northern Constabulary in their role of upholding law and order and attaches the highest importance to promoting the effectiveness of the police service in fulfilling its responsibilities. A healthy and robust community style of policing has developed over the years reflecting the needs of the varied communities of the Highlands and Islands that are mainly rural in nature, as well as the contrasting urban city of Inverness and its surrounding hinterland.

### **Vision and strategic direction**

The seven strategic priorities adopted by Northern Constabulary underpin the Scottish Government's strategic objectives to make Scotland a wealthier, fairer, greener, smarter, safer and healthier country. The Board also works with the four Local Authorities to agree community safety measures which are contained within the Single Outcome Agreements through Community Planning Partnerships<sup>1</sup>. At a national level the Convener and Vice Convener are members of the Convention of Scottish Local Authorities ([COSLA](#)) [Community Safety Executive Group](#) representing the Board and Highland Council respectively. The Convener also represents the Board on the Scottish Police Authorities Conveners' Forum and the Vice Convener is appointed by

---

<sup>1</sup> [Orkney Community Planning Partnership](#); [Shetland Community Planning Partnership](#); [Comhairle nan Eilean Siar Community Planning Partnership](#); [Highland Council Community Planning Partnership](#)

COSLA to represent the Scottish Police Boards on the national [Police Negotiating Board](#).

The area covered by the Board has the [lowest levels of crime](#) and the [highest detection rates](#) in Scotland. We will not allow ourselves to become complacent and we are aware of the need for constant scrutiny in terms of front line operational delivery and how we make best use of the finite resources available for the force. The force is thoroughly committed to the best use of these resources and will continue to contribute to the Scottish Government's efficient Government initiative. There will be a clear focus on scrutinising the methods by which we capture data with an emphasis on reducing bureaucracy and increasing efficiency for community benefit. The Policy and Finance Working Group consider budget strategy and the preparation of Annual Revenue Budget as well as the Financial Plan and Capital Estimates. The Working group has considered major consultation documents, i.e. the Independent Review of Policing and the new arrangements involving Scottish Police Service Authority. Furthermore, resources will be more locally targeted through devolved resource management (DRM) at a divisional level. The Board monitors [capital](#) and [revenue](#) expenditure at full board meetings and through the Audit Working Group, chaired by the Vice Convener.

The aims of the Board are met through strong leadership from Members and effective working relationships with police staff/officers and officials. Leadership and development to determine corporate and strategic planning is encouraged and Members regularly attend and contribute to the annual strategic and policy seminars and preparatory planning days hosted by senior management of Northern Constabulary.

**Particular strengths** of the Board are consolidated in setting strategy and direction through Member commitment to high quality services of policing and a customer-first approach to their delivery. **Areas for further development and improvement:** surround the greater active engagement in the strategic planning cycle in conjunction with Northern Constabulary.

### **Partnership working and community leadership/Community Engagement**

The Board continues to enjoy the support of our communities but we must continue to deliver safer and stronger communities in collaboration with our key partners across the Highlands and Islands. Public Sector Performance Scotland continues to demand further scrutiny in the services that we provide with our partners and recent changes to established funding arrangements and the introduction of Single Outcome Agreements<sup>2</sup> with the four unitary authorities require us to demonstrate efficiency and continuous improvement in the services that we provide through accountable partnerships. In Highland Council community safety is addressed through a multi-agency partnership, the Joint Highland Council Community Safety Partnership Group. The group meet monthly and brings together all three Corporate Managers and

---

<sup>2</sup> [Highland Council SOA2](#); [Orkney Islands Council SOA2](#); [Comhairle nan Eilean Siar SOA2](#); [Shetland Island Council SOA2](#)

Divisional Commanders chaired by Head of Policy and Performance at Highland Council to focus on shared a responsibility to direct resources and solve issues.

In terms of the ongoing development of Single Outcome Agreements (SOA) the Board has a Member on each of the four local authority Community Planning Partnerships currently delivering SOA2. [Regular feedback](#) is given to the Board at its main quarterly meetings for the information of all Members.

### **Governance and accountability**

The Board's decision-making arrangements are open and transparent, set out in the [scheme of delegation](#) and the [Board's Publication Scheme](#), which are published on the Board's web-site. The vast majority of decisions are made in meetings open to the public. Agenda items for Board meetings are available a minimum of three clear days in advance of its quarterly meetings. Minutes are similarly posted on the Board's web-site. While the Board has a number of [Sub-Committees and Working Groups](#), all involving some aspect of scrutiny by Members, the Audit Working Group provides a forum for an in-depth scrutiny of specific audit topics. The Complaints Working Group actively monitors and reviews the way in which complaints are conducted and secondly deal with complaints against Chief Officers and report to the Board on a regular basis.

