



Scrutiny and performance monitoring

This report sets out how the PCC undertakes scrutiny and performance monitoring of North Yorkshire Police, and more widely of the Criminal Justice system and services in North Yorkshire. There are a variety of models through which this is undertaken – directly through public scrutiny, governance scrutiny, performance monitoring and contract management, as well as indirectly through partnership boards and meetings, and using outside scrutiny such as HMIC and the National Rural Crime Network.

Scrutiny

For the PCC, scrutiny is the cycle of performance monitoring, service improvement and change implementation that delivers the strategic vision set out in the Police and Crime Plan.

Approach to scrutiny

The Police and Crime Plan 2017-2021 sets out a vision for change with the aim of seeing North Yorkshire Police becoming synonymous with exemplary service in the round. The PCC takes an ‘appreciative approach’ to scrutiny of NYP; a focus on the future and service development, rather than retrospective compliance. This approach focuses on learning within the organisation and the finding of best practice from within and without the organisation that can be replicated and applied to other areas of the business to improve services or solve problems. This uses a customer focus, challenging the police on how they are meeting the needs of our customers (external and internal) and improving our overall customer service. It relies on open, honest and candid transparency that allows for proactive discovery and understanding, and development of solutions and improvement.

Public Scrutiny

The PCC conducts public scrutiny of NYP on a monthly basis through Public Accountability Meetings. Each PAM looks in depth at an area of interest, asking NYP to bring a report that considers the topic across the breadth of their business for the PCC to consider the quality of the service being provided to the public. NYP also bring a report on their performance figures (see performance monitoring below) and other key areas, such as HR, mental health, Force Control Room and key operations of public interest such as Operation Kingfisher.

In preparation, the Deputy Police and Crime Commissioner, supported by the OPCC’s Policy and Scrutiny team, researches and spends time with NYP understanding the area of business further, to help frame the PCC’s questions and to bring forward aspects which are of public interest. They also consider best practice, both within NYP and elsewhere in the country and internationally, so that the PCC can consider how NYP are developing the service they provide and bring forward suggestions or proposals as necessary.

PAM meetings are streamed via the PCC’s website, with papers published a week prior to allow the public time to consider them and to ask questions. Questions can also be asked during the

meeting via social media. All meeting recordings are stored on the website and can be accessed by the public at any time. In February, when 'local policing' was the thematic for PAM, 24 questions were put forward by members of the public.

Upcoming meetings will focus on crime recording, stalking and harassment, drugs, young people, cyber crime, victims, PREVENT and older people.

The PCC also conducts a wide range of consultation with the public, through meetings, correspondence, research and surveys, and uses this feedback and views to direct the development of the service, and ensure the police are maintaining a focus on the things that matter to the public. This has led to specific service changes, such as public surveys on rural crime leading to the implementation of the largest Rural Crime Task Force in the UK, a Needs Assessment for victims, forming the basis of the Supporting Victims structure in place today, or a review of the force control room which has supported the reduction in waiting times in recent months. This research is often commissioned by the PCC herself, but other parties can also be utilised, such as the National Rural Crime Network.

The PCC spends a large proportion of her time meeting members of the public at events, surgeries and public meetings. This has proved invaluable and continues to provide feedback to the PCC on which she can scrutinise police practice. An example would be feedback from the rural community on reporting crime and policing support, the use of Harassment Information Notices, stalking cases and more widely the access to and interaction with the police complaints system.

Governance Scrutiny

The PCC also conducts scrutiny of NYP through her governance framework and meetings to ensure that the vision for change set out in the Police and Crime Plan is being delivered. For example, business cases, financial papers and business performance are discussed at the PCC's Executive Board meeting. There is also a formal process for reviewing recently approved decisions to monitor implementation, value for money and benefits realisation. Executive Board considers how the effectiveness, efficiency and legitimacy of NYP can be improved, and this is the main forum in which decisions are discussed prior to being made.

The PCC also discusses matters with the Chief Constable informally, visits different departments and attends meetings and conferences at a local, regional and national level to develop a hands on understanding of the work that is ongoing and the way in which the service is developing.

Performance Monitoring

The PCC monitors the performance of the police through a pack that comes to the monthly Public Accountability Meeting, as well as ad hoc when required. This assesses the latest crime statistics and trends and other performance data, such as the force control room call answering statistics.

In line with our view that scrutiny is more than just performance monitoring, we are currently working with the Police as they develop the way that they look at performance to make it more relevant to determining resourcing against need, and understanding the time spent on certain activities. See the attached performance pack from the March PAM and the narrative in the 'March Performance' section below.

Nexus is the department within NYP that considers performance and continuous improvement. They are exploring how organisational data and information fit together to provide insight into how the organisation works and how we can seek to capture and address different types of

demand in a more informative way. This is predicated upon defining demand as a time-based measure and looking at how different influencing factors impact upon resource time within the organisation.

