

Agenda

Meeting: North Yorkshire Police, Fire and Crime Panel

**Venue: Meeting Room 3, No. 3 Racecourse Lane,
Northallerton, DL7 8QZ**

Date: Thursday 16 January 2020 at 10:30am

The Brierley Building (main County Hall building) is closed now until July 2020. All Committee meetings will be held in either No. 1 or No. 3 Racecourse Lane, Northallerton, DL7 8QZ. Please note the venue above for the location of this meeting. Please report to main reception which is located in No. 3 Racecourse Lane (former courthouse building).

Recording is allowed at County Council, committee and sub-committee meetings which are open to the public. Please give due regard to the Council's protocol on audio/visual recording and photography at public meetings, a copy of which is available to download below. Anyone wishing to record is asked to contact, prior to the start of the meeting, the Officer whose details are at the foot of the first page of the Agenda. We ask that any recording is clearly visible to anyone at the meeting and that it is non-disruptive. <http://democracy.northyorks.gov.uk>

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

Business

1. **Apologies.**
2. **Minutes of the Meeting held on 26th September 2019.** (Pages 8 to 13)
3. **Declarations of Interest.**
4. **Matters Arising from the Meeting held on 26th September 2019:**
 - (a) **Sale of Northallerton Police Station** – report from the Police, Fire and Crime Commissioner; (Pages 14 to 16)
 - (b) **Commissioner's Public Survey on the Use of Tasers** – update report from the Police, Fire and Crime Commissioner. (Pages 17 to 18)
5. **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 13th January 2020 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. The full protocol can be found at www.nypartnerships.org.uk/pcp

6. Members' Questions.

7. Progress on Issues Raised by the Panel – report by the Panel Secretariat.
(Pages 19 to 20)

8. HMICFRS inspection reports for North Yorkshire Police 2018/19 – opportunity for Panel to comment on the published reports (provided previously):

(a) Crime Data Integrity Re-inspection 2019 – cover report from the Police, Fire and Crime Commissioner.

(Pages 21 to 22)

(b) Police Effectiveness, Efficiency and Legitimacy 2018/19 – cover report from the Police, Fire and Crime Commissioner.

(Pages 23 to 25)

9. Fire and Rescue Service scrutiny

(a) One Year On: progress report following the transfer of governance in November 2018 (provided previously) – cover report by the Police, Fire and Crime Commissioner;

(Pages 26 to 28)

(b) HMICFRS inspection report of the North Yorkshire Fire and Rescue Service 2019 (provided previously) – cover report by the Police, Fire and Crime Commissioner.

(Pages 29 to 31)

10. Update on Spend of Additional Precept Raised in 2019/20 – report by the Police, Fire and Crime Commissioner.

(Pages 32 to 37)

11. Complaints handling by the Panel

(a) Twelve-month progress report regarding the Complaints Sub-Committee recommendations of 24 October 2018 – report by the Police, Fire and Crime Commissioner

(Pages 38 to 63)

(b) Update report from the Complaints Sub-Committee – report from Councillor Peter Wilkinson, Complaints Sub-Committee.

(Pages 64 to 73)

12. Work Programme – report by the Panel Secretariat.

(Pages 74 to 78)

13. 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 6th February 2020 (PRECEPTS) 10:30am - Northallerton
- Thursday 20th February 2020 (Precept Reserve) 10:30am – Northallerton
- Thursday 9th April 2020 – CANCELLED.

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton
8th January 2020

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, Fire 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 Helen Grant		Independent

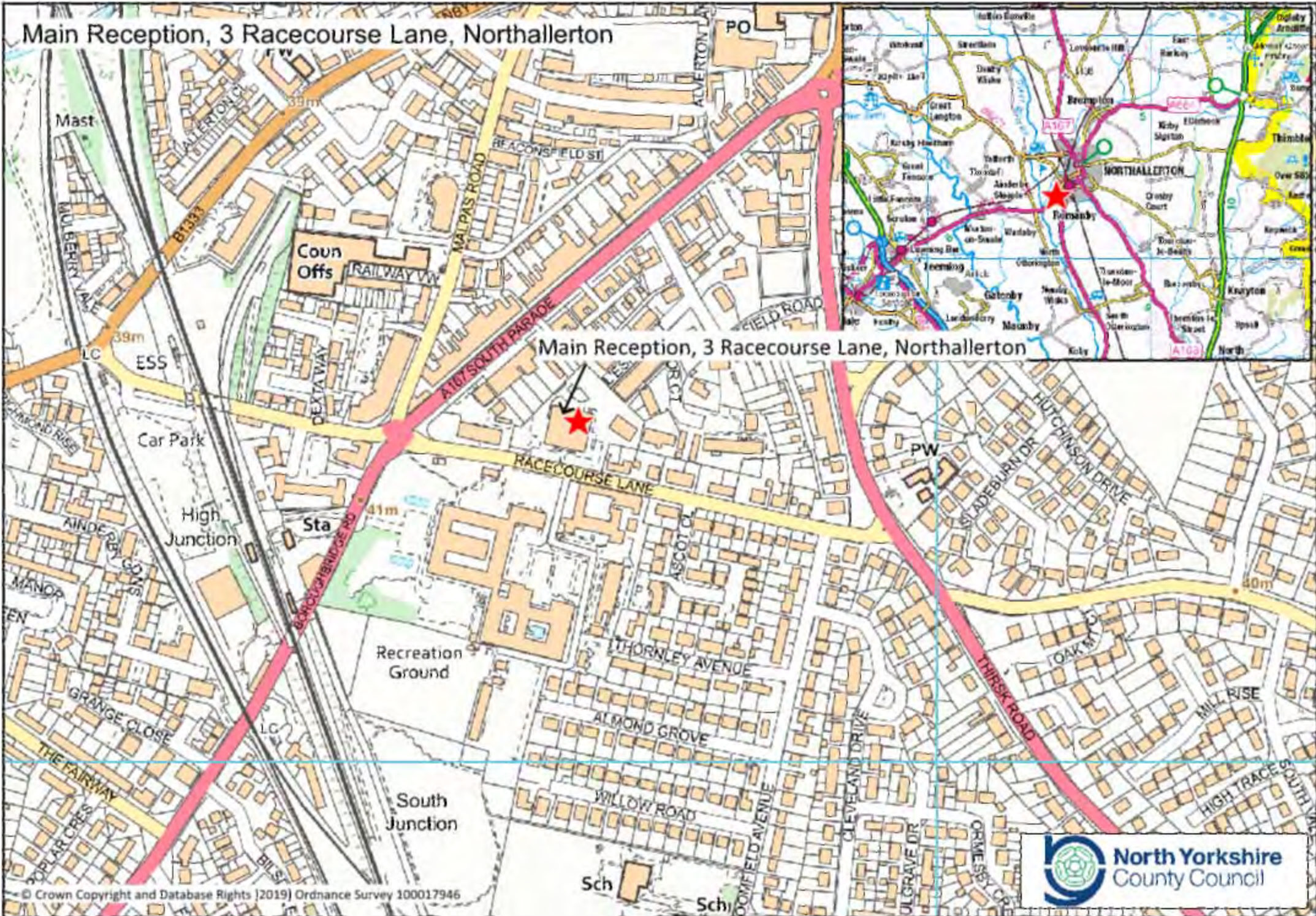
North Yorkshire Police, Fire and Crime Panel

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, Fire and Crime Panel

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

Main Reception, 3 Racecourse Lane, Northallerton



Main Reception, 3 Racecourse Lane, Northallerton

North Yorkshire County Council

Police, Fire and Crime Panel

Minutes of the meeting held on Thursday 26 September 2019, commencing at 10:30am in the Council Chamber at Hambleton District Council, Northallerton.

Present:-

Councillors: Keith Aspden (City of York Council), Helen Grant (Richmondshire District Council), Tim Grogan (Selby District Council), Carl Les (North Yorkshire County Council, in the Chair).

Community Co-opted Members: Paula Stott.

Julia Mulligan (Police, Fire and Crime Commissioner).

Supt Fran Naughton – North Yorkshire Police (for Item 11).

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

Officers from NYCC: Barry Khan (Assistant Chief Executive (Legal and Democratic Services), Diane Parsons (Panel Secretariat).

Copies of all documents considered are in the Minute Book

The Chair thanked Hambleton District Council for hosting the Panel meeting.

397. Apologies

Apologies were noted from Councillors Chambers, Colling, Foster, Mason, Middleton and Wilkinson, along with Community Co-opted Member Santokh Sidhu. The Chair reflected that consideration may need to be given in future to the scheduling of Panel meetings in September time due to absences for holidays.

398. Minutes of the meeting on 18th July 2019

Resolved –

That the minutes of the meeting held on 18th July 2019, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

399. Matters arising from the meeting held on 18th July 2019

(a) City Task Force update. The Commissioner provided a verbal update, highlighting that there had been a slightly delayed start to the Task Force but that a greater number of recruits had come forward after the shift pattern was changed. The Commissioner advised that there had been a lot of positive comments from businesses about the Task Force.

(b) Sale of Northallerton police station. Members conveyed that they had hoped to glean more information from the update around the criteria used in assessing the bids, the attempts to get Best Value and to reassure businesses and the community that the

Commissioner would be aspiring to the sale meeting the needs of the local community. These reassurances would need to be provided in advance of the property being sold. Michael Porter clarified that the Commissioner is seeking to achieve Best Value but that the planning authority would assess a bid based on its proposed use and plan local engagement; this is not the role of the OPFCC.

Resolved –

That the Panel:

- (a) notes the updates provided; and
- (b) receives a further update report in relation to the sale of Northallerton police station, highlighting how Best Value is being secured through the sale and the plans for local engagement.

400. Declarations of Interest

None were declared under this item of the agenda (Item 4). However, Councillor Keith Aspden subsequently declared an interest under Item 10 (Criminal justice overview) in relation to his membership on the national council for fire services.

401. Public Questions or Statements to the Panel

The Panel was advised that none had been submitted to the meeting.

402. Update report from the Complaints Sub-Committee

The Chair advised that this item would be deferred until the next meeting of the Panel in November.

403. Progress on Issues Raised by the Panel

Considered –

The note from the Panel Secretariat updating on progress on issues raised previously by the Panel.

Resolved –

That the Panel notes the written update provided.

404. Members' Questions

No questions were submitted.

405. Use of Tasers in North Yorkshire: the Commissioner's public survey

The Commissioner gave a verbal update on her public survey regarding the use of Tasers.

The Commissioner clarified that while any further rollout of Tasers in North Yorkshire would be an operational decision for the Chief Constable, the Chief and Commissioner had agreed that the Commissioner would gather the views of the public to help feed into a decision-making process.

The survey is open until 29th September 2019 and it was agreed that a report would come back to Panel in November with the survey outcomes and analysis.

Resolved –

That the Panel:

- (a) notes the verbal update provided; and
- (b) receives a report detailing the outcomes of the public survey and analysis of this at its meeting in November 2019.

406. Criminal Justice: An Overview of the Commissioner's Work in This Area

Considered –

The Commissioner's report giving an overview on her role in respect of criminal justice and service commissioning.

The Commissioner provided an overview for the Panel of this area of work which highlighted particular opportunities for the future around improving the criminal justice system locally as well as outlining challenges and successes. Potential opportunities locally include the development of Full Sutton prison and a new regional Board set up with the Director of the Probation Service. The Panel were advised of the complexity of working with a range of partners and agencies – for example through the Local Criminal Justice Board - where the Commissioner's role is to engage and influence partners in order to achieve better outcomes for victims but where the Commissioner has no authority to direct bodies such as the Crown Prosecution Service.

The Panel welcomed the Commissioner's report and congratulated the Commissioner and colleagues on the work that has gone into ensuring a range of initiatives are in place, particularly for prevention and early intervention. It was agreed that it would be helpful to have further detail around the numbers of people who have been users of these services and the outcomes, particularly in relation to projects such as York Pathways and some of the prevention and early intervention work (including where this supports work around County Lines). It was also identified that it would be useful to develop the Panel's understanding of the range of partners involved in this landscape. A further, detailed report to cover these points will be brought back to the Panel.

In response to a specific query, the Commissioner commented that she is keen that the LIFE scheme continues to receive funding but highlighted that ability of the fire service locally to commit to delivery of this may be impacted by ongoing national negotiations on pay and conditions.

Members highlighted that if there remain concerns around a strong local policing presence following the recruitment to neighbourhood policing activity this year, then greater connectivity needed to be made with those projects funded around engaging communities to help keep them safe. The Commissioner was asked to report back to Panel on the impact of the recruitment to neighbourhood policing in November 2019 or January 2020.

Resolved –

That the Panel:

- (a) notes the Commissioner's report;
- (b) receives a further report next year which details:
 - volumes of individuals engaging on interventions, particularly in respect of prevention and early intervention;
 - outcomes for those involved;
 - the range of partners involved.

(c) receives an update in November 2019 or January 2020 on the impact of the drive to boost neighbourhood policing.

407. Drug Dealing and How this is Being Tackled Across the Force Area

Considered –

The Commissioner's report on the growth of drug crime (County Lines) in North Yorkshire, how this is being tackled currently, the challenges and future plans.

The Commissioner expressed concern that the government is not fully recognising the scale and changing nature of this threat in terms of funding. Key measures put in place include oversight through the Serious Organised Crime Board, and significant increases in resources and activity to prevent and disrupt drug crime. A recent peer review highlighted good practice but also areas for improvement needed around partnership work and developing a better understanding of demand.

The Panel challenged the level of understanding of the problem by the force, with members feeling that the current assessment may only be "scratching the surface". Supt Naughton highlighted that the police are trying to educate the public and partners about County Lines in order to assist with their local intelligence picture. Members challenged how the issue was being dealt with strategically in relation to rivalries between groups operating outside of and within North Yorkshire, and in relation to appropriate data-sharing to identify those most vulnerable.

