

Agenda

Meeting: North Yorkshire Police, Fire and Crime Panel

Venue: Hudson Board Room, City of York
Council, West Offices, Station Rise,
York, YO1 6GA

Date: Thursday 18 July 2019 at 10:30am

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Meeting to be adjourned at around 12:00pm, to re-convene at 12:30pm.

Business

1. Election of Chair
2. Apologies.
3. Minutes of the Meeting held on 16th May 2019. (Pages 9 to 15)
 - 3(a) – Matter Arising: Provision to support Post-Traumatic Stress Disorder – briefing by the Police, Fire and Crime Commissioner – to be noted. (Pages 16 to 17)
4. Election of Vice Chairs
5. Declarations of Interest.

North Yorkshire Police and Crime Commissioner to attend for Items 6 to 17

6. To consider the exclusion of the public and press from the meeting during consideration of the items of business listed in column 1 of the following table on the grounds that they

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involve the likely disclosure of exempt information as defined in the paragraph specified in column 2 of Part 1 of Schedule A to the Local Government Act 1972 as amended by the Local Government (Access to Information)(Variation) Order 2006:-

| Item Number on the Agenda | Paragraph Number |
|---------------------------|------------------|
| 8 | 1 |

7. **Confirmation Hearing** - Following the intention of the North Yorkshire Police, Fire and Crime Commissioner to notify the North Yorkshire Police, Fire and Crime Panel of the proposed appointment of a preferred candidate to the role Chief Fire Officer, for the Police, Fire and Crime Panel to hold a Confirmation Hearing, in accordance with Article 6 of Part 2, Chapter 1 to the Fire and Rescue Authority (Police and Crime Commissioner) Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments Order 2017. Papers enclosed for this item are as follows:

- (i) Report from the Panel Secretariat;
(Pages 18 to 22)
- (ii) Supporting information from the Police, Fire and Crime Commissioner;
(Pages 23 to 50)
- (iii) Personal statement from the preferred appointee;
(Pages 51 to 53)

8. **Closed Session** - for the North Yorkshire Police, Fire and Crime Panel to discuss and agree its recommendation following the North Yorkshire Police, Fire and Crime Commissioner's notification to the North Yorkshire Police, Fire and Crime Panel of the proposed appointment of a preferred candidate to the role of Chief Fire Officer.

9. **Public Questions or Statements to the Panel.**

- Any member of the public, who lives, works or studies in North Yorkshire and York can ask a question to the Panel. The question or statement must be put in writing to the Panel no later than midday on Monday 15th July 2019 to Diane Parsons (contact details below).
- The time period for asking and responding to all questions will be limited to 15 minutes. No one question or statement shall exceed 3 minutes.
- Please see the rules regarding Public Question Time at the end of this agenda page.

10. **Update report from the Complaints Sub-Committee** – report from Councillor Peter Wilkinson, Sub-Committee Chair.

(Pages 54 to 70)

11. **Members' Questions.**

12. **Update from Craven District Council Select (Crime and Disorder) Committee meeting on 26th June 2019** – report by the Panel Secretariat.

(Pages 71 to 72)

13. **Draft Fire and Rescue Plan 2019/21** – final report for approval from the Police, Fire and Crime Commissioner

(separate booklet provided)

14. **PFCC's draft Annual Report 2018/19** - report from the Police, Fire and Crime Commissioner.
(separate booklet provided)
15. **Annual Fire and Rescue Statement** – report from the Police, Fire and Crime Commissioner
(separate booklet provided)
16. **Update on police officer recruitment programme and improvements implemented to neighbourhood policing** – report from the Police, Fire and Crime Commissioner.
(Pages 73 to 77)
17. **Correspondence handling in the OPFCC and FoIA requests: six-month update on progress** - report from the Police, Fire and Crime Commissioner.
(Pages 78 to 82)
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18. **Balanced appointment objective: review of Panel membership** – report from the Panel Secretariat.
(LATE PAPER)
19. **Work Programme** – report by the Panel Secretariat.
(Pages 83 to 86)
20. **Such other business as, in the opinion of the Chairman, should, by reason of special circumstances, be considered as a matter of urgency.**
- **Dates of future meetings:**
 - Thursday 26 September 2019 – 1:30pm – Hambleton District Council, Northallerton
(PLEASE NOTE REVISED DATE AND TIME)
 - Thursday 14 November 2019 – 10:30am – Selby District Council
 - Thursday 16th January 2020 – 10:30am – Northallerton (tbc)

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton

9th July 2019

NOTES:

- (a) Members are reminded of the need to consider whether they have any personal or prejudicial interests to declare on any of the items on this agenda and, if so, of the need to explain the reason(s) why they have any personal interest when making a declaration.

The Panel Secretariat officer will be pleased to advise on interest issues. Ideally their views should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.

- (b) Tea and coffee will be available outside the meeting room before the start of the meeting will Members please help themselves.

Public Question Time

The questioner must provide an address and contact telephone number when submitting a request. The request must set out the question in full. The question/statement:

1. must relate to the Panel's role and responsibilities;
2. must not be substantially the same as a question which has been put at a meeting in the past 6 months;
3. must not be defamatory, frivolous, vexatious or offensive;
4. must not require the disclosure of confidential or exempt information; and
5. must not refer to any matter of a personal nature.






At the meeting: Once the question has been approved, the questioner will be contacted to make arrangements to attend the meeting to put the question.

Questioners must attend the meeting personally to put the question. If they do not attend their question may not be answered, although they can re-submit their question at a later date.

Any questions will normally be answered at the meeting but in some cases this might not be practicable and a written answer will be provided within 14 days of the meeting.

The full protocol for public questions or statements to the Panel can be found at www.nypartnerships.org.uk/pcp

North Yorkshire Police and Crime Panel

| | Name | Photograph | Political Party |
|---------------------------------------|---------------------------|--|--|
| Craven District Council | Cllr Richard Foster |  | Conservative |
| Hambleton District Council | Cllr Peter Wilkinson |  | Conservative |
| Harrogate Borough Council | Cllr Michael Chambers MBE |  | Conservative |
| North Yorkshire County Council | Cllr Carl Les |  | Conservative |
| Richmondshire District Council | Cllr Kevin Foster |  | Richmondshire Together (Independents nominee) |

North Yorkshire Police and Crime Panel

| | | | |
|------------------------------------|-----------------------|--|------------------|
| Ryedale District Council | Cllr Tracie Middleton |  | Conservative |
| Selby District Council | Cllr Tim Grogan |  | Conservative |
| Scarborough Borough Council | Cllr Liz Colling |  | Labour |
| City of York Council | Cllr Keith Aspden |  | Liberal Democrat |
| City of York Council | Cllr Ashley Mason JP |  | Liberal Democrat |

North Yorkshire Police and Crime Panel

| | | | |
|---------------------------|---------------------|--|--------------------|
| Community Co-opted | Paula Stott |  | Community Co-opted |
| Community Co-opted | Santokh Singh Sidhu |  | Community Co-opted |

City of York Council, West Offices - Entrance off Station Rise



North Yorkshire County Council

Police, Fire and Crime Panel

Minutes of the meeting held on Thursday 16 May 2019, commencing at 10:30am in the Grand Meeting Room at County Hall, Northallerton.

Present:-

Councillors: Michael Chambers MBE (Harrogate Borough Council), Carl Les (North Yorkshire County Council, in the Chair), Ashley Mason (City of York Council), Peter Wilkinson (Hambleton District Council).

Community Co-opted Members: Santokh Singh Sidhu and Paula Stott.

Julia Mulligan (Police, Fire and Crime Commissioner).

Officers from the Office of the Police, Fire and Crime Commissioner: Simon Dennis (proposed appointee for Acting Chief Executive and Monitoring Officer), Sharon Caddell (T/Assistant Chief Executive and Monitoring Officer), Michael Porter (Chief Financial Officer), Will Naylor (Deputy Police and Crime Commissioner), Rena Brown (Head of Commissioning and Partnerships).

Barry Coppinger (Police and Crime Commissioner for Cleveland).

Officers from NYCC: Barry Khan (Assistant Chief Executive and Monitoring Officer), Diane Parsons (Panel Secretariat).

Copies of all documents considered are in the Minute Book

365. Apologies

No apologies had been submitted to the meeting. However, the Chair highlighted that there are currently vacancies on the Panel for the following local councils since the local elections earlier in May:

- Richmondshire District Council
- Ryedale District Council
- Scarborough Borough Council
- Selby District Council
- City of York Council (one seat vacant)

366. Minutes

Resolved –

That the Minutes of the meeting held on 21 February 2019, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

367. Declarations of Interest

No declarations were made to the Panel.

368. Exclusion of the public

Resolved -

That the public and press be excluded from the meeting during consideration of Item 6 on the grounds that this involves the likely disclosure of exempt information as defined in the paragraph specified in column 2 of Part 1 of Schedule A to the Local Government Act 1972 as amended by the Local Government (Access to Information)(Variation) Order 2006.

369. Confirmation hearing – Acting Chief Executive and Monitoring Officer

Considered –

The Commissioner's submission recommending Mr Simon Dennis as the preferred candidate for the appointment of Acting Chief Executive and Monitoring Officer.

The Commissioner offered some context to the proposed appointment with particular reference to recent staffing changes creating an opportunity to re-configure and bolster the leadership of her office. This has included an opportunity to embed full-time resource into the Harrogate office via Sharon Caddell acting as T/Assistant Chief Executive and Monitoring Officer.

Barry Coppinger reflected that the collaborative work to date in sharing resources between Cleveland and North Yorkshire had been of benefit to both areas.

The Commissioner and the preferred candidate, Simon Dennis, were asked a number of questions by the Panel, in order for the Panel to reassure themselves that the candidate would meet the standards required for the role as outlined by the Commissioner.

Questions 1: Councillor Peter Wilkinson sought clarification from Mr Dennis on his interpretation of the legal position in respect of the need to hold a confirmation hearing, with reference to the Commissioner's covering submission.

Mr Dennis concurred that there is a need to hold a confirmation hearing. The Commissioner has to have a Chief Executive in place and in legal terms an Acting Chief Executive is treated the same way as a substantive one for the purposes of holding a hearing.

Question 2: Councillor Ashley Mason asked Mr Dennis what had been learned from his previous role as Acting Chief Executive in North Yorkshire briefly in 2016 and also how a part-time role at this level will function where the Commissioner has now extended responsibilities over the fire and rescue service.

Mr Dennis outlined that his previous role in North Yorkshire was specifically intended to bridge the election period for the Commissioner and at one day a week was manageable for this purpose. However, it had been recognised that this was not sustainable longer term. The offer from Cleveland is now for just under 60 hours of senior executive collaborative work with Mr Dennis and Mrs Caddell in place and Mr Dennis felt satisfied that this arrangement has worked very well since 1st April 2019.

Question 3: Santokh Sidhu asked Mr Dennis what he sees as his biggest challenges when dividing his time across the two areas.

Mr Dennis acknowledged the substantial changes underway as a result of T2020 and reflected on significant restructures he has undertaken within Cleveland. He underlined the importance of maintaining a dialogue with staff and listening. This was echoed by Mrs Caddell, who further acknowledged the additional aspect of change presented by the

presence of herself and Mr Dennis to the North Yorkshire office. However, it was felt that the new senior executive model being adopted from Cleveland would assist considerably.

3Question 4: Paula Stott sought clarification that the figures for salary recharges on page 17 include on-costs.

Michael Porter confirmed that on-costs are included. The Commissioner added that this works out to be the same arrangement, financially, as North Yorkshire had with West Yorkshire for senior executive support.

Question 5: Paula Stott further asked Mr Dennis and Mrs Caddell whether they anticipated any conflicts of interest being presented by the sharing arrangement.

Mr Dennis underlined for members that his role is to prioritise the public interest in all cases and would draw on this principle to constructively resolve any potential tension or scenarios around differences in priorities and where his advice is sought.

Question 6: Paula Stott asked a supplementary question around a possible scenario whereby something arises in North Yorkshire and Cleveland at the same time and what the contingency plan would be for Mr Dennis and Mrs Caddell.

Mr Dennis referred in answering to the resilience of the Cleveland model in respect of having a full-time Assistant Chief Executive to bring additional resource to bear. He also referred to the necessity for statutory officers to work together in such difficult and unusual circumstances and to the long and effective working relationship he has had with Michael Porter, which he would similarly expect to be able to draw on.

Question 7: Santokh Sidhu referred to the respective needs of the two Commissioners in North Yorkshire and Cleveland and asked which would take priority in terms of receiving legal expertise from a Chief Executive.

The Commissioner clarified that the appointment isn't a legal advisory role and as such would not present the same issues as say a solicitor-client relationship. Mr Dennis felt that the scenario highlighted would be highly unlikely to arise but felt confident that it could be addressed and dealt with if it did so.

The Chair then invited all parties, other than Panel Members and officers supporting the Panel, to leave and the Panel went into closed session.

After a period of time of discussion, the Panel resolved that on the basis of the information provided by the Commissioner, the discussions held in the confirmation hearing and examination of the evidence in both the public meeting and closed session, the Panel is pleased to endorse the appointment of Mr Simon Dennis as Acting Chief Executive and Monitoring Officer.

The Chair added that while Mr Dennis had answered positively in respect of questions regarding capacity for the role, the Panel would welcome a review of the arrangement in six months' time.

Resolved –

That the Panel:

(a) endorses the appointment of Mr Simon Dennis as Acting Chief Executive and Monitoring Officer; and

(b) reviews the arrangement in place for the Acting Chief Executive and Monitoring Officer role in six months' time.

370. Public Questions or Statements

The Panel were advised that none had been received.

371. Members' Questions

The Commissioner was asked to comment in respect of recent media headlines regarding surveys undertaken of police forces across the country highlighting considerable cases of officers suffering from PTSD. The Commissioner highlighted that there is a comprehensive amount of support in place for officers in North Yorkshire and that this is taken very seriously by the Chief Constable. The Commissioner offered for further detail to be provided by the Chief Constable to the Panel on this issue.

The Commissioner was also asked to comment on how successfully drug dealing is being tackled in North Yorkshire and whether this is cross-border in nature. A large number of people are highlighting issues regarding drugs in their community at local surgeries and that drug use appears to be increasing; particularly apparent are the number of villages affected. North Yorkshire is being impacted by gangs from metropolitan areas. Nationally, the government has provided some money to tackle violent crime but this has not come to North Yorkshire. The Commissioner is trying to make representations on a national level for rural forces. A new Head of Crime is in place within the force who will bring a focus to ongoing work on tackling drug crime. The Commissioner referred to ongoing work at NYP to examine logistics and deployment of resources in this area, to identify how NYP could work more efficiently. It was agreed that the Panel will put this issue on to the forward work programme to be able to revisit and look in more detail at what is being done to tackle drug dealing in the area.

372. Six-month progress report following the recommendations of the Complaints Sub-Committee on 24th October 2018

[Barry Coppinger left the meeting during this item].

Considered –

The Commissioner's six-month progress report following recommendations put forward by the Panel's Complaints Sub-Committee in its report dated 24th October 2018.

The Sub-Committee members (Councillor Wilkinson, Paula Stott and Santokh Sidhu) expressed their considerable concern and disappointment that progress did not seem to have been made by the Commissioner since their recommendations were discussed at Panel in November 2018. The Sub-Committee noted that a late paper had been received from the Commissioner's office by way of addendum to the published report from the Commissioner and it was queried whether or not the additional paper would have been received if a recent meeting hadn't been arranged between Simon Dennis and the Sub-Committee to move things on.

Panel members highlighted that there was a need for the Commissioner to take more personal responsibility for little progress appearing to have been made and felt the reports provided came more from her senior officers than herself. It was also noted that considerable offence had been caused by the Commissioner in recent correspondence to the Sub-Committee in respect of how they had dealt with the "AB" complaint process.

The Commissioner sought to express her own disappointment that the recommendations had not moved on further and placed confidence in Simon Dennis and Sharon Caddell helping to take forward work on Terms of Reference for a staff survey.

In view of the concerns expressed by the Panel regarding lack of progress and an inadequate response on the reasons for this delay, the Panel voted unanimously to request that the Commissioner write within 14 days (under section 29 of the Police Reform and Social Responsibility Act 2011), providing them with:

- (a) reasons for the delay;
- (b) what has been achieved by the Commissioner since the report published in October 2018;
- (c) what the Commissioner's plans are going forward;
- (d) further information around the frequency of mentoring sessions undertaken by the Commissioner.

Councillor Wilkinson also noted the Commissioner's separate commitment to respond to him within the next seven days on a recent piece of correspondence from the Sub-Committee.

Resolved –

That the Panel requests the Commissioner to write within 14 days of the Panel meeting, addressing the specific areas outlined.

373. Draft Fire and Rescue Plan 2019/21

Considered –

The Commissioner's draft Fire and Rescue Plan 2019/21.

The Commissioner clarified that the document provided to the meeting represented an early draft and that she was keen to get more engagement on the process. This is a strategic plan and it will be down to the Chief Fire Officer to develop his delivery plan off the back of this.

The Chair advised that while the Panel are broadly content with the draft Plan in principle they would welcome a briefing session about the Plan and to also hear from Chief Fire Officer Andrew Brodie about his observations as published within his 100-day report. The Commissioner agreed to ask Mr Brodie to set up an informal meeting with the Panel.

Resolved –

That the Panel receive an informal briefing on the draft Fire and Rescue Plan, to include a briefing from the CFO on his observations about the Fire and Rescue Service.

The Panel adjourned for a short lunch break at 12:05pm and re-convened at 12:30pm. [Paula Stott left the meeting at this point.]

374. 2019/20 Budgets and Medium Term Financial Plans for policing and fire

Considered –

The Commissioner's Medium Term Financial Plans and Capital Plans for policing and fire and rescue (2019/20 to 2022/23).

The Commissioner set out some context to the funding landscape and future funding expectations and was asked about slippage on the Capital Plan for North Yorkshire Police. Michael Porter advised that further details are awaited from NYP on outturn and he acknowledged that more work needs to be done around this. From his perspective, NYP needs to focus more on core areas of change rather than as previously trying to do manifold things. Mr Porter felt the transformation programme would enable them to do this.

In response to a Member query regarding the expected impact of the cost of the radio communications changes, Michael Porter acknowledged that this carries significant financial impacts and that the costs have continued to increase. The organisation's plan has therefore not been to provide directly for those costs – it has been difficult to understand the timeframes involved and the impact they would have had – but will look to address these when there is more information. Mr Porter advised that he did not want to set aside funding for programmes for nothing then to be done.

