Police and Crime Commissioner North Yorkshire

Police and Crime Panel Report

Progress against improvement plans following the HMICFRS PEEL reports on Legitimacy and Efficiency (2017)

In January, the PCC presented a report on the PEEL Efficiency and Legitimacy reports for 2017. That report outlined the improvement work that was being conducted by the OPCC and North Yorkshire Police. This report provides an update against those plans.

Efficiency

Transform 2020

Since the January report, the PCC has developed plans around a programme of transformational work for North Yorkshire Police. The aim of this work is to ensure that North Yorkshire Police is able to continuously transform and evolve in the most efficient and effective way, and is able to accommodate the range of national programmes needing to be implemented at local service level.

In March, 'discovery' work was conducted to identify the main aims and objectives of the transformation work, and to set out the preferred model of partner engagement to help build a tender specification for going out to market. This was done in May, and a strategic partner has now been appointed.

The strategic partner began work at the beginning of July. The main phase of work will be completed by the end of the financial year, including a full review, development of target operating models and organisational structures, creation of business cases for decision and consultation, and support for early implementation of those business cases. Support will then be available to ensure that target savings and efficiencies are achieved over the next financial year.

Appendix A sets out the Vision and Purpose of the Transform 2020 programme. A full report on the T2020 programme is coming to Panel in September.

T2020 will enable the service to improve its understanding of internal service demand and will restructure the corporate services to provide services in the most efficient way. This will incorporate the work done to date on identifying the future workforce needs and modelling the use of resources.

T2020 is a significant programme of work which will also improve the digital infrastructure used by NYP, improve the capability and integration of the organisation to use the data that it holds more effectively, develop and improve the organisation's change functions and embed a culture of continuous improvement, enhance the operational policing model and support better prevention and early intervention services, and enhance the way in which our service customers are able to engage with NYP.

Digital services

Changes are taking place in our Digital and Information Services Group (DISG) since the new Chief Digital Information Officer (CDIO) was appointed. After reviewing the department and services, the CDIO has been developing a new digital strategy which will bring together the areas of investment that have been made to date. This will also update the way digital services are managed by the organisation to allow for a focus on development of software platforms and services that will enable the implementation of ideas and transformation through the T2020 programme. This will deliver greater integration between functions and allow for greater access to information across the organisation, improving the ability of the service to monitor its corporate health, and importantly to automate administrative functions.

Operational Mobile Working has now been rolled out widely and has been very well received by officers, although further developments are already underway. Roll out commenced in December 2017 to over 700 officers in Response, Neighbourhood, Roads, Rural Taskforce, Investigation Hub, Major Investigation, Collision Investigation and Serious Crime teams and senior investigating officers. Initially, they are able to:

- upload text and digital evidence and statements directly to police systems from the field

- create, add to and see incident 'dashboards', collating all evidence for an incident in one place so officers can collaborate, including senior officers reviewing cases from a distance

- conduct searches of local and national police systems

- see and get updates on incidents happening in their vicinity.

Over 400 phones with the same functionality have so far been rolled out.

Officers are already reporting real benefits in being able to conduct checks without needing to radio in to the Force Control Room, and in being able to take statements or record evidence at the scene without then having to go back to the station to upload them to the system. Benefits are also being seen in being able to link incidents to other local incidents, and in being able to collaborate with investigative officers from the start of an investigation, reducing duplication of visits and work.

Demand

The service's ability to understand its future trends in demand has made good progress. As stated in the January report to Panel, a programme of work has been ongoing since before the inspection, as noted in the inspection report. Some of the evidence that this has been able to deliver about the demand of different activities on officer time is available at Appendix B.

New software was introduced in June 2018 that provides greater functionality and capacity to interrogate demand data. This will also facilitate easier linking of current demand with environmental scanning and risk assessment to assess future demand. It will also enable local officers to more easily access information about their local area, to dynamically assess risk in their communities. This work should be completed by the end of the financial year.