The Commissioner highlighted an upcoming drugs summit and also the variety of work underway with partners such as British Transport Police and those force areas outside of North Yorkshire where criminals are effectively 'exporting' into the county. The Commissioner felt there to be a more cohesive level of data-sharing on a regional and national basis now.

Members also reflected on the importance of youth provision in terms of prevention and that these services have diminished in recent years.

It was agreed that a further update report will be taken on this issue in 2020 and that the Panel would be grateful to know the outcomes of the drug summit. NYCC and City of York Council notes that they would welcome further engagement on the latter.

Resolved –

- (a) That the Panel notes the report;
- (b) That the Panel receives an update report in 2020 on drug crime, including the outcomes of the drugs summit; and
- (c) That further engagement is undertaken between the OPFCC, NYCC and City of York Council regarding the forthcoming drugs summit.

408. Police complaints handling at the OPFCC

Considered –

The report of the Police, Fire and Crime Commissioner updating Panel on plans for the handling of police complaints as a result of new legislation coming into force.

Sharon Caddell gave an overview of the position and planning for the new police complaints handling process in North Yorkshire. Key points included:

- The Joint Executive Board (NYP and NYFRS) has given approval in principle to the establishment of a Complaints and Recognition Team within the OPFCC;
- Recruitment for the new team will be undertaken shortly;
- A comprehensive implementation plan has been developed;
- Communications around the new handling process will step up considerably in the next few months.

The Panel were advised that the new process is expected to 'go live' in February 2020. Some of the anticipated improvements outlined for police complaints handling included:

- Greater capacity in the Professional Standards Department
- Greater accountability and customer satisfaction
- Better able to identify complaint trends and as such move towards a more learning culture within the police.

Resolved –

That the Panel:

- (a) notes the update report provided; and
- (b) receives a further update in 6-9 months.

409. 101 Non-Emergency Service Performance Update

Considered –

The report of the Police, Fire and Crime Commissioner updating on the recent performance of both the 999 and 101 non-emergency services.

Members noted the demonstrable progress in performance related to the 999 service, but queried whether the service could meet the national target of 10 seconds for answering a call. The Deputy Commissioner felt this was an attainable target and that impact had been felt of recent staffing changes and an increase in demand. Members heard that there had been a change in the shift pattern in the Force Control Room (FCR) earlier this year and as such to apply caution around analysis of the data for which there was only one month of figures since the changes had been introduced. The Panel heard that the figures for September 2019 (not part of the paperwork) were showing signs of improvements.

While Panel welcomed the measures put in place to improve both services over the last year, members expressed concern regarding the level of abandonment for calls to 101. The Commissioner was invited to consider setting a deadline for improvements to be made. The Commissioner felt that setting a deadline would be an arbitrary measure to impose and that there had been specific impacts to the FCR such as the recent police officer recruitment campaign, to which some officers had applied. The Commissioner felt confident that the force is doing everything it can at present to deal with the level of demand for the service. The Panel were advised that the abandonment rate is directly correlated to demand, which has been unusually high. The Commissioner wishes to see the recent changes through in relation to staffing and then undertake a review of performance.

The Panel were informed that other mechanisms to enable reporting to 101 are in development, including the single online home.

In response to Members' queries, the Commissioner advised that it is unknown why demand for both services had been so high in recent months and further analysis would be needed. The Deputy Commissioner also agreed to provide data on nuisance/inappropriate

calls to the FCR, although advised that these types of calls do not significantly impact the service.

The Panel were reminded that they are welcome to visit the Force Control Room.

Resolved –

That the Panel:

- (a) note the report provided; and
- (b) receive a further update on performance in six months' time, including an analysis of demand and of 'nuisance' calls received.

410. Work Programme

Considered –

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

The Commissioner highlighted that no changes are planned to the Fire and Rescue Service's Integrated Risk Management Framework and as such this will not need to come to Panel. The Commissioner also asked if a further discussion could be had between the OPFCC and the Secretariat in respect of reporting around an accountability framework for the Fire and Rescue Plan.

Neighbourhood policing, and the impact on this as a result of the Commissioner's recruitment this year, will be included on the work programme in January 2020 (pre-cept).

The Commissioner asked the Panel to bring a report on progress made since November 2018 and the transfer of governance of the fire and rescue service. This will come to Panel in November 2019.

Resolved –

That the Panel:

- (a) notes the update report provided; and
- (b) includes the suggested items for future consideration within its work programme.

411. Grant Agreement for 2019/20 from the Home Office

Considered –

The report by the Panel Secretariat regarding the new grant conditions introduced by the Home Office for the 2019/20 grant offer.

A letter has been sent to the Home Office expressing concern at the nature of the new conditions imposed, which appear to be more focussed on quantitative, rather than qualitative, measures for the effectiveness of scrutiny. Liaison is also taking place through the regional Panel network and the National Association for Police, Fire and Crime Panels.

Resolved –

That the report be noted.

The meeting concluded at 12:10pm.
DP

Police, Fire & Crime Panel Report

January 2020



Sale of Former Northallerton Police Station

Introduction

Since the move of Northallerton Police Station to Alverton Court the disposal of the Former Police Station has been planned. The Former Police Station is located at the north end of the main High Street, which is the main arterial route within in the town centre. It sits within close proximity to residential and retail properties. In its current configuration the property had been used as the main police station for Northallerton providing offices and custody suite with large garages/workshop to the rear. Following the relocation to Alverton Court the property is now vacant and surplus to requirements.

The site was placed on the market on 23/05/2019 for 12 weeks. After several viewing days four bids of varying amounts were received

How is Best Value/Value for Money to be determined

Local authorities, which include Police, Fire and Crime Commissioners, are usually required to dispose of land (and buildings) on the basis of the best consideration reasonably obtainable. But there are cases where local authorities may dispose at less than the best consideration.

Guidance sets out that disposals at less than best consideration may only be justified if they involve indirect benefits and those cannot be taken into account in assessing best consideration. On occasions, such disposals may be vital tools of local authorities and Local Strategic Partnerships in maximising value for money in pursuit of wider strategic objectives and outcomes.

There are many instances where this may arise, provided always that the local authority has the powers to seek the benefits involved.

Examples of where it might arise are:

- providing affordable housing in excess of that which would be required by planning policy
- disposing of an interest in property to a not-for-profit organisation, designed to achieve social and economic benefits

- disposal of an interest in property designed to achieve specific physical, economic or cultural regeneration in excess of that which would normally be required by national or local planning policy
- seeking environmental sustainability benefits in excess of those that would normally be required by planning policy or statute.

In these cases, if a local authority is to meet its legal obligations (and avoid legal challenge), it is important to be able to demonstrate that a consistent, transparent and well-structured approach has been taken, that value for money will be obtained.

Property Valuation

Prior to the site being placed on the market a professional valuation of the property was undertaken along with an assessment of potential likely uses of the building and what options may be possible to potential bidders in terms of planning permissions and/or change of use of the building based on recent developments within Northallerton.

Bids Received

Four bids were received for the property, 2 were significantly below the property valuation and 2 met/exceeded the price the property was valued at.

There was nothing contained within any of the bids that the organisation has the powers to seek any benefits from that could potentially result in a less than best consideration disposal.

As such the decision was made to proceed with the disposal based on the best consideration (price) bid through the sale process.

Next Steps

Heads of Terms for the sale have been drafted along with contracts.

Once conditional contracts have been exchanged the purchaser must submit a planning application within 3 months.

The purchaser has a target date of 18 months for planning to be accepted but they anticipate this to be much sooner. However it is hopeful that completion of the sale will proceed more quickly as we understand the purchaser has held positive talks with the council.

It is expected that the planning application should be submitted by March 2020 and thereafter further information is likely to become available.

Conclusion

Best consideration for this disposal has been achieved through the pro-active marketing of the site with the highest price option being chosen to ensure that the Police, Fire and Crime Commissioner meets their obligations in this respect. There was nothing within any of the other bids for the site that would have justified not accepting the highest price.

Survey Report

January 2020

The use of Taser in North Yorkshire

In September 2019 the North Yorkshire Police, Fire and Crime Commissioner surveyed the public as to their appetite for Taser to be rolled out to more Police Officers in North Yorkshire.

The decision to arm officers with Taser is down to local Chief Constables, based on their assessment of risk and need in their area. In this country, police officers are not routinely armed, and our model of policing is community-based. Therefore, the relationship between the police and the public is very important, which is why the Commissioner felt it necessary to conduct this survey.

Taser is a weapon that fires two small darts connected by thin wires to the firing unit that deliver an electric current designed to disrupt voluntary control of muscles, incapacitating the subject. Taser is classified as 'less-lethal' as the possibility of serious injury or death still exists, though in rare circumstances.

A total of 4079 people responded to the survey. Considerable effort was put into advertising the survey amongst different communities and sufficient responses were received from groups with protected characteristics for us to be confident of their perspective.

This survey found overall support for a further roll-out of Taser in North Yorkshire to aid officer safety and to allow the police to do a better job. There is a high degree of trust in North Yorkshire Police to use them responsibly. However, the survey did find some variance regarding whether the roll-out should be mandatory, and when it would be justified to use Taser, as outlined below.

Findings

Two thirds of the public of North Yorkshire feel that rolling Taser out would make them feel safer in their community. Only 6 per cent felt it would make them feel less safe. Importantly, of those who currently feel less safe in their community, 86 per cent said that knowing police officers were armed with Taser would make them feel safer. Four in five think that the roll out of Taser will be good value for money.

How safe would you feel if every police officer in your community was armed with Taser?	
I would feel safer	66%
It would make no difference to how I feel	28%
I would feel slightly less safe	3%
I would feel much less safe	

There is clear trust in North Yorkshire Police to use Taser responsibly, with 93 per cent stating their support. 94 per cent stated that they would be more likely or it would make no difference to them approaching a police officer for help. One in four of those who feel less safe in their community being more likely to approach an officer as a result.

How strongly do you agree or disagree with the statement, "I trust the police to use Tasers responsibly"?		
1	Strongly agree	69%
2	Agree	24%
3	Disagree	4%
4	Strongly disagree	3%

Respondents were less clearly cut when it came to the extent of the roll out. While there was support for neighbourhood police officers to carry them, there was some hesitancy, with, for example, two in five councillors and a quarter of the public feeling that neighbourhood officers shouldn't carry them.

This was reflected in whether it should be mandatory, with most councillors and over a third of the public feeling it should be down to individual officer choice or only available within teams as back up or within specialist teams. Moreover, there was a 50/50 split amongst those police officers responding. Given that the nature of policing in the UK is by consent, and that most police officers will have joined with this in mind and at a time when Taser was not widely available, the Commissioner feels that a more robust and direct survey of *all* North Yorkshire police officers should be undertaken by the Chief Constable to fully understand their view on this before any mandatory roll-out be considered.

When someone is behaving violently or is suspected of carrying a weapon there is overall support for the use of Taser being always justified. There is not the same level of support when someone is resisting arrest, when most say it is only sometimes justified. Similarly when someone is fleeing the scene of a crime, while most public would say it is always justified, councillors and police officers who responded feel it is only sometimes or rarely justified and overall there is a greater spread of answers compared to the first two examples above. When someone is threatening harm to themselves, the public and councillors think that the use of Taser should only be as a last resort, while most police officers feel that it is always justified. There is clearly a difference between what the police and public think is appropriate and would therefore consider to be legitimate use of Taser which the Chief Constable will need to consider carefully.

This is also apparent in terms of ethnicity and age. Ten per cent fewer BAME respondents consider the use of Taser always justified across all examples than white British nationals. People under 45 were also generally more cautious. For example, while overall the public feel it is always justified when someone is fleeing the scene, those under 45 do not. They are also far more against its use when someone is resisting arrest or threatening harm to themselves. This will also need to be carefully considered when considering what use will be legitimate.

Other than where stated, there are no significant differences in these findings for protected characteristics groups whose answers follow the trends stated above.

ITEM 7

North Yorkshire Police, Fire and Crime Panel

16 January 2020

Progress on Issues Raised by the Panel

1	Purpose of Report
1.1	To advise Members of: <ul style="list-style-type: none">(i) progress on issues which the Panel has raised at previous meetings; and(ii) any other matters that have arisen since the last meeting and which relate to the work of the Panel.

2 Background

2.1 This report will be submitted to each meeting listing the Panel's previous resolutions and/or when it requested further information to be submitted to future meetings. The table below represents the list of issues which were identified at previous Panel meetings and which have not yet been resolved. The table also indicates where the issues are regarded as completed and will therefore not be carried forward to this agenda item at the next Panel meeting.

	Date	Minute number and subject (if applicable)	Panel resolution or issue raised	Comment / date required	Complete at publication?
1	26 September 2019	399 – Sale of Northallerton police station.	Update to be provided by the OPFCC on criteria used to assess bids, how Best Value is being achieved and plans for engagement with the local community.	16 January 2020	√
2	26 September 2019	405 – Use of Tasers in North Yorkshire (public survey)	PFCC to update on outcomes and any further actions resulting from recent public survey.	16 January 2020	√
3	26 September 2019	407 – Drug crime in North Yorkshire	PFCC to update on outcomes of drugs summit (Nov 2019) as part of wider update on tackling drug crime.	6 th February 2020	X
4	26 September 2019	409 – Force Control Room update	Six-monthly update on performance, to include an analysis of	6 th February 2020	X

			demand and of 'nuisance calls'.		
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3 Recommendation

3.1 It is recommended that the Panel:

(a) notes the report;

(b) considers whether any of the points highlighted in this report require further follow-up.

Diane Parsons
Principal Scrutiny Officer
North Yorkshire County Council
7th January 2020

Police, Fire & Crime Panel Report

January 2020



Crime Data Integrity Inspection Report

Overview

This report covers the Crime Data Integrity (CDI) reinspection by HMICFRS, the areas for improvement and actions intended or already underway to meet these.

