



## HMICFRS Efficiency and Legitimacy PEEL reports

The PCC welcomes the recent PEEL reports from HMICFRS on the Efficiency and Legitimacy of North Yorkshire Police. They bring into focus some important issues that the PCC and Chief Constable have been dealing with for some time. The PCC has been in close contact with the Chief HMI for North Yorkshire from the outset of these inspections and broadly agrees with their findings. The PCC is working with the Chief Constable to ensure that the Areas for Improvement found by HMICFRS are robustly addressed.

### Efficiency

HMICFRS found that, overall, North Yorkshire Police requires improvement in how efficiently the force keeps people safe and reduces crime. Improvement was required in how well the service understands its demands, how well the service uses its resources, and how well the force is planning for the future.

Four areas for improvement were identified:

- The force should develop its understanding of demand, ensuring that it has analysed appropriate information and intelligence from wider sources, including strategic, local and third-party data, including demographic analysis.
- The force should ensure that it understands the level of service that can be provided at different levels of costs, so it can identify the optimum level of service provision.
- The force should ensure it has processes in place to review and mitigate the impact that its partner organisations have on demand for its services.
- The force should develop a better understanding of how the benefits of investing and using ICT affect its ability to meet current and likely future demand efficiently, with a view to updating its ICT strategy.

The inspection report recognises that there is much work already underway to address these areas, and notes that the need for improvement is in part due to slower than expected progress since the last PEEL Efficiency inspection.

At the heart of this finding is that North Yorkshire Police needs to be providing the best possible service to the public, and the PCC's Police and Crime Plan recognises and sets out how the service should be looking to focus on delivering an efficient and effective service by focusing on prevention, collaboration and improved customer service, both internal and external.

The PCC welcomes this report and broadly agrees with its findings. North Yorkshire Police has a strong foundation from which to achieve the necessary change, with a good funding base and a number of programmes already addressing these areas for improvement. The PCC and Chief Constable are also working towards more transformative change to improve the efficiency and effectiveness of North Yorkshire Police.

## Demand

The service has a programme of work which is analysing service demand, by type, geography and by the amount of time officers spend on particular activities, ensuring that we are using our resources as efficiently as possible. This is aiming to benchmark demand beyond traditional call and response data to understand better where and for how long officers are spending their time.

This is drawing on investment made in Mobile Asset Utilisation and Deployment Systems to track officer movements, and will be linked to the use of mobile working technology. This also builds on extensive work to further develop the service's Management of Risk in Law Enforcement (MoRILE) profiles and environmental scanning. There is a significant piece of work underway to work with bluelight partners to share demand data to build a more comprehensive picture of vulnerability and calls for service across the county.

The inspection report details the good work that is being done to better understand external demand (p.10-12). The report goes on, however, to identify that further work is needed to control inefficient internal demand. The Chief Constable has a programme of work already underway as part of his Delivery Plan that is looking at this to reduce overtime and inefficient processes. As the report notes, the service now has new software, Vyoupoint, in place that provides a much greater opportunity for engagement and interaction between senior officers and the wider workforce.

The PCC will be continuing to monitor the way in which the Chief Constable takes this work forward, to ensure that the best interests of all communities across North Yorkshire are properly accounted for, not least rural areas where demand may be hidden or less concentrated but is equally, if not more, impactful.

## Use of resources

The understanding of demand is closely tied to the levels of service required to most efficiently and effectively police North Yorkshire. The capacity and capability of the police is not just about officer numbers of course, though we must always ensure that we are investing in frontline services.

The Deputy Chief Constable is leading a programme of work, already well underway, to understand and reform our workforce to make it fit for the future, and this will ensure that we are delivering the best possible service to the public, at the appropriate cost and resource level. This will include considering what is the most appropriate makeup of frontline services, including looking closely at the impact partner organisations have on the service's work, and how the service can continue to work ever closer with other public services. The service's people strategy is also being updated to better develop ways in which talent can be recognised and to nurture leadership skills.