With regard to demand from partners, a tri-service working group was set up between North Yorkshire Police, North Yorkshire Fire and Rescue Services and Yorkshire Ambulance Service to develop an inter-service agreement to ensure the three agencies work more smartly together. This has initiated various projects to deliver improved services to each other and our communities, especially on the transportation of mental health patients.

An NYP/YAS data demand project has reported on how police and ambulance can better understand their joint demand and improve the way they work together. Six of seven recommendations have so far been agreed and are being implemented, including agreed questions/service request information to improve response; better data capture to understand demand; improved joint working between silver commanders in police and YAS to ensure that the number of mental health patients being transported in police vehicles is reduced and the best interests of the patient is promoted.
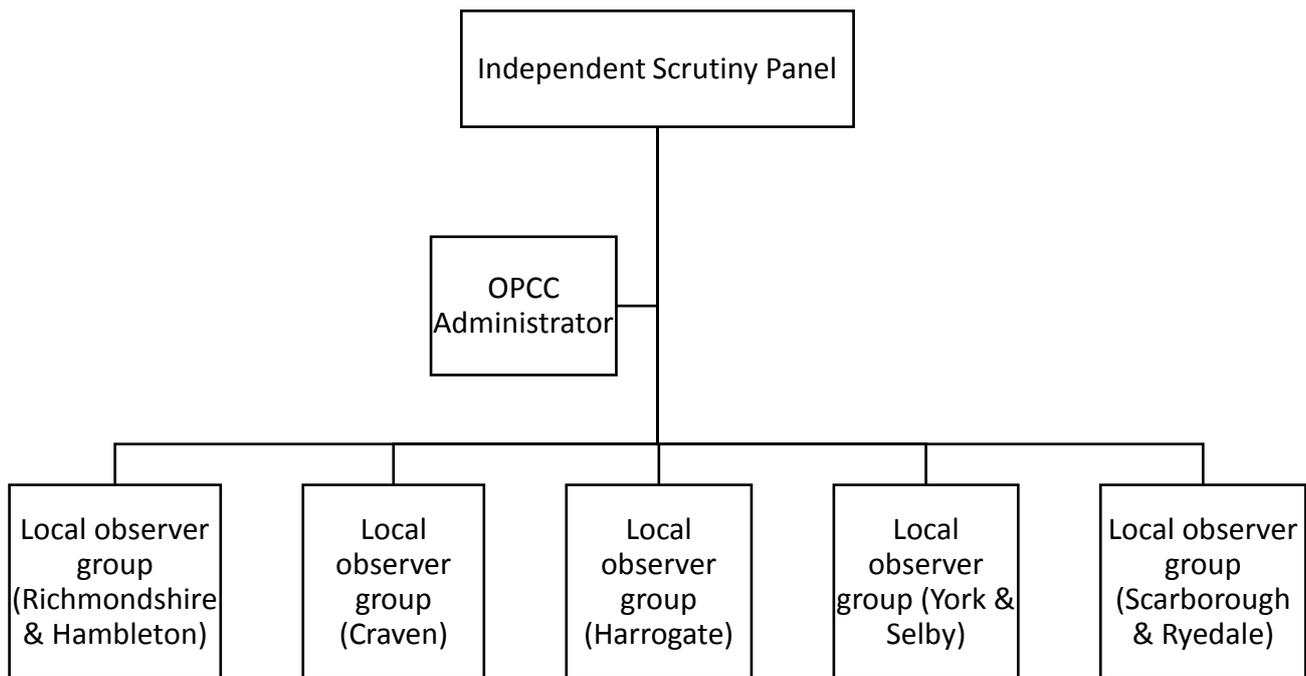
Legitimacy

In the January report, the PCC referred to her desire to set up an Ethics Board to advise on issues pertaining to legitimacy. This is still in development as it has been decided that it should be integrated into the development of a new complaints and compliments system for the Police, especially the role of the independent assessor. The PCC's Joint Independent Audit Committee have been preliminarily consulted on ideas.

