POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	5th February 2024
Report Title	Response & Neighbourhood Policing Team Update

Information should be accessible for all. If you require this information in a different language or format, please contact the Office of the Police, Fire and Crime Commissioner at info@northyorkshire-pfcc.gov.uk.

Purpose of this report

1.1 To provide an update on progress against objectives from the Police and Crime Plan, in relation to:

- The Response Policing model
- The Neighbourhood Policing model

Background

2.1 Background

The Response and Neighbourhood Policing functions were both reviewed as part of the Organisational Design project. Organisational Design was established to deliver a refreshed model for operational policing, focusing on core service areas in line with the Chief Constable's vision.

- Until this project, the operating model for NYP had not been reviewed since 2015, when the Operational Policing Model 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 in order to deliver an exemplary service to the public.

- The Target Operating Model captures for 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, 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 a number of key identifiers that have been used to identify the highest risk areas requiring additional capacity, including:

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- o Force Management Statements (FMS) 4 and 5
  - o The Force Plan on a Page
  - o Control Strategies
  - o HMICFRS PEEL and NCPI inspections
  - o The overarching drive to deliver better outcomes for victims and the public

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 in order to use resources most efficiently and effectively in response to demand for policing services.

Response Policing

3.1 Overview

Response is the team that initially attends calls for service from the public – emergency and non-emergency calls. In addition, there are teams with specialist skills, who attend certain incident types in the first instance. These teams include: for high risk missing persons, Operational Support Units are search trained; for incidents involving immediate violence with weapons, armed units; for serious incidents on the road network, Roads Policing units.

North Yorkshire Police is committed to attending calls for service in a timely manner, when members of the public need their help most. Calls for service are risk assessed at the point of contact in the Control Room. The most urgent calls, with people at risk of significant harm or property at risk of serious damage, are graded for Immediate (I-grade) attendance. Calls that need rapid but not immediate attendance are graded Priority (P-grade). Calls that require less urgent attendance, or can be resolved without police going physically, are dealt with accordingly.

The Control Room deploys Response (and specialist) units to incidents, in priority order. To make sure NYP has capacity to respond, it is essential that police resources are in the correct locations and at the right times. A specialist external supplier, Process Evolution, was commissioned to undertake data modelling to inform the future design of Response Policing. They utilised profiling software and tools to analyse NYP data provided by NYP to understand direct, environmental, and hidden demand. The data was complemented and cross referenced by holding practitioner workshops with both Response and Neighbourhood PCs and Sgts across all three command areas.

The project scope was defined as follows:

  In scope:
  - To establish through demand modelling a deep and holistic understanding current response demand, current resource levels, structures and shift patterns for Response teams dealing with incident demand
  - Benchmarking NYP's response capability against other forces
  - Options for managing the demand more efficiently and effectively
  - Options for helping to optimise where, when, and how resources are deployed
  - Options for improving the timeliness of response
  - Options for realising efficiency savings in relation to crewing and staffing levels
  - Understanding the impact of balancing officer utilisation levels, given variable geography and demographics
  - Options for improved structures and new ways of working
  - Options for optimising locations for estates and patrol plans

  Out of scope:
  - Full shift pattern review

Interdependencies:
- Force Control Room – call handling and dispatch / deployment functions
- Neighbourhood Policing – abstractions to cover short notice gaps on Response teams
- Right Care, Right Person – working with partner agencies to ensure the best placed team attends incidents, based on the person's needs

Drivers for change
- to develop a detailed understanding of demand and use this to improve the efficiency and effectiveness of its allocation of resources
- contribution to CARE principles - Realising our potential
- fundamental to the vision to deliver an exemplary service

3.2 Agreed Options

The recommended option for the realignment of Response Policing is to adjust to current processes and distribution of staff to achieve the Service Level Agreements for overall emergency (I-grade) performance and priority (P-grade) performance.

This is option is cost neutral, as it will mirror the current establishment. There are multiple incremental efficiency gains that can be made to increase response performance at no additional cost:
- Improving dispatch time further to be in line with averages in other forces
- Implement a forward deployment model to ensure more consistent resource availability across geographical areas and reduce the variability in I grade incident response performance
- A further desired outcome from the work was to improve equality of performance across the geography of North Yorkshire. The rebalancing of resource will achieve this for P-grade. For I-grade, the forward deployment model is a key enabler.

3.3 Outcomes

At a high level, the Response function 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.
  - Response resources are best aligned to areas of need, based on demand and potential harm to the public.
- Outcome 4a: North Yorkshire Police is outstandingly effective and efficient.
  - Response resources are allocated 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.