An additional query was put to Mr Porter about the level of investment required for the Fire Service and where this will come from. He highlighted that areas of the estate and equipment do require investment. There is a recurring imbalance of £1m to address in the budget but the aim is to go beyond this longer term to be able to re-invest. The Panel were advised that there are financial opportunities presented through greater collaboration between the police and fire service, for example through estates.

Resolved –

That the Panel notes the information provided.

375. Transform 2020: progress report

Considered –

The Commissioner's update report on the progress of the Transform 2020 programme.

Rena Brown highlighted the process undertaken to date on the programme and also committed to providing more regular updates through the Panel's Finance/T2020 sub-group.

Reassurance was sought from the Panel in respect of staffing of the Force Control Room (FCR) following on from the update paper's reference to an alternative shift pattern being introduced. The Panel were advised that a lot of testing has been done around meeting future demand patterns and looking at intelligence in greater detail as part of T2020. Staff have accepted the shift pattern proposal, which will be implemented in late summer. Rena offered to update on this in 6 months' time. Members acknowledged the considerable improvements made to the FCR in the last few years.

Members politely requested that consideration be given to eliminating technical language in future update reports.

Resolved –

That the Panel:

(a) notes the report; and

(b) will receive a further update in November 2019.

376. Balanced appointment objective: review of Panel membership

Considered –

The report by the Panel Secretariat, updating on the political proportionality of the Panel following the recent district council elections.

Diane Parsons outlined seat entitlement for each key political group following the elections. Some discrepancies currently lie with seat entitlement for the Conservatives and for

'Independents' when taken as a cohesive grouping. Potential options for adjusting membership were highlighted, but it was proposed that due to the current vacancies, it would be preferable to wait until these had been filled to review the situation in greater detail.

Resolved –

That the Panel:

(a) notes the update provided; and

(b) agrees to review the matter again once appointments have been confirmed by the constituent authorities.

377. Work Programme

Considered –

The report of the Panel Secretariat, proposing a future programme of work for the Panel.

It was noted that an item on drug dealing and how it is being tackled in North Yorkshire will be added to the work programme.

Members were asked to note that due to clashes with other council meetings, the precept meeting for February 2020 had been pushed back slightly to **6th February 2020**. Michael Porter highlighted a concern that the legislation dictates that the precept proposals should be with the Panel by 1st February, but 31st January 2020 will be a Friday and as he has to wait on information from the local authorities – who have until 31st January to respond – before the precept proposal can be finalised, it was possible that paperwork may not reach the Panel until after the weekend.

The Commissioner suggested, and it was agreed, that the September 2019 item on criminal justice could include a wider context on services for victims and changes to probation services.

Resolved –

That the report be noted and changes made to the work programme as designated.

The meeting concluded at 1:20pm.

DP



Police & Crime Panel Report

July 2019

Provision to support Post-Traumatic Stress Disorder

Subsequent to the Panel's request for information on support services for police officers suffering from post-traumatic stress disorder (PTSD), please see the following report on provision by North Yorkshire Police (NYP) and North Yorkshire Fire and Rescue Service (NYFRS).

Police Service provision

TRiM

NYP use the Trauma Risk Management Model (TRiM) method for encouraging officers and staff to speak to a TRiM practitioner (a trained officer or staff member) about their experience and reaction to a traumatic event. There are 40 TRiM practitioners across the Service. The trained TRiM practitioner can assess the impact the incident has had and, where necessary, make a recommendation about welfare support.

Individuals are not automatically referred after attending specific incidents – they are able to refer themselves or be referred by a line manager or colleague if felt necessary. Staff who work in specific areas within NYP that are classed as being high risk of psychological stress, such as viewing indecent images, do receive a 1 to 1 session with a welfare advisor on an annual basis.

There are two meetings as part of this process, one month apart. At the first meeting, within three days of the incident/referral, the practitioner will assess the immediate impact. The second meeting will establish how the individual is coping after they've had time to process the incident. If necessary, a referral on to welfare support can be made at any point.

Welfare

The welfare service provides psychological support to all officers and staff that are employed by North Yorkshire Police. Individuals can be referred by their manager or a colleague or they can self-refer for support for any mental health difficulties. All the Welfare Advisors are fully qualified counsellors/psychotherapists and can assess and provide individuals with the relevant support. They also have the facility to refer individuals for specific therapy for PTSD in certain circumstances.

The Welfare Team delivers as many as 1000 face-to-face appointments and over 300 telephone appointments with NYP employees, both officers and staff every year. All welfare contact is completely confidential.

The Welfare Service provides a number of different types of service, depending on your individual requirements. These include:

- One-to-one confidential appointments at one of the welfare offices across the Force, or a neutral place if preferred
- Help with anxiety, depression, trauma, stress, bereavement and more
- Support to help you stay at work
- Support to get back to work after being off sick, including recuperative plans
- Wellbeing education eg stress management/anxiety
- Counselling – e.g. person-centred, CBT or integrative therapy

Fire and Rescue Service provision

The FRS has a number of employee services available to support staff if they experience difficult situations or are suffering from PTSD.

An assistance programme, provided by PAM Assist, provides 24/7 telephone counselling support, face to face counselling and physiotherapy services. They also provide detailed information online and access online and via a mobile app to support.

The Service is also a signatory to the MIND blue Light Pledge and has delivered a range of commitments in support of this. This also provides staff with access to information and support through a helpline.

The Service is developing a mental health workplace champions scheme, providing training to staff and managers in recognising signs and symptoms of mental ill-health and to enable them to have the right conversation at the right time with the knowledge and confidence to signpost and provide support.

Following each critical or traumatic incident, support is offered to all staff involved and this is followed up by local managers. The Service takes the view that early access to support following these incidents is beneficial to preventing the onset of PTSD and maintaining a happy and functioning workforce. Staff diagnosed with PTSD have access to a full range of support and therapies.

The Service is also engaged with the Firefighters Charity and Sapper Support which provide dedicated PTSD support to Services through a dedicated helpline.

NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

18 July 2019

Confirmation Hearing – Chief Fire Officer

1.0 Introduction

- 1.1 This report can be used as supporting information for the confirmation hearing for Chief Fire Officer, North Yorkshire Fire and Rescue Service (**Agenda Item 7**) on **18 July 2019**.
- 1.2 The Police, Fire and Crime Commissioner (the Commissioner) has responsibility for appointing a Chief Fire Officer to the North Yorkshire Fire and Rescue Service. Before making such an appointment the Commissioner has to notify the Police, Fire and Crime Panel (the Panel) and it must review the appointment. The Panel must hold a public Confirmation Hearing prior to making a report to the Commissioner, which includes a recommendation as to whether or not the candidate should be appointed. This process applies equally to an interim appointment as it does to a substantive one.

2.0 Procedure

- 2.1 It is important that the process relating to Confirmation Hearings is scrupulously fair. It is an unusual situation for a candidate to be 'interviewed' for a job in a public forum. The process outlined below has been designed to ensure rigour and fairness in all circumstances.
- 2.2 Candidates will be treated with courtesy and respect throughout the whole appointment process, including at the Confirmation Hearing and in public statements relating to recommendations made by the Panel.
- 2.3 It is important to acknowledge that in contrast to the police service, where both chief constables and PFCCs can be responsible for employing staff, the PFCC as the Fire Rescue Authority is an employing authority that employs all Fire and Rescue staff. Another material difference in the relationship between employees and the employing body is that, in the Fire and Rescue Service, there is no requirement for the Chief Fire Officer and Firefighters to retain operational independence.
- 2.4 However, while there's no statutory guidance to specify the key principles against which a Chief Fire Officer appointment should be reviewed, it is considered that the previous guidance that applies to Chief Constables, is a good start in reviewing the confirmation of the Chief Fire Officer. This guidance suggests that the focus in a confirmation hearing should be on the individual's capabilities and expertise; their professional competence and personal independence. In order for the Panel to form a view on these issues, it will be important for the Commissioner to provide the Panel with reliable and objective evidence about the candidate.
- 2.5 Professional competence may include a reliable, objective assessment of the candidate's:
 - ability to carry out the role by comparing their background and experience, for example, with the role profile

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- professional judgment and insight
- understanding of the various stakeholders who need to be involved and engaged with, in what way and with what outcome
- experience in the development and delivery of a major strategy.

2.6 Personal Independence may include a reliable objective assessment of the candidate's:

- ability to advise effectively
- understanding of the separation of political and operational responsibilities
- ability to respond constructively to situations where they might be held to account.

2.7 Confirmation Hearings should take place as quickly as possible with minimal time between notification of the appointment, the hearing and reports and recommendations being made to the Commissioner. (The Act stipulates that a report and recommendation has to be sent within 3 weeks of the day that the Panel receives notification from the Commissioner.)

3.0 Formal Notification by the Commissioner

3.1 The Commissioner must formally notify the Panel of the proposed appointment. At the same time, the Commissioner will supply the evidence required for the Panel to determine whether his/her judgement has been properly exercised.

4.0 Confirmation Hearing

4.1 The Hearing will be held in public and the candidate will be requested to appear for the purpose of answering questions relating to the appointment.

4.2 The Panel will:

- welcome the candidate
- introduce those present
- explain the process and key themes
- explain the process for making a report and recommendation to the Commissioner as to whether or not the candidate should be appointed and (in the case of the Chief Constable only) the power to veto
- treat the candidate fairly and politely
- ask appropriate questions
- not make statements
- give the candidate an opportunity to clarify answers or ask questions

4.3 The Panel will be seeking to establish if, in its opinion, there are any grounds to not follow the Commissioner's proposal for appointment.

4.4 The questions need to relate to two general principles –

- i. Professional Competence
- ii. Personal independence

ITEM 7(i)

- 4.5 The hearing should be a relatively focussed opportunity to explore key issues relating to these general principles. The LGA/Centre for Public Scrutiny guidance on confirmation hearings advises that a hearing should not be used as an opportunity for a Panel to explore the candidate's views on various areas of the Commissioner's policies, national policy issues or their plans once they assume the post, except insofar as those questions might relate directly to professional competence.
- 4.6 The hearing ought not to be used to explore hypothetical instances ie asking the candidate what they would do in a particular situation but should address issues of competence, suitability and expertise, priorities and vision, availability.

5.0 Decision Making by the Panel

- 5.1 The Panel will exclude the press and public to come to a decision on its report and recommendation.
- 5.2 The Panel's decision-making process is as follows :-
- 5.3 Taking account of the minimum standards of professional competence and personal independence does the candidate meet the criteria set out in the role profile?
- a) Do they have the professional competence to carry out the role
 - b) Do they have the personal independence to carry out the role
- 5.4 The Panel must then determine whether to recommend that the preferred candidate is appointed. In the case of a Chief Fire Officer appointment, the Panel is able to exercise a power of veto (see also section 6, below).
- 5.5 A veto will only be used in exceptional circumstances by the Panel if the candidate does not appear to meet the minimum requirements of the post in relation to the individual's capabilities and expertise, their professional competence or personal independence.
- 5.6 In a circumstance where the candidate meets the two standards, but there is still cause for concern about his/her suitability, the Panel may choose to outline those concerns in its response to the Commissioner.

6.0 Report and Recommendation

- 6.1 The report and recommendation will be sent to the Commissioner within two working days of the Confirmation Hearing. (It has to be sent within three weeks of the day that the Panel received notification from the Commissioner.)
- 6.2 There are 3 options available to the Panel:
- 1. Report and recommendation to appoint
 - 2. Report and recommendation not to appoint
 - 3. Report and veto (in the case of the Chief Constable/Chief Fire Officer only)

ITEM 7(i)

- An appointment can only be vetoed if two thirds of the Members of the Panel present at the time when the decision is made vote in favour of the veto.
- If a candidate is vetoed they cannot be appointed.
- The Commissioner may put forward another person as reserve candidate and the process will be followed again from 'Formal Notification by the Commissioner'. In these circumstances the Panel may only issue a report with a recommendation whether or not to appoint.

6.3 In the case of the Chief Constable/Chief Fire Officer only – if the Panel does not make a report (including a recommendation as to whether or not the candidate should be appointed or veto the candidate) within 3 weeks of the day on which the Panel received the notification from the Commissioner of the proposed appointment, the Commissioner can go ahead and make the appointment.

7.0 Response by the Commissioner

7.1 The Commissioner must have regard to any report made with recommendations and then notify the Panel whether she accepts or rejects the Panel's recommendation within three working days.

7.2 The Commissioner will give reasons for her decision.

7.3 If the Commissioner accepts the Panel's recommendation not to appoint a reserve candidate (relates to a Chief Constable/Chief Fire Officer only) then she can put forward another person as reserve candidate and the process will be followed again from 'Formal Notification by the Commissioner' until a candidate is appointed.

7.4 The Commissioner will notify the candidate of the decision.

8.0 Publication

8.1 The Panel will decide how and when to publish the report and recommendation. The standard procedure will be to publish it on the Panel website. It will be published in full.

8.2 The decision will be taken following consultation with the Commissioner and the candidate, and they will be given at least two working days' notice of the date of publication.

8.3 The report and recommendation will normally be published within five working days of the Commissioner taking a decision whether or not to appoint.

8.4 If a candidate withdraws after a report and recommendation has been sent to the Commissioner, the report and recommendation will still be published in accordance with the procedure set out above.

8.5 If, having regard to the report and recommendations from the Panel, the Commissioner decides not to appoint, the Commissioner will publish details of what she is going to do next in relation to the vacancy within five working days.

ITEM 7(i)

Diane Parsons
Police, Fire and Crime Panel Secretariat
9th July 2019

Background Documents - Nil

Police & Crime Panel Report

July 2019

PFCC report on preferred candidate for Chief Fire Officer

I am required by Paragraph 5 Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 to submit, in connection with my proposed appointment of a Chief Fire Officer, a report to the Police, Fire and Crime Panel for North Yorkshire ('the Panel') setting out:

- The name of the person I am proposing to appoint to the role ("the candidate"); and
- The criteria that were used to assess the suitability of the candidate for the appointment; and
- Why the candidate satisfies those criteria; and
- The terms and conditions on which the candidate is to be appointed.

Preferred candidate

My preferred candidate for appointment to the statutory role of Chief Fire Officer for North Yorkshire Fire and Rescue Service is Andrew Brodie. Mr Brodie is currently the Interim Chief Fire Officer at North Yorkshire Fire and Rescue Service.

Process used to assess suitability of the candidate

Andrew Brodie was offered the position of substantive Chief Fire Officer for North Yorkshire Fire and Rescue Service on 3 July 2019, following a rigorous application process, including:

- Advertisement (promoted comprehensively both locally and nationally on all relevant platforms, including through the National Fire Chiefs Council);
- Informal engagement between the PFCC and potential candidates about the substantive opportunity;
- Completion of a formal application form, eligibility assessment and supporting statement, including: a) confirmation the applicant holds a Nationally Recognised Gold Command Fire & Rescue Service Operational Qualification; and, b) Supporting evidence of why the applicant is the right candidate for role, including professional experience, skills and qualities demonstrating that they can excel in performing the primary functions of the role; and evidence demonstrating how they meet the personal qualities and attributes within the leadership framework;
- An independent psychometric assessment and separate validation interview;
- An interview with a stakeholder panel that included strategic representatives from key partner agencies across North Yorkshire, including: Sue Peckitt from Hambleton, Richmondshire and Whitby, Harrogate and Rural District and Scarborough and Ryedale Clinical Commissioning Group; Neil Irving from the North Yorkshire Community Safety Partnership and Local Resilience Forum; Caroline O'Neill from Community First Yorkshire

(voluntary and community sector representative organisation); Councillor Stephen Fenton, Chair of the City of York Housing and Community Safety Policy and Scrutiny Committee; and, Councillor Jim Clark of North Yorkshire County Council Overview & Scrutiny Board.

- A presentation and structured final interview panel consisting of; PFCC Julia Mulligan; North Yorkshire Police Chief Constable Lisa Winward; OPFCC Interim Chief Executive & Monitoring Officer Simon Dennis; Deputy Mayor of Harrogate Council, Cllr Zoe Metcalfe; and, Chief Fire Officer for Humberside FRS, Chris Blacksell (acting as Independent Technical Advisor to the Panel)

Criteria used to assess suitability of the candidate

Information on the criteria of the Chief Fire Officer role is available in the Recruitment Pack for the post of Chief Fire Officer, including advert, role profile and National Fire Chiefs Council's Leadership Framework, and Terms & Conditions at Appendix A.

Andrew was the sole applicant for the role; the recruitment process was followed rigorously, to test his calibre and competency to determine his suitability for the appointment to the substantive position of NYFRS CFO, including the completion of the independent psychometric assessment.

Stakeholder panel interview

Andrew was first interviewed by an external stakeholder panel, and during that process, he consistently scored highly positive feedback against the indicators included in the structured interview questions, as shown in the summary notes from that panel, below:

Leadership of Service

Andrew articulates a clear short- and long-term vision, linked with values, clear measures and impact, can construct leadership stories to take people with him, he is passionate, enthusiastic and excited. He clearly identified challenges, including the need for cultural changes and articulated approaches at all levels. The panel was positive about Andrew's response.

Leadership behaviours

Andrew displayed behaviours of trust, honesty and transparency. He recognised his leadership qualities and need for operational management support through his team. He demonstrated that management and support service enable the frontline. He evidenced ability to lead throughout organisation and externally. The panel was confident in Andrew's Leadership behaviours.

Commitment to diversity

Andrew evidenced positive action, need for groundwork, development of structures across the diversity strands. Some of his evidence was practical, some strategic and some about inherent inclusion – i.e. tea break conversations – about engendering formally and informally, including setting-up structures and networks to which people will come, and celebrating the positive impacts. His evidence was focussed on diversity strands. The panel would look to explore further enablers, i.e. flexi/part-time working and impacts/views around how this thinking enables inclusion. The panel had overall confidence in his response.

Building relationships – partners

Andrew identified the need to find out the partners' priorities and what's in it for them, and equally, to articulate what is required in return. He gave good examples regarding multi-agency work, and evidence of his ability to encourage localised partnerships and relationships and local stations seeking these solutions, being enabling and being outwardly focussed. The panel were confident in Andrew partnership approach.

Political acuity

Andrew recognised the importance of anticipating conflict, early engagement and using a soft launch, multi-faceted approach, both formal and informal, across multi-key stakeholders. He also recognised that building strong and trusted partnerships helps when the conflict does arise. The Panel recognised that Andrew was still relatively new to this, but his learning from experience gave the panel confidence that he, recognised the political dimension and had a strategy to develop this area, and that he understood it was imperative to the future changes. The panel had overall confidence on his response to this question.

Communication skills

The examples used by Andrew were practical and personable, and the Panel thought Andrew was a very strong communicator. He has a strong narrative and uses both formal and informal mechanisms. The panel would further probe strategic communication approaches. Andrew was passionate and engaging and panel could see he would take people with him through his personable approach.