The development of a police practice board has been put on hold, as currently it is not considered to be necessary as the OPCC can still manage the amount of information coming out of the scrutiny panels. The OPCC is looking at how the annual reports of the different scrutiny panels can be collated more effectively to give the public a better understanding of the quality of police practice. Work is also underway to understand how scrutiny panels can feed into the work of any future Ethics Board.

Stop and Search

In the January report, the PCC set out that a Stop and Search Scrutiny Panel is being set up to improve independent scrutiny of stop and search across the county, similar to the way in which out of court disposals are scrutinised. This includes taking on responsibility for running the lay observer scheme, whereby members of the public can join police patrols. Progress is being made on this, with the lay observer scheme now being administered by the OPCC. The scrutiny panel is still in development, and has been delayed by a more urgent need to develop a scrutiny panel on Domestic Abuse, and complexities around finding a suitable way to continue to involve local panels in a county-wide structure.

Currently the proposed structure, subject to finalisation is:

```
                    ┌─────────────────────────┐
                    │ Independent Scrutiny Panel │
                    └─────────────────────────┘
                              │
                    ┌──────────────┐
                    │     OPCC     │
                    │ Administrator │
                    └──────────────┘
                              │
   ┌──────────┬──────────┬──────────┬──────────┬──────────┐
┌───────────┐┌──────────┐┌──────────┐┌──────────┐┌───────────┐
│Local observer││ Local   ││ Local   ││ Local   ││Local observer│
│   group    ││observer ││observer ││observer ││   group    │
│(Richmondshire││ group  ││ group   ││group (York &││(Scarborough│
│& Hambleton)││ (Craven)││(Harrogate)││ Selby)  ││ & Ryedale) │
└───────────┘└──────────┘└──────────┘└──────────┘└───────────┘
```

Local lay observer groups will provide feedback on local stop and search incidents that they have witnessed and on a sample of local stop and search forms. They will refer cases to the independent scrutiny panel who will review those and other cases and provide formal feedback to the police. It is hoped that this will be established in the next three months.

NYP have also been conducting an extensive review of training and processes around stop and search. Training on stop and search and unconscious bias has been comprehensively reviewed and integrated into new officer training packages and a training update package is being rolled out to be presented through shift briefings to ensure it is delivered in a timely manner. This package includes examples of S&S captured on CCTV. An aide memoire has also been developed to support officers conducting stop and search.

Stop and search forms are included in the next round of forms to be uploaded to the operational mobile working platform TuServ. This will mean that officers will fill in the form once, directly to Niche (police record system), improving efficiency, speed of record being processed and shared with supervisors allowing for real-time review of searches being conducted, and improving the quality of data being recorded removing a risk of error in transfer from paper to computer system. This will also standardise information being inputted, meaning that officers will have much clearer guidance, and must give much clearer reasoning for having conducted the stop and search.

A task management process was introduced to improve quality assurance. Supervisors are currently working through previous stop and search forms to ensure standards have been met, and all new incidents are being reviewed through this process to ensure quality is maintained. Best practice and areas for improvement are being identified through this process and are being linked into the training package.

Independent Advisory Groups

NYP have conducted a comprehensive review of how IAGs are working in North Yorkshire, consulting with IAG Chairs and members to identify where improvements can be made. Changes are being proposed in line with College of Policing best practice guidelines to ensure consistency

of approach across the county and city, ensure representation is consistent across the area, and ensure that the police can engage with as many perspectives within communities as possible and has better representation across different groups.

This is integrated with wider development of new channels of communication with the public through digital innovation, such as feedback tools, and a 'community panel'. This work will be conducted in phases over the next 12 months to allow changes to embed and to work with IAGs so that they can continue to provide us with insight into how our work impacts communities.