The findings of the CDI report are very positive, and the Commissioner is grateful for the hard work that has gone into improving how crime is recorded. There is more work to be done to ensure this is embedded and sustainable, but the Commissioner is now better assured that NYP's data is better reflective of what is reported by the public.

Crime Data Integrity

The Commissioner is very pleased that NYP has significantly improved its crime recording arrangements since the 2017 inspection. Of those forces that have been re-inspected, NYP achieved one of the most impressive levels of improvement. Inspectors found the force has:

- significantly improved its overall crime recording standards, including for violence and sexual crimes;
- improved its recording standards for rape crimes;
- improved its recording of crime reports received directly into its public protection department from partner organisations (such as social services);
- developed and implemented a crime data integrity action plan to address recommendations and areas for improvement and drive systemic cultural change;
- substantially improved the number of crime reports it records within 24 hours; and
- invested in additional resources to scrutinise and improve crime recording decision making and data quality.

HMICFRS did not make any formal recommendations but did identify some areas that the force could improve further including officers and staff understanding of how to record some types of crime, such as common assault, harassment and malicious communications and encouraged NYP to continue to explore how it can improve its collection of information to better understand and respond to the effect of criminality on identifiable groups within communities. The Commissioner has been advocating this for some time, particularly regarding rural communities and to identifiable groups within those communities and will continue to work with the Chief Constable as this is resolved.

Conclusions

The Commissioner is glad that HMICFRS have confidence that NYP will address these gaps in knowledge through its crime recording training programme which began in January 2019 and will be provided to all officers and staff who make crime recording decisions. HMICFRS also noted that chief officer leadership and governance arrangements for crime recording have contributed significantly to these improvements. Governance is managed through a CDI improvement board which meets monthly and is chaired by the deputy chief constable (DCC). The force reports its own crime recording audit results to the board and adds any resulting recommendations to the CDI action plan and monitors progress through the board.

Police, Fire & Crime Panel Report

January 2020



HMICFRS PEEL Inspection Report

Overview

This report covers the 2018/19 PEEL inspection of North Yorkshire Police by HMICFRS, the areas for improvement and actions intended or already underway to meet these.

The Commissioner welcomes the PEEL report and the clear improvement, especially on efficiency, which demonstrates that the Transform 2020 programme is making a difference and helping the organisation to change the way it is working so that it can more effectively support the frontline and can invest to make improvements.

The Commissioner agrees that improvement is required around the concerns raised under the legitimacy strand. Progress has already been made, and from her own scrutiny can reassure the public that she believes NYP are using stop and search and using force appropriately and proportionately.

Effectiveness

The Commissioner is very pleased that NYP received a 'good' grade across all areas of effectiveness which reflects the hard work that has gone into improving how they care for vulnerable people and are ambitious about the way that they collaborate and work closely with partners to provide the best possible response.

Caring for the vulnerable is recognised by the inspectorate as a priority at all levels of the service. Considerable work has gone into improving referral pathways for victims and vulnerable persons, including investing in training officers to better recognise signs of vulnerability and assess risk which the inspectors noted. Better recording of this is required as the final stage of this improvement, and was set out as an area for improvement, and NYP are ensuring this is the case.

Of note were the measures put in place by the Commissioner to ensure that mental health needs can be quickly and effectively understood in the Force Control Room, with the introduction of mental health nurses, and for frontline officers through working with street triage teams.

The protection of vulnerable victims of domestic abuse has improved, and much work and investment has gone into improving the victim services to support these individuals throughout the criminal justice process. However, HMICFRS did recommend as an area for improvement that

NYP review why not all high-risk cases are being referred to a MARAC for multi-agency support. This is being reviewed and recommendations will be brought forward shortly.

Improvements continue within the Force Control Room to ensure that NYP provide the best possible service at the first point of contact. Staff in the FCR continue to work hard to deliver a good, caring service for which the Commissioner is grateful. Further improvement to the FCR is required to enable them to continue to deliver the best possible service and this is well in train through the FCR improvement plan.

Efficiency

The Commissioner is very pleased that NYP have received a 'good' rating for efficiency, showing that the hard work that has gone into the delivery of the Transform 2020 programme has been worthwhile. It is good that the service is now in a better state to efficiently deliver policing and to keep people safe than before, and in a more sustainable position to continue to deliver excellent services in the future.

The Commissioner agrees with the inspectorate that evaluation of change and its impact needs to be improved so that NYP can explain more clearly to the public what it has achieved in spending public money the way it has, as benefits are often understood at a basic level internally but without the clear evidence to demonstrate this to the public.

The Commissioner agrees that NYP now better understands the known demand it faces and the time it spends dealing with this. This is improving the way it shapes its workforce and can reinforce frontline policing. However, the Commissioner is still clear that more needs to be done to move beyond known demand to understand vulnerability in our communities, especially in rural communities where there is lower levels of reporting and therefore hidden crime, as evidenced by the National Rural Crime Network's research.

Work has been ongoing to assess and embed the skills, workforce and technology necessary to deliver the best possible services. Changes have been made to recruitment and the introduction of mobile working technology has seen a step change in the ability of officers to identify jobs and record evidence more effectively. The Commissioner will continue to ensure that NYP works to understand how it can most efficiently deliver its services in different ways to provide value to the public.

The Commissioner is particularly grateful for the Chief Constable's continued commitment to Neighbourhood policing and the work that has gone on to ensure that this continues to be the bedrock of the service in North Yorkshire and York. She is pleased to see that compared to other services North Yorkshire has been able to protect and reinforce its frontline in its neighbourhood policing teams from cuts better than in other areas related to the number of officers within the service.

She is glad to see that the inspectorate recognises a renewed approach to collaboration, especially with the fire service, and that there is robust and ambitious collaborative activity and challenge going on in all areas of the service. More is required to understand, plan and evaluate the benefit of this work, and the Commissioner is keen to see this taken forward effectively and quickly.

Legitimacy

NYP received a grading of “requires improvement” for legitimacy. HMICFRS found that NYP needs to improve its understanding of how fairly its officers treat the public and that a complete picture is needed of how both use of force and stop and search powers are being used in the community. They observed that officers electronically record when force has been used, but their actions aren’t being reviewed often enough by supervisors. This was replicated for stop and search powers. They felt that training needs to be delivered consistently, and supervisors should fulfil their role so that the public can be confident about the way the force is operating.

The Commissioner agrees that improvement is required, and that training and supervisory review is essential in internally monitoring performance on these matters. She has also established an independent process for scrutinising stop and search and use of force, including a lay observer scheme similar to the Independent Custody Visitor Scheme, Community Review Groups to provide feedback to local teams, and, shortly, an Independent Scrutiny Panel similar to the panels already in place for out of court disposals and domestic abuse.

From her own scrutiny processes, the Commissioner is assured that NYP are using stop and search and using force appropriately and proportionately, and can reassure the public on this matter.

The Commissioner agrees that more needs to be done to support those bringing forward unethical behaviour as part of a learning culture to make sure that appropriate training and remedy can be put in place. It is vitally important that there is a full understanding of the issue of abuse of position for sexual purpose and will look to the Chief Constable to bring forward appropriate measures to ensure this happens.

Conclusions

Overall, the Commissioner is pleased that the report shows that NYP continue to perform well in effectively tackling crime and protecting vulnerable people and she is confident that work is in place and ongoing to help drive North Yorkshire Police toward becoming an Outstanding police service.

Police, Fire & Crime Panel Report

January 2020



One Year On: progress report following the transfer of governance in November 2018

Overview

This cover report provides an overview of the full One Year On report published by the Commissioner and presented to the Panel.

Governance Transfer

The Policing and Crime Act¹ was given royal assent in January 2017, making provision for local assessments by Police and Crime Commissioners as to the most effective governance model for Fire and Rescue Services (FRS), in the interest of economy, efficiency and effectiveness, and/or public safety.

In North Yorkshire, the Commissioner considered that such a change may be in the best interest across these focus areas. She commissioned a full and independent assessment of the current Fire Authority governance model and the options available through legislation, including robust and extensive consultation with the public and workforce; this resulted in the submission of a business case to the Home Secretary proposing a change in governance.

The Home Secretary approved the transfer in June 2018, recognising the benefits that joint oversight of the police and fire service would bring to the residents and businesses of North Yorkshire. On 15th November 2018, the Commissioner took on all statutory responsibilities of the North Yorkshire Fire and Rescue Authority, becoming the Police, Fire and Crime Commissioner for North Yorkshire.

Progress one year on

Published 12 months post governance transfer, the Commissioner's One Year On report (appended) provides an assessment of progress against the intentions set out in her Local Business Case (LBC). The report focuses on the LBC's four Critical Success Factors (CSFs) that represented the attributes essential to the successful delivery of the change in governance, as well an economic assessment.

- CSF 1: Accelerates scale, pace and effectiveness of collaboration
- CSF 2: Brings benefits in terms of transparency and accountability
- CSF 3: Transfer is deliverable

¹ Policing and Crime Act 2017 <http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted>

- CSF 4: Mitigates strategic risks

The transfer process went smoothly with clear employee consultation and communication, including the publication of an independent baseline assessment to help the Commissioner understand the position of the Service at transfer.

In the 12 months since transfer the pace and scale of collaboration and change has been significant and much progress has been made. The two organisations now share a joint mission and vision with aligned priorities through their respective strategic plans, North Yorkshire Fire and Rescue Service (NYFRS) have a joint headquarters with North Yorkshire Police (NYP), and ENABLE North Yorkshire has been established to pool corporate enabling services. A single estates strategy is close to being finalised and progress is well under way toward developing a Public Safety Service with multi-agency officers delivering preventative work for both services by the end of the financial year. In addition, several tactical initiatives have been taken forward, with closer working between control rooms, integrated training (for example on mental health), the use of police drones with thermal imaging cameras for supporting fire incidents, and the sharing of calls from the ambulance service for gaining access for medical emergencies.

The Commissioner inherited a significant budget deficit of £1.2 million per year on transfer, increasing to £2.5 million by the end of the Medium Term Financial Plan (MTFP) and in 2022/23 seeing NYFRS's reserves depleted creating a significant risk. On transfer the Commissioner immediately set out to address this situation, setting up a finance working group and ensuring that ideas were gathered from as wide a range of sources across the Service and nationally. Within 12 months since transfer sufficient savings have been identified over the course of the MTFP that the budget should break even by 2021 without any detriment to frontline services. Furthermore, over the 10 year period covered by the local governance business case, savings are now forecast to reach £8 million across NYFRS and NYP, £1.4 million more than originally estimated.

Much of this progress stems from more dynamic, transparent and accountable governance, allowing work to move at pace and decisions to be made more quickly. Access to information and a greater understanding of detailed business cases, through support from the Office of the Police, Fire and Crime Commissioner (OPFCC) and having more time to spend with the Service, has meant different considerations and potential gaps have been explored, leading to greater focus on clear priorities. Decisions are more transparent to the public and there is greater clarity on roles and responsibilities through a streamlined Corporate Governance Framework and planning cycle.

Public Accountability Meetings (PAM) are live streamed and can be reviewed via the Commissioner's website, providing the public with a more in depth understanding of their Service and the challenges and good work being done to improve it. More members of the public have been involved in setting the direction of the Service and its precept through consultation than ever before, with over 3,700 involved in the first year.

There is still much more work to be done but the Commissioner now has a thorough understanding of the challenges and robust plans in place to address them.

The Future

Over the next 12 months we will identify tangible outcomes linked to improving the effectiveness and efficiency of our new ways of working, ensuring better outcomes for the public. This will

include an evaluation of ENABLE, the Public Safety Service, and prevention activities more widely, as well as the joint Estates Strategy, including the shared headquarters.

Police, Fire & Crime Panel Report

January 2020



HMICFRS Inspection Report of the North Yorkshire Fire and Rescue Service 2019

Introduction

In summer 2017, HMIC became HMICFRS taking on inspections of England's 45 fire and rescue services, assessing and reporting on three pillars: effectiveness, efficiency and how well the service looks after its people. The inspections are proportionate, risk based and result in graded judgements of *inadequate*, *requires improvement*, *good* and *outstanding* for each of the three pillars.

North Yorkshire Inspection Overview

North Yorkshire Fire and Rescue Service (NYFRS) was inspected for this first time as part of the final round of inspections (tranche three) in June 2019, and this report provides an overview of the findings. The final inspection report¹ was published on 17 December 2019 and is appended for information. The Commissioner and Chief Fire Officer have welcomed and agree with the findings of the inspection report which confirms many of their own findings and opinions, and the report is being used to promote good practice and address areas for improvement.

The graded judgements for each of the three pillars are:

Principal question/pillar	Inspection focus	Graded judgement
How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?	How well the fire and rescue service understands its current and future risks, works to prevent fires and other risks, protects the public through the regulation of fire safety, responds to fires and other emergencies, and responds to national risks.	Good
How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?	How well the fire and rescue service uses its resources to manage risk, and secures an affordable way of providing its service, now and in the future.	Requires improvement
How well does the fire and rescue service look after its people ?	How well the fire and rescue service promotes its values and culture, trains its staff and ensures that they have the necessary skills, ensures fairness and diversity for its workforce, and develops leaders.	Requires improvement

¹ HMICFRS inspection of North Yorkshire Fire and Rescue Service
<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/north-yorkshire-fire-and-rescue-service-report-2018-19.pdf>

Effectiveness

The Commissioner is pleased that the report shows that North Yorkshire Fire and Rescue Service provides an effective service to the public; protecting the public through fire regulation; responding to fires and other emergencies; and responding to national risks.

The Commissioner agrees that the service’s understanding of the risk of fire and other emergencies requires improvement. The Service will develop a new Integrated Risk Management Plan over 2020, starting with a comprehensive risk profile for the county.