Dealing with conflict

Andrew gave examples of fronting someone else's message without the ability to do the soft launch/engagement, significant resistance and opposition. Through confident communication, acknowledgement of the issues and willingness to listen result was to take the heat out of the situation and resulted in balance media report. The panel would probe Andrew personal resilience – not because they do not think that he has this, but that he may not have had an opportunity to demonstrate this. Again, Andrew evidenced that relationships and trust helps when conflict arises.

Stakeholder panel overview

The following strengths of Andrew were noted: enthusiastic, personable, encouraging of others, open to learning and promotes a learning/developmental culture, transformation and a focus on improvement, recognises the challenge and develops approaches to these. Clearly articulates vision and values, strong ability to work with others, interested in investment to transform.

Areas for ongoing professional development focus were identified including continuous improvement in strategic communication and maximising the positive effect of his empowerment of others to drive the very highest standards of excellence in operational performance management.

These areas for development, as well as others agreed between the PFCC and the CFO, will be embedded into and monitored through a personal development plan.

The above summary from the stakeholder panel was provided to the PFCC and the members of the final interview panel, along with the findings from the psychometric assessment. Following consideration of the results, and noting that the stakeholder panel feedback was extremely positive, the final interview panel were determined to ensure that Andrew received an assiduous and thorough probing through the final structured presentation and question process, in order that they could be assured as they possibly could be that he was able to meet the high standards required to be appointed to the role and that he would be able to comprehensively and effectively tackle the current and future challenges associated with leading the Service.

Final interview panel

The Final Panel Interview took the form of a set-piece pre-prepared presentation with follow-up questions, evidencing the candidate's skills and competencies in Leadership.

Structured questions then followed, gathering evidence from the candidate in respect of

- Change
- Collaboration
- Working with the PFCC Model
- Development

Final panel overview

The candidate provided positive evidence in each respect and across several domains provided a high standard of evidence.

The Final Panel concluded that the candidate was suitable for appointment and took account of several factors in their deliberations, detailed as follows.

Andrew Brodie has operated most recently as the Interim Chief Fire Officer in North Yorkshire FRS, where his performance has been highly regarded since his commencement in post.

Andrew's wealth of experience and skills prior to this appointment, including his work in three other fire and rescue services where he attained the role of Assistant Chief Fire Officer, provide sound evidence of his ability as a positive change agent with considerable influencing and relationship building skills and a record of providing strong leadership. His work is highly regarded in the Service as well as other services. He is also noted to have considerable and valuable experience in the secondments he has completed in central government and the Audit Commission.

The culture, ambitions and values of NYFRS show evidence of positive transformation since Andrew commenced in his interim role, and it is recognised that he has taken steps to reinvigorate and empower the Corporate Management Board, wherein FRS officers and staff are encouraged to recognise their individual importance and purpose in delivering public service. Andrew produced a comprehensive 100-day report on his experience in the Service, which has been well received, taking account of the need for greater financial security to be in place.

Andrew shows a clear understanding of the challenges that the substantive CFO will face, and the need to lead by example; he evidences a clear commitment to lifelong learning and development,

and is proactively involved in evidence based development work across the fire sector, including driving the implementation of national operational guidance initiatives.

Andrew shows a good understanding of the governance model, and shows considerable skill at creating the close, trusting relationships needed to enable good governance and functioning in the Service and with local partners and politicians, and importantly, meets regularly with Representative Bodies. He demonstrates strong values of building trust, integrity and accountability, and strong commitment to deliver excellent future public and internal services.

The interview panel agreed that Andrew had the breadth of skills, knowledge and experience to capably fulfil the role of NYFRS Chief Fire Officer at this time. A number of areas for development will form the basis of a professional development plan, to be agreed between the PFCC and Andrew.

Context

An independent review was previously carried out by Dave Etheridge OBE (former Chief Fire Officer of Oxfordshire Fire and Rescue Service), to develop a robust salary scale for the role of Chief Fire Officer, which would in turn, determine the salary scales of Deputy Chief Fire Officer and a number of other linked senior officer posts within the Fire and Rescue Service (FRS).

This activity also supported a separate, major transformation programme, Transform 2020 (T2020), which commenced following the finalisation of the collaboration between North Yorkshire Police (NYP) and North Yorkshire Fire and Rescue Service (NYFRS) and governance transfer to North Yorkshire PFCC, in November 2018. T2020 was commenced with core ambitions of streamlining and improving efficiency and effectiveness in individual service functions and achieving significant savings to the public purse. A Managing Director has since been appointed to provide strategic leadership across the enabling service functions of the two entities NYP and NYFRS, with this enabling collaboration subsequently renamed as ENABLE North Yorkshire. The key aims are to harmonise and improve delivery of those services, which include functions such as Communications, ICT, Information Management, Human Resources, Administration, Strategic Intelligence, Information & Performance, and Organisational Change amongst them.

The activities described above supported further refinements to the role profile of the Chief Fire Officer, including the statutory responsibilities incorporated into the Head of Paid Service element of a chief officer post, and to ensure that the profile contained all the necessary elements that would be required for such a role, taking account of future challenges of the Service's development, stimulating positive cultural change within the Service, embracing the collaboration arrangements, and possessing excellent skills and building effective and productive relationships internally and externally.

The role profile was accordingly updated to contain more exacting criteria, requiring substantial evidence from applicants of their skills, experience, and personal qualities and attributes, using the National Fire Chiefs Council's recently developed Leadership Framework, the National Occupational Standards, and locally determined priorities. The role profile is contained within the Recruitment Pack, attached to this report at Appendix A.

The exercise of conducting this review, and the broader task of developing and concluding the recruitment exercise to appoint the Chief Fire Officer, which will be followed by that of the Deputy

Chief Fire Officer, was carried out by a time limited professional working group, featuring expert representation including the OPFCC Assistant Chief Executive/ Deputy Monitoring Officer, OPFCC FRS Policy & Scrutiny Officer, FRS Head of HR for and FRS Head of Communications.

The extensive research work and deliberations of this group resulted in the post being advertised with a salary range of £116,640 - £128,640, with initial appointment and incremental increases to be linked to a Chief Fire Officer progression plan, which will be finalised and agreed with the appointee.

Following an assessment of Mr Brodie's competency and in view of the progress already made in his Interim term of office in relation to the objectives in the Fire & Rescue Plan, it has been proposed and agreed in principle that Mr Brodie's starting salary will be £119,404 inclusive of operational allowances.

The full terms and conditions of the role are outlined in the recruitment pack at Appendix A.

Conclusion

Andrew Brodie is a highly experienced officer who brings a wealth of skills, knowledge and experience to the post of Chief Fire Officer and I am delighted he applied for this opportunity and is the selected candidate. Since the initial recruitment that took place in December 2018, and in the months that have followed, Andrew has demonstrated a real passion and commitment to the role here in North Yorkshire, and he has shown strong signs of being able to deliver the financial and organisational stability, and the positive cultural transformation that is needed within an evolving and modern Fire and Rescue Service.

Achieving stable, inspirational leadership and by so doing driving forward the programme of change and improvement within NYFRS, mean that in my judgement as PFCC Mr Brodie's appointment is in the interests of the public of North Yorkshire and the City of York. I am assured in this regard by the range of partner organisations who have assisted in the recruitment and selections process, whose high regard for Mr Brodie's candidacy is reflected in this report. I am in no doubt that he can command the respect and support of partners.

Andrew is, by now, very familiar with the challenges the organisation faces and has demonstrated a real ability and understanding as to how to meet these challenges to provide greater efficiencies and effectiveness for North Yorkshire Fire and Rescue Service and North Yorkshire Police. Andrew is clearly an ambitious, innovative and skilled individual, and I am very assured that he will work collaboratively and collegiately with North Yorkshire Police, ENABLE North Yorkshire and key partner agencies, engage enthusiastically with the T2020 programme of work, and that he will continue to drive North Yorkshire Fire and Rescue Service to be the best it can be.

Declaration

I propose Andrew Brodie as Chief Fire Officer for North Yorkshire Fire and Rescue Service.

Julia Mulligan
North Yorkshire Police, Fire and Crime Commissioner
Signature redacted by NYCC prior to publication

5 July 2019



Appendix A

Chief Fire Officer North Yorkshire

Recruitment Pack



JUNE 2019

North Yorkshire Police, Fire and Crime Commissioner



RECRUITMENT PACK CONTENTS

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MESSAGE FROM THE NORTH YORKSHIRE POLICE, FIRE AND CRIME COMMISSIONER



Thank you for your interest in the role of Chief Fire Officer for North Yorkshire Fire and Rescue Service.

This is a very exciting time for North Yorkshire Fire and Rescue Service and an opportunity to make a real difference for the people and communities of North Yorkshire helping them to stay safe and feel safe. We have a committed and passionate workforce, and a strong base from which to innovatively develop the Service.

The successful candidate will be instrumental in shaping and delivering this future, modernising delivery and infrastructure, and leading the introduction of innovative response and preventative practices. They will reach out to partners and communities to bring the Service to the table in new ways and be truly ambitious about how the Service can contribute to reducing vulnerability and supporting people in need.

At a time when resources are constrained, the ability to drive transformational change with enthusiasm and commitment is essential to bring everyone together to deliver our vision. It will be crucial to generate savings that can be reinvested to improve and modernise the Service and ensure that our communities remain some of the safest places to live and work in the country.

I believe that this position will be an exciting and professionally fulfilling opportunity to try new ideas, inspire the Service and partners, and truly deliver sustainable benefits for our communities and the Service that save lives.

Details of the role and how to apply are set out in this pack. If you would like an informal conversation with me about the role, please don't hesitate to contact me.

[Signature redacted by NYPFCP]

Julia Mulligan

North Yorkshire Police, Fire and Crime Commissioner

ADVERTISEMENT

NORTH YORKSHIRE FIRE AND RESCUE SERVICE – CHIEF FIRE OFFICER

£116,640 - £128,640

Application closing date: Monday 24 June, 9am

Two-day assessment: Day 1: Tuesday 2 July (am) Stakeholder Panel interview
Day 2: Wednesday 3 July (time tbc) Final Panel interview

We have an exciting opportunity for an ambitious, innovative and highly experienced individual to take on the role of Chief Fire Officer.

We are looking for an exceptional individual to bring a new approach to the delivery of fire and rescue services in North Yorkshire that can deliver real and sustainable benefits for the public, shaping and securing the future of the Service.

This is a time of great change for the Service, with the transfer of governance to the Police, Fire and Crime Commissioner in November 2018 and the recent introduction of Enable North Yorkshire, a formal collaboration arrangement bringing together support staff of North Yorkshire Fire and Rescue Service and North Yorkshire Police. The Chief Fire Officer will complete the implementation of the Commissioner's Local Business Case and embed her vision and objectives outlined in her Fire and Rescue Plan, modernising the Service and ensuring the effective delivery of services to local communities.

Applicants must currently operate at competent Assistant Chief Officer level or above and display strong evidence of operating at a strategic level within a Fire and Rescue Service.

Applicants are also required to evidence academic achievement e.g. a relevant Masters degree or to demonstrate equivalent experience. The provision of Incident Command leadership is essential and applicants must currently operate at Gold Commander level or equivalent to apply.

The role is based in Northallerton but the applicant will be expected to travel across North Yorkshire and the City of York to meet the requirements of the role and the Continuous Duty System. During 2019/2020, North Yorkshire Fire and Rescue HQ will move from existing premises to occupy shared premises with North Yorkshire Police, also in Northallerton.

Informal conversation

If you would like an informal conversation about this opportunity with Julia Mulligan, Police, Fire and Crime Commissioner, please email Julia's Office Manager, Tina James-McGrath: Tina.James-McGrath@northyorkshire-pfcc.gov.uk. Sessions will be booked on or before Thursday 20 June.

Application

To apply, candidates should read the full recruitment pack and complete both the application form and supporting statement. Please use the link below to access the relevant documents.

<https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/get-involved/vacancies/chief-fire-officer/>

RECRUITMENT TIMETABLE AND PROCESS

Timetable

| | |
|---|----------------------------------|
| Opportunity for informal conversation with the PFCC | up to and including 20 June |
| Application closing date | 24 June (9am) |
| Sift process and shortlisting | 25 June |
| Invitation to interview | 25 June |
| Psychometric assessment – online | 26 June (must be am) |
| Psychometric validation call | 26 June (pm) |
| Stakeholder panel interview | 2 July, Police HQ, Northallerton |
| Final panel interview | 3 July, Police HQ, Northallerton |

The preferred candidate is requested to be available on the following dates. These are provisional and may be subject to change. Claims for reasonable travel and subsistence costs for these two trips will be considered.

| | |
|---|------------------------|
| Confirmation hearing at the Police, Fire and Crime Panel | 18 July, York |
| Participation in the recruitment of the Deputy Chief Fire Officer | 29 July, Northallerton |

Informal conversation and queries

If you have any queries or would like an informal conversation about this opportunity with Julia Mulligan, Police, Fire and Crime Commissioner, please email Julia's Office Manager, Tina James-McGrath: Tina.James-McGrath@northyorkshire-pfcc.gov.uk. Sessions will be booked on or before Thursday 20 June.

Applications

You are strongly advised to read all sections of this pack and familiarise yourself with the Commissioner's Draft Fire and Rescue Plan and other documents listed, before completing and submitting your application.

A link to the application form and the eligibility and supporting statement is available online via: <https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/get-involved/vacancies/chief-fire-officer/>

ROLE PROFILE

| | | | |
|------------------------|--|------------------------------------|---|
| Role Title | Chief Fire Officer | Reporting To | Police, Fire & Crime Commissioner (PFCC) |
| Role/Grade | Brigade Manager/Principal Officer | Designated Responsibilities | All aspects of operational and technical management of the Service |
| Workplace | Service Headquarters | | |
| Purpose of Role | <ul style="list-style-type: none"> • To provide overall inspirational leadership, as set out in the NFCC Leadership Framework’s four levels of leadership, to North Yorkshire Fire & Rescue Service, promulgating, creating a compelling narrative around, and communicating the vision for the Service, engaging people to commit to and support delivery of that vision, ensuring that the Service becomes and remains an exemplary fire service that ensures the public are safe and feel safe. • To lead, support and continually develop the Corporate Management Team, actively demonstrating values of a modern, evolving Service driving forward organisational change, delivering improved community outcomes and results, increasing public and organisational confidence, trust and satisfaction and enabling the delivery of an effective and efficient fire & rescue service. • To have overall responsibility for the strategic development, integrity, cultural change and performance standards of the Service, ensuring the development of inclusive and positive values and behaviours, diversifying staff to reflect the communities we serve, and making the fire and rescue service a great place to work for all our people. • To lead the Service’s people, from crew/watch managers, first line managers to whole time and on-call firefighters, promoting distributed leadership at all levels to create an innovative and empowered workforce, with excellent training and education to ensure continuous improvement of services to the public, acting as ambassador for learning through personal practice, inspiring and building people, and creating and sustaining a learning organisation. • To support the health and well-being of all our people, embracing inclusion, diversity, innovation, and being open to alternative perspectives and strengthening the Service’s ability to meet its objectives and deliver good outcomes. • To hold direct operational accountability for the fire and rescue response to incidents, including major and critical incidents, and its effective command and leadership. To be responsible for influencing the development of fire and rescue response, providing a professional and efficient fire and rescue service, including, where relevant, input into national operations or standard setting. • To provide North Yorkshire with an outstanding and well-managed Fire & Rescue Service, and ensure the fulfilment of statutory and legal obligations of the Chief Fire Officer in accordance with the scheme of delegation and Schemes of Governance and Consent which determine service governance arrangements and which set out the full roles and responsibilities of the Police, Fire and Crime Commissioner and Chief Fire Officer respectively. • To define the requirements of North Yorkshire Fire and Rescue Service for services from ENABLE North Yorkshire and provide comprehensive and coherent direction to the Managing Director to ensure those services are properly provided. | | |

Primary Functions:

To work closely together with the Police, Fire & Crime Commissioner, to deliver the Fire & Rescue Service priorities and objectives set out in the PFCC's Fire & Rescue Service Plan, and to take responsibility for the role, powers and duties of the Chief Fire Officer, as provided for by law and by local, regional and national governance frameworks, including but not limited to the Accountabilities, Behaviours and Development practices set out in the locally-adapted Fire & Rescue Service Professional Role Profile as follows:

- Formulate and guide implementation of key strategies, policies and plans which guide and improve service delivery, and reduce risk in the community, in consultation with key stakeholders, linking to wider plans and objectives, such as the Fire & Rescue Plan and the Integrated Risk Management Plan, to provide an effective and efficient fire and rescue service that meets current and future public need.
- Maintain availability for strategic operational command purposes as required by the Gold Command rota and respond to operational incidents in line with Service policies, leading and commanding the operational fire and rescue service responses on occasion, in the most-high risk and high-profile instances, in order to protect the public and ensure an appropriate and effective response.
- Ensure efficient and effective management of the Service by leading, inspiring and engaging the Corporate Management Board / Principal Officer Group team; setting, and leading by example, flexible approaches to a workforce culture that promotes wellbeing and facilitates impactful professional development and performance management to create empowered teams that enable the achievement of the Service vision and goals.
- Develop and maintain effective management arrangements and processes, through compliance with the PFCC's local code of Corporate Governance, primary strategies / policies and relevant regulatory responsibilities, to ensure effective decision-making and appropriate action at all levels/tiers of the organisation.
- Lead the Service, communicating a clear direction, setting the organisational pace, organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service, providing and actively promoting clear, consistent, highly visible leadership across the Service, to build a culture of trust, high performance and continuous improvement.
- Lead and be accountable for planning, programme management, performance standards and quality assurance systems, driving a culture of development, change and innovation, undertaking regular evaluation of the activities of the Fire & Rescue Service, and identifying and using evidence-based service delivery opportunities to ensure enhanced productivity, provide value for money and achieve continuous improvement.
- Promote the Service core values, champion the benefits of equality and diversity, ensuring the Service operates and promotes fair and open practices relating to employment and service delivery, ensuring compliance with standards of behaviour and codes of conduct, in accordance with the relevant legislation relating to equality and fairness.
- Support and engender a safety culture throughout the Service to ensure compliance with Health and Safety requirements and best practice.
- In line with Service policies and operational priorities, to convene, attend (Chair as appropriate) Business Continuity Management Team (BCMT) meetings for the purpose of resolving any potential or actual strategic interruption to key Service functions.
- Work closely and build excellent working relationships with the Chief Constable of North Yorkshire Police, the Managing Director of ENABLE North Yorkshire, and executive leaders of County and City organisations to ensure a comprehensive, coherent and resilient approach and response to community safety, including prevention and early intervention opportunities, broad impact critical incidents including those that require multi-agency responses, and to optimise opportunities for joint engagement to build confidence with the public.
- Develop and maintain strategic relationships with local, regional and national partners, effectively influencing and collaborating, to contribute to and diffuse improvements and change in the broader operating context and enable the achievement of the Service objectives.