Appendix A – T2020 vision and Purpose

Vision:
A police service transformed to provide an exemplary and continuously developing and improving service to the public of North Yorkshire, able to meet diverse and complex local needs and adapt sustainably to incorporate local and national change.
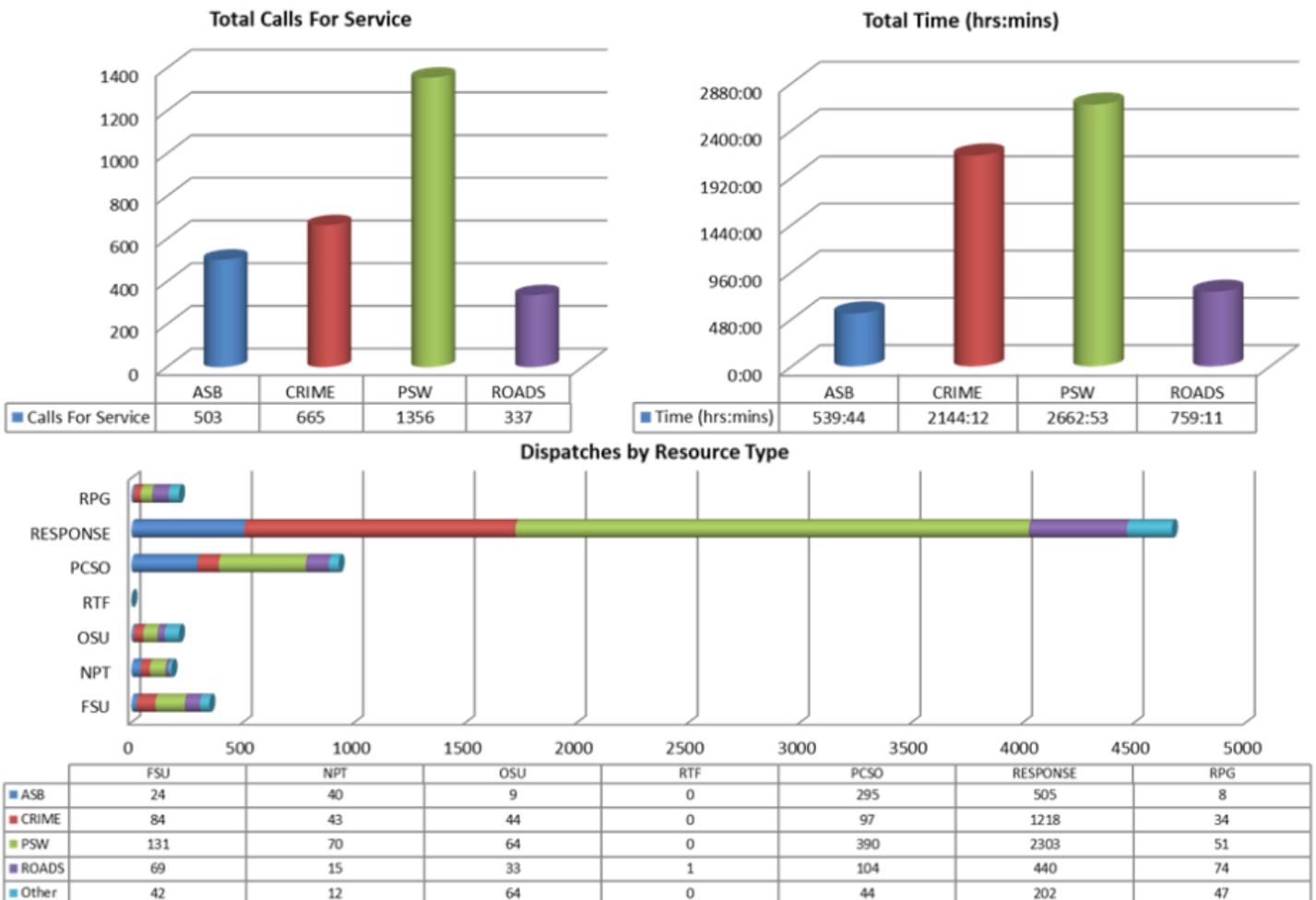
Purpose:
1. Develop and deliver an Operational and Organisational design that allows NYP to be continuously transformative, putting the needs of the public we serve at its heart. This will need to deliver a model that can continually adapt to meet local and national public and policing need, including new Police and Crime Plans and the National Policing Vision 2025.

