

POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	11 th January 2024
Report Title	Organisational Design Project

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Purpose of this report

1.1 To provide an update on the Organisational Design Project

Background

2.1 The Organisational Design project was established to deliver a refreshed organisational design for operational policing, focusing on core service areas in line with the Chief Constable's vision

- The core project requirement was to deliver a refreshed organisational design for operational policing in North Yorkshire Police (NYP), with a primary focus on stabilising and enhancing the following core areas of business:
 - Safeguarding
 - Digital Forensics Unit (DFU)
 - Force Control Room (FCR)
 - Investigations
 - Neighbourhood Policing processes
- Process Evolution were commissioned to carry out this work. They have set the standard for UK police service planning, with a developed and recognised approach that combines thorough analysis, insightful consultancy, and the supply of long-term software for organisational change. They provide sophisticated modelling techniques. Simulating scenarios in both the short, medium, and long term ensures that the solutions offered are objective, evidence-based and quantified. Process Evolution work with police services throughout the UK and have previously helped emergency services across the world to optimise resource use and respond in the most effective and efficient way. Their work ranges from response optimisation, workforce profiling and planning, and improving service delivery time in control rooms and across other policing functions
- Prior to this project, the operating model for NYP hadn't been reviewed since 2015, when the Operational Policing Model (OPM) Review was completed. The landscape of policing has changed significantly in the intervening period, as has the financial landscape. Whilst ad hoc changes have been made in specific areas to deal with changing demand, a full review was needed to realign the operating model to the current profile of threat, risk, and harm, and

ensure that it remains coherent and uses resources in the most effective way to deliver an exemplary service to the public.

- The Target Operating Model captures the core operational functions that the force needs to have in place to deliver effective services to the public. Aligned to the core mission to keep communities safe and feeling safe, North Yorkshire Police believe Neighbourhood Policing is at the heart of the model, supported by other core, specialist policing and enabling functions.
- The Target Operating Model is the vehicle by which NYP delivers against core strategic priorities, including the Police and Crime Plan.
- The key drivers for change to the operating model include emerging areas of high-harm demand such as cybercrime and online abuse, as well as increasing calls for service following the COVID-19 pandemic. There are several key identifiers that have been used to identify the highest risk areas requiring additional capacity, including:
 - Force Management Statements (FMS) 4 and 5
 - The Force Plan on a Page
 - Control Strategies
 - HMICFRS PEEL and NCPI inspections
 - The overarching drive to deliver better outcomes for victims and the public
- The project work focused on the following areas of the Operating Model:
 - Safeguarding
 - Investigations
 - Professional Standards
 - Digital Forensics
 - Response Policing
 - Neighbourhood Policing
 - Partnerships
 - Expedite Teams
 - Professional Development Unit (PDU)
 - Criminal Justice
 - Specialist Operations
 - Intelligence and Automatic Numberplate Recognition (ANPR)
- Design work was completed across these areas, and a series of options developed for future service delivery models. This work was led by the operational Heads of Function, supported by Project Management and Business Analyst resource, as well as the Business Insight Team.
- Decision making on the recommended options for each business area was driven by an assessment of the outcomes that the revised model would deliver, including a consideration of risk and impact to service delivery.

2.2. Findings and Implications

- The Organisational Design Project resulted in a series of recommendations for the realignment of resources, both people and financial, across the NYP Operating Model to use resources most efficiently and effectively in response to demand for policing services.

- These options were evaluated and considered through NYP governance, and a recommended option was selected for each workstream area based on the best fit for operational need.
- These recommendations include:
 - Growth of staff and officer resources in key areas of risk requiring additional resource to deliver the required outcomes to the public
 - The introduction of efficiency measures to release Police Officer capacity for realignment into higher priority areas
 - The introduction of efficiency measures to release cashable financial savings to fund growth in higher priority areas
- Implementation of the recommended options will commence in early 2024, following the completion of the appropriate engagement and consultation processes.

2.3 Outcomes

- The Organisational Design project has focused on the alignment to the outcomes detailed in the Police and Crime Plan during the design and decision-making phases and has an overarching alignment to the CARE principles through focusing on service improvement as the key driver for change.
- At a high level, the project focuses on delivering the following outcomes detailed in the Police and Crime Plan:
 - *Outcome 3a:* North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public
 - Organisational Design focuses on ensuring that resources are best aligned to areas of need, based on demand and potential harm to the public.
 - Neighbourhood Policing, and a focus on the embedding of prevention and early intervention, are at the core of the NYP Operating Model upon which Organisational Design has built
 - *Outcome 4a:* North Yorkshire Police is outstandingly effective and efficient
 - Organisational design focuses on allocating resources, both people and financial, in the most efficient and effective way to maximise the alignment of service delivery to need. This has enabled growth in core areas of risk through the realignment of resource from other areas.