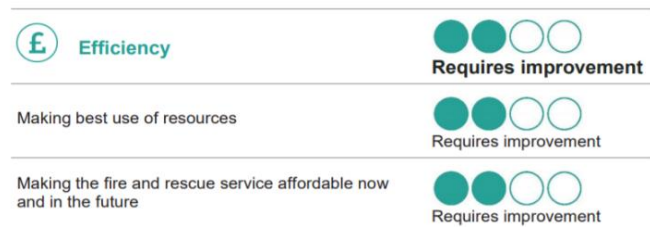
In addition, the service requires improvement to the way it prevents fires and other risks and in evaluating the causal effect of its prevention activities and interventions, and work is already underway to understand the impact of the Services current work so that improvements can be made and best practice expanded.



Efficiency

The service’s efficiency requires improvement. Specifically, it requires improvement to how it uses resources and to the way it makes its services affordable.

The financial position inherited by the Commissioner at the point of governance transfer is reflected in the inspectorate’s graded assessment of efficiency. The overreliance on reserves to plug the day to day running of the service would have seen them deplete by 2022/23. The Finance Working Group established shortly after transfer by the Commissioner, has now identified significant efficiencies without impacting essential frontline services. Collaboration has progressed at pace, with savings identified from a shared HQ, joint corporate services and co-location of frontline staff. The budget should now break even by 2021/22, putting the Service on a more stable footing for the future but the service will need to extend savings to free up funds for much needed investment in vehicles, equipment, Personal Protective Equipment, buildings and training.



People

North Yorkshire Fire and Rescue Service is good at looking after its people, promoting the right values and culture and getting the right people with the right skills. But it requires improvement to how it manages performance and develops leaders; and ensures fairness and promotes diversity.

Over the last twelve months, the Commissioner has recruited a new principal officer team in Chief Fire Officer, Andrew Brodie and his deputy, Jonathan Foster, who are committed to improving the diversity of the workforce. For example, special taster days were held for women as part of the recent wholetime firefighter recruitment campaign and the service has kept in touch with women who were unsuccessful in the process and recently held an information and training day to help maintain their interest. Working closely with North Yorkshire Police will provide opportunities for the two services to work together and make further progress in this area.



Action plan

After the inspection team's hot debrief post fieldwork and on receipt of the draft inspection report in October, the Service has started to draft an action plan to address all areas requiring improvement. This plan will be finalised during the first quarter of 2020 and presented to the Commissioner with progress reports provided to the Commissioner's monthly Public Accountability Meetings and Executive Boards.

Future HMICFRS inspections

Round two of HMICFRS fire and rescue service inspections across England will be in three tranches as it was in round one. Each tranche will be made up of 15 services. It is likely that NYFRS will be inspected as part of tranche three with discovery and fieldwork taking place between spring and summer 2021 and report publication in autumn 2021.

Police, Fire & Crime Panel Report

January 2020



Update on spend of Additional Precept raised in 2019/20

Introduction

In 2019 the PFCC presented the results of a Neighbourhood Policing Survey to the Panel which provided a timely reminder of the concerns that the public have about the erosion of local policing services in North Yorkshire. The summary findings of the survey were that:

- Overall, residents feel less safe than they did a year ago
- 40% of people feel crime and anti-social behaviour is getting worse in their area
- Policing comes at the bottom of the list when residents are asked to rate local public services
- Less than one third of people are satisfied with the level of police presence in their area
- Scarborough and Richmondshire are standout areas for good practice and community confidence
- There is support for partners to take more action over mental health related issues
- Communities feel they should be given a greater say on resolving anti-social behaviour

Plans to address these concerns

In response to these concerns, and the strategic direction of the PFCC to deliver the 'Reinforcing the Front Line' goal set out in the Police and Crime Plan, the Force developed plans to address the areas that were raised within this survey and proposed the following:

- Community Resilience Teams with a visible presence dedicated to prevention and facilitating multi agency working.
- Mental Health Coordinators to support our most vulnerable residents and reduce the need for emergency secondary interventions
- Increased and structured engagement with communities to understand what matters to the place with a focus on volume acquisitive crime and volume offenders. Subsequently

this will reduce the fear of crime through increased traditional community presence and engagement.

This would include:

- Integrated Offender Management
- Neighbourhood Teams focused on volume acquisitive crime and volume crime prevention and engagement
- Bail Management
- Creation of a Public Safety Officer across public sector organisations.
- Online PCSOs to provide prevention advice and support investigations such as online crime
- A City Task Force, focused on primary interventions to ensure that our more urban communities problems are being solved.

To deliver these proposals would result in an increase in both Police Officers (51 FTEs) and PCSO's (23.5 FTEs) and once fully implementing would cost in the region of £3.3m on an annual basis.

Additional Precept agreed to support this investment

It was proposed in February 2019 that to invest in these priority areas that additional precept, above a £12 increase for a Band D property – which was required for a 'standstill' budget, would be needed.

The agreed Band D precept for 2019/20 therefore increase by £22.95 which generated the additional £3.3m income to fund the proposals put forward from the Force to address the concerns raised in the Neighbourhood Policing Survey.

Phased Recruitment in 2020/21

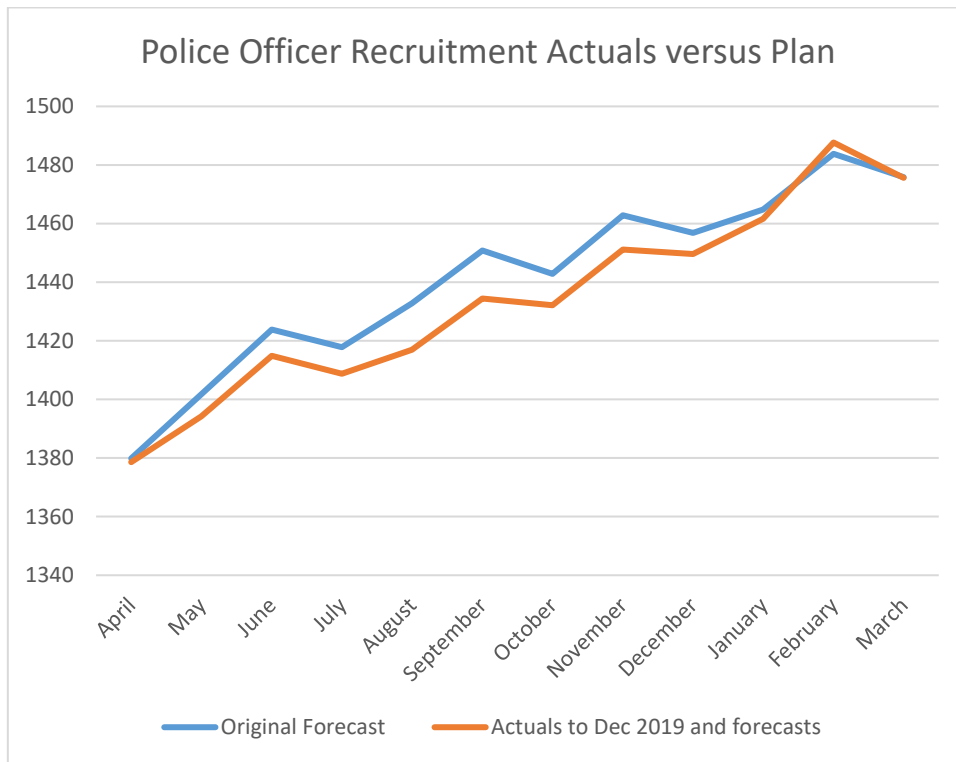
It was agreed that the funding would only be released to the Force as the Officers and PCSOs were specifically appointed to the 74.5 FTE roles that are set out within the proposal. Funding would also be made available in 2019/20 to enable recruitment of these additional resources and for the additional uniforms and equipment that would be needed. With the indicative budget set out below:

Projected Cost of Investment in Neighbourhood Policing				
	2019/20	2020/21	2021/22	2022/23
Spend Area	£000s	£000s	£000s	£000s
Salary Costs	2,530	3,280	3,425	3,495
Training Costs	325	35		
Uniform and Equipment Costs	220			
Total Investment Cost	3,075	3,315	3,425	3,495

The overall recruitment plans from the Force, for Police Officers, was based on 8 recruitments during 2019/20 as per the below, which was planned to result in an average of circa 1,439 FTE Officers 'employed' during 2019/20 and a year-end total of circa 1,465 FTEs.

Police Officer Recruitment Plan	Number in intake	Date of Intake
Transferees	28	May-19
Student Officers	28	Jun-19
Transferees	20	Aug-19
Student Officers	28	Sep-19
Student Officers	28	Nov-19
Transferees	14	Jan-20
Student Officers	14	Feb-20
Total	160	

The overall recruitment of Police Officers, in comparison to the original plan, has been excellent from the Force as shown in the graph below.



The above numbers do not include an additional 28 FTE recruits that are expecting to start at the end of March 2020 as these are part of the National Uplift programme and would have therefore made the graphs inconsistent.

If all remaining recruitment goes to plan then the Force is forecast to have just over 1,500FTE Police Officers at the end of this current financial year.

In terms of PCSOs the recruitment plan to deliver these additional resources was initially more simple – there would be an additional recruitment in September 2019 to deliver these additional resources. This took place and 27 FTEs were recruited. These were in addition to 11 FTEs that were recruited in June 2019. This was expected to have resulted in the Force being almost at full strength on PCSOs with a further recruitment planned for January 2020 to ensure that any leavers could be replaced.

However PCSO's 'leavers' throughout the year have been higher than expected, with 25 FTE leavers taking place from April to Dec 2019 – this equates to just over 12% of the initial PCSO establishment.

This has resulted in only 197 FTE PCSOs being employed by the Force as the end of December 2019. As a result of this a recruitment of 28 FTEs is planned for both January and March which, if delivered, will put the Force around 20 FTEs above establishment at the end of the Financial Year. This should ensure that overall PCSO numbers can be maintained in 2020/21, especially given the trend of PCSOs transferring to become Police Officers, which is likely to continue given the increases in Police Officer numbers being planned for in 2020/21 and beyond.

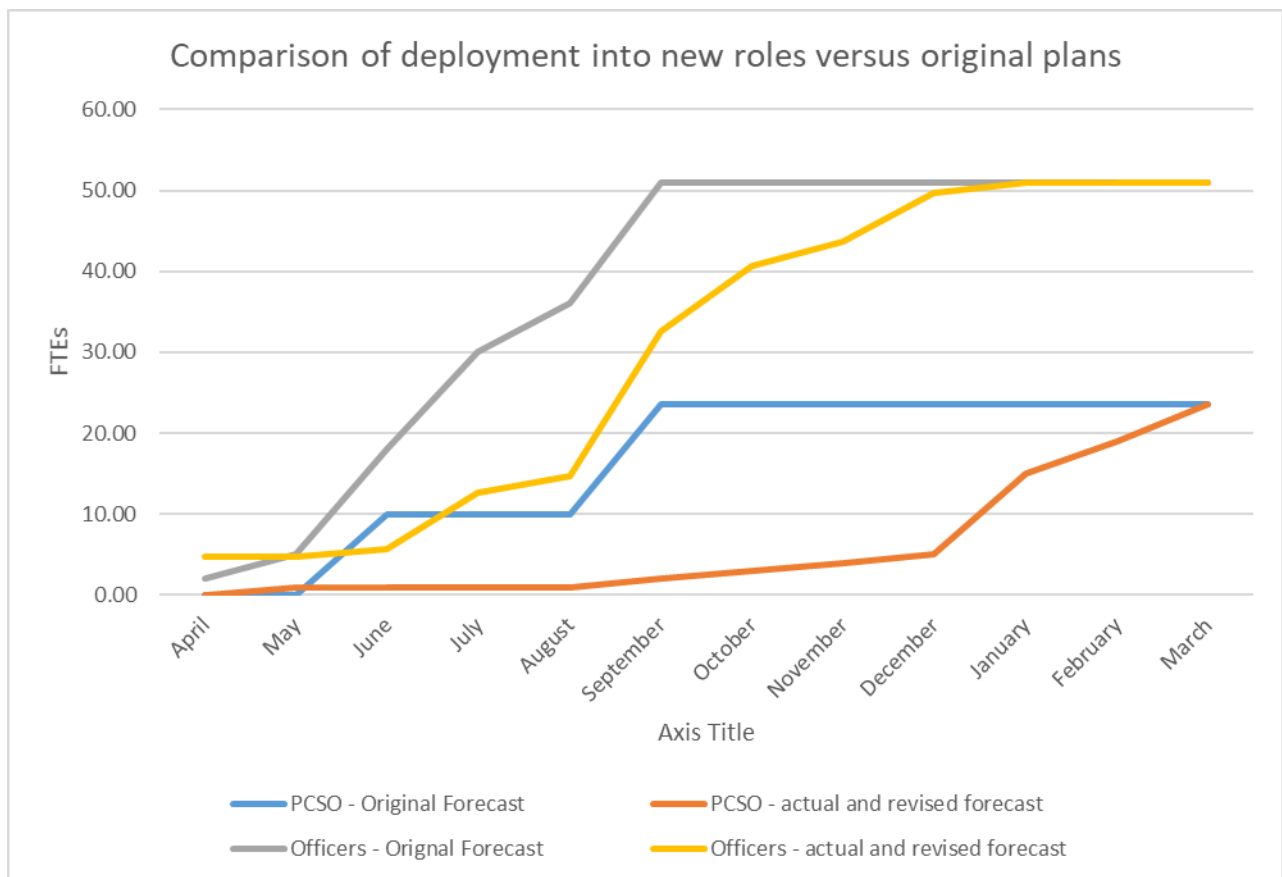
What does this mean in terms of Finances?