- Foster and develop appropriate industrial relations with the respective representative bodies, and support and promote appropriate policies.
- Advise national bodies such as COBR on matters of public safety and national security to contribute to effective decision making that protects the public from serious threat and upholds the law.
- Liaise with the Chief Financial Officer in respect of effective Service financial management, determining functional budgets within the agreed framework as issued by the Police Fire and Crime Commissioner, and ensure the effective and efficient use of public spending in order to maximise value for money.
- Play an active role in national decision making on the development of the Fire & Rescue Service, to enable the effective co-ordination of operations, reform and improvements in fire & rescue services, and ensuring efficient use of public funds.
- Represent the Service at a local, regional and national level to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in the Fire & Rescue Service and value for money within North Yorkshire and the Yorkshire region.
- Contribute, where possible, to regional, national and international thinking, policy and guidance within an area of specialism to enable the continuous improvement of effective fire and rescue practice.
- Identify and assess regional, national and international developments that affect Service provision; informing and advising interested parties of the implications, formulating options so that implications can be effectively managed.
- Work with stakeholders at local, regional and national levels, with and external to the Fire Service, to influence and contribute to service strategy. Ensure effective communications are maintained with key Service stakeholders through the provision of appropriate reports, consultation documents, general updates and publications.
- In conjunction with the Leadership Team develop, implement and monitor information management systems to meet statutory requirements and to provide effective information and communication technology.
- Demonstrate a commitment to personal development in line with agreed priorities and objectives and actively participate in the Service appraisal system.
- Attain and maintain personal competence in respect of role map functions and any relevant / designated professional qualifications requirements.
- Act in accordance with PFCC's/Service policies, procedures and staff code of conduct.

Secondary Functions:

To be contactable by the Service via PDA/Pager in respect of Operational / Business Continuity Management Team responsibilities in accordance with the post specific Statement of Particulars

Expertise in Role Required at Selection

Nationally Recognised Gold Command FRS Operational Qualification and a Relevant Executive Management Qualification / Accredited Prior Learning / Experience

Expertise in Role Required during Development

Maintenance of Competence in line with current National Qualification / Course Requirement. Specific qualifications / expertise identified as appropriate for the role by the PFCC

Leadership Framework: Personal Qualities and Attributes

Personal Impact – being a positive presence

- Champions and embodies inclusion, diversity and integrity, communicating, driving and embedding a fair, inclusive and ethical approach within the organisation
- High emotional intelligence, with excellent and open communication skills, embracing active listening opportunities
- Promoting and role modelling FRS values and professional standards, and disseminates this through diffused leadership approach
- Promotes and follows reflective practice principles, embracing opportunities for learning and taking steps to ensure continuous improvement
- Proactive and adaptive to tackling sensitive situations, providing support and management solutions
- Looks after self and others, seeking help and support where needed, and encouraging others to do the same

Outstanding Leadership – building high performing teams

- Projects and promotes a confident, skilful and focused attitude, inspiring the same standard across the FRS
- Be an ambassador for the FRS, taking pride and responsibility for the work of the FRS, communicating with passion and integrity
- Champions FRS ambition and the vision of the PFCC to all key stakeholders
- Works with the whole FRS team to establish clear sense of purpose and set expectations and goals
- Is accountable and takes responsibility for team effectiveness, devolving and delegating where this will help achieve overall outcomes
- Leads, involves and motivates others, creating and implementing strategies for influencing others both within the FRS and in the community
- Uses flexible and adaptive leadership approaches to optimise engagement with individuals and situations
- Committed and able to develop self, individuals and units, offering coaching, mentoring and debriefing opportunities, and promoting principles of a learning organisation, to help FRS people be the best they can be

Service Delivery – delivering high quality services

- Focused on public need and developing the safety of our communities, fostering and maintaining constructive and positive working partnerships and collaborative relationships
- Gathers information in order to predict future requirements, and make plans to resolve or minimise issues
- Understands and addresses risks and diverse needs of people and communities
- Horizon scans to prioritise own work and to take long term view, factoring in the political, social and economic landscapes, designing effective response strategies, using innovation and new technology
- Monitors quality and effectiveness and efficiency of service delivery, taking account of emerging risk and issues, evaluating the impact of any changes
- Promote use of formal and informal engagement and consultation methods with staff and customers
- Develop smart and lean organisational systems and processes that support the workforce, and which are adaptable to future change
- Use evidence-based decision making, developing and implementing thoughtful solutions

Organisational Effectiveness – ensuring what we do is linked to organisational plans and values

- Demonstrates acuity of key organisational goals, ensure team understands this, and is cognisant of broader priorities and how the organisation contributes more widely
- Leads organisation and contributes to joint working to achieve excellence, developing vision, mission and strategic business plan, inclusive or diverse and changing community risks.
- Anticipates, analyses and responds to the political environment from a strategic perspective, and creates and implements effective plans to deliver long-term organisational strategic objectives
- Drives and manages the change process, seeking opportunities to create and implement improved organisational effectiveness, encouraging and empowering staff to adopt flexible approaches, and to contribute to and influence decisions.
- Works within organisational policies, procedures and processes, speaking out promptly regarding safety or organisational risk
- Seeks to improve own and organisational performance, and enable continuous improvement, supporting the FRS to be an inclusive employer of choice
- Takes responsibility for ensuring well-crafted organisational messages on key issues are communicated effectively, monitoring how they are being received and disseminated across and down the organisation, clarifying where needed, and remedying any systematic and/ or systemic failure points

Rolemap (National Occupational Standards)

| | |
|---|--------|
| Provide strategic advice and support to resolve operational incidents | EFSM1 |
| Lead, monitor and support people to resolve operational incidents | EFSM2 |
| Plan organisational strategy to meet agreed aims & objectives | EFSM4 |
| Plan implementation of organisational strategy to meet objectives | EFSM5 |
| Evaluate organisational performance against agreed measures | EFSM7 |
| Lead organisational strategy through effective decision making | EFSM8 |
| Select required personnel for employment | EFSM13 |
| Manage the performance of teams and individuals to achieve objectives | EFSM14 |
| Develop teams and individuals to enhance work-based performance | EFSM15 |
| Manage yourself to achieve work objectives | EFSM16 |
| Exchange information to ensure effective service delivery | EFSM20 |

Signatures

Approved by: PFCC

Date:

Agreed by: Postholder

Date:

LEADERSHIP FRAMEWORK

The Personal Qualities and Attributes for the role are based on the NFCC Leadership Framework.

Personal Impact

ensures we value, respect and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.

Outstanding Leadership

is about building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.



Organisational Effectiveness

is ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

Service Delivery

is about delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focussed approach, continuous improvement and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

The Leadership Framework replaces the Personal Qualities and Attributes (PQAs), making them simpler, and provides a consistent approach to leadership and development for all staff, irrespective of discipline, role or function. The framework brings together the 'what and the how'; combining traditional operational and professional competence with behavioural expectations. The behaviours are described below and the Core Learning Pathways are outlined in a separate document.

The framework is built around four quadrants as above, and is measured at four levels, with each building on the previous. The critical feature of the fire and rescue service Leadership Framework is that it's relevant to all fire and rescue service roles and uses defined and observable measures to assess the potential and performance of our staff.

Personal Impact – this is about self

| Leading Yourself | Leading Others | Leading the Function | Leading the Service |
|---|--|--|---|
| <ul style="list-style-type: none"> ● I value inclusion and set a positive example of appropriate behaviour for peers and new starters. | <ul style="list-style-type: none"> ● I take responsibility for inclusion, and encourage different points of view. | <ul style="list-style-type: none"> ● I role model and mentor others in how they communicate and engage to encourage inclusion. | <ul style="list-style-type: none"> ● I promote and role model inclusion. ● I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work. |
| <ul style="list-style-type: none"> ● I encourage open communication and actively listen to and value others contributions. | <ul style="list-style-type: none"> ● I communicate responsibly and with sensitivity and respect for others. | <ul style="list-style-type: none"> ● I enter into dialogue not conflict. When conflict does occur, I handle it in a professional manner. ● I use a variety of engagement methods to seek feedback and understand people's views on emerging issues. | <ul style="list-style-type: none"> ● I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public. ● I use non-stigmatising behaviours or language and non-stereotypical language. ● I promote two-way dialogue. |
| <ul style="list-style-type: none"> ● I look for opportunities to learn and develop my skills and behaviours. ● I admit and learn from my mistakes and celebrate my successes with the team. | <ul style="list-style-type: none"> ● I encourage others to admit to and learn from their mistakes, and to celebrate their successes. | <ul style="list-style-type: none"> ● I seek feedback about my own performance in order to keep learning and developing. | <ul style="list-style-type: none"> ● I evaluate my own performance and take steps to continuously improve. |
| <ul style="list-style-type: none"> ● I understand how my actions and behaviour impacts on others. ● I recognise and challenge inappropriate behaviour. | <ul style="list-style-type: none"> ● I am aware of my impact on the people around me and I always seek to improve how I work with others. ● I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution. | <ul style="list-style-type: none"> ● I recognise and monitor the impact of my decisions. ● I am willing to adapt and modify my behaviour in order to meet emerging needs. ● I am willing to coach and mentor others to adapt their behaviour. | <ul style="list-style-type: none"> ● I work hard to build and keep trust by listening to others' views and adapting to change. |
| <ul style="list-style-type: none"> ● I look after myself and others, and seek help if I need it. ● I look after my mental health. | <ul style="list-style-type: none"> ● I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available. | <ul style="list-style-type: none"> ● I create a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in my area are coping. | <ul style="list-style-type: none"> ● I recognise the pressures of leading an organisation, role modelling resilience and promoting a healthy work-life balance. ● I embed wellbeing and mental health in all strategies, setting up systems to monitor and support employee mental health and organisational wellbeing. |

Outstanding Leadership – this is about others

| Leading Yourself | Leading Others | Leading the Function | Leading the Service |
|---|---|--|--|
| <ul style="list-style-type: none"> I am an ambassador for the service, taking pride and responsibility for the work we do and encouraging others to do the same. | <ul style="list-style-type: none"> I work with the team to establish a clear sense of purpose and set expectations to achieve our goal. | <ul style="list-style-type: none"> I work with people both inside and outside the organisation to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback. | <ul style="list-style-type: none"> I work with others to establish the strategic direction and the working goals of the organisation. |
| <ul style="list-style-type: none"> I take responsibility and accountability for the quality of my own work. | <ul style="list-style-type: none"> I take responsibility for team effectiveness which focusses on improving outcomes and decisions. | <ul style="list-style-type: none"> I am accountable for the output of my teams and devolve responsibility for work to the appropriate level. | <ul style="list-style-type: none"> I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public. I use non-stigmatising behaviours or language and non-stereotypical language. I promote two-way dialogue. |
| <ul style="list-style-type: none"> I value and appreciate differences in people and treat everyone with kindness and respect. | <ul style="list-style-type: none"> I encourage all the people in my team to speak and share their views. | <ul style="list-style-type: none"> I value the team and know how to make best use of their diverse skills and strengths. I use a variety of engagement methods to seek feedback and understand people's views on emerging issues. | <ul style="list-style-type: none"> I champion our ambition to display outstanding leadership at every level, to create an environment where people can bring their whole self to work and be the best they can be. |
| <ul style="list-style-type: none"> I role model proactively, learning new skills and behaviours. | <ul style="list-style-type: none"> I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary. I use debriefing and other learning from the organisation to help my team develop. I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best. | <ul style="list-style-type: none"> I look for opportunities to develop people and promote a learning culture. I nurture future talent and proactively plan for succession. I take the opportunity to coach, support and mentor people outside of my own immediate team or discipline. | <ul style="list-style-type: none"> I foster and embed the principles of a learning organisation. I ensure fair and effective systems and methods are in place for succession and nurturing people's career. I role model ethical and outstanding leadership, encouraging a coaching culture and putting in place mechanisms which give people access to coaching and mentoring. |

Service Delivery – this is about task

| Leading Yourself | Leading Others | Leading the Function | Leading the Service |
|---|--|---|--|
| <ul style="list-style-type: none"> I am focussed on customer needs in my approach to my work, including issues of safeguarding and inclusion. I act as a role model for my community. | <ul style="list-style-type: none"> I focus on the needs of our customers. I seek to understand and address the specific risks and diverse needs of people and communities. | <ul style="list-style-type: none"> I take a business-like approach that considers how to achieve better outcomes for communities. | <ul style="list-style-type: none"> I am aware of the wider impact the organisation has on improving community outcomes. |
| <ul style="list-style-type: none"> I plan ahead and prioritise my work, managing my time effectively to get things done. | <ul style="list-style-type: none"> I look ahead to anticipate issues with local service delivery and performance, and make plans to resolve or minimise issues. | <ul style="list-style-type: none"> I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly. | <ul style="list-style-type: none"> I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation. |
| <ul style="list-style-type: none"> I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money. | <ul style="list-style-type: none"> I develop and review plans to make the best use of resources, and challenge any misuse of resources. | <ul style="list-style-type: none"> I consider the financial and resource implications of decisions and adjust my approach and recommendations, and manage budgets accordingly. | <ul style="list-style-type: none"> I set strategies and budgets through consultation, which represent the best value service now and into the future for communities. I ensure that all staff demonstrate appropriate levels of business awareness. |
| <ul style="list-style-type: none"> I spot opportunities to improve the way we do things for people, and put ideas forward. | <ul style="list-style-type: none"> I develop systems and processes that are people focussed. | <ul style="list-style-type: none"> I seek the views of others on service quality and effectiveness to identify ideas for improvement. | <ul style="list-style-type: none"> I promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service. |
| <ul style="list-style-type: none"> I actively contribute to problem-solving and take time to understand the issues fully. | <ul style="list-style-type: none"> I use different problem-solving techniques with others to generate solutions that improve the service for our customers. | <ul style="list-style-type: none"> I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources. | <ul style="list-style-type: none"> I implement systems to measure the quality of our decision making and to learn lessons. I take account of emerging issues and risks and put in place plans to limit the negative consequences to our service. |
| <ul style="list-style-type: none"> I take decisions based on supporting evidence, risk, and my prior knowledge of good practice. | <ul style="list-style-type: none"> I make evidence-based decisions and consider the risks, including financial and resource impacts. | <ul style="list-style-type: none"> I evaluate the impact of any changes to service delivery to learn lessons and implement that learning. | <ul style="list-style-type: none"> I use evidence from our own and other's organisations to set strategy and direction for the service. |
| <ul style="list-style-type: none"> I work to foster trust with others and build constructive working relationships to achieve goals. I find out about my local community and risks, to ensure we are offering the best service. | <ul style="list-style-type: none"> I encourage my team to build constructive working relationships with others to achieve our aims. I'm outcome focussed in my approach and make decisions based on better service outcomes. | <ul style="list-style-type: none"> I seek out opportunities to work collaboratively across teams and functions to improve service delivery. | <ul style="list-style-type: none"> I proactively build and sustain collaborative relationships with members, partners and high-level stakeholders to shape and influence wider public service delivery, reducing barriers to effective working. I encourage innovation, including new technology, to improve service delivery. |

Organisational Effectiveness – this is about organisation

| Leading Yourself | Leading Others | Leading the Function | Leading the Service |
|--|--|---|--|
| <ul style="list-style-type: none"> I know what the key organisational goals are and how I make a difference. | <ul style="list-style-type: none"> I make sure the team understands how our work contributes to and delivers organisational priorities. | <ul style="list-style-type: none"> I am aware of wider organisational and political priorities and how our function contributes more widely. | <ul style="list-style-type: none"> I lead the organisation and develop the vision, mission and strategic business plan, which are inclusive of diverse and changing community risks. I take a long-term view which considers the future political, social and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation. |
| <ul style="list-style-type: none"> I work within the organisations policies, procedures and processes. I speak out promptly if I see or hear of a safety or organisational risk. | <ul style="list-style-type: none"> I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk. | <ul style="list-style-type: none"> I actively seek to understand the nature of risk in various projects and act to mitigate those risks or report them. | <ul style="list-style-type: none"> I act as a professional advisor to governance at all levels. I ensure that our approach to corporate risk is well considered and reasonable in the circumstances. |
| <ul style="list-style-type: none"> I offer ideas and feedback to improve our services, and take on board other's ideas. | <ul style="list-style-type: none"> I encourage staff to be flexible in their approach and empower them to contribute and influence decisions. I create conditions where team members are empowered to suggest and implement new ways of working. | <ul style="list-style-type: none"> I look at what other organisations are doing to solve similar organisational issues, taking on board what they are doing and sharing best practice with them. I encourage and respond to challenge appropriately, and am willing to adapt my thinking with new information or better evidence. | <ul style="list-style-type: none"> I strive to establish a learning ethos both internally and externally. I create conditions for innovation and change that support our vision. |
| <ul style="list-style-type: none"> I continuously seek to improve my performance to contribute to organisational goals. | <ul style="list-style-type: none"> I promote continuous improvement for the team and the organisation. | <ul style="list-style-type: none"> I improve business processes to promote more efficient ways of achieving our plans. | <ul style="list-style-type: none"> I foster and enable continuous improvement through using the right tools and methods. I continuously develop the organisation to be an inclusive employer of choice. |
| <ul style="list-style-type: none"> I am open to, and positively engage with, new ways of working. | <ul style="list-style-type: none"> I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded. | <ul style="list-style-type: none"> I take ownership of change and help others to understand, adapt to, implement and embed change. | <ul style="list-style-type: none"> I challenge the status quo and compare our performance against other fire and rescue services, other public services, and other relevant business sectors. I evaluate and ensure changes are being embedded in the organisation. |
| <ul style="list-style-type: none"> I positively seek organisational information about how well we are doing and what is changing. I can be trusted with sensitive information. | <ul style="list-style-type: none"> I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to. | <ul style="list-style-type: none"> I take responsibility for delivering organisational messages positively, even in difficult circumstances. | <ul style="list-style-type: none"> I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and passed down the organisation. |

NATIONAL OCCUPATIONAL STANDARDS

The National Occupational Standards for the role are set out below. Further information about them can be found at [National Occupational Standards](#) website or by clicking on the links in the table below.