The mitigation of the impact of other services is not simple to fix when all other services are also under strain. Given the focus that can be put on the service and individual officers should they not respond or not fill a gap left by another service, something which does not apply to other services, the PCC feels that the service is dealing with this well so far, though improvements can of course be made.

The PCC will be looking at how services can be co-designed with Local Authorities, health and emergency services to provide the most appropriate response and to ensure that the police service continues to prevent harm and reduce demand.

## Future planning

ICT is a challenge for many forces, and North Yorkshire Police's ICT infrastructure had suffered from under-investment for a number of years prior to the PCC taking office. Since then a £10 million investment programme has led to a number of changes from basic infrastructure and software updating, to more advanced innovation, some of which has been delayed while more fundamental underlying problems have had to be addressed.

ICT transformation has been a high priority for some time, and is intrinsic to the service's change programme and monitored closely through the governance structures. Recently a new Chief Digital Information Officer has been recruited and the move of Headquarters to Alverton Court allows for greater ICT innovation. The investment in ANPR to help fight cross-border crime has been up and running for some time, and the roll-out of mobile working technology, temporarily delayed, will now be live from the beginning of 2018.

The PCC will continue to monitor the implementation of ICT transformation to ensure that it delivers a high level of service and enables the service to develop and adapt to the needs of its communities over time.

## Legitimacy

The PCC welcomes the finding of the HMICFRS PEEL Legitimacy inspection report which found North Yorkshire Police to be good overall at legitimately keeping people safe and reducing crime. While there is room for improvement across the inspection area, HMICFRS found that the force was good at behaving ethically and lawfully and at treating its workforce with fairness and respect. However the force required improvement in treating all the people it serves with fairness and respect, particularly in how it conducts stop and search operations.

One recommendation and three areas for improvement were found:

### Causes of concern

- The force currently has no structure in place to provide external scrutiny in respect of the use of stop and search powers.

### Recommendation

- The force should ensure that appropriate external scrutiny takes place in respect of the use of stop and search powers.

### Areas for improvement

- The force needs to improve the way its independent advisory groups function so that they can provide effective advice, scrutiny and challenge to help the force to improve the way it treats the public.
- The force should ensure that officers and supervisors who are likely to use stop and search powers understand what constitutes reasonable grounds and how to record them.
- The force should ensure that it provides and records timely and informative updates to complainants, witnesses and those who are the subject of allegations, in line with IPCC statutory guidance.

The PCC has set out in her Police and Crime Plan a number of ways in which she expects the Chief Constable to improve on caring for vulnerable people, regardless of race, gender, ethnicity or any other factor, and on enhancing the customer experience, particularly on dealing with complaints.

The PCC intends to consider whether an Ethics Board would help the Chief Constable to achieve these aims.

#### Treating all people with fairness and respect

More does need to be done to improve how the service engages with diverse people and communities both generally and through Independent Advisory Groups. There is much work to be done on this as North Yorkshire Police is sadly trailing in terms of recruiting a diverse workforce, which is why the PCC has made this a central plank of her Police and Crime Plan under the Enhancing the Customer Experience priority.

The force is currently updating its people strategy and training scheme to ensure that all officers will have training in unconscious bias and in reasonable grounds for stop and search. This training will be being rolled out early in 2018.

#### Stop and Search

The PCC is already developing an independent Stop and Search scrutiny panel and volunteer scheme, to replicate what is currently provided for Out of Court Disposals and Independent Custody Visitors. It is expected that this will consolidate the current model, whereby an ad hoc system of groups at District level provide a similar function, from as early as April 2018.

#### Customer Service

There is a significant programme of work already underway to review and improve the customer experience and customer service processes. This aims to ensure that those engaging with the service get the right information in a timely and accessible manner.

The PCC also intends to take the maximum opportunity from the Policing and Crime Act (2017) to reform the police complaints system in North Yorkshire. This will see a new customer service team created that will triage and maintain contact with complainants to resolve complaints in the quickest time possible, keeping complainants fully informed and ensuring that complainants fully understand the outcome of their complaint. The PCC has already agreed with the Police and Crime Panel to bring a full report on her plans for this to a future meeting.