Given that Police Officer recruitment is being delivered in line with the original plan it would have been expected that the posting of Police Officers into the newly created 'precept' posts would have also occurred in line with the original plans. This has not however happened.

The primary reason, and an oversight in the original communication of the plans, is that it takes a significant amount of time for a 'new police officer' to be available for independent patrol – this is currently 25 weeks.

This is important because although the newly funded Police Officer roles are not being filled by new recruits, the new recruits are needed to fill the posts that the Police Officers are transferring out of, otherwise gaps would have developed elsewhere in the Force.

The graph below demonstrates the impact that this has had on Police Officer deployment into these new roles and at the same time shows the impact on the lower overall number of PCSOs on the ability of the Force to fill the new roles against their original plan.



The financial impact of these delays is that approximately £600k of the funds raised from the higher precept, specifically for this additional investment, will be unspent in 2019/20.

What will happen to this underspend?

To ensure that the additional Precept funds would not 'simply' be absorbed into the wider finances of the organisation, the PFCC committed to ring fence any remaining funds and proposed that they would be spent across the following areas:

- Prevention activities which the Community Safety Partnerships can bid into.
- Road safety
- Commissioning (for example an expansion of the NYFRS Life courses and other such activities)
- Responding to the rural domestic abuse research

A forecast underspend of £600k is significantly more than was expected and therefore a significant amount of the public's money that needs to be spent wisely. With this in mind plans are being drawn up to invest this money, in line with the above areas, however it is expected that this will be spent over a number of financial years and will therefore be earmarked to be spent in future years in line with the plans that are being developed.

Conclusion

The overall recruitment of Police Officers has been a significant success story during 2019/20 and one that it is expected will continue into 2020/21 and beyond to deliver more Police Officer growth within North Yorkshire. While PCSO recruitment has been more challenging the Force should be in a very strong position by the end of March 2020 providing the 2 planned recruitments are delivered.

The deployment into the newly created precept funded roles has however been slower than both expected and hoped. Some one of which should have been predicted and better communicated, given the length of time require for Police Officers to become sufficiently trained for independent patrol. In terms of managing expectations, it is perhaps important to recognise the time lag between the 'employment' of Police Officers, and therefore their inclusion in Force FTE numbers, and their availability for independent patrol as the Force looks to increase the overall number of Police Officers in future years.

It is expected that the new posts will all be deployed into by the end of the current financial year, and where funding has not been spent in 2019/20 it will be earmarked and spent in line with the areas set out in this report.

Clearly it is too early, at this stage, to determine whether or not the additional resources have improved the areas highlighted as part of the Neighbourhood Policing Survey but once all the resources are in place it will be important to revisit the concerns raised by the public to determine the impact of this significant investment.

Police, Fire & Crime Panel Report



January 2020

Twelve-month Progress Update on the Complaints Sub-Committee recommendations of 24 October 2018

Introduction

This report provides a twelve-month update by Police, Fire and Crime Commissioner to the Police, Fire & Crime (PFC) Panel on the progress made against the recommendations within the Complaints Sub Committee report of 24 October 2018.

Background

The recommendations of October 2018 were made following a complaint that had been received from a former staff member of the Commissioner's Office. Consideration of complaints by the PFC Panel does not extend to investigatory powers and findings of fact, thus the role of the Sub Committee, who were appointed to consider the matter, was constrained to that of conducting an assessment of: the allegations and contextual information; having regard to the complainant's perception of the behaviour that it was alleged had occurred; and, of the potential impact that the alleged behaviour may have had.

Following their assessment of the complaint and the contextual information, the Sub Committee determined that consensus could not be reached between the Commissioner and the complainant on the behaviour that had occurred and the impact of that behaviour, and based upon that decision, the Panel then discounted the option to use informal resolution, and elected to use formal powers provided by s28 PRSRA 2011.

Using the power provided with s28, the below recommendations were subsequently published by the Panel:

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.

At the time of publication, the Commissioner expressed disappointment and anguish at the outcome of the Sub Committee's assessment of the complaint. Despite this, she continued to support the important public interest function performed by the PFC Panel in carrying out its role. She has also reiterated her commitment to working with the Panel positively and constructively and continues to welcome any opportunities for support to be provided to her by the Panel in line with its remit.

The Commissioner remains a dedicated public servant who strives for excellent public service in policing, to victims of crime, and in the operation of the fire & rescue service. The Commissioner is also a long-term advocate of improving integrity, transparency and accountability in public service, as is evident through the considerable work carried out to reform police complaints and recognition.

In line with this ethos, the Commissioner has sought to use the opportunity presented through the issuing of the Sub-Committee's recommendations for as positive an effect as possible. She has transformed the leadership, management and employee support model within her office, not only for the improvement of the office functioning and delivery of its services, but more importantly, to improve the working environment for the passionate, committed and high performing staff who work within it. The sections below set out this progress work in greater detail.

Progress against recommendations

In line with the purpose of this report, detailed progress updates from the Commissioner are included under each of the recommendations.

Recommendation 1

A staff survey was commissioned by the OPFCC relatively quickly with Durham University Business School after the recommendations received in October 2018, and a draft Terms of Reference (TOR) was produced to assist the development and distribution of the survey. As reported on 30 May 2019, a delay in advancing the survey towards launch occurred as a result of concerns being raised by OPFCC staff members around the purpose of the survey and the expectation of them to interact with it, and the commencement of the first phase of the Transform 2020 (T2020) programme, in which major structural changes were proposed as part of ongoing plans to achieve greater efficiency and effectiveness across the Commissioner's organisations.

Staff both within the OPFCC and North Yorkshire Police were directly affected by the first phase of the T2020 programme, and the impact then required substantial support to be provided as a priority to the individuals affected within the OPFCC. Support was also needed to recover and maintain stability across the whole team, as there has been an unsettling effect on other team members too. The Commissioner sought assistance on this point, and secured a Chief Executive service delivery model through an innovative collaboration with the Office for Police & Crime in Cleveland. This equated to the provision of a part time Interim Chief Executive (Head of Paid Service) and Monitoring Officer (CEX) supported by a full time Assistant Chief Executive (ACE) who also acts in a deputy Monitoring Officer and Head of Paid Service capacity during CEX absences. This model has been in place in the OPFCC since 1 April 2019.

Development work upon the survey by the ACE was recommenced in April 2019, and a mature draft of the survey TOR was produced and shared with panel members on 16 May. Members of the Complaints Sub Committee members were invited to examine and comment upon that document. They were also invited to meet with the ACE to discuss it further and input into its development, and to ask questions around other details relating to the survey. The Sub Committee members expressed a keenness for that to happen, and that meeting took place on 25 July. Their feedback was discussed, and agreed amendments were incorporated into the TOR and circulated both to the Sub Committee members and to the survey architects, i.e. Durham University. The staff within the OPFCC were updated on several occasions from April onwards, and discussions were simultaneously held with chief officers and senior managers within NYP to ensure their awareness and commitment to supporting delivery of the survey. Further meetings and discussions were held with the lead academic and their team at Durham University to draft a timetable and communications to promote completion of the survey, and to select appropriate themes and questions for the survey. Using guidance from Durham University, the chosen themes included: culture at work, perceptions of change, job satisfaction, decision making, feelings of inclusivity, psychological needs, incivility and feeling valued.

The launch of the survey was delayed as a result of the second phase of T2020 commencing in September. While that programme phase did not adversely impact staff members within the OPFCC, it did affect a wide range of staff within enabling NYP and NYFRS services, including HR, IT and Communications, who were responsible for providing support both to the team members, and to assist the launch of the survey. As a result of the heightened sensitivities amongst individuals and teams during that time, and following discussions with

HR, and the Commissioner, a decision was taken to delay the launch until after the conclusion of the consultation and restructure outcomes of the second phase.

Prior to this, the OPFCC were asked, along with other OPCCS, to participate in an employee engagement survey designed by Humberside OPCC. This engagement survey was uniquely directed towards employees working in such offices, to understand the evolving dynamics and professional development needs within smaller and relatively young high-profile organisations such as commissioning offices. It was also considered to be a relatively cost effective and expedient solution to getting a clear reading of the team 'temperature' at a time when redevelopment work was being undertaken.

During the hiatus period of the second phase of T2020, The Commissioner and Executive team considered this to be a positive opportunity to continue the development work that has been underway since April 2019, and OPFCC staff were accordingly asked to participate in the survey. While the survey and the associated set of results were not specifically designed to meet the first recommendation within the Sub Committee's report, the findings (Appendix A) were nevertheless enlightening and useful, and provided a robust evidence base for a number of changes that have since been factored into the OPFCC plans and budgets. Individual Professional Development Reviews taking place in 2020 are already being designed with some of the baseline information including: providing training and development opportunities; ensuring team members are provided with the tools to do their work; promoting health and wellbeing values and resources across the team; and promoting recognition of individual and team achievements more consistently.

In respect of the substantive survey, work continued to finalise the questions and communications during this period, and further consultation was carried out with Chief Officers; the North Yorkshire Fire & Rescue Service (NYFRS), as an organisation of the Commissioner, also expressed a willingness to participate in the survey, and it was then formally launched on 6 December 2019. The survey remained open for four weeks, and it was promoted at regular intervals, after the launch, to potential participants through organisational communications (reminder emails, intranet news items, and in team meetings) in the OPFCC, NYP and NYFRS.

Recommendation 2

At the date of submitting this report for publication prior to the PFC Panel, the survey has only just closed and because of that short time frame, it will not be possible for Durham University to fully analyse all responses. However, Durham have offered to provide an interim report to assist with the submission of this report and this is due to be received on 13 January 2020. The interim findings will be circulated and tabled prior to the PFC Panel meeting taking place on 16 January. It is presently expected that the OPFCC will be able to share the full report in advance of the Panel meeting due to take place in July 2020.

A comprehensive developmental action plan (Appendix 2) was drafted in April 2019, and this remains a live document, providing a framework for both support for the employees of the office, infrastructure development, and delivery of the current Commissioner's priorities. This action plan will be updated in line with the findings of the interim and final reports arising from the survey analysis. As above, it is expected that the OPFCC will be able to share that plan at the panel meeting in July 2020.

Recommendations 3 and 4

The Commissioner has always been and remains fully committed to supporting the wellbeing of the staff within her office. The Commissioner holds the staff in high regard and is well supported by them. Within the OPFCC, there is a strong commitment to delivering the priorities set out within the Police and Crime, the Fire & Rescue Plans as well as issues which periodically affect the public of North Yorkshire, and which are communicated by them to the OPFCC, or during the Commissioner's community surgeries.

Following receipt of the complaint, the Commissioner immediately sought mentoring support from Susannah Hancock, Chief Executive of the Association of Police & Crime Commissioners, who was both well placed to do this and who is noted to be an accomplished senior professional. Several such sessions have taken place since that time, and they will continue during the remainder of the Commissioner's term.

In conjunction with the engagement with Susannah, the Commissioner also took time to reflect upon and reassess the leadership and management model in place for the OPFCC staff, including the day to day support and direction that they received. The Commissioner also assessed the OPFCC's involvement in the transformation and changes to the governance and accountability frameworks within NYP and NYFRS, as well as the impact of broader organisational schemes such as the commencement of the ENABLE collaboration, and other initiatives that aimed to reinvigorate business communications and relationships across the Commissioner's organisations. Many of these changes, while positive in nature and progress since, have been lengthy and deep, and coupled with the transience naturally created through the election cycles, this had had some vicarious effects on team members and led to some feelings of uncertainty.

The Commissioner discussed this with team members, and also sought professional advice and assistance on how the daily management of the OPFCC team could be modified and rebalanced in such a way as to provide a clearer demarcation between the political leadership and those responsible for managing and leading staff within the paid service, in order that lines of direction and accountability could be redrawn. These efforts led to the creation of the Executive leadership team provided through the collaboration with Cleveland OPCC. Through close working between the CEX, ACE, senior managers within the team, and team members, the support and development structure has been strengthened and stabilised within the OPFCC, anchored around a comprehensive development plan. These systemic changes have enabled an enhanced and clearer level of management to team members, ensuring that individuals receive personal and professional support in carrying out their roles, and to support them to be able to embrace opportunities for working together with partners.

In accordance with Recommendations 3 & 4, and to advance the areas for development identified through reflective practice, the Commissioner requested the procurement of a professional management and leadership development programme. The Commissioner is keen not only to promote positive change initiatives and programmes such as those above described, but to embrace opportunities for further development of the skills needed to carry out her role. The specification thus included ensuring a good, up to date understanding of: the implications of Duty of Care in senior leadership roles; organisational cultural

awareness; stimulating positive change; dealing appropriately with challenge and difficult issues; and, developing conflict and resolution skills to deal with stressful situations, while ensuring that core business continues to function well, and that high quality improving public services are supported, developed and delivered by the Commissioner's organisations.

The provider identified as the most appropriate was the College of Policing. The service has been in place since July 2019 and continues at the present time. The Commissioner has found those sessions to be of considerable benefit, but due to mutual confidence that is required to be in place between coaching parties, details of the content of discussions within those sessions are not included in this report.

Recommendation 5

A six-month progress report was provided to Police, Fire & Crime (PFC) Panel during their meeting of 16 May 2019. A further request for information was requested during that meeting, via a report pursuant to s29 Police Reform & Social Responsibility Act (PRsRA) 2011, to be provided to members with further details. An extensive response was duly provided on 30 May 2019.

This twelve-month report provides the further periodic update on progress and development, in order to discharge this recommendation.

Recommendation 6

This response was previously discharged.

Conclusions and Recommendations

- That Members note the progress update and information provided in this report.