| | |
|------------------------|---|
| EFSM1 | Provide strategic advice and support to resolve operational incidents |
| EFSM2 | Lead, monitor and support people to resolve operational incidents |
| EFSM4 | Plan organisational strategy to meet agreed aims and objectives |
| EFSM5 | Plan implementation of organisational strategy to meet objectives |
| EFSM7 | Evaluate organisational performance against agreed measures |
| EFSM8 | Lead organisational strategy through effective decision making |
| EFSM13 | Select personnel for employment |
| EFSM14 | Manage the performance of teams and individuals to achieve objectives |
| EFSM15 | Develop teams and individuals to enhance work based performance |
| EFSM16 | Manage yourself to achieve work objectives |
| EFSM20 | Exchange information to ensure effective service delivery |

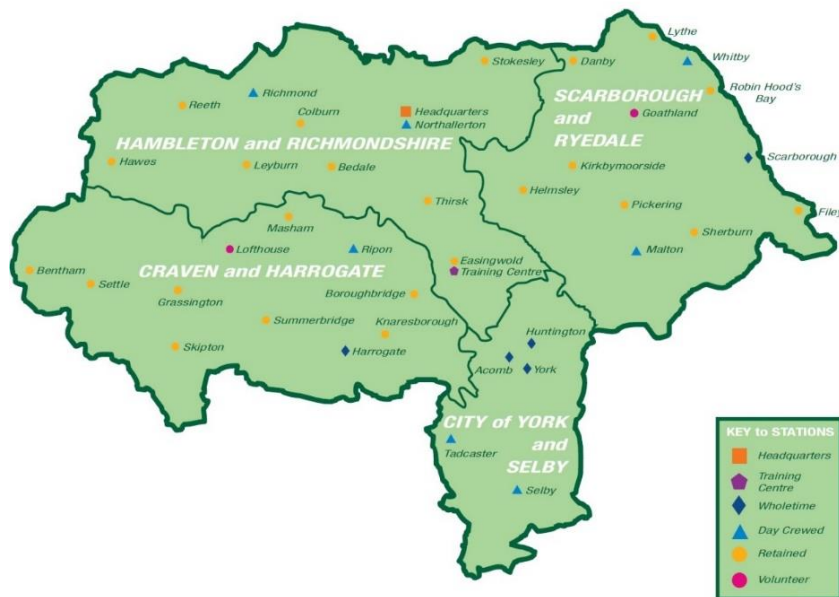
**ABOUT
NORTH YORKSHIRE,
NORTH YORKSHIRE FIRE AND RESCUE SERVICE
AND
ENABLE NORTH YORKSHIRE**

North Yorkshire

- North Yorkshire Fire and Rescue Service serves the communities of North Yorkshire and the City of York. The population of 819,800 is spread across isolated rural settlements and farms, market towns and larger urban areas such as York, Harrogate and Scarborough.
- North Yorkshire is England's largest county, covering an area of almost 3,212 square miles. It stretches from the North Sea in the east to beyond the Pennine watershed in the west and from the Tees in the north to the Ouse and beyond in the south. This provides particular challenges associated with rurality and travel distances.
- The county has two of England's ten national parks, three designated areas of outstanding natural beauty, over 200 sites of special scientific interest and over 12,000 listed buildings.
- The A1M and M62 motorways, the A66, A59 and A64 major roads and the East Coast Main Line from London to Edinburgh run through the county.
- North Yorkshire contains several important waterways including the River Ouse – the third busiest river in England.
- Major industry includes Drax, the second largest coal-fired power station in Europe.
- The county also contains a number of military establishments including Catterick Garrison, the largest military garrison in Western Europe.
- North Yorkshire, with its national parks and over 800 tourist attractions, receives more than 20 million visitors each year.
- Agriculture is the main industry outside of the main towns.
- The City of York is home to over 21,000 students, with two universities, drawing students from all over the world. Significant employers in this area include companies in IT, financial, transport infrastructure and manufacturing.



North Yorkshire Fire and Rescue Service



- Our more urban areas have shift stations, larger market towns have day crewed (self-roster) stations and smaller towns/rural villages have on-call. We also have two volunteer stations.
- Around 55% of our operational staff are on-call firefighters.
- There have been a number of changes within the Service recently, including changes to the governance arrangements and to the corporate management board membership.
- Like most of the public sector, the Service is operating in a difficult financial climate. In June 2018 our required savings stood at £2.5 million. A review of expenditure requirements along with the identification of a number of savings opportunities was undertaken. The impact of the review on the overall projected deficit by 2022/23 is a recurring imbalance of £1m across the life of the Medium Term Financial Plan approved in February 2019.
- Despite these challenges we are a Service looking to transform. As part of the governance transfer, the PFCC commissioned an independent report of the Service, setting out strengths, weaknesses, threats and opportunities.
- North Yorkshire Fire and Rescue Service has also been subject to a transformation programme (Transform 2020) to identify savings and efficiencies that help our service and North Yorkshire Police provide value for money to the public of North Yorkshire and the City of York.

- ENABLE North Yorkshire is a formal collaboration bringing together the business support functions for North Yorkshire Police (NYP) and North Yorkshire Fire and Rescue Service (NYFRS). It will ensure the support services which enable our emergency services to operate come together in serving the public.
- The functions (both NYP and NYFRS) included in ENABLE North Yorkshire are listed below:

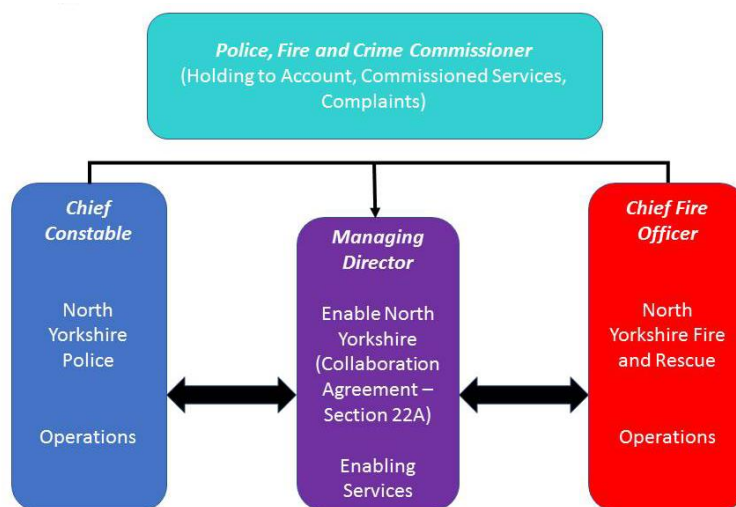
| Functional Area | NYP | NYFRS |
|---|---------------------------|---|
| Administration | X (BAS) | X |
| Communications | X (Corporate) | X |
| Finance | X | X (Payroll) |
| HR and Learning & Development | X | X (Training Delivery, Occupational Health, Health & Safety) |
| ICT | X | X |
| Information Management | X | X |
| Strategic Intelligence, Information and Performance | X (Analytics, Inspection) | X |
| Organisational Change | X | X |
| Transport, Logistics and Estates | X | X |
| Legal* and Procurement | | X |

*NYP's legal team is not included as Evolve, a collaboration with Cleveland and Durham police forces, is the existing collaboration agreement through which NYP legal services are provided.

- The Chief Constable and Chief Fire Officer will be jointly responsible for setting out the requirements of the collaboration and the services we need, which will be delivered by the Managing Director. The Commissioner will hold the Chief Constable and Chief Fire Officer to account for efficient and effective service delivery.

The outline organisational structure below shows what this looks like:

Outline organisational structure



TERMS AND CONDITIONS

Appointment

The appointment will be made on a conditional basis subject to references and appropriate medical clearance, including the completion of a pre-physical questionnaire, fitness test and health surveillance as standard practice.

The offer will be also be subject to Non-Police Personnel Vetting Level 3 (NPPV 3) and National Security Vetting at Security Check (SC) Clearance.

Confirmation hearing

The Commissioner will make an appointment subject to a Confirmation Hearing by the Police, Fire and Crime Panel. The successful candidate will be invited to attend this hearing on 18 July 2019.

Salary and development

The gross salary for Chief Fire Officer is £116,640 - £128,640, inclusive of operational allowance. The basic pay is distributed across a 6-point scale, the starting position of which reflects the level of experience, suitability of role and previous pay rate. Progression of the scale could be at an accelerated rate, subject to achieving satisfactory performance against agreed objectives with the Police, Fire and Crime Commissioner.

The Chief Fire Officer will receive an annual NJC-negotiated cost-of-living pay rise.

Relocation expenses

The post holder's residence should be within a reasonable travelling distance of North Yorkshire Fire and Rescue HQ in Northallerton to fulfil the responsibilities of the post.

Reasonable relocation costs will be considered, depending on the applicant's circumstances.

Car

A vehicle will be provided to enable operational provision as required.

Continuous Duty System

All Brigade and Area Managers (B&AMs) are conditioned to a Continuous Duty System (CDS) to maintain Gold Duty Rota. Please refer to the attached link for the policy.

<https://www.northyorkshire-pfcc.gov.uk/how-can-we-help/get-involved/vacancies/chief-fire-officer/>

Working duty

The post holder will not hold any other appointment or engage in other work except with the prior written consent of the Police, Fire and Crime Commissioner.

Notice period

Termination of the appointment by the appointed person will require a three month notice period to be provided to the Police, Fire and Crime Commissioner.

Pension

The successful candidate will be contractually enrolled into the Firefighters' Pension Scheme (FPS) but can opt-out of the scheme should they wish to.

The FPS is comprised of a number of schemes. If the appointee is already a pension scheme member, they will be entitled to remain in their current scheme. The pension scheme protections

that currently apply will continue unchanged following appointment. If, however, the successful candidate is not currently a member of the FPS, they will be contractually enrolled into FPS 2015: the scheme available to all new members.

The FPS is administered by West Yorkshire Pension Fund (WYPF) on behalf of North Yorkshire Fire & Rescue Service. Comprehensive information relating to the FPS is available on the WYPF website www.wypf.org.uk.

Normal Pension Age is the age when you can retire and take the pension you have built up in full. The Normal Pension Age differs between the schemes that comprise the FPS; in summary, these are:

- FPS 1992: age 55. Members can, however, retire from age 50 providing they have at least 25 years' pensionable service. If you are a Chief Officer, and were appointed to the role, before 1 July 2013, you will require permission to retire before age 55
- FPS 2006 (standard section): age 60
- FPS 2006 (retained modified section of the scheme): age 55
- FPS 2015: age 60

It has been agreed that North Yorkshire Fire & Rescue Service will apply abatement to any role to which a retiree from the Firefighters' Pensions Scheme is appointed following widening of the discretions available to Fire and Rescue Authorities. Abatement is the process of reducing or stopping a member's pension if a member retires and then returns to work in the public sector. Government policy is that pension payments should be abated where a member is re-employed in the public sector and receives a pension and salary which exceeds their earnings before retirement.

Anyone in the Local Government Pension Scheme is subject to the rules on abatement if they are re-employed and in receipt of a pension.

BACKGROUND READING

Draft Fire and Rescue Plan

The Police, Fire and Crime Commissioner's Draft Fire and Rescue Plan sets out the strategic vision, priorities and objectives for North Yorkshire Fire and Rescue Service over the next two years for how it will better respond to the needs of our communities.

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/05/DRAFT-Fire-Rescue-Plan-2019-2021.pdf>

North Yorkshire Fire and Rescue Service - Integrated Risk Management Plan 2016-2020

https://www.northyorksfire.gov.uk/useruploads/files/plans_reports_strategies/16047_community_safety_plan_jan2018.pdf

Website of the North Yorkshire Police, Fire and Crime Commissioner

www.northyorkshire-pfcc.gov.uk

Local Business Case for Joint Governance of Police and Fire and Rescue in North Yorkshire

www.northyorkshire-pfcc.gov.uk/content/uploads/2017/10/North-Yorkshire-LBCWorking-Better-Together.pdf

Corporate Governance Framework

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/04/North-Yorkshire-Police-Fire-and-Crime-Commissioner-Fire-and-Rescue-Authority-Corporate-Governance-Framework.pdf>

Independent Report on North Yorkshire Fire and Rescue Service

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2018/11/Report-into-North-Yorkshire-Fire-and-Rescue-Service.pdf>

Interim Chief Fire Officer's 100 Day Report to the Police Fire and Crime Commissioner

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/05/100-Day-Report-to-PFCC.pdf>

Medium Term Financial Plan

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/03/2019-20-Budget-and-Capital-Programme-and-MTFP-to-2022-23-Fire.pdf>

Transform 2020 (change programme)

<http://democracy.northyorks.gov.uk/FunctionsPage.aspx?dsid=87217&action=GetFileFromDB>

Personal Statement for Police, Fire and Crime Panel.**Andrew Brodie, interim Chief Fire Officer.**

It's an honour to be named as the preferred candidate to lead North Yorkshire Fire and Rescue Service. I have the experience, skills and qualities to carry out the role, demonstrated throughout five months as interim Chief Fire Officer and well-regarded work in other services and organisations. Having spent over twenty years working in Cumbria, it's exciting and rewarding to be back in a large, rural area with the opportunities and challenges presented.

Background

Following education in Northern Ireland and Scotland, I joined Cumbria Fire Service as a teenage firefighter in 1990. I progressed through various roles and departments to Station Manager, working in the industrial west of the county, headquarters, Kendal and Barrow-in-Furness. Experience in Training, Technical Services and Community Safety, as well as working on fire stations, provided a breadth of knowledge of the service that has stood me in good stead for further progression. I undertook a long course of part-time study, including a BA (Hons) in Business Management and a Post Graduate Diploma in Public Service Leadership.

Unusually, I undertook two secondments from Cumbria Fire Service, broadening my perspective, knowledge and networks even further. The first was on the central government FiReControl project as Business Change Manager. Representing the service in the North West and West Midlands region, I regularly briefed government Ministers, Members of Parliament, Regional Management Boards and Chief Officer teams. The second secondment was as National Lead for Fire Policy in the Audit Commission, the assessment and inspection body for fire and rescue services at that time. I provided the policy and guidance for delivery teams, wrote and tested the Commission's inspection methodology for fire, and produced the Value for Money tool. These experiences fundamentally changed my approach to work and prioritised public service, fairness and maximising capacity as my watchwords.

In 2012 I joined the London Fire Brigade as Group Manager, taking a central role in developing and delivering the National Operational Guidance that transformed the fire and rescue services approach to incident response. I led the guidance for Incident Command, Water Rescue and Flooding, creating the structure and approach that is still used for the guidance today and is replicated in the work of the new Fire Standards Board. Zone 1 working, and Zone 2 living meant I was at the heart of the action operationally. London provided massive exposure, leading incidents at many iconic locations including the Royal Albert Hall, Camden Market and the Cuming Museum in Southwark.

Chief Officer Experience

I moved as Area Manager to Leicestershire Fire and Rescue Service in 2014, progressing to Assistant Chief Fire Officer and Director of Service Delivery one year later.

This period involved huge change and reengineering of service delivery and a strong focus on collaboration, outsourcing strategic finance and legal services to the City and County Councils respectively. I fronted a workforce reduction programme and Integrated Risk Management Plan that enabled us to avoid wholetime firefighter redundancies, deliver balanced budgets and rebalance resource to meet changing risk and demand. I built strong, trusting relationships with the workforce and representative bodies, enabling sensible discussion and agreed changes. This included the successful introduction of Tactical Response Vehicles to match realistic crewing arrangements and an award winning, £750k collaborative project, the Braunstone Blues.

I continuously demonstrated my personal commitment to Equality, Diversity and Inclusion (EDI), both as lead internally and as co-chair of the National Fire Chief Council EDI board. I developed and implemented an EDI structure from strategic and tactical levels to five staff networks, enabling us to support staff and to create excellent relationships with local community groups. I'm currently discussing the potential to introduce a similar system in North Yorkshire, but in partnership with the police

Operationally, I commanded a 15-pump incident at a large textiles factory and led the strategic response to the tragic Hinckley Road explosion and the King Power helicopter crash. I received significant plaudits, proving my abilities in major incident management and chairing of multi-agency co-ordination meetings. I completed the national fire and rescue service's Executive Leadership Programme, run by Warwick University, gained a Post Graduate Certificate in Strategic Leadership and developed an excellent UK wide network.

In January this year I moved to North Yorkshire as interim Chief Fire Officer. My 100-day report, published in May, sets out my early findings about the service and ideas for improvement and future ambition. My arrival has been well received with much praise for the immediate impact on culture and confidence.

My first task was to create belief, reorient the Corporate Management Board and wider service, create a vision of what we could become and provide a stable financial platform to do so. In five months, I've already set a direction and transformed the confidence and ambition of the Board. It's spreading throughout the service with a groundswell of self-belief, willingness to change and desire for improvement. Our Strategic Brief to Her Majesty's Inspectorate received great plaudits by the Chief Inspector, testament to the growing confidence and ability of the team.

I'm building strong external relationships to garner support and understanding for future change. I've presented to the North Yorkshire County Council Members Briefing and held one to ones with the leaders and Chief Executives of the county and city councils, and leaders in Clinical Commissioning Group.

I demonstrate visible leadership across North Yorkshire, speaking at leadership and inclusion events, and joining Pride in York and Harrogate. Much time has been spent with front line and enabling services colleagues during their day to day work, helping me identify their frustrations and cultural issues. I'll continue to do this to better understand service effectiveness and to help me to challenge and commend colleagues.

A national presence is important to promote North Yorkshire Fire and Rescue Service and local partners. Since becoming Chief Fire Officer I've attended all National Fire Chiefs Council meetings and the Local Government Association Fire conference. I recently hosted the new national Fire Standards Board team, showing them the challenges of running a large, rural service with huge heritage risk, significant transport infrastructure and a vital rural economy. This all helps me build our reputation and show the rest of the country how much we can achieve.

The Future for North Yorkshire Fire and Rescue Service

I trust the experience set out above demonstrates my suitability to continue as Chief Fire Officer in North Yorkshire. The 2025 vision elements of my 100-day report will be extracted, refined, condensed, agreed and published as a blueprint for North Yorkshire Fire and Rescue Service and a pledge to the public, elected members, Police Fire and Crime Commissioner, partners and workforce of what we'll achieve.

A number of phases are needed to maintain the progress already achieved and position of strength and excellence; each phase needs the blended leadership style that I can provide.

The public of North Yorkshire can look forward to maintaining a good fire and rescue service, one it can be proud of, but not one that rests on its laurels. A mediocre service is not something to countenance. A constant strive for improvement and excellence lies at the heart of delivering the services those who live, work, travel and visit in our county and city rightly expect.

My abilities and approaches are proven to deliver class leading products and teams, motivated and engaged staff, evidence based, outcome focussed and evaluated work, and a golden thread from organisational purpose to individual appraisal. This is what the public and their elected representatives will continue to receive from me as their Chief Fire Officer.