2. This is about more than making savings or incremental reform, but an ambition to make transformative change part of our core organisation and culture.

3. We aim, through Transform 2020, to be continuously improving to ensure that we become and remain exemplary. Our new model will enable us to progressively implement new Police and Crime Plans that set our overarching strategy and direction. In setting out the next stage of change, our Police and Crime Plans will be supported by our organisational strategies:

   a. Workforce 2025 and People Strategy
   b. Control Strategy
   c. Digital Strategy
   d. Estates Strategy

4. Through our new model, we will be able to continually review the way we police, so that in North Yorkshire our policing is always:

   a. Local, tailored to our society's complex and diverse needs, with the delivery of public protection being informed by community priorities and robust evidence-based analysis of public and policing need. The bedrock of policing in North Yorkshire will be a Neighbourhood Policing Model that drives and embraces partnership working on early intervention and prevention in the ethos of "one public service". Teams will be based in the heart of their communities, integrated with key partners in a "one public space" approach to provide an enhanced service to, and experience for, the public.

   b. Able to prevent and respond to existing and emerging crime types, focused on preventing vulnerability and harm. Decisions on how policing capabilities are positioned, structured and deployed will consider the need to rapidly protect communities and the vulnerable, reinforce local teams, as well as provide value for money. NYP will be placed to drive ambitious collaboration through the North East Transformation, Innovation & Collaboration (NETIC) programme to deliver the most effective and efficient service for the region.

   c. At the forefront of digital policing, always seeking to improve the productivity and capacity of our officers, staff and volunteers, making it easier for the public to contact the police wherever they are in the county. Our understanding of our communities and proactivity in preventing and responding to crime will be enabled by digital intelligence and evidence, and the experience of people going through the criminal justice system will be enhanced by our digital integration with criminal justice services (e.g. digital transfer of evidence).

d. Attracting and retaining a workforce of confident and well supported professionals, able to operate with a high degree of autonomy and accountability. Our workforce will be diverse, better reflecting our communities. Our workforce mix will be crafted to best serve the complex public and policing needs of North Yorkshire.

e. Joined up across police services and our partners to deliver consistent and comprehensive services to our communities that support all our work and enhance community safety. We will work together to enable joined up operational delivery and enabling services to ensure that we are always reinvesting into frontline services.

f. Accountable to the people we serve. We will be clear and confident about how we are delivering policing for North Yorkshire and about our plans for developing our service. We will be able to robustly demonstrate how our plans are achieving the reform set out by our Police and Crime Plan in the most effective, efficient and legitimate way, incorporating national reform programmes. We will be proactive about supporting the development of policing at local, cross-force and national levels, especially in those areas that are important to North Yorkshire (e.g. rural policing), and in supporting the roles of different policing bodies.
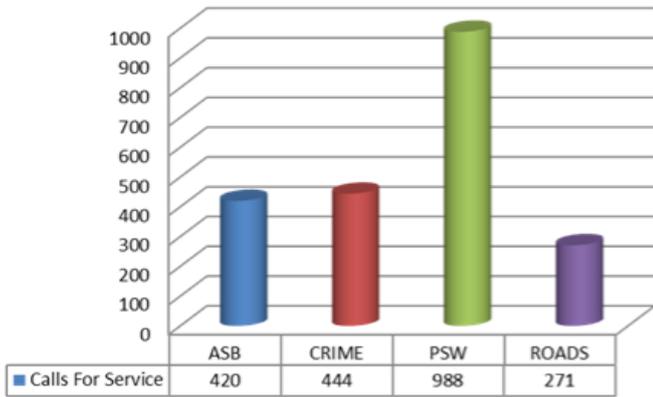
Appendix B – Demand on police time