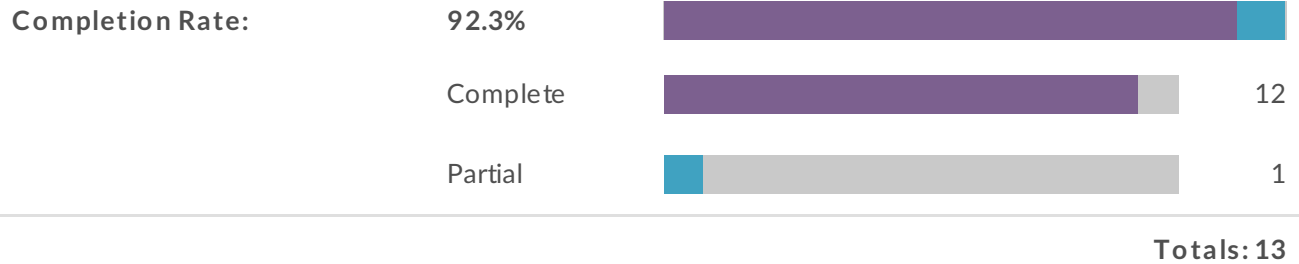
Julia Mulligan

Police, Fire & Crime Commissioner for North Yorkshire

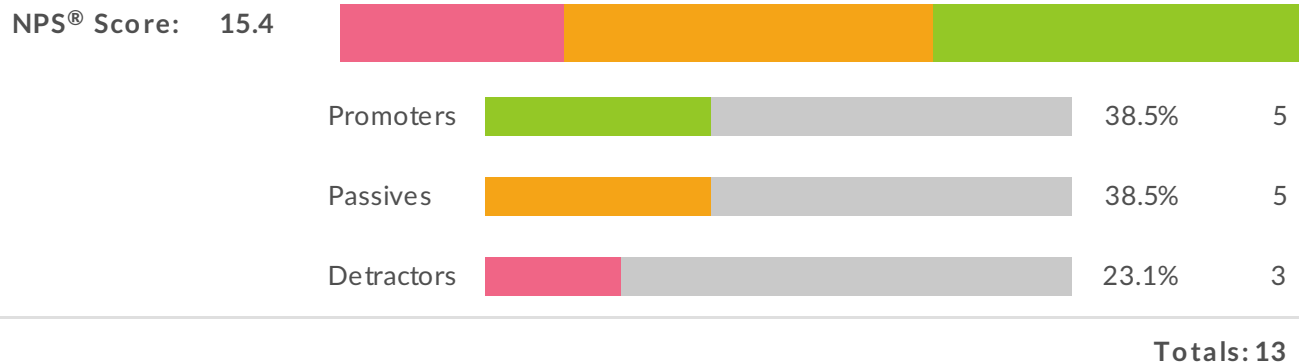
January 2020

Report for North Yorkshire OPCC Engagement Survey

Response Counts



1. I am satisfied with the OPCC as a place to work.



2. What factors contribute to the score you have provided?



3. I know what is expected from me at work and what I need to achieve.

NPS® Score: 23.1



Promoters		46.2%	6
Passives		30.8%	4
Detractors		23.1%	3

Totals: 13

4. I have access to the tools to do my job to the best of my ability?

NPS® Score: -38.5

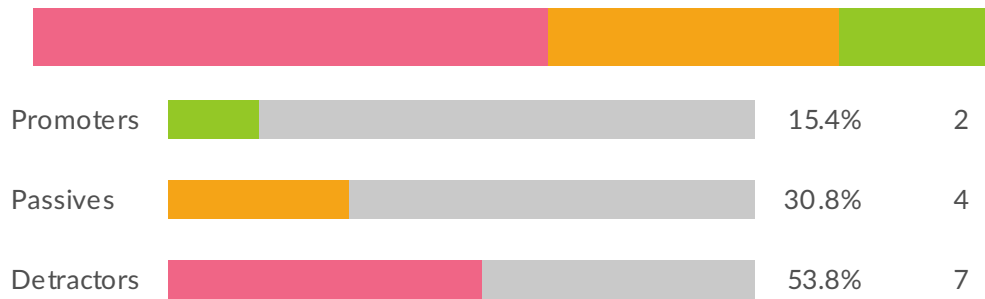


Promoters		7.7%	1
Passives		46.2%	6
Detractors		46.2%	6

Totals: 13

5. I am able to fully use my skills and strengths to the advantage of the OPCC.

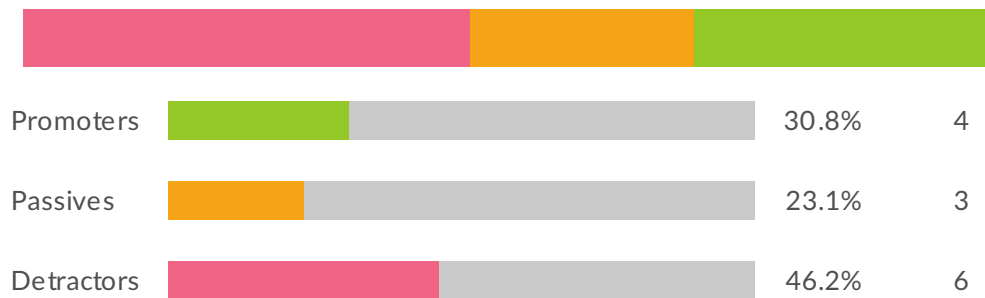
NPS® Score: -38.4



Totals: 13

6. I regularly receive meaningful recognition for doing a good job.

NPS® Score: -15.4



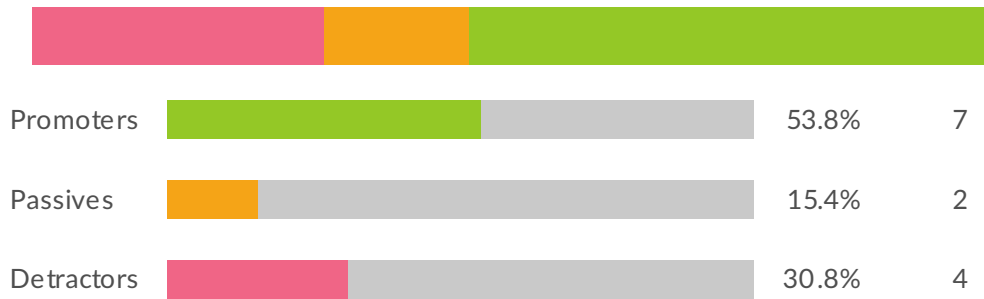
Totals: 13

7. If you receive recognition in what format is this?



8. I am happy with the relationship I have with my line manager.

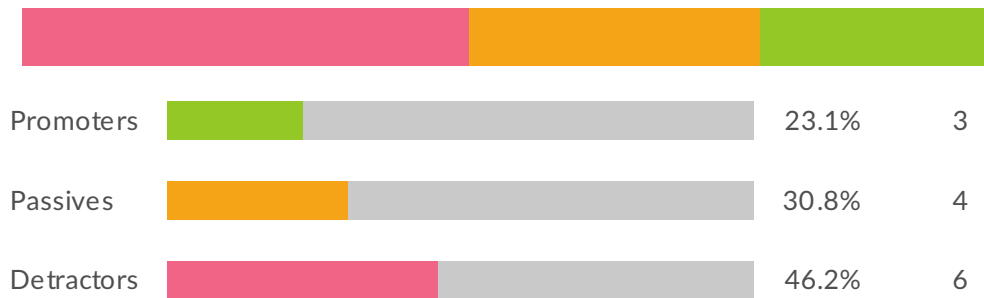
NPS® Score: 23



Totals: 13

9. My development is encouraged.

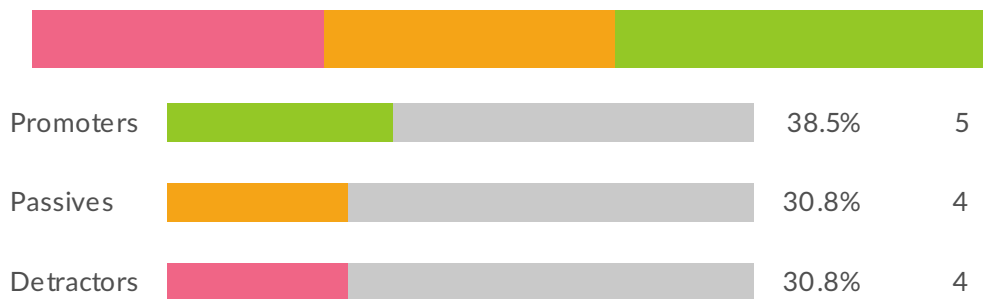
NPS® Score: -23.1



Totals: 13

10. My ideas and opinions are valued and encouraged.

NPS® Score: 7.7



Totals: 13

11. I understand why my job is important and how I help achieve the OPCC vision?

NPS® Score: 7.7



Promoters		38.5%	5
Passives		30.8%	4
Detractors		30.8%	4

Totals: 13

12. The OPCC has values that are meaningful to me.

NPS® Score: 7.7



Promoters		46.2%	6
Passives		15.4%	2
Detractors		38.5%	5

Totals: 13

13. My colleagues are fully committed to producing quality work?

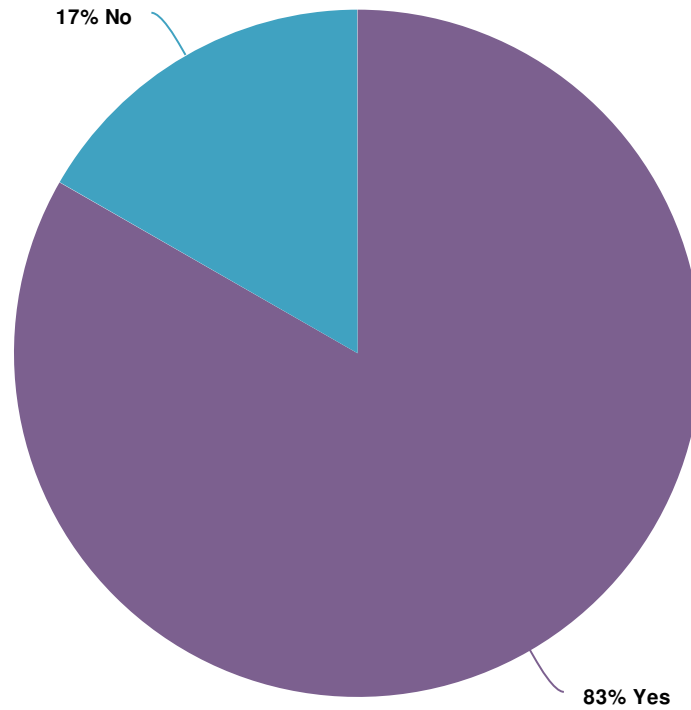
NPS® Score: 38.4



Promoters		53.8%	7
Passives		30.8%	4
Detractors		15.4%	2

Totals: 13

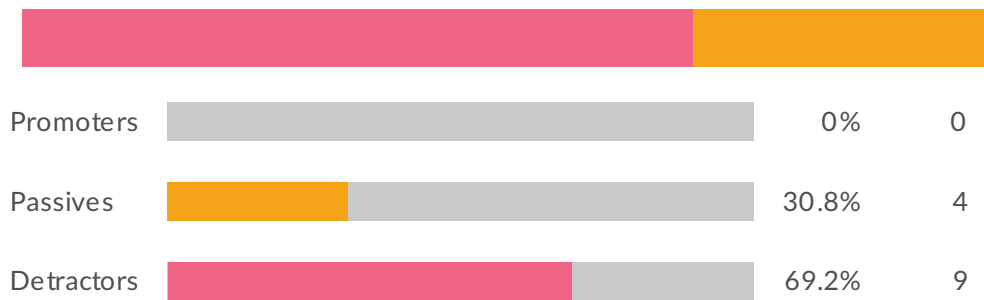
14. I have someone at work I would call a friend.



Value	Percent	Responses
Yes	83.3%	10
No	16.7%	2
Totals: 12		

15. I have access to opportunities to learn and grow?

NPS® Score: -69.2



Totals: 13

16. I always apply discretionary effort at work, i.e. go above what is expected of me? This could be volunteering to take on challenging tasks, meeting deadlines outside usual time frames etc.