North Yorkshire Police, Fire and Crime Panel

18 July 2019

Update report from the Complaints Sub-Committee

1 Purpose of Report

- 1.1 To submit the Complaints Sub-Committee's report of 20th May 2019 for agreement by the Panel;
- 1.2 To highlight the Commissioner's response to the Panel's recent s29 request and to invite any further comments on this;
- 1.3 To share the Home Office response to the Panel in respect of powers around complaint handling.

2 Response by the Commissioner to the Panel's request for further information under s29

- 2.1 At the last Panel meeting in May 2019, a request was issued to the Commissioner under section 29 of the Police Reform and Social Responsibility Act 2011 to provide to the Panel, in writing and within 14 days, a response detailing the Commissioner's progress against the Sub-Committee's recommendations in its report of 24th October 2018. In particular the request sought:
 - Reasons for the apparent delay in progress by the Commissioner;
 - Details of what has been achieved thus far
 - The Commissioner's plans going forward to progress the recommendations
 - Details of the frequency of the mentoring sessions undertaken
- 2.2 The Commissioner responded on 30th May 2019 and a copy of the correspondence is provided at Appendix A.
- 2.3 Panel members are invited to provide any comments or seek any further clarification from the Commissioner as appropriate on this response.

3 Update – recent deliberations by the Sub-Committee

- 3.1 The Complaints Sub-Committee published a report on 20th May 2019 in respect of a complaint matter regarding the conduct of the Commissioner. The report is attached at Appendix B for information. This report was published at www.nypartnerships.org.uk/pcp
- 3.2 The report outlines the complaint and the process undertaken by the Sub-Committee. The latter included seeking representations from both the complainant and from the Commissioner to assist with its deliberations around

whether informal resolution could be achieved. The Commissioner also attended a meeting at the Sub-Committee's invitation in January 2019 to answer points of clarification in addition to being given the opportunity – along with the complainant – to give final comments and representations on the finalised report in April 2019.

- 3.3 The Sub-Committee concluded that due to the historical nature of the complaint and the difference in opinion on the course of events as recollected by the complainant and the Commissioner that the matter was not appropriate for informal resolution. Moreover, it was concluded that there was insufficient evidence to substantiate the allegations regarding the Commissioner's conduct. As such, no further action is recommended on this complaint matter and the Panel is asked to approve the report attached.

4 Home Office response in respect of investigatory powers

- 4.1 A letter was sent to the Home Office from the Panel Chair and Sub-Committee Chair on 30th October 2018 to highlight concerns regarding the limited powers available to Panels in dealing effectively with complaints about the conduct of a Police (Fire) and Crime Commissioner; particularly where allegations made are of a serious and significant nature.
- 4.2 The Minister for Policing and the Fire Service, the Rt Hon Nick Hurd MP, responded on 31st January 2019 and a copy of the letter is attached at Appendix C. Due to the Panel's focus on precept earlier this year and due to the cancellation of the Panel's meeting in April 2019 (pre-election period), it has not been possible to bring this correspondence to full Panel for consideration until now.
- 4.3 It is clear from this response that while it remains the intention of the Home Office to confer powers on Panels to be able to investigate complaints made against the Commissioner and Deputy Commissioner, this is unlikely to have a statutory basis any time soon.
- 4.4 However, the Sub-Committee welcomes that the Home Office have committed in the meantime to reviewing and refining non-statutory guidance to support Panels in dealing with complaint matters.

5 Recommendation

- 5.1 The Panel is invited to:
- (a) comment on the Commissioner's section 29 response to the Panel at Appendix A;
 - (b) receive the report of the Complaints Sub-Committee at Appendix B;
 - (c) note the response of the Home Office to the Panel regarding investigatory powers at Appendix C.

Report presented by:
Councillor Peter Wilkinson
Chair, Complaints Sub-Committee

Report prepared by:
Diane Parsons
Principal Scrutiny Officer
North Yorkshire County Council

9th July 2019

Appendix A – Response of the Commissioner to the Panel under s29 of the PRSRA 2011 (dated 30 May 2019)

Appendix B – Report of the Complaints Sub-Committee (dated 20 May 2019)

Appendix C – Letter from Rt Hon Nick Hurd MP to the Panel (dated 31 January 2019)



Police & Crime Panel Report

30 May 2019

Response to Police, Fire and Crime Panel Request for Information – Recommendations of the Complaints Sub-Committee

Purpose of the Report

This report is provided in answer to Members' request for information made at their meeting of 16 May 2019, details of which are set out in the body of the report.

Panel's Questions – s29(1) Police Reform & Social Responsibility Act 2011

At their meeting on 24 October 2018 Members of the North Yorkshire Police, Fire & Crime Panel Complaints Sub-Committee made the following six recommendations arising out of their consideration of certain complaints:

Recommendation 1. The PCC commissions a baseline survey of staff – via an independent body – to be carried out within the context of the findings of this report, including staff perceptions of experiencing or seeing bullying in the workplace. This survey would benefit from being repeated at regular intervals thereafter with staff. The Sub-Committee would further recommend that the terms of reference for this survey are agreed through the Panel.

Recommendation 2. The findings of the staff survey would further be shared with the Panel, along with any action plan agreed by the PCC as a result. The Panel would welcome the opportunity to review progress against the actions after six and twelve months.

Recommendation 3. The PCC is advised to reflect upon the complaints and to undertake a management and leadership development programme, which includes emphasis on understanding the implications of Duty of Care in a senior leadership role. Such a development programme can be aimed at supporting the PCC to deal appropriately with stressful situations and ensuring her desire for improving public services is met.

Recommendation 4. The PCC is advised to draw on the support of a mentor – a colleague in either a similar role or another senior managerial position – to help assist her in what is a challenging and difficult role.

Recommendation 5. In further discharging the support and challenge role, it is recommended that the PCC updates the Panel on a six-monthly basis on progress and development in the context of the recommendations set out in this report.

Recommendation 6. Under section 29(3) of the Police Reform and Social Responsibility Act 2011, the Sub-Committee requests that the PCC respond in writing within 21 days to the recommendations made by the Sub-Committee.

Members have now requested information pursuant to s29 Police Reform & Social Responsibility Act 2011 which provides as follows:

29 Power to require attendance and information

(1) A police and crime panel may require the relevant police and crime commissioner, and members of that commissioner's staff, to attend before the panel (at reasonable notice) to answer any question which appears to the panel to be necessary in order for it to carry out its functions.

(2) Nothing in subsection (1) requires a member of the police and crime commissioner's staff to give any evidence, or produce any document, which discloses advice given to the commissioner by that person.

(3) A police and crime panel may require the relevant police and crime commissioner to respond in writing (within a reasonable period determined by the panel) to any report or recommendation made by the panel to the commissioner.

(4) The police and crime commissioner must comply with any requirement imposed by the panel under subsection (1) or (3).

(5) Members of the staff of the police and crime commissioner must comply with any requirement imposed on them under subsection (1).

(6) If a police and crime panel requires the relevant police and crime commissioner to attend before the panel, the panel may (at reasonable notice) request the relevant chief constable to attend before the panel on the same occasion to answer any question which appears to the panel to be necessary in order for it to carry out its functions.

Members' requested the following information:

In relation to the recommendations of the Police & Crime Panel Complaints Sub-Committee of 24 October 2018:

- *Request 1: Explain the reasons for the delay in progress against the recommendations;*
- *Request 2: Set out what has been achieved thus far;*
- *Request 3: Set out what the PFCC's plans are going forward (mindful that there will also be a twelve-month report due in November);*
- *Request 4: Additionally, Cllr Mason requested that the PFCC advise of the frequency of mentoring meetings held thus far.*

Information

In order to assist the Commissioner with the preparation of this report, Officers have examined such documentation as has been reasonably accessible to them and also gathered oral accounts from the Commissioner and the Deputy Commissioner.

It is hoped that this approach caters for as full an explanation of the issues as is proportionate and practicable.

The following summary information and chronology is distilled from those sources

Request 1, Request 2, Request 4

Explain the reasons for the delay in progress against the recommendations (this was felt to be particularly pertinent to the ToR work but also included the lack of response to Peter's letter of 23rd Jan 2019 and reasons for this);

Set out what has been achieved thus far;

The frequency of mentoring meetings held thus far.

Recommendations 1 and 2

- An initial draft of the survey Terms of Reference was prepared immediately after the meeting in October 2018.
- A draft was shared with the Police, Fire & Crime Panel Complaints Sub-Committee on 8 January 2019, albeit on the day of the meeting.
- The Chairman of the Sub-Committee wrote to the Commissioner on 23 January 2019, copied to the then-Chief Executive Officer (CEO) amongst others.
- The CEO provided an update and advice to the Commissioner on 25 January 2019. The update was to the effect that a member of staff was progressing the staff survey arrangements and looking at a single tender agreement with Durham University.
- On 25 February 2019 the Panel's Principal Scrutiny Officer emailed the CEO, who appears to have replied to the points raised by telephone. On 25 and 26 February 2019 the CEO provided an update and advice to the Commissioner.
- It appears that the letter of 23 January 2019 went substantively unanswered. The reasons for that omission are unclear, although it appears that the substance of the letter was discussed between officers on 25 February 2019.
- There appears to have been a further exchange of information between officers and the Commissioner in relation to the Terms of Reference in March 2019.
- A substantive update on the Recommendations (including the Terms of Reference) was provided to Members at their meeting on 16 May 2019.
- In accordance with s29(2) the substantive advice of officers to the Commissioner (including that of the CEO) is not detailed in this report.
- The available information seems to demonstrate that although the recommendation actions were progressed promptly at the point that the recommendations were received, work to progress some of the specific actions such as the survey procurement, the mentoring sessions and the Terms of

Reference was intermittent rather than consistent. Consistent progress has been made with Recommendations 3 and 4, as set out later in the report.

- There appears to have been a divergence of recollection and view between Members on the one hand and the Commissioner and the OPFCC on the other, in relation to the question of whether the specific Terms of Reference should be developed collectively or by Durham University.
- The proposal for a staff survey seems to have caused anxiety and concern amongst staff of the OPFCC, which may have impeded the further refinement of the Terms of Reference and appears to have underpinned the Commissioner's wish for the document to be finalised independently by the provider.
- It further appears that in any event, a range of business as usual demand issues, as well as impact from change programmes such as T2020 and the associated proposals for restructure of the OPFCC, converged and adversely impacted the ability of the Commissioner and OPFCC staff to dedicate whole or part time resource to continuing work upon the recommendations without interruption.

Recommendations 3 and 4

- The Commissioner formed a view as to an appropriate initial source of development support and mentoring to discharge these recommendations.
- The person chosen to provide that support was Susannah Hancock, Chief Executive of the Association of Police & Crime Commissioners.
- Susannah's professional track record includes service as a probation officer and key roles in youth offending. Susannah has served as Assistant Chief Executive of Victim Support and prior to becoming APCC Chief Executive, served as Chief Executive to the Police & Crime Commissioner for Essex.
- Susannah is an accomplished senior professional and in her role as APCC Chief Executive, uniquely well placed to provide the calibre of development and mentoring support to the Commissioner.
- The Commissioner commenced engagement with Susannah Hancock promptly after Members made their recommendations in October 2018 and then undertook sessions to coincide with engagements in London.
- According to records in the Commissioner's possession, sessions took place on 31 October 2018, 27 November 2018, 14 February 2019, 28 February 2019, 19 March 2019 and 24 April 2019. It was not possible to engage extensively in November and December 2018 due to the need for the Commissioner to complete her programme of 'roadshows' and station visits in connection with the change in Fire Service governance. During January 2019 the Commissioner was on leave at the point when she might otherwise have expected to be in London.
- The Commissioner has found those sessions of considerable benefit.
- The ordinary conventions of support and mentoring rely upon a duty of mutual confidence to exist between the parties and the Commissioner knows from Members' indications to her, that they do not expect the substance of the discussions to be included in this paper or related outside of the mentor and mentee relationship. However, a recommendation has been made as part of those engagements for the Commissioner to engage support via the College of Policing Managed Executive Coaching Service.
- As set out in the Commissioner's letter of 15 May 2019, the Commissioner intends to take up this particular service.

Recommendations 5 and 6

- Recommendations 5 and 6 appear to have been discharged as described in the Commissioner's report to the Panel's meeting on 16 May 2019.

Request 3

Set out what the PFCC's plans are going forward (mindful that there will also be a twelve-month report due in November)

- The Staff Survey
- As mentioned within the six-month Recommendations report to the Panel on 16 May 2019, the Acting Chief Executive & Monitoring Officer and the Temporary Assistant Chief Executive & Deputy Monitoring Officer began practical induction into their interim roles commencing 15 April 2019. A twelve-month Office of Police Fire Crime Commissioner (OPFCC) Development Plan is being finalised, and this is being used to form the basis of their programme of leadership and management under the collective Head of Paid Service element of the Cleveland collaborative Chief Executive service provision model.
- The staff survey forms a key element of that OPFCC Development Plan for 2019/20, and any findings from the survey will be used iteratively, to provide greater support and focus to the activities within the plan. Preparatory actions that have already been carried out to enable the survey work to be implemented include the completion of any necessary remaining procurement activity and the appointment of a provider to conduct the survey and collate results. The Acting Chief Executive & Monitoring Officer and the Temporary Chief Executive & Deputy Monitoring Officer acknowledged the benefits and opportunities offered through the survey work, and welcome the prospect of using any findings to strengthen and direct the OPFCC Development Plan. Both senior officers recognise the importance of this work to Members and would propose to engage formally and informally with Members as the Development Plan is progressed. Further updates on this matter will be provided as part of that process.
- The Support & Mentoring Arrangements
- As indicated in the Commissioner's letter of 15 May 2019, the Commissioner intends to take up the College of Policing Managed Executive Coaching Service.
- Other Matters
- The Commissioner has had discussions with the Interim Chief Executive & Monitoring Officer and the Temporary Assistant Chief Executive and agrees with the recommendations set out in the Chief Executive & Monitoring Officer's Comments & Recommendations section below.

Commissioner's Remarks

I accept and support Members' role in fulfilling a critical public interest duty in dealing with issues within their remit, including their role in deliberating complaints made against me.

I would like to reiterate the following assurances to them on my commitment to working positively and constructively with them.

I do recognise that there has been delay, including initially in providing the original drafting to Members. In the circumstances I do not feel it is appropriate to make any criticism of the work of my CEO and other officers in relation to the progression of the staff survey recommendations.

It is a matter of regret to me that, unwittingly, the delay in communications appears to overshadow and obscure the work done both by myself and my previous and current executive leadership officers, in progressing the work needed to deliver and discharge the recommendations received by the sub-committee. As referenced within the report from my office to the panel on 16th May, action was actually taken, very quickly after the Committee's recommendations were made, and one of the first activities to be commenced was that of seeking regular mentoring and support sessions through the Association of Police & Crime Commissioner's Chief Executive. To date several such sessions have taken place, and while it would be inappropriate to share details of the content of these confidential sessions, I am able to advise that the sessions assisted me in identifying an enhanced support resource that, as also advised, I will be submitting an application to the College of Policing's Executive Coaching Service.

I should also like to provide assurance on the point of carrying out a staff survey; the work to identify and commission a provider was commenced very shortly after the recommendations were received, and an appropriate provider, Dr Les Graham from Durham University, was duly identified, and the necessary procurement activity to enable use of his services was also completed.

A critically important consideration, however, for myself, the OPFCC leadership team and staff themselves, was that of the design components that would feature in the implementation and activation of the survey, i.e. the range and tone of the questions to be asked of staff members, contextual information to be provided to them, continued support for their welfare as well as that of senior leadership figures, ensuring clearly demarcated support and reporting mechanisms for any staffing issues that may arise during the survey period, welfare considerations, and the way in which all of these considerations are communicated to staff.

Although it is regrettable that this part of the activity has taken longer than intended, and may have given rise to an understandable perception of an overall delay in progress, but I would also ask for understanding on this point. Against the backdrop of an organisational wide transformation programme, which has naturally had an effect upon staff members' sense of security, a comprehensive Terms of Reference, started some months ago, is now in a draft mature form, to the extent that it has been possible to communicate the developing document with Members very recently.

I hope that the explanations in this paper provide the details that Members hoped to receive in relation to this matter and assurance on the point that the contributory factors which led to the delay have been identified, and are being actively managed.

Chief Executive & Monitoring Officer's Comments & Recommendations

As the Commissioner's Head of Paid Service and Monitoring Officer it appears to me that the circumstances described in this paper (including the elements of delay, but also the substantive issues which appear to form the background to the index complaints) amplify the need for clarity in respect of the respective roles in staffing matters and generally, as between the Commissioner and the Chief Executive. The model in North Yorkshire in that respect has differed from those adopted in many other areas, until recently (following the disaggregation of the CEO role and the establishment of the Enable service provision model). I also think that

as in any case involving delay, the circumstances highlight opportunities for improved communication, including with the Panel.

I have therefore discussed and agreed the following recommendations with the Commissioner:

- That in addition to the existing meeting structure, regular and structured time should be set aside for the Chief Executive team to have update meetings (and the opportunity for advice provision) with the Commissioner on all current and emerging issues; such sessions to include agreeing actions, timescales, progress and outcomes.
- That through the OPFCC Development Plan, the roles to be performed by the Chief Executive team in leading and developing the OPFCC to undertake its role to the best possible effect, be clarified, developed and embedded. The opportunity of additional senior leadership capacity under the collaborative Chief Executive service arrangement should be used to best effect to ensure an effective and supportive OPFCC, led and directed by the Head of Paid Service.
- That work continues to develop the relationship with the Panel's officers, including but not limited to agenda planning, pre-meetings, enhancements to reporting conventions and other measures to ensure that overall engagement better meets the needs of Members and ultimately, the public.

Conclusions and Recommendations

- That Members note the information provided in this report under s29.
- That Members note and agree the additional recommendations set out in the body of the report.

NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

The Panel's Complaints Sub-Committee met on 13th November 2018 and 8th January 2019 to review a complaint lodged against the Police, Fire and Crime Commissioner ("the PFCC"). This report sets out the conclusions reached by the Sub-Committee following their review of this matter.

1. The Panel's role in complaints about the PFCC

The North Yorkshire Police, Fire and Crime Panel is responsible for dealing with (non-criminal) complaints about the conduct of the PFCC.

The Complaints Sub-Committee has responsibility for considering the handling of complaints by informal resolution. Informal resolution is a way of dealing with a complaint by solving, explaining, clearing up or settling the matter directly with the complainant, without investigation or formal proceedings. The Panel has appointed a sub-committee of three members of the Panel to carry out this responsibility, in line with the Panel's formal complaints handling protocol. Those present and attending the above meetings were as follows:

Present: Cllr Peter Wilkinson (Chair), Santokh Singh Sidhu and Paula Stott.