Public performance reporting in terms of the achievements of Northern Constabulary is brought to the [Board annually](#), with the report published in hard copy and also available via the web-site, including a pod-cast version. Publication of the annual report (or Public Performance Report) is produced in both English and Gaelic.

**Particular strengths** are seen in the local approaches to community dialogue to obtain the views, opinions and matters of interest from the individuals and partners throughout the Highlands and Islands to strengthen the priorities set by the force. Members of the Board in Highland make full use of Ward Forum meetings to gain and insight to a broad range of issues including policing in these localities, e.g. [Ward 11 Action Notes from 29 June 2009](#). **Areas for further development and improvement** for the Board: to develop a marketing and media strategy to promote the Board's values, contributions and achievements; to make best use of the Scottish Policing Performance Framework for Scotland; to have a greater involvement in internal staff surveys (through liP) and to be better informed about the outcomes and how they relate to strategic aims and direction.

### **Use of resources**

There has been a particular emphasis on increased capacity within community policing in the Force, especially during 2008/09. This has been achieved through efficiency savings flowing from the [Force Review](#), the redeployment of officers to front line duties and the Scottish Government and Board's commitment to increase Police Officer numbers.

With a need to demonstrate continuous further improvements, the Board will further modernise services and [re-invest efficiency savings](#) into increased capacity for front line operational policing. During the next three years the Board will keep under constant review the number of Police Officers and Police Staff needed to provide a service across the Highlands and Islands, particularly at a time of economic downturn, whilst facing the inevitable funding challenges from competing demands across the public sector in Scotland. The Board will monitor how Northern Constabulary continues to realise cash efficiency savings which the new funding arrangements will allow us to reinvest across the force area.

The Board requires to ensure that the force footprint of [Stations and buildings](#) continues to be fit for purpose, and most recently approved the capital expenditure for the modernisation of our operational estate at [Nairn and Stornoway](#). Work will be undertaken to develop a framework to allow the Force to utilise the prudential borrowing regime, and consideration will also be given to the feasibility of modernising Fort William and Glencoe stations. In terms of managing our assets, we are committed to reducing the environmental impact of our consumption and recognise the need to play our part in making a greener Scotland, by meeting the challenge of reducing energy usage and our resultant carbon footprint. The Board and the force will also consider our options as we move towards a more environmentally friendly vehicle fleet.

There is a particular need to exploit technology to achieve greater efficiency and the Board will ensure that it oversees the introduction of mobile data and personal data systems to front line operational officers to reduce paperwork and bureaucracy.

**Good practice** in the use of staff: Staff members are a vital resource for the Board and in recognition of this the Convener is a member of the force's [Investors In People \(IIP\) Project Board](#) and is actively involved in this ongoing work to seek recognition for the way in which the force works with staff across the Highlands and Islands. **Area for improvement are:** that all Members have access to an individual personal development plan, by establishing defined role descriptions linked to training plans; that Board Members become more pro-active and lead from a position of strength to dedicate resources to support Board functions and that the Board develops continued contact with Northern Constabulary police staff and police officers.

## **Equalities**

The Board's [Race](#), [Disability](#) and [Gender](#) Equality Schemes set out how the Board will meet its statutory public sector equality duties and are available on the Board's website. Also published online are the Board's [Gender Equality Annual Report 2009](#), and [Disability Equality Scheme Annual Report 2007 and 2008](#). There are good relations with a wide range of community groups which have an interest in equality and diversity. There are three Board Members, including the Convener and Vice-Convener, who form part of Northern Constabulary's Diversity Progress Group.

**Good practice** is found in partnership working ([Highland Community Planning Partnership Equality and Diversity group](#)) which has initiated a number of joint activities including the development and promotion of a [Hate Incident](#) reporting web-site. Highland Council Officers supported by the Force Strategic Diversity Advisor delivered training on equalities to Joint Board members in April 2009 (the total number of Police Board participants was 12). **Area for improvement:** embedding equality and diversity more fully in Board activity.

### **Conclusion**

There are likely to be continuing changes in the demands placed on the Board in the future and it is essential that Members recognise the responsibility placed on them in terms of challenging the Chief Constable and the force to ensure that the service is held accountable in terms of performance, efficiency and governance. The Board has exercised scrutiny through various methods; however, our self-evaluation process has demonstrated areas where opportunities for improving our performance can be identified. It would be our expectation to undertake an annual EFQM assessment to capitalise on this experience and demonstrate that our Members are forward thinking, progressive and active in all aspects of the work of the Board.