NPS® Score: 38.4



Promoters		61.5%	8
Passives		15.4%	2
Detractors		23.1%	3

Totals: 13

17. I am proud to tell people where I work.

NPS® Score: 0



Promoters		38.5%	5
Passives		23.1%	3
Detractors		38.5%	5

Totals: 13

18. I would recommend someone to apply for a job at the OPCC.

NPS® Score: -7.7



Promoters		38.5%	5
Passives		15.4%	2
Detractors		46.2%	6

Totals: 13

19. The OPCC values and promotes the Health and Wellbeing of their team.

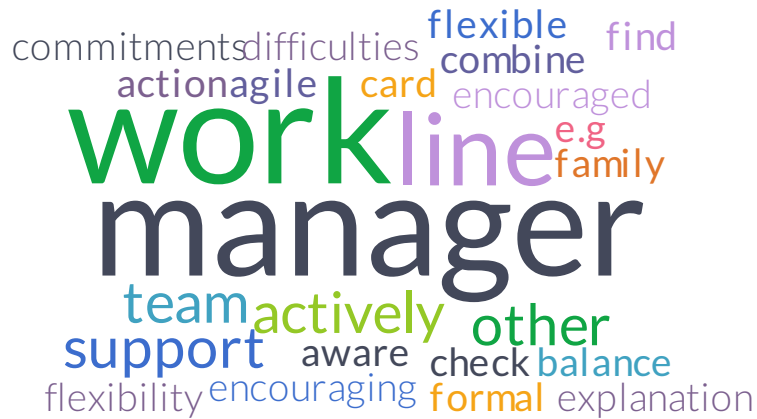
NPS® Score: -7.7



Promoters		30.8%	4
Passives		30.8%	4
Detractors		38.5%	5

Totals: 13

20. Provide any examples of how this is achieved.



21. The leaders of my organisation work hard to create a positive working environment for their team.

NPS® Score: -7.7

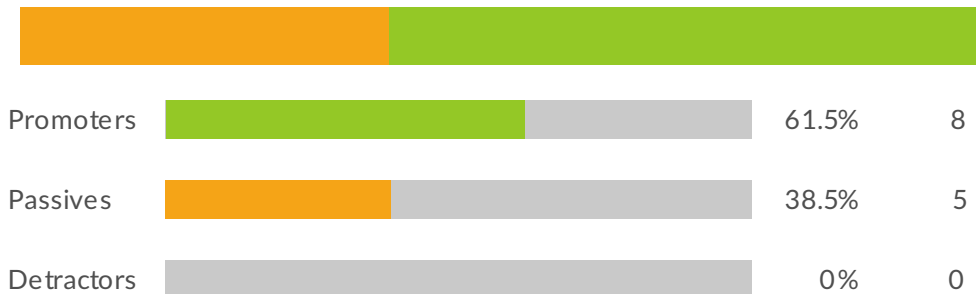


Promoters		23.1%	3
Passives		46.2%	6
Detractors		30.8%	4

Totals: 13

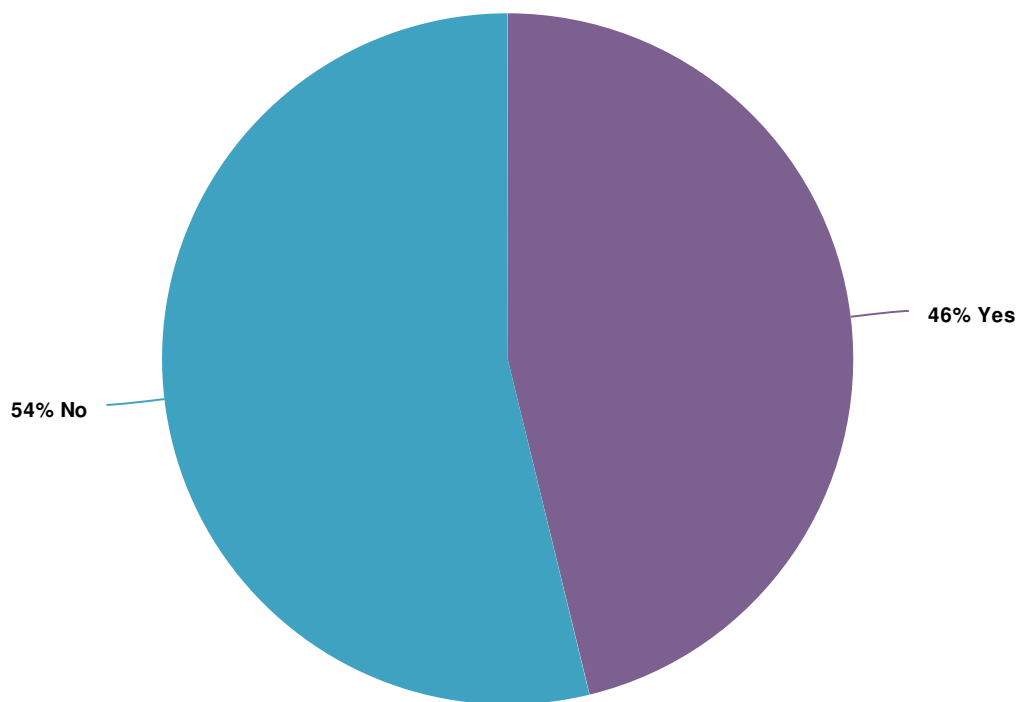
22. I believe the aspects included in previous questions 1-21 are critical in getting the best out of people.

NPS® Score: 61.5



Totals: 13

23. I believe the most important driver for people being happy and productive at work is the satisfaction from working in public service.



Value	Percent	Responses
Yes	46.2%	6
No	53.8%	7

Totals: 13

24. Is there anything else you would like to add that may provide insight to levels of engagement in your office?

members other manager
leaders leaves line
confusion dealing
accountability feeling
engagement 10 conflict
contact clarity front
creates communication
lack important focused
member meaningful managers

Office of Police, Fire & Crime Commissioner for North Yorkshire 12 Month Development Plan – September 2019

Vision

The ambition of this plan is to set out clear, defined and achievable priorities with associated aims and objectives over the next 12 months, for the staff of the North Yorkshire Office for Police, Fire & Crime Commissioner (OPFCC), whose roles and responsibilities have been developed to ensure successful delivery the programme of the Police, Fire & Crime Commissioner (PFCC).

Principles

This plan has been developed to provide a framework that encourages understanding and clarity of aims, commitment to the core principles of integrity, fairness and transparency, and promoting the development of high standards of effectiveness, efficiency, professionalism, partnership working, consultation, communication and feedback, of OPFCC mechanisms. While there are a number of central tenets embedded within the plan, it is also organic and dynamic, given the mutable nature of demand and priorities in the communities and residents served by the PFCC. As such, the plan content will be kept under regular review, and any amendments to it will be shared, with clear rationale, with OPFCC staff primarily, but also other stakeholders to whom it pertains.

Legislative, Policy, Strategy and Programme Context

This plan takes account of the legislative, policy, strategy and programme context within which it operates, including the following:

- The Police & Crime Plan 2017-2021
- The Fire & Rescue Plan 2019-2021
- Governance Framework 2019 including:
 - Police Reform and Social Responsibility Act 2011 (PRSR11, the Act)
 - The Police and Crime Act 2017
 - Policing Protocol Order 2011 (the Protocol)
 - Financial Management Code of Practice
 - Strategic Policing Requirement
- Transform 2020 Programme

PRIORITY 1: CARING ABOUT THE VULNERABLE									
Objectives	Fit with the Governance Framework Principles	Fit with Organisation Values and Behaviours	Fit with Transform 2020 Priorities	We are meeting this objective now through:	We need to address these gaps:	Actions to be completed within 1 month	Actions to be completed within 3 months	Actions to be completed within 6 months	Actions to be completed within 12 months
1.1 We have a compassionate workforce with an excellent understanding of vulnerability in all its forms	1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law	<ul style="list-style-type: none"> • Emotionally Aware • Take Ownership • Behave with integrity • Impartial, fair and objective • Commitment to public service, behave 	8. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations	<p>Staff are very committed to providing good service to local residents</p> <p>Embracing funding opportunities to close gap in local women's services (York Women's Wellness Centre)</p> <p>Commissioning and support for Domestic Abuse Research</p>	Staff would benefit from training and team development to: strengthen understanding, support and reduce duplication of team member's primary work emphases, priorities and need areas; build capacity and resilience across team, and ensure good communication	Conduct one to ones with all team members	Review team understanding of and commitment to of OPFCC purpose and current priorities	<p>Further engagement with NYP and other partners on the development of shared access to non-sensitive data</p> <p>Ensure progress reviews are conducted of individual and team PDRs</p>	<p>Develop and embed individual and team training and development objectives in PDRs</p> <p>Agreement on steps forward with partners to create shared access to non-sensitive data</p>

		respectfully and selflessly		Strategic profiling of Modern Slavery in North Yorkshire	and liaison in work plan delivery Developing a greater understanding of comprehensive plan for an improved response to stalking Refreshing the links between PS team, and NYP Safeguarding and Partnerships teams Ensuring OPFCC vulnerability development and commissioning work is promoted via website, platforms, PAM and PCP meetings Working with partners to better share and access data to improve our understanding of community needs and vulnerabilities				
1.2 We have an improved response and reduced harm to people at greater risk	3. Defining outcomes in terms of sustainable economic, social and environmental benefits 4. Determining the interventions necessary to optimise the achievement of the intended outcomes	<ul style="list-style-type: none"> • Take Ownership • Collaborative • Commitment to public service, behave respectfully and selflessly 	1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance	OPFCC development and delivery work on: Modern Slavery Strategic Profiling Domestic Abuse Research York Women's Wellness Centre development Independent Custody Visitors Scheme National Rural Crime Network – including research	Review Fire & Rescue Plan, and promote within team and to stakeholders Current profiling and research work needs to be shaped into coherent strategic plan with smart deliverables, clear timescales and assigned leads Comprehensive communications work to reflect and promote work of office	Ensure clear understanding of office plans and projects for those at risk	Process findings from forthcoming research and commence development of coherent planning Review of public safety service pilot, community cohesion officers, and engagement plan with LAs and health on future development Communicate with all LCJB partners Support development of York Women's Wellness Centre Have completed MH advocacy and engagement	Review, and if needed adjust, delivery aims and objectives for services to respond to those at risk Support planning and forthcoming opening of York Women's Wellness Centre Horizon scan for any bid, delivery or collaboration opportunities Scrutiny of action and engagement for mitigating risk of fire in vulnerable businesses Review of public safety service pilot, , and	Review and adapt existing plans and projects to ensure needs of people at risk continue to be noticed and proactively identified Made considerable progress on MH advocacy with health partners against SFCs Victims of DV in rural areas have better access to services A better understanding of the impact of organised crime in rural areas, with a local plan for improving safety of our communities

			and accountability	and regular communications	<p>Closer work with health partners to improve provision for those with mental ill-health</p> <p>Rural communities access to DV services to protect vulnerable persons</p> <p>Safety of rural communities from organised crime</p> <p>Improved fire safety for at risk businesses</p> <p>Better communication of wide-ranging safety information to vulnerable people through safe and well visits</p> <p>Improved place-based public safety support to build resilience amongst cross-sector services</p>		<p>plan with success/failure criteria, identified data need and commissioned collection, finalised legal/statutory position, re-engaged DHSC and national figures</p> <p>Launched NRCN DV report and engagement plan and worked with NYP to design local remediation against recommendations</p> <p>Commissioned NRCN organised crime research</p> <p>A developed understanding of increasing fire risk across county</p>	<p>engagement plan with LAs and health on future development</p> <p>Refocused and revitalised PSS plans, increased LA and health engagement</p> <p>Support engagement with unions to progress safe and well implementation</p>	
1.3 We have an improved response to the specific needs and vulnerabilities of communities that are hard to reach	4. Determining the interventions necessary to optimise the achievement of the intended outcomes	<ul style="list-style-type: none"> Emotionally Aware Take Ownership Collaborative Deliver, Support & Inspire 	1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance	<p>Policy & Scrutiny Team continue to develop portfolios of work</p> <p>Good links with CSPs, and partnership forums</p> <p>Community surgeries provide additional mechanisms for identifying and responding to vulnerability issues</p>	<p>Revisit Remote Evidence Link Proposal</p> <p>Development of a clearer liaison and joint working process between PS and P&C teams would utilise resources to best effect, and diffuse knowledge and practice.</p> <p>Review current reach out strategies and initiatives to diverse and low</p>	<p>Support delivery of the York Women's Wellness Centre capital development, including support service procurement</p> <p>Recommend any revisions to existing reach out strategies and initiatives</p>	<p>Assist procurement of YWWC support service</p> <p>Review progress with Modern Slavery</p> <p>Review progress with other hard to reach groups</p> <p>Review and progress findings of Rapid Needs Assessment</p> <p>Ensure Community Engagement development work is threaded into broader work of office</p> <p>Reengage with CJ dept on remote evidence business case and review progress</p>	<p>Review implementation and delivery plan of Community Engagement Officer</p> <p>Review progress with other hard to reach groups</p> <p>Support opening and promotion of YWWC</p>	<p>Review and adapt plans and initiatives for engaging hard to reach communities, noting success areas, and those that require revision and recalibration</p> <p>Continue support of remote evidence link initiative</p> <p>Support Remote Evidence Link Development through partnership engagement and bidding for capital funds</p>

			and accountability		engagement communities Recruit Community Engagement Officer Rural communities access to DV services to protect vulnerable persons Safety of rural communities from organised crime		worked with NYP to design local remediation against recommendations Commissioned NRCN organised crime research		
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PRIORITY 2: AMBITIOUS COLLABORATION