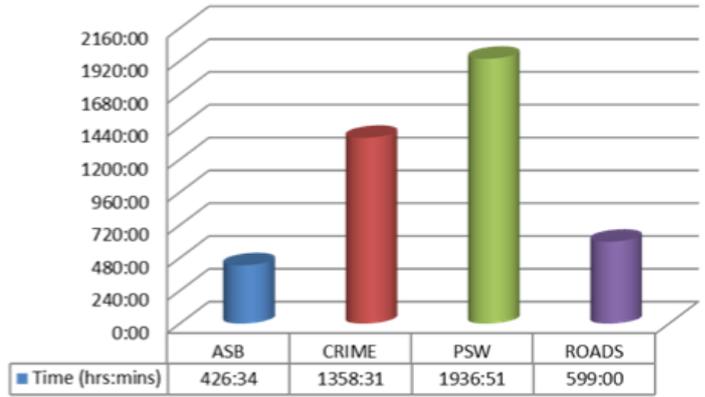### City Response (Calls for Service when an officer is dispatched – York and Selby)

Total Calls For Service

	ASB	CRIME	PSW	ROADS
Calls For Service	503	665	1356	337

Total Time (hrs:mins)

	ASB	CRIME	PSW	ROADS
Time (hrs:mins)	539:44	2144:12	2662:53	759:11

Dispatches by Resource Type

	FSU	NPT	OSU	RTF	PCSO	RESPONSE	RPG
ASB	24	40	9	0	295	505	8
CRIME	84	43	44	0	97	1218	34
PSW	131	70	64	0	390	2303	51
ROADS	69	15	33	1	104	440	74
Other	42	12	64	0	44	202	47

Coast Response (Calls for Service when an officer is dispatched – S'boro and Ryedale)

Total Calls For Service

	ASB	CRIME	PSW	ROADS
Calls For Service	420	444	988	271

Total Time (hrs:mins)

	ASB	CRIME	PSW	ROADS
Time (hrs:mins)	426:34	1358:31	1936:51	599:00

Dispatches by Resource Type
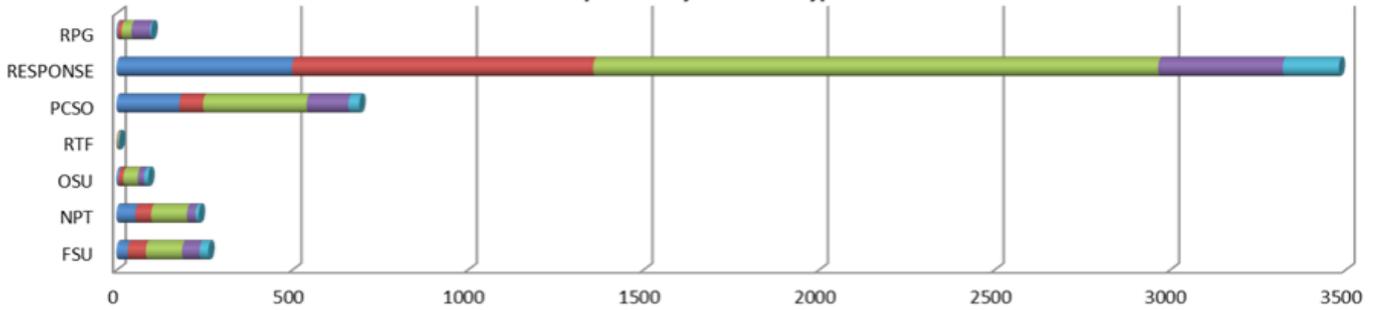
	FSU	NPT	OSU	RTF	PCSO	RESPONSE	RPG
ASB	32	54	6	1	179	500	4
CRIME	52	45	14	2	68	858	11
PSW	103	102	41	3	295	1609	28
ROADS	50	24	18	1	119	355	53
Other	25	10	12	1	31	160	4