PFCC/OPFCC Activity Update

3.1 Supporting North Yorkshire Police to improve

- As the panel will already be aware I have supported the Chief Constable to accomplish improvements, by investment where necessary. These include Operational and corporate improvements to support the recommendations made by HMICFRS;
 - Delivering on the investment in the Force Control Room amounting to £2.5 million, in respect of 101 and 999 but also in respect of the requirements of child and adult safeguarding. Which has resulted in significantly improved call handing and response times.
 - Improvements in safeguarding structures and processes.
 - An increase of over 100 officers in frontline roles, specifically on response policing.
 - Significant reduction in backlogs within the crime recording and occurrence management unit.

- Measures to address backlogs in digital forensics resulting in all of these being cleared.
 - First and Middle-Line Leadership Programmes have been delivered to almost 300 supervisory personnel so far.
 - Diversity, Equality and Inclusivity modular development and training programmes.
 - Launch of a North Yorkshire Police Staff Survey, which had one of the highest rates of return nationally.
 - Launch of revised and refreshed overarching vision and ‘plan on a page’ focussing NYP staff and officers on the Force Values of Impartiality, Integrity, and Respect – and the approaches of Being Victim Focussed, Working in Partnership, Targeting Offenders, Intervening Early, Problem Solving, and Being inclusive.
 - Renegotiation of the strategic intent between North Yorkshire Police and North Yorkshire Fire & Rescue Service in respect of enabling services collaboration. This has led to a revised governance arrangement and adjustments to the collaboration agreement, along with an agreed forward plan for revised business cases for individual collaborative functions. Taken together, the Chief Constable is confident that the concerns expressed by HMICFRS about the efficiency and effectiveness of enabling services, can be addressed.
 - Reintroduction of the rank of Chief Superintendent.
- Last year I implemented a rigorous ongoing programme of improvement following the HMICFRS and PEEL inspection. I was clear in my position that scrutiny activity over North Yorkshire Police would need to be intensified, with Chief Officers regularly held to account and their progress measured. This included improvements in the internal governance structures and processes within NYP by the adoption of a refreshed and revised system of governance to drive, challenge and assure progress. To this end, my Office introduced a new assurance framework which provided a clear and transparent framework for governance and scrutiny activity which is intelligence based. This included revamping my Online Public Meetings to provide greater transparency when I hold to account. This has resulted in increased public engagement of these meetings and positive feedback from both the public and members of the Police, Fire and Crime Panel. I was also clear that by October 2023, one year on from the initial inspection, overall gradings would need to be significantly improved. The recent report on the Causes of Concern from His Majesty’s Inspectorate noted the improved approach to performance management, and the successful implementation of a new workforce plan in informing recruiting practices and identify need. To see the single cause for concern removed just 12-months on from the initial inspection is a tremendous achievement, and testament to the hard work of both Chief Constable and her whole team. This also demonstrates the effectiveness of public oversight. It is fantastic that the clear improvement plan put in place following the initial inspection last year has led to genuine, embedded, and measurable progress in keeping the public safe and feeling safe
 - I supported a pledge with the Suzy Lamplugh Trust to increase the number of stalking cases reported to North Yorkshire Police. They conducted an independent victim-focussed review of current practices and responses to reports of stalking, with recommendations where necessary to improve processes. North Yorkshire Police has already implemented several steps to improvement and with the support of my office, will continue to do so.
 - This year I approved investment to fund the purchase of Meeting Room Technology to enable North Yorkshire Fire and Rescue Service, North Yorkshire Police and the Office of the Police, Fire and Crime Commissioner to improve the agile working environment across the joint estate to support operational and business needs. Agility is one of the key principles of

the Estates Strategy for all three organisations, with improvements to time management and decrease in costs, using a mix of face to face, fully on-line and hybrid meetings are required to provide the most flexible and effective solution for all.

I will continue to hold to account and support both services to make the improvements needed for the residents of North Yorkshire and York, so that they can and will become exemplary.