Neighbourhood Policing

4.1 Neighbourhood Policing Vision

North Yorkshire police Neighbourhood Policing Teams (NPTs) activity is driven by the Seven Pillars of Neighbourhood Policing, and delivery of Police and Crime Plan objectives, underpinned by the Plan on a Page. Throughout the review of this function, NYP engaged with best practice from both the College of Policing and forces graded "good" or "outstanding" to seek ideas for new ways of working. This is an opportunity to modernise the Neighbourhood offering in North Yorkshire to

provide a more efficient and high-quality service to the public. The vision is of proactive NPT teams, working closely with the public and partners to best understand and best serve the communities of North Yorkshire. The teams will be focussed on the core elements of Neighbourhood policing to deliver:

- Community Engagement
- Problem Solving
- Targeted Activity

The review was commissioned to explore how NYP can organise and maximise the resource they have available, utilising demand modelling for the first time to identify high harm wards and make recommendations to COT around the number and distribution of NPT PCs in North Yorkshire, as well as the future vision for Neighbourhood Policing in North Yorkshire Police.

4.2 Community Engagement
- Each ward will have an allocated NPT PC and PCSO. They will be responsible for that ward providing a presence and ensuring good communication with the community
- Utilisation of a mix of engagement tactics, including physical meetings and use of North Yorkshire Community Messaging and social media
- Engagements will be tailored dependant on the needs and preferences of the community
- NPT officers, staff and volunteers will support communities to be more active in the policing of their own areas
- Engagement will help develop intelligence and identify local priorities, to inform problem solving
- NPT teams will listen to community concerns and react providing feedback to the community when action is taken

4.3 Problem Solving
- All NPT teams use the Victim, Offender Location model to highlight vulnerable people or locations
- The teams develop bespoke problem-solving plans to address the issues and keep people safe
- Persistent offenders are targeted, to reduce repeat demand on police and partners, as well as improve the quality of life for communities
- NPT staff work effectively with partners and communities to increase the chances of successful problem solving and prevention Initiatives

4.4 Targeted Activity
- Ward profiles to be developed with analytical support to assist the ward inspectors to draw up local beat plans. This would highlight any regular seasonal issues and key areas to concentrate efforts on problem solving
- Each command area will produce a patrol plan to be shared on NY EYE to detail current hot spot areas

4.5 Drivers for change
- Enhancement of prevention and early intervention to reduce harm
- to develop a detailed understanding of demand and use this to improve the efficiency and effectiveness of its allocation of resources
- contribution to CARE principles - Realising our potential
- NPT is at the fundamental to the vision to deliver an exemplary service

Following national best practice, all 173 wards were assessed against a range of criteria. Factors include deprivation, demographics, health, public facilities. All wards were categorised in the Harm Index, as high, medium, or low to inform demand profiling.

4.6 Agreed Option
Increase NYP's establishment of NTP PC posts by eight, from 96 to 104. Allocation of resources to be based on the demand profile data and the identification of high, medium, and low risk wards.
Outcomes

At a high level, Neighbourhood Policing 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
    - NPT resources are best aligned to areas of need, based on demand and potential harm to the public.
    - NPT focus on the embedding of prevention and early intervention, are at the core of the NYP operating model

- Outcome 4a: North Yorkshire Police is outstandingly effective and efficient
    - NPT resources allocated in the most efficient and effective way to maximise the alignment of service delivery to need. This has enabled investment in NPT through the realignment of resource from other areas

PFCC/OPFCC Activity Update

5.1 Summary
My activity is aimed at robustly scrutinising and driving assurance on behalf of the public, to see to it that North Yorkshire Police and North Yorkshire Fire and Rescue Service continue their journey to being exemplary.

5.2 Force Control Room
A separate report, entitled "Force Control Room PEEL Update – Feb 2024", is also provided to demonstrate the improvements since my investment into the Force Control Room. These papers should be taken alongside each other because the force control room, response and neighbourhood policing are all intrinsically linked.

5.3 Assurance
To ensure that we make a positive difference to the public, every day, it is important to continually monitor and assess delivery of outcomes against my plans which are set out in the Police and Crime Plan, and the Fire and Rescue Plan.

As you are already aware, I introduced my assurance framework to set out how I hold North Yorkshire Police and North Yorkshire Fire & Rescue Service to account. As part of this, and to assure myself and the public that NYP are on a continuous journey of improvement. I have used my Online Public Meetings (OPM) to update the public on their progress.

I have used these Bi-monthly meetings to hold to account, the Chief Constable in their delivery of the Police, and Crime Plan. The agenda includes third party reports, for example those produced by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), which are closely scrutinised, and necessary actions identified and monitored to support improvements. This section of the OPMs have been used to receive an update from NYP on their progress.

5.4 Neighbourhood Policing Model

The neighbourhood policing model is still in the early parts of implementation, so aspects of the plan are for the new chief constable and the mayor to determine. They each take their positions in March 2024 and May 2024, respectively and scrutinising this will be within their remit.

At my public meeting on 25th January 2024, the focus of the thematic section was the improvements in the force control room and response. This can be viewed here Online Public Meeting – 25 January – NYP – Customer contact - Police, Fire and Crime Commissioner North Yorkshire (northyorkshire-pfcc.gov.uk)