County Response (Calls for Service when an officer is dispatched – Hamb, Rich, H'gate and Craven)
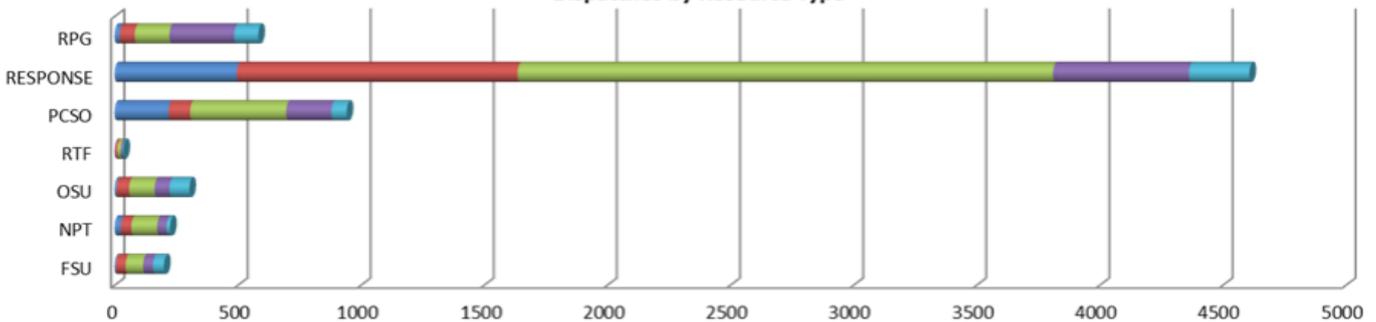
Total Calls For Service

	ASB	CRIME	PSW	ROADS
Dispatches	479	666	1495	631

Total Time (hrs:mins)

	ASB	CRIME	PSW	ROADS
Time (hrs:mins)	453:40	2309:59	2965:17	1150:03
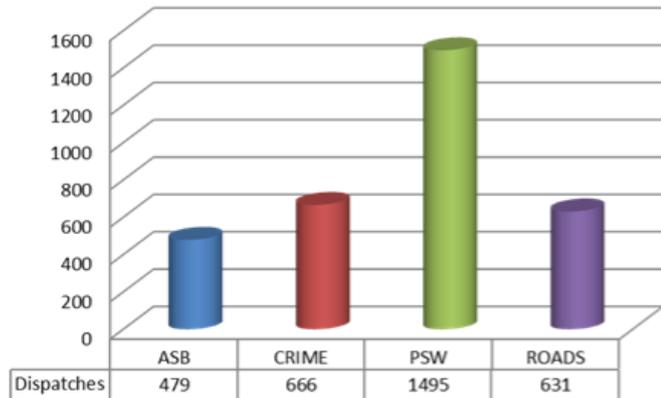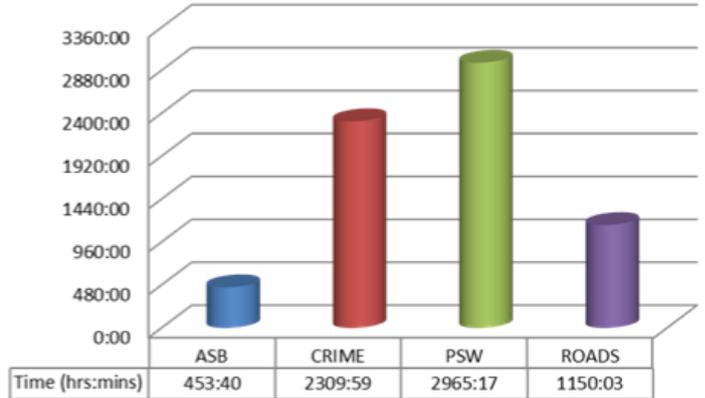
Dispatches by Resource Type

	FSU	NPT	OSU	RTF	PCSO	RESPONSE	RPG
ASB	5	25	8	2	219	496	21
CRIME	40	43	51	9	88	1141	61
PSW	71	105	104	14	390	2174	141
ROADS	40	38	60	8	184	552	263
Other	45	15	81	3	62	246	98