In attendance: Barry Khan (Legal Adviser to the Panel) and Diane Parsons (Panel Secretariat).

2. Context to complaint

The Panel received a statement from a former employee of the PFCC (who will hereafter be referred to as "BC"), which was submitted in support of the complaint from "AB" regarding the conduct of the PFCC (then Police and Crime Commissioner). However, having reviewed BC's supporting statement in detail, the Sub-Committee determined that a particular element of that statement needed to be recorded and reviewed as a separate complaint in its own right. Consideration was given as to whether or not the same three Sub-Committee members who had deliberated on the "AB" complaint should also deliberate on this matter and it was decided that it would provide a helpful continuity in the context of the previous deliberations.

3. Complaint summary

The specific complaint had regard to an alleged request made of BC by the PFCC in BC's former role as an employee to the PFCC. The allegation centred around instructions given to BC to review a social media account owned by the PFCC and to take steps to remove anything which might associate her with an individual who had volunteered in a previous election campaign on her behalf and who was subsequently found to have been convicted of serious crimes. BC also alleged that they had been

instructed to give what BC felt to be a false statement to the media in respect of the PFCC's association with this individual.

4. Legal framework and referral to IOPC

Under the regulations which govern how Panels may handle complaints, Panels are prohibited from undertaking any investigation into the accounts provided by the PFCC or the complainant.¹

However, under the same regulations, the Panel is legally obliged to consider referring a complaint to the Independent Office for Police Conduct ("the IOPC") where the allegations made pertain to a potential criminal offence. The PFCC's Interim Chief Executive Officer/Monitoring Officer advised the Panel's Lead Officer that he felt the allegation made that the PFCC had made a dishonest statement to the press to be a matter which should be referred to the IOPC. The Lead Officer and Panel's legal adviser, having reviewed BC's statement and accompanying material in detail, concurred that this allegation had the potential to be seen as a complaint concerning the offence of misconduct in public office ("MIPO"). As such the matter was duly referred to the IOPC for them to determine whether an investigation was required.

The IOPC responded that:

"The IOPC has decided that this matter should be returned to [the Panel] to be dealt with in any manner you determine, in accordance with Part 4 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. This is because based on the information provided, we did not feel an investigation was required at this stage.

...Although [BC's] allegations are supported by [BC's] own evidence, the IOPC is not satisfied that the available information supports the assertion that the PCC acted dishonestly or that the allegations meet the threshold for an offence of MIPO. As such this matter will not be subject to an investigation and we are returning this matter to you to be dealt with in any manner you see fit."

Again, it should be noted that Panels are prohibited from undertaking any investigation and the legal remit for Panels in handling complaints extends to considering whether a complaint matter can therefore be dealt with via informal resolution (see also section 1). Having reviewed the IOPC's response, the Lead Officer subsequently determined that the matter should be reviewed by a Complaints Sub-Committee of the Panel (see also section 2 – Context) within its remit to consider

¹ The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 – para 28(7).

handling the matter by informal resolution. The Sub-Committee's review of the evidence has therefore been confined to making an assessment based on the complaint, the PFCC's response to this and any further clarification sought by the Sub-Committee on the information provided.

5. Sub-Committee's approach and findings

Due to the nature of the allegations presented, the Sub-Committee gave careful consideration to the evidence provided with regard to the following contextual sources:

- The Nolan Principles of Public Life;
- The PFCC's Oath of Impartiality; and
- The PFCC's national lead portfolio for Transparency and Integrity.

As per standard practice in reviewing complaints, the Sub-Committee only had limited access to a printed copy of the complaint material which was kept securely at County Hall. Having reviewed the material in full at a formal meeting convened on 13th November 2018, the Sub-Committee agreed that further enquiries should be made with both BC and the PFCC to assist the Sub-Committee in making a reasoned assessment. This was particularly due to the historical nature of the allegations and the paucity of any corroborative evidence.

Under the governing regulations, the Sub-Committee is able to invite the PFCC to attend before the Sub-Committee to answer questions. The PFCC was invited to attend the second Sub-Committee meeting convened on 8th January 2019 to provide clarification around the written response she had previously provided. The Sub-Committee is unable to investigate but was able to use this opportunity to seek clarification from the PFCC about her recollection of the events described and her association with the individual identified in the complaint. BC was also afforded the opportunity to provide further comment and clarification for the Sub-Committee prior to this meeting in writing, particularly once the PFCC's response to the allegations had been shared with BC.

Part of BC's statement had alleged that BC had expressed reluctance to the PFCC, initially, in removing the digital footprint which would have evidenced links between the PFCC and the individual in question. They had further added, however, that in spite of this reluctance, the PFCC had "made it clear in no uncertain terms what was expected of me". The Sub-Committee had invited BC to offer corroborative evidence, for example contemporaneous discussions they may have recalled having, to help evidence the allegations made, but none was provided. The PFCC refutes that any concerns were raised by BC at the time, either with herself, BC's line manager or the Monitoring Officer. She also sought to clarify that her "expectations" of BC in this

context amounted to flagging up any risks with her that may arise as a result of the media interest in the individual in question.

It is apparent from the statements provided to the Sub-Committee that there is difference in opinion between BC and the PFCC regarding the veracity of the PFCC's statement to the media about the length of her association with the individual in question. BC inferred in the course of their conversations with the PFCC on the matter – and in the course of considering the response to the media enquiries – that the PFCC had continued to have an association with the individual in question, via social media, after her election campaign in 2010. The PFCC maintains that she cannot recall whether the individual in question attended an informal 'thank you' event held after her election campaign or whether she has had any correspondence with that person since then.

The social media account which was at the centre of these allegations was the PFCC's own personal account. The PFCC has advised the Sub-Committee that she does not know what, if any, changes were made to this account by BC following their conversation, nor has she made any subsequent checks of that account in order to attempt to verify what, if anything, was done. The Sub-Committee requested a copy of the digital footprint of the PFCC's social media account to be able to identify whether it would be possible to evidence changes made to the account during the period in question. However, the PFCC was unable to assist in this respect due to the historical nature of the allegations, so the Sub-Committee were unable to take a clear view on the course of events.

In light of the IOPC's refusal to investigate the matter, the Sub-Committee's role is to consider whether or how informal resolution may be applied to this complaint matter. However, this is an historical matter involving a difference in opinion between the individuals who have submitted statements in terms of the instructions given and the accuracy of the PFCC's recollections about the length of her association with an individual who was later found to be convicted criminal. As such this renders it difficult to adequately resolve the dispute through informal resolution. Furthermore, as the Sub-Committee has been unable to investigate the circumstances of the complaint, this makes it very difficult to make unequivocal findings of fact. To be clear, if the Sub-Committee had undisputed information that the PFCC had altered her social media account in this way, the Sub-Committee would have no hesitation in stating that such a course of action was in breach of the Nolan Principles.

6. Conclusions

1. The allegations made in BC's statement imply that there has been a breach of the Nolan Principles due to a lack of transparent conduct by the PFCC. While the Sub-Committee are fully cognisant of the implications of such allegations, no information has been presented to corroborate the allegations made. As such there is insufficient

basis to conclude that there has been a breach or that the allegations are in any way proven, or accepted.

2. No specific recommendations are therefore being made by the Sub-Committee for the PFCC in this matter.

A handwritten signature in black ink, appearing to read 'Peter R Wilkinson', with a long horizontal flourish extending to the right.

Cllr Peter R Wilkinson

Complaints Sub-Committee Chair

20th May 2019



Home Office

Rt Hon Nick Hurd MP
Minister of State for Policing
and the Fire Service

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31 JAN 2019

HOCS Reference: MIN/0015991/18
Your Reference: 26-L-18

Thank you for your letter of 30 October 2018 setting out your concerns regarding the role of Police and Crime Panels (PCPs) in the Police and Crime Commissioner (PCC) complaints process. I am very sorry for the delay in my response.

In your letter, you mentioned the difficulties faced by the North Yorkshire Police and Crime Panel in considering a recent complaint. As you are aware, PCPs are responsible for handling non-serious complaints made about a PCC, and resolving these through the process for 'informal resolution' as set out in the Police Reform and Social Responsibility Act 2011 and the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

The informal resolution process is not disciplinary in nature, and as you are aware, does not involve the imposition of any sanction by the PCP. The principle of a PCC's accountability to the electorate should not be undermined by the non-serious complaints process, which should aim to deal with a complaint by '*solving, explaining, clearing up or settling the matter directly with the complainant, without an investigation or formal proceedings*' (as set out in the guidance accompanying the above regulations). It is for PCPs to decide whether publishing a record of their informal resolution is in the public interest (having invited those involved to comment, and having considered their views); or to decide at any time to submit recommendations to the PCC under their general scrutiny powers.

The Government is committed to delivering a more transparent complaints procedure, and providing satisfactory outcomes for complainants. As you note in your letter, the Government intends to amend the relevant legislation and give panels the ability to investigate complaints through the appointment of an independent investigator. I'm afraid it is not currently possible to provide a timeframe for the completion of this legislative work, due to a heavily restricted Parliamentary timetable.

We also intend to develop and publish non-statutory guidance for PCPs; clarifying what constitutes a complaint about conduct, the parameters of 'informal resolution', and how panels can handle vexatious complaints about PCCs.



Rt Hon Nick Hurd MP

North Yorkshire Police, Fire and Crime Panel

18 July 2019

Update from Craven District Council's Crime &

Disorder Committee (26 June 2019)

1.0 Purpose of Report

- 1.1 To update the Panel on issues raised by the Crime and Disorder Committee on 19th March 2018; and
- 1.2 To seek comment from the PFCC on the issues or queries raised, where appropriate, to assist in responding to the Committee.

2.0 Crime and Disorder Committee meeting – 26 June 2019

2.1 Craven District Council invited the Panel Chair to attend their Crime and Disorder Committee ("the Committee") on 26 June 2019 to present an annual update report on Panel business and future plans. The full report can be found at <https://www.cravencd.gov.uk/media/8178/agenda-reports-pack-26-june-2019.pdf>. Questions received and issues raised focussed on the following points.

- a) Where are domestic violence figures captured for North Yorkshire and York, and what is the PFCC doing to tackle domestic abuse?
- b) What percentage of the precept goes towards police pensions?
- c) What plans has the PFCC to combine premises, what savings will be made, and do these plans include the One Public Estate initiative? Members particularly highlighted the need to consider joint working and exploring opportunities to deliver economies of scale. Linked to this, Members asked whether the PFCC has had discussions with Craven District Council and NYCC?
- d) What further steps will be taken to ensure that the 101 non-emergency service continues to improve and also to ensure there is adequate public awareness of the service? Concerns were raised by Members regarding the performance of the service.
- e) Whether the PFCC was satisfied that the full implications of the lessons from the Grenfell Tower inquiry had been absorbed by the Fire Service locally?

2.8 The PCC is invited to comment on the points raised with the Panel by the Committee. The Panel will refer any comments made back in writing to the Chair of the Committee.

3.0 Recommendation

- 3.1 That the Panel:
 - (a) note the update provided; and
 - (b) invite the PFCC to assist in providing a response to the queries submitted.

Diane Parsons
Principal Scrutiny Officer
County Hall
Northallerton

9th July 2019

Background Documents: None.

Police & Crime Panel Report

July 2019

Police officer recruitment

For the financial year 2019-2020, the Commissioner proposed an increase in the Police Precept for North Yorkshire of £22.95 which was agreed by the Police Fire and Crime Panel.

The agreed uplift was contingent on North Yorkshire Police (NYP) delivering a plan to the Commissioner ensuring that the increased funding was prioritised into visible local policing based on local feedback on Neighbourhood Policing, notably perceptions of isolation in rural communities and issues linked to certain crime categories in the larger towns and cities.

The overall amount available was just in excess of £3m and the plan proposed by the Chief Constable and agreed by the Commissioner involves the recruitment of 50 officers and 20 new PCSOs to be in place by the end of the financial year.

The Commissioner is pleased with the plan and content that NYP have the recruitment in hand. This report provides an update on progress against this plan for the Panel.

The improvement plan

During the first quarter of the year, the priority has been to refine the initial proposal and commence the work required to build role profiles for the new roles, work with partners to ensure their input and views are considered and put in place a recruitment plan.

The work on role profiles has involved working with local partners to identify what is needed in local communities and where the gaps are in current service provision. It is crucial that the new staff and teams look and feel different to the existing neighbourhood delivery, and that their impact is felt across communities.

This work is set against a wider recruitment programme that is reported upon separately and something which underpins NYP's ability to grow in this area whilst still maintaining and improving service in core and specialist areas.

This work is led by the Superintendent for the Partnership Hub (Supt Khan) with a small dedicated team made up of a Police Inspector who is a specialist in neighbourhood delivery and 3 Police Sergeants with individual area of responsibility. In the key areas for delivery, progress is as follows:

| <i>Workstream</i> | <i>Progress against Plan</i> |
|--|--|
| Community Resilience Teams with visible presence dedicated to prevention and facilitating multi-agency working | <ul style="list-style-type: none"> • Inspector and 3 Sergeants appointed on secondment to develop role and core duties • Liaison with all local authorities (Force and District level) on partnership delivery • Roadshows planned for July to showcase roles to existing staff • Formal recruitment to commence Aug |

| | |
|---|---|
| | <ul style="list-style-type: none"> Recruits in place Oct/Nov 2019 |
| Three mental health coordinators to support our most vulnerable residents and reduce the need for emergency secondary interventions | <ul style="list-style-type: none"> Assessment of need has increased required number to 4 1 officer in post (Constable) working on formal role profile and engagement strategy with Health Trusts Posts have been advertised and expected to be filled by Sept/Oct 2019 |
| Integrated Offender Management | <ul style="list-style-type: none"> As an addition to existing roles, no further design was required Posts have been advertised, successful candidates identified and release dates being negotiated – expected to be in post July/Aug 2019 |
| Uniformed PCs into volume acquisitive crime and volume crime prevention | <ul style="list-style-type: none"> Scope of team amended to include a small number of trained detectives and a detective supervisor Role profile and duties has been completed Advertisement expected Aug/Sept to ensure wider resilience is not unduly impacted as recruitment continues |
| Bail Management (1 Sgt) | <ul style="list-style-type: none"> Role profile completed and post has been filled by a suitably skilled sergeant |
| Creation of a Public Safety Officer across public sector organisations | <ul style="list-style-type: none"> Engagement with North Yorkshire Fire & Rescue Service on a jointly focused model Contact made with other areas using similar approaches (e.g. Devon & Cornwall) for support in embedding locally – site visit and further communication to follow Will seek to support cross-agency tasks linked to wider community safety issues in local areas Recruitment late Autumn |
| Online PCSOs to provide prevention advice and support investigations such as online crime | <ul style="list-style-type: none"> Role profile developed based on a similar approach in Leicestershire Formal recruitment to commence Aug 2019, although some PCSOs have received training and have been undertaking elements of the role as a means of demonstrating ‘proof of concept’ |
| A City Task force Focused on primary interventions to ensure that our more urban communities problems are being solved | <ul style="list-style-type: none"> Role profiles and activities have been devised – accommodation in York City office has been secured Initial advertisement secured a number of applicants who will be in post during July/Aug 2019 Further advertisement to secure final officers and staff during July |

In addition to the officers and staff working in the roles described above, the team working on this project have identified a series of key inputs to develop practice across all neighbourhood teams and beyond. They will be presenting a plan to the force in the coming weeks to ensure every operational officer and staff colleague will have the best and most current information available to

them in respect of problem solving. This training will have a tiered approach with the greatest level of expertise where it is needed most, the practitioner.

Finance and HR implications

The work undertaken to date is largely planning and preparatory. As such, the drawdown on the overall budget is not significant so far. This is an expected position as the force is recruiting staff in entry roles during the course of the year which will allow for more experienced staff to migrate into the roles contained within this project later in the year.

There is direct financial monitoring in place with contact between Finance, HR and project leadership to notify of changes and requirements to access the budget.

The HR element, is largely linked to recruitment activity. With all the broader work ongoing to bring in new recruits, transferees and manage other internal selection and promotion, there is a phased plan to advertise roles so that there is sufficient capacity in the organisation to manage all elements properly. This is currently on track to deliver the right resource at the right time into each role, subject to internal interest. Should there be insufficient numbers of applicants for role, the project lead has a range of contingencies available to him.

Equality, diversity and inclusion

NYP is committed to providing a service to its communities which is non-discriminatory and seeks to understand individual community need. To that end, officers and staff in these new roles will be able to access the best available inputs to assist in that.

All roles will be advertised and recruited to fairly, with focus on positive action where appropriate in order to support individuals with protected characteristics.

Recruitment plan

A revised recruitment plan was developed to meet the above improvement plan and to accommodate the increase in Officer (x50) and PCSO (x23) numbers. The following sections highlight the intakes planned for this financial year and progress made to date to support this increase.

Police Officers

| Intake | Number in intake | Date of Intake |
|------------------|------------------|----------------|
| Transferees | 28 | May 2019 |
| Student Officers | 28 | June 2019 |
| Transferees | 20 | August 2019 |
| Student Officers | 28 | September 2019 |
| Student Officers | 28 | November 2019 |
| Transferees | 14 | January 2020 |
| Student Officers | 28 | February 2020 |
| | 174 | |

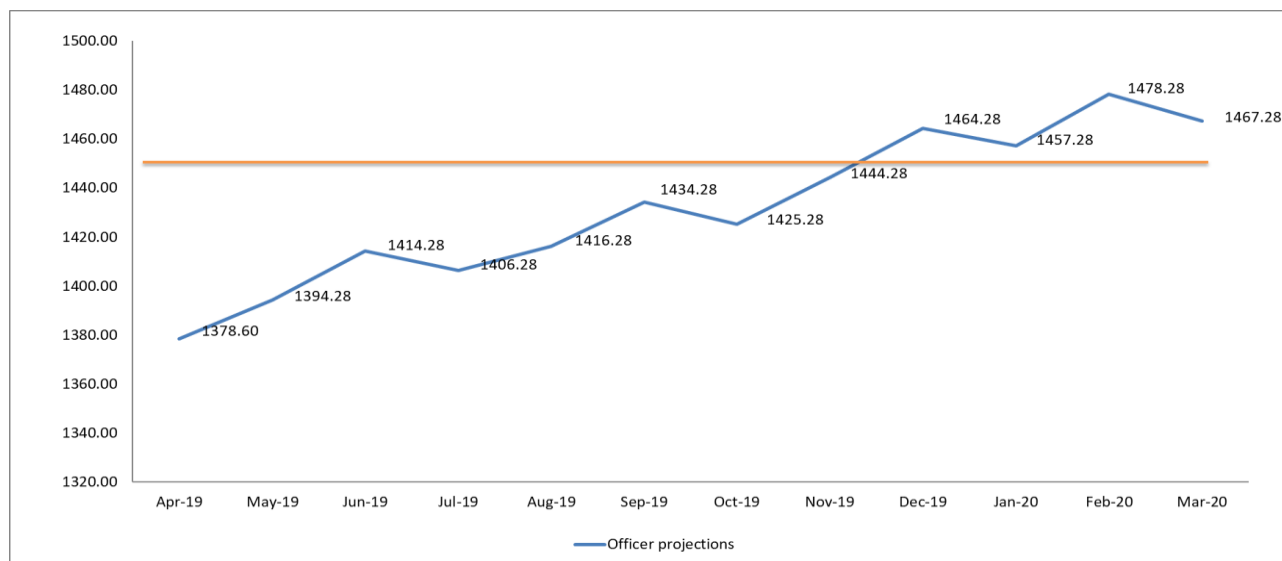
Between April and June 2019 we have appointed a total of 58 officers (25 Student Officers and 33 Transferees).