To do this Nexus is currently developing test information/databases that link across different workforce platforms to understand where efficiencies can be found, how resourcing can be better mapped to need and how much partners impact upon police time (e.g. transportation of mental health/A&E patients to hospital on behalf of the Ambulance service). Whilst still in development the information and insight gathered so far has been used to develop the activity based resourcing model for response policing and the change to shift pattern, the predictive demand based model for investigations, the risk based resourcing model for proactive policing, understanding the resource time associated with mental health and identifying opportunities to improve data quality (data accuracy and reliability).

The aim, in line with the vision of change set out in the Police and Crime Plan, is to build a self-service business insight hub which combines quantitative and qualitative information to enable officers/staff and partners access to the right information and insight within a controlled environment compliant to general data protection rules.

Contract Management

The PCC not only commissions policing in North Yorkshire and York, but also commissions a range of services to support the delivery of policing and criminal justice services in the area.

The strategic aim of this function is to commission services that deliver improved outcomes for victims, offenders and the wider community which in turn reduce their need or demand on NYP creating financial and workforce efficiencies.

The Commissioning and Partnerships Department undertake this work in close liaison with NYP and other stakeholders. As part of this, and on behalf of the PCC, they contract manage these services to ensure that they are relevant, proportionate, functioning properly, and delivering the necessary outcomes. This includes the setting, monitoring and reporting of KPIs and contract outcomes, and the management of financial arrangements in line with the contracts set. If necessary, problems can be escalated, and corrective Action Plans put in place to ensure services deliver as necessary.



Figure 1: Commissioning Approach

Partnership Boards

The PCC sits on a number of boards in order to scrutinise the work of the wider criminal justice system in North Yorkshire. For example, she chairs the Local Criminal Justice Board, co-ordinating and driving the development of joined up and improved services, and co-chairs the North Yorkshire and York Mental Health Crisis Care Concordat alongside the Clinical Commissioning Groups' lead, looking at how mental health services can be improved as mental health has such an impact on policing.

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Overall, crime in North Yorkshire remains low, and North Yorkshire is still the safest place in England. This creates several challenges: that crime is all the more impactful when it does affect us; that much criminality in North Yorkshire is cross-border, so we have to work with and through partners to bring criminals to justice; that because of our geography policing is challenging and complex. It also creates opportunities: that we can focus on service improvement not just on day business; that we can be innovative about how we police; that we must work closely with local partners to deliver our services.

In recent months we have seen an increase in crime and anti-social behaviour (ASB). This increase reflects a significant increase in reporting from the public from mid-2017, which also impacted 101 response times, an improvement in recording practices after legislation, and also an increase in recording of sexual offences and violence without injury crimes, the latter two seen nationally. While this increase requires careful monitoring, our trends remain lower than similar forces. Crime recording, currently at 80%, requires improvement, which we will discuss elsewhere.

Of particular interest to the PCC is the increase in more minor offences. The PCC has been challenging the Chief Constable on this recently for a number of reasons. Firstly, evidence from research for the Police and Crime Plan showed a tension between local concerns and national priorities which senior leaders seemed to be skewed towards. The PCC is shortly to launch a neighbourhood policing survey to gauge how engaged the police are with local communities. Secondly, over the course of several Public Accountability meetings (see in particular September 2017 – Burglar, and January 2018 – Managing Offenders), the PCC has identified that the police seem to be focusing on specialist teams and services with the result that their response to more minor offences and the management of low-level offenders is slipping. This adjustment of focus is justifiable in response to their MoRiLE assessment, but the PCC is keen to ensure that a balance is maintained, and the crime figures seem to be bearing this out in the short-term. This may of course be coincidental, and the OPCC will continue to monitor this.

The Panel should be interested in the break down of time spent by specialist units and by neighbourhood policing teams on different incident types. Of particular note is the time spent on Personal Safety and Welfare incidents. These include missing from home and mental health incidents. We have only recently been able to analyse and visualise this as a time based chart, and it justifies the PCC and Chief Constable's suspicion that gaps in health and social services have been significantly impacting the police, which has also been reported nationally. It is for this reason that the PCC sought a seat on the Mental Health Crisis Care Concordat, that a special Mental Health Board has been set up within NYP chaired by the PCC, that the PCC has invested in mental health crisis training for police officers, and that the PCC has paid for mental health nurses in the force control room and street triage teams to be available in key locations. In contrast further improvement on the recording of mental health is needed, as shown on slide 12, and the PCC is pushing for this at the moment.

As the Panel are aware, significant investment has been made in the Force Control Room over the past year, with changes in software, extra recruitment, and recently a £3.2 million investment. This does seem to be having an effect, and the OPCC has noticed a fall in the number of complaints being made to the office regarding 101, a trend we hope is reflected in the experience of Councillors. This will be more seriously tested in the summer months when demand increases.