In addition, 17 Transferees will join us in August 2019. A further transferee campaign will launch in August 2019 to fulfil intakes scheduled for later in the year.

The next student officer intake is in September and there are 28 scheduled to start.

A new Student Officer campaign was launched in May 2019. A total of 724 applications were received. Assessment centres (SEARCH) are scheduled for w/c 29th July where 124 candidates will be assessed with final interviews taking place in August / September. Candidates who are successful through this process will be appointed on the intakes from November 2019 onwards.

The below graph illustrates that we are scheduled to hit our target of 1450 Officers in November 2019.



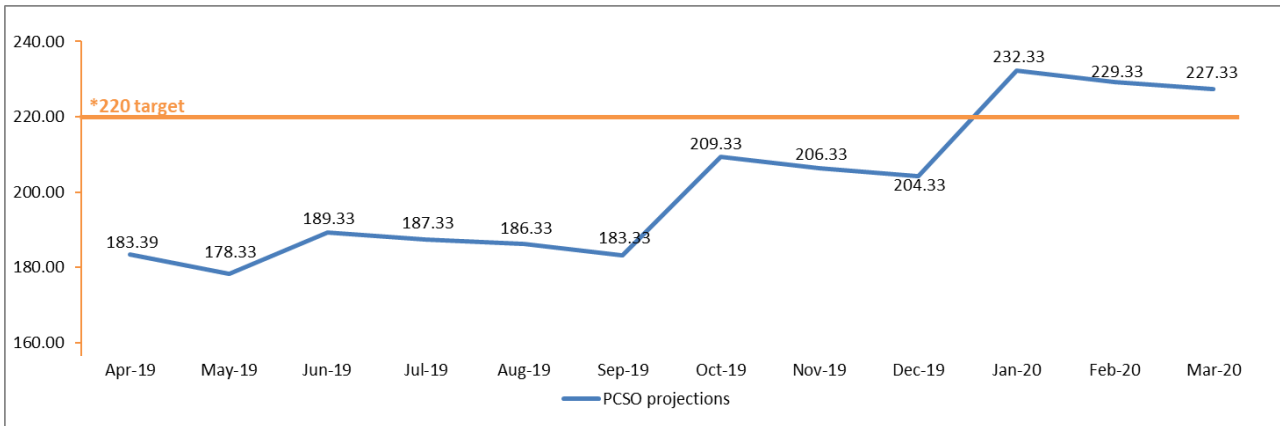
Police Community Safety Officers

| Intake | Number in intake | Date of Intake |
|--------|------------------|----------------|
| PCSO | 14 | June 2019 |
| PCSO | 28 | October 2019 |
| PCSO | 28 | January 2020 |
| | 70 | |

Between April and June 2019 we have appointed a total of 11 PCSOs. This intake was fulfilled with applicants from a previous campaign (in 2017) and were the only candidates remaining. A new campaign was launched in April 2019 and we received a total of 396 applications.

A total of 124 applicants have been interviewed between 17th June and 5th July 2019 and those successful through this process will fulfil our intake requirements scheduled in October 2019 & January 2020.

The below graph illustrates that we are scheduled to hit our target of 220 PCSO's in January 2020.



Observations

Earlier projections reported for PCSO's indicated NYP would achieve our commitment of 220 by October 2019.

Conversely our achievement of 1450 Police Officers was originally projected for September 2019.

Our Medium Term People Plan tracks this progress monthly to allow adjustments to be made pragmatically should a variance appear.

In view of this adjustments to target dates have shifted slightly to January 2020 for PCSO's and November 2019 for Police Officers.

The reasons for these variances can be summarised as follows:

- In the case of PCSO's and Officers the number of leavers reported is higher than anticipated.
- We achieved slightly less on the transferee campaign through conversion rates at assessment.
- We have seen more Officers retire through ill health.

A further consideration is that there are also a number of PCSO's who have applied as part of our current PC campaign which may have an impact internally. Once final numbers of successful candidates are known the Recruiter will work with the business to phase on-boarding across more than one campaign. This should avoid saturation points or red risks for operational delivery.

Dependent on the conversion rate for PCSO's in relation to the PC campaign, another intake (or double intake) may be required. This is currently being scoped from an L&D perspective and planning for a PC double intake in January has already started to address the shortfall outlined above.

From a workforce planning perspective, the importance of aspiration discussions is something which has started through the most recent promotion processes to allow a more global picture but progress may be slower at the outset as some business areas are not mature enough yet.

Discussions have also started to take place with Mary Bailey as CiP's National Lead about how through collaborative working the creation a talent pipeline for volunteers can start to take shape. This may be, for example, from Cadets to PC's but it also helps to understand more intuitively what aspirations our extended policing family may have.

Police & Crime Panel Report

18 July 2019

FOI requests: Six-month update OPFCC correspondence handling

Background

This report provides a six-month update in respect of the handling and processing of correspondence to the Office of Police, Fire and Crime Commissioner (OPFCC), and also to Freedom of Information (FOI) requests, an issue previously discussed at the Police, Fire & Crime Panel (PFCCP) following the submission of report there in January 2019, which looked at:

- a) the audit undertaken in the OPFCC of correspondence handling and resulting changes/improvements; and,
- b) performance data around FOI requests dealt with and compliance, action planning for Civil Disclosure Unit (CDU) and possible proposals under Evolve.

In relation to the rationale for a) this had in part been taken due to complaints received by Panel about lack of response to correspondence and seeing reassurance from the PFCC. These were still being received around the time the report was taken.

It was therefore agreed that an update would be brought back within six months and further that the impact of the new complaints team will need to be reported in when recruited and embedded.

In relation to b) the Panel had significant concerns regarding compliance rates, along with the potential reputational issue for the PFCC of FOIs addressed to her being dealt with by CDU and not being concluded in a timely way. The PFCC acknowledged that she would consider this further and advised that improvements to this area of work could fall under the Transformation 2020 Programme. It was agreed, therefore, that a six-month report would be brought. Following the completion of Stage 2 transfer in April 2019, Civil Disclosure now sits under the Chief Constable and reports to the Information Assurance Board chaired by the Deputy Chief Constable.

Focus of this report

The focus of this report, as requested by the PFCCP, who are seeking reassurance that there continues to be resilience around correspondence handling since an audit was undertaken last year, was that OPFCC provide an update report to cover the following key points:

- a) FOIs – an update to the reporting template and appendix provided on 15th Jan 2019, outlining compliance for OPFCC/CDU, action plan updates; and,
- b) Correspondence handling – any further issues encountered around lack of response to correspondence, and any further changes/improvements made to this function, including, for

example, changes resulting from T2020 for example, and an update about the new complaints function in the OPFCC.

FOI requests

Compliance statistics

The table below details the compliance figures that have been achieved since the original report in Jan 2019:

Table 1: PFCC and NYP FOI Compliance Rates

| | PFCC | North Yorkshire Police (NYP) |
|----------|--|-------------------------------------|
| Jan 2019 | 48% | 45% |
| Feb | 47% | 41% |
| Mar | 43% | 39% |
| Apr | Not available as the first month of the financial year figures start at 100% | |
| May | 25% | 18% |
| Jun | 20% | 27% |

Only one Subject Access Request (SAR) has been made to the OPFCC and was completed in time.

For completeness, the NYP SAR compliance figures since January 2019 are show in the table below:

Table 2: NYP SAR Compliance Rates

| | |
|------------|-----|
| January 19 | 74% |
| February | 74% |
| March | 76% |
| April | 60% |
| May | 55% |

Improvement Action Plan

The Commissioner notes that following the completion of the CDU's previous action plan following assistance from the Central Referral Unit in 2016, compliance rates improved significantly reaching 80% compliance by May 2018.

However, the CDU acknowledges that the position set out in January 2019 has continued to decline, due to consistently increasing demand from two or three SARs per month, prior to GDPR coming into force, up to around 20 to 30 per month.

Following the completion of Stage 2 transfer, in April the Information Assurance Board requested that CDU submit a report outlining their challenges, to include benchmarking with other forces, updating the Board on progress against an Internal Audit report of October 2018, and setting out their proposed action plan.

The CDU have recently submitted this report to the NYP Senior Information Risk Owner (SIRO) and OPFCC Chief executive Monitoring Officer (CEMO) and it is currently under consideration.

The report notes that the CDU has a very competent and experienced team, who are all working extremely hard to maintain and improve compliance with the statutory requirements, as best they can, given the huge increase in demand across all areas of work they cover.

The report sets out benchmarking that shows that the compliance situation in North Yorkshire is not unique, with other Police Forces experiencing backlogs and low compliance issues, as detailed in the report to the Panel in January.

The report sets out the following recommendations, which incorporate and will complete the recommendations of the Internal Audit, which are each covered separately below.

- Governance and corporate structure
- Process review
- Staff resources

Other background issues covered in the January 2019 report to Panel remain the same with the addition that since the January Panel, it has been mooted that the OPFCC are considering taking charge of responding to their own FOIs and SARs, a situation in place in other police and crime commissioner offices. This is still being explored in terms of resourcing, training needs, process engineering, responsibility for carrying out internal reviews, and potential timelines, and for this reason, a decision has not yet been taken on whether this will progress.

Governance and corporate structure

The CDU will now report to the Information Assurance Board, chaired by the Deputy Chief Constable, that in turn reports to the Commissioner's Executive Board. Further to this, once the current compliance and backlog issues are addressed, a review of the most appropriate way to achieve consistent compliance will be undertaken.

Process Review

Following the completion of the previous action plan, processes have been significantly improved. A recent Internal Audit report sets out recommendations that current processes within CDU should be further refined to re-engineer processes which continue to be inefficient or ineffective to optimise staffing resources.

The CDU are also reviewing how the organisation might be able to more proactively publish data to reduce FOI demand.

The CDU has also proposed a self-referral to the Information Commissioner's Officer (ICO), having heard of the benefits of doing so by other forces in the same position, and also having benefitted from Central Referral Unit (CRU) advice and assistance for the previous Action Plan in May 2016, which assisted at that time, though such an action should only follow exploration and potential modification to the existing processes within CDU.

Staffing

Since October there has been an organisation-wide recruitment moratorium while the T2020 programme was finalised and implemented. Following the end of this in April, a new 0.5 FTE Legal Officer started on 23 April 19 (a temporary fixed term contract until 31 March 2020) and a 0.5 FTE Civil Disclosure Assistant (permanent) will start on 9 Sep 19. Prior to their recruitment, these posts had been vacant since October 2018, when a very experienced member of the team had retired. It should be noted that these new members of the team will need to be given

organisational familiarisation and training, and that these factors are likely to have an effect upon compliance figures.

CDU's report sets out that CDU do not currently have adequate resourcing to meet the current demand and to recover from a substantial backlog request and recommends additions to the current CDU establishment for both permanent and temporary posts. The Internal Audit report also supports an uplift in staff once processes have been improved. This recommendation is being considered and in principle will be progressed in line with the above action points.

Continuing Scrutiny

The Commissioner continues to scrutinise performance through her public and transparent scrutiny processes and through the governance structure now in place that is detailed above.

Correspondence Handling

An update was previously provided to the panel that described the Commissioner's commitment to responding to, and improving outcomes for, the public. It also described how this commitment was supported by dedicated staffing resources through the full-time caseworker, who handles the majority of correspondence in the OPFCC, as well as policy and scrutiny officers whose work is also focused on examining system improvements that can be achieved to deliver better services to the public.

Recording and acknowledging of correspondence is the responsibility of a new administrative role, which sets a firm foundation of efficiency and effectiveness for correspondence handling, and which enables responses to be assembled and tracked. There is a single work platform onto which correspondence is recorded, which assists the process, and to which a performance management process is linked. This system allows casework to be better monitored and managed, as well as automating some parts of the casework process, and includes features such as flags and prompts, which further support the correspondence work of the office.

We are aware of a single item for which a response is being developed, and which has taken longer than anticipated to respond to, but which has been acknowledged. This was sent by a citizen journalist, who sends a very high level of correspondence to the OPFCC, at the same time that this person had also submitted a complaint on the same issues to the Police, Fire & Crime Panel. There has been a delay in responding to this separate correspondence, as there was confusion on the route which should then be taken to respond to this person. The person has continued to send correspondence on the same issue to the office, which is duly acknowledged each time it is received, but which nevertheless adds to the administrative tasks of the office.

The delay in the response to this individual should be considered, however, against a much more positive, broader picture of correspondence responses that are assembled and despatched every week from the OPFCC. Over 100 pieces of correspondence a month across all forms of media – letter, email, social media, telephone and in person, continue to be received and responded to each month, using a range of responses, with some being able to be resolved almost immediately, and others potentially involving extensive liaison with the police and/or other partners. Some cases are extremely complex and can continue for years and resolving enquiries and complaints can be challenging and take many weeks, seeking the correct and full information that is required by the member of the public.

The policies, processes and software changes outlined above are now well embedded in the OPFCC and correspondence is being well managed. Challenges remain, for example when key staff are on leave or unable to work due to sickness, but this is a feature of a small and busy office.

There have been occasional concerns raised by correspondents regarding delays in receiving a formal response from the PFCC, but this has been exclusively down to complexities of the case or delays in receiving information from outside the OPFCC, rather than failure in process within the office. As stated in the previous report, this is an inevitability given the scale and nuance of the correspondence received, but the team nevertheless try to keep those delays to a minimum.

The last report to the Panel also touched on potential changes in the future regarding complaints and correspondence. The processes and resources of the OPFCC were reviewed as part of the T2020 work, alongside the introduction of the new dedicated complaints and recognition team. As a result of the review, which concluded in May 2019, the new complaints and recognition team will now pick up most of the correspondence directed at the PFCC, and the team will include supplementary resource, including a team leader as well as four dedicated complaints caseworkers. This means that the casework processes will change again, though the current database will continue to be used.

The team is still being planned with recruitment to begin this summer. The Panel will be kept up to date as these plans progress.

North Yorkshire Police, Fire and Crime Panel

18 July 2019

Work Programme

1 Purpose of Report

- 1.1 To invite the Panel to consider its work programme, providing any suggestions for future items to be taken.
- 1.2 To ask the Panel to note the change in date and time of the September Panel meeting to **Thursday 26th September at 1:30pm.**

2 Background

- 2.1 The Panel is responsible for setting its own work programme taking into account the tasks that the Panel must undertake and the priorities defined by the Commissioner within the context of the Police and Crime Plan and the Fire and Rescue Plan.
- 2.2 The work programme at Appendix A highlights those issues which have been previously agreed or which have been added since the last meeting in discussion with the Chair or Vice Chairs. Members are invited to consider where there may be additional issues to schedule into the programme.
- 2.3 There are also items detailed below which are pending scheduling into the programme as they require further consideration on their scope and/or need to be scheduled in to fit in with external review or reporting processes.
- 2.4 Members are also asked to note for the diary that there is a change to the September 2019 Panel meeting date which, due to unforeseen circumstances, has been moved to **Thursday 26th September 2019 at 1:30pm (Hambleton District Council).**

3 Recommendation

- 3.1 It is recommended that the Panel:
 - (a) agrees the current work programme; and
 - (b) notes the change in date of the September 2019 meeting to **26th September 2019.**

Diane Parsons
Principal Scrutiny Officer
North Yorkshire County Council

9th July 2019

Background Documents:

Appendix A – Police and Crime Panel Calendar of Meetings 2019/20

| | | |
|-----------------------|--|--|
| September 2019 | Thursday, 26 September 2019 at 1:30pm Hambleton District Council, Northallerton. | Criminal justice – overview of the PFCC’s work in this area. Drug dealing – how the police are tackling this across NY and York. Police complaints handling at the OPFCC (update). 101 service performance update. Annual complaints report (Panel) – tbc. <i>Community safety partnerships: update report (tbc).</i> |
| November 2019 | Thursday, 14 November 2019 at 10:30am Civic Chamber, Selby District Council, Selby. | Transform 2020 – programme update. Mid-year budget review – policing and fire and rescue. Development of new technologies as alternatives to using 101 service to contact the police – tbc (agreed at meeting of July 2018) Update report on progress against the recommendations of the Complaints Sub-Committee report of 24 th October 2018 (twelve-month progress report). |
| January 2020 | Thursday, 16 January 2019 at 10:30am (venue tbc). | ‘Pre-precept’ reports for policing and fire. |
| February 2020 | Thursday, 6 th February 2020 (venue tbc). | PRECEPT – policing and fire. |
| | Thursday, 20 th February 2020 Hambleton District Council, Northallerton. | Precept Reserve (if needed). |

| |
|---|
| Other items for future consideration |
|---|

| | | |
|---|---|--|
| Commissioning | Briefing on commissioned services. <i>Panel to give further consideration to scope, along with timing of re-commissioning of services.</i> | <i>Tbc – PFCC to advise on commissioned services as part of criminal justice brief (Sept 2019)</i> |
| Body-worn cameras | Panel will take this issue once a report with further recommendations is ready to go forward from NYP. Further rollout is dependent on NYP achieving planned savings. | <i>Tbc</i> |
| County Lines – North Yorkshire briefing. | <i>Panel has received a written report prior to September 2018 meeting (cancelled) – Panel to consider whether a further report is required.</i> | <i>Tbc.</i> |
| Health and wellbeing within the police force and OPCC. | Report to look at welfare of staff and officers within NYP and OPCC, particularly for more pressurised roles. | <i>Further information provided by OPFCC on PTSD within the police force (18 July 2019).</i> |
| Wildlife crime | Panel to revisit progress on wildlife crime. | <i>Tbc</i> |
| PFCC briefing on Specific Grants – outline of initiatives and success criteria | <i>(agreed 15 11 18)</i> | <i>Tbc</i> |