Objectives	Fit with the Governance Framework Principles	Fit with Organisation Values and Behaviours	Fit with Transform 2020 Priorities	We are meeting this objective now through:	We need to address these gaps:	Actions to be completed within 1 month	Actions to be completed within 3 months	Actions to be completed within 6 months	Actions to be completed within 12 months
2.1 We embrace collaboration opportunities to develop and deliver more efficient and effective responses	2. Ensuring openness and comprehensive stakeholder engagement	<ul style="list-style-type: none"> Take Ownership Collaborative Deliver, Support & Inspire Commitment to public service, behave respectfully and selflessly 	1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability	<p>Collaboration with Fire & Rescue Service</p> <p>EVOLVE Collaboration with Cleveland Police and Durham Constabulary</p> <p>Six force Domestic Abuse Whole System Approach collaboration with Northumbria, Durham, Cleveland, Humberside and West Yorkshire OPCCs and police forces</p> <p>Cleveland Statutory Chief Officer collaboration</p> <p>Proactive approaches to local</p>	<p>OPFCC to review and check collaborative 'fit' of potential future partners,</p> <p>Access to non-sensitive data</p> <p>Better officer-level relationships in LAs</p>	<p>Engage with all strategic partners to sense check current direction of travel, and existing or potential synergies</p>	<p>Integrate, where appropriate and possible, into OPFCC plans and initiatives</p> <p>Drive development of data-access agreements across county/city</p> <p>Reviewed officer-level relationships and identified gaps and engagement plan</p>	<p>Review efficacy and progress of collaborations and joint delivery schemes</p> <p>Improved officer-level relationships and networking shared across teams, especially in LAs.</p>	<p>Review and adapt plans and initiatives as needed</p> <p>Improved access to non-sensitive data</p>

				strategic and operational service delivery partners					
2.2 We work closely with criminal justice partners and local authorities to deliver more joined up services	2. Ensuring openness and comprehensive stakeholder engagement	<ul style="list-style-type: none"> • Collaborative • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty 	10. Enable joint working with local partners to deliver a whole systems approach to public safety including the joint use of the public estate (implementing one public estate), shared resources and co-commissioning	<p>Commissioner chairs LCJB</p> <p>PS team and P&C team have established working relationships with a range of CJ, LA and other statutory partners for issues such as:</p> <ul style="list-style-type: none"> • Organised Crime • Flytipping • Domestic Abuse • Modern Slavery • Mental Health Issues • Rural Crime • Reducing Reoffending 	<p>Review plans for opportunities around:</p> <p>Joint commissioning and development agreements</p> <p>CCTV partnership programme</p> <p>Deferred Prosecutions Scheme</p>	<p>With PS and P&C team, engage with Local Criminal Justice Board partners to sense check current position</p>	<p>Follow up meeting with LCJB (Gaynor Stopani)</p> <p>Action and develop work schemes to support and develop LCJB strengths, opportunities and gaps</p> <p>Next phase of CCTV partnership work agreed and started</p>	<p>Review LCJP and local authorities joint plans and initiatives</p>	<p>Needs assessment for deferred prosecution schemes completed for other vulnerable groups</p>
2.3 We proactively seek collaboration with regional and national policing and fire & rescue partners	2. Ensuring openness and comprehensive stakeholder engagement	<ul style="list-style-type: none"> • Collaborative • Deliver, Support & Inspire • Commitment to public service, behave respectfully and selflessly 	10. Enable joint working with partners to deliver a whole systems approach to public safety including the joint use of the public estate (implementing one public estate), shared resources and co-commissioning	<p>Existing collaborations including:</p> <p>EVOLVE Domestic Abuse – Whole System Approach Cleveland Statutory Chief Officer Agreement</p>	<p>Regular horizon scanning is carried out within officer, but should be further developed into Policy & Scrutiny Programme to inform future development and delivery work</p>	<p>Seek APCC and other blue light collaboration advice, support and best practice for forthcoming CFO/ DCFO recruitment</p> <p>Horizon scan for bidding, development and partnership working opportunities</p>	<p>Continue recruitment process for CFO/ DCFO in conjunction with key partners</p> <p>Policy & Scrutiny Programme to be developed to draw in current and future police, fire & rescue and community safety initiatives and opportunities</p>	<p>Conclude recruitment of CFO/ DCFO</p> <p>Review P&S programme and ensure linkage with P&C plans</p>	<p>Review and adapt plans and initiatives as needed</p>
2.4 We maximise collaboration opportunities with local partners	2. Ensuring openness and comprehensive stakeholder engagement	<ul style="list-style-type: none"> • Collaborative • Take Ownership • Deliver, Support & Inspire 	10. Enable joint working with local partners to deliver a whole systems approach to public safety including the	<p>Existing collaboration includes ENABLE</p>	<p>Police, Fire & Rescue and Community Safety Partnership joint working and delivery opportunities to be scoped into Policy</p>	<p>Engage proactively with NYP to ensure OPFCC work is connected, coherent and co-produced where possible</p> <p>Engage relevant FRS staff with CFO recruitment working group</p>	<p>Support implementation and promotion of FRS Plan</p> <p>Reviewed officer-level relationships and identified gaps and engagement plan</p>	<p>Review findings from HMICFRS (Fire) Inspection</p> <p>Improved officer-level relationships and networking shared across teams, especially in LAs</p>	<p>Review and adapt plans and initiatives</p>

		<ul style="list-style-type: none"> Commitment to public service, behave respectfully and selflessly 	joint use of the public estate (implementing one public estate), shared resources and co-commissioning		& Scrutiny Programme Better officer-level relationships in LAs				
PRIORITY 3: REINFORCING LOCAL POLICING AND MAKING BEST USE OF RESOURCES									
Objectives	Fit with the Governance Framework	Fit with Organisation Values and Behaviours	Fit with Transform 2020 Priorities	We are meeting this objective now through:	We need to address these gaps:	Actions to be completed within 1 month	Actions to be completed within 3 months	Actions to be completed within 6 months	Actions to be completed within 12 months
3.1 We have a mobile workforce, enhanced with, and effectively using technology	5. Developing the entity's capacity, including the capability of its leadership and the individuals within it	<ul style="list-style-type: none"> Take Ownership Deliver, Support & Inspire Commitment to public service, behave respectfully and selflessly 	1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability	Partial implementation of agile working strategy	<p>Telephony capability</p> <p>Mobile phone allocations</p> <p>IT systems properly set up to allow for full remote access to, and automatic upload/download from, sharepoint</p>	<p>Engage with DISG to conclude IT and communication upgrades with the OPFCC</p> <p>Provide all staff with mobile phones</p>	Review and develop improved call answering system	Implement refreshed call answering system, including group pick up and forwarding on facilities for staff working agile	<p>Review and adapt plans and initiatives as needed</p> <p>Agile IT fully compatible and functioning, fully integrated with Office 365 potential</p>
3.2 We plan and prepare for changing and future demand	5. Developing the entity's capacity, including the capability of its leadership and the individuals within it 6. Managing risks and performance through robust	<ul style="list-style-type: none"> Take Ownership Deliver, Support & Inspire Commitment to public service, behave respectfully and selflessly 	5. Review, develop and embed continuous improvement methodology at the core of the organisational structure and culture so that all parts of the organisations	<p>OPFCC has existing infrastructure and governance support to enable review and change to be delivered</p> <p>Further change and improvement stimulus provided through T2020 programme</p>	<p>There is a need for improved commitment, support and communications regarding change rationale and whole system benefits assessment</p> <p>Access to non-sensitive data to</p>	<p>Review OPFCC Business Continuity Plan</p> <p>Refresh Policy & Scrutiny Programme for next 12 months</p> <p>Develop and agree joint OPFCC/ NYP support for Performance Framework</p> <p>Revise and improve schedule to include clear</p>	<p>Review and refresh the Executive Board format, including Terms of Reference and Corporate Health Pack</p> <p>Implement and embed Performance Framework within EB meetings</p> <p>Drive development of data-access agreements across county/city</p>	<p>Review EB revised arrangements and refreshed format; amend and update as needed</p>	<p>Review and adapt plans as needed</p> <p>Improved access to non-sensitive data</p>

	internal control and strong public financial management		can deliver efficiencies and improvements.		facilitate scoping of community needs	dates for meetings, submission of draft agenda and final papers Develop jointly agreed administrative OPFCC/ / FRS/ NYP capability support effective EB administration			
3.3 We have a planned, coordinated and collaborative demand reduction/prevention strategy	6. Managing risks and performance through robust internal control and strong public financial management 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability	<ul style="list-style-type: none"> • Take Ownership • Collaborative • Deliver, Support & Inspire • Commitment to public service, behave respectfully and selflessly 	4. Integrate systems across both services and the OPCC and enable innovative analytics that produce insightful organisational intelligence, answering questions to inform decisions and the use of resources and deployment.	OPFCC has existing PS forward plan that factors in demand reduction and prevention activities This is further supported T2020 programme	There is a need for improved commitment, support and communications regarding change rationale and whole system benefits assessment Place-based public safety service	Review and revise the Policy & Scrutiny current work scheme and forward plan Review and align the PS work scheme with the P&C team	Finalise current Policy & Scrutiny Programme, and links with P&C work	Review efficacy and relevance of PS forward work programme Refocused and revitalised PSS plans, increased LA and health engagement Review of public safety service pilot, and engagement plan with LAs and health on future development	Review and adapt plans and initiatives as needed
3.4 We make effective use of the whole policing and fire & rescue family	3. Defining outcomes in terms of sustainable economic, social and environmental benefits 4. Determining the interventions necessary to optimise the achievement of the intended outcomes 5. Developing the entity's capacity, including the capability of its leadership and the individuals within it	<ul style="list-style-type: none"> • Take Ownership • Collaborative • Deliver, Support & Inspire • Commitment to public service, behave respectfully and selflessly 	1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability	Commissioner and PS Team have developed strong working partnerships with broad police, fire & rescue organisations	Greater links could be shared across different PS Officer teams, to ensure sharing or knowledge, practice and key contacts	Engage with Safeguarding & Partnerships Police Team, and FRS, and refresh joint working arrangement and to identify co-production/ co-delivery opportunities	Agree and commence joint working initiatives and plans with Safeguarding and Partnerships Team and FRS	Review arrangements and amend if needed	Review and adapt working arrangements as needed
3.5 We empower communities to	2. Ensuring openness and comprehensive	<ul style="list-style-type: none"> • Emotionally aware 	7. Deploy a skilled, motivated and	Strong commitment and delivery record for	Website needs to be reviewed re	Ensure Surgeries Programme has robust and	Media Officer to commence duties	Review progress of media officer in expanding OPFCC comms across	Review and adapt plan and support as needed

engage with us and the police	stakeholder engagement	<ul style="list-style-type: none"> • Take Ownership • Collaborative • Deliver, Support & Inspire • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty 	affordable workforce who have the right capabilities, complemented by volunteer resources, and who can empower communities to help themselves. 8. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations	community surgeries and PAMs	accessibility, and user friendliness Making sure the right information is available at the right time to help communities help themselves Enhanced scrutiny panels and learning loop, including community review and lay observer schemes	safe/ secure administrative capability Review and develop Public Accountability meeting themes for next 12 months Review website and its accessibility Review current use of social media and broad range of media platforms, including developing relationships with local media outlets	Updates and remodelling of website Ensure feedback mechanism from community surgeries Finalise PAM themes for coming 12 months Lay observer scheme embedded and community review panels for SS/UF recruited and completed one meeting with annual schedule agreed SS/UF scrutiny panel recruited	promotional platforms and to local media channels Reviewed scrutiny panel and learning loop for each panel with independent chairs	
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PRIORITY 4: ENHANCING CUSTOMER EXPERIENCE AND PUBLIC ENGAGEMENT

Objectives	Fit with the Governance Framework	Fit with Organisation Values and Behaviours	Fit with Transform 2020 Priorities	We are meeting this objective now through:	We need to address these gaps:	Actions to be completed within 1 month	Actions to be completed within 3 months	Actions to be completed within 6 months	Actions to be completed within 12 months
4.1 We make the OPFCC more accessible by broadening our channels of communications	2.Ensuring openness and comprehensive stakeholder engagement 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability	<ul style="list-style-type: none"> • Take Ownership • Behave with integrity • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty 	3.Provide an IT service that costs less and can deliver, run and maintain technology capabilities in response to user requirements as well as being interoperable with partners. 8. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations	Live streaming of PAMs Following good practice in consultation exercises Commissioning of part time Senior Media Support capability Appointment of dedicated Media Officer	Develop a communications strategy and iterative plan for the OPFCC Engage key statutory partners including NYP and FRS to determine key messages for next 12 months	Review current website and social media platforms Engage with Comms Teams for NYP and FRS	Ensure all specified order information is published Develop and implement schedule for regular reviews to capture future relevant information relating to finance, expenses, grants and contracts	Review schedule and website/ media platforms content	Review progress and adapt plans as needed

<p>4.2 We gain and act upon effective learning from legitimate complaints</p>	<p>1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p>	<ul style="list-style-type: none"> • Take Ownership • Behave with integrity • Impartial, fair and objective • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty 	<p>4. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations</p>	<p>This is a key policy area, and there is a strong commitment to the proper processing of complaints, and providing responses</p> <p>A business case has been developed and approved for the commencement of an independent Complaints Service</p>	<p>The Complaints business case needs to be formally progressed into implementation phase</p>	<p>Identify and enable development opportunities for forthcoming Complaints Advisor posts, including training and shadowing with PSD and other forces with established Complaints Teams</p>	<p>Commence recruitment the Complaints Team and Service</p> <p>Trial runs of live complaints handling, and resolution</p> <p>Ensure contingency arrangements in place for receiving and handling</p>	<p>Review Complaints Team Implementation Plan. Progress and adapt as needed</p>	<p>Commence Complaints Team Service</p> <p>Review and adapt service as needed</p>
<p>4.3 We are efficient and provide a timely customer service</p>	<p>1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law 4. Determining the interventions necessary to optimise the achievement of the intended outcomes 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p>	<ul style="list-style-type: none"> • Behave with integrity • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty 	<p>Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability</p>	<p>A casework system has been implemented, and business support was provided to improve customer service</p>	<p>Additional IT and telephony improvements would further support the OPFCC capability to respond efficiently and effectively to customers</p>	<p>Review Current PDRs to check alignment with JDs, and organisational values and behaviours</p> <p>Recruit to vacant Diary & Correspondence Officer Post</p> <p>Review, amend and implement Proof of Concept Posts</p>	<p>Conclude review and/ or recruitment for all Proof of Concept posts</p>	<p>Review efficacy and the ability to meet demand of all business support posts</p>	<p>Review and adapt business support as needed</p>
<p>4.4 We have a happy, healthy workforce who reflect the diversity of our community and who will fulfil our priorities</p>	<p>5. Developing the entity's capacity, including the capability of its leadership and the individuals within it</p>	<ul style="list-style-type: none"> • Emotionally Aware • Take Ownership • Collaborative 	<p>2. Ensure workforce, partners and customers of both services and the OPFCC always have the necessary information, tools and skills</p>	<p>There is a very good team spirit within the OPFCC, with high levels of commitment to supporting each other and delivery of the Commissioner's plan and priorities</p>	<p>There has been a void in respect of clear leadership and management, in addition to uncertainty caused through significant organisational change and well as interim programmes; this</p>	<p>Conduct in depth one to ones with all OPFCC team members</p> <p>Address any immediate staffing concerns, including health and wellbeing</p> <p>Update OPFCC staff on applicable and broader</p>	<p>Review and align all PDRs with Development Plan</p> <p>Ensure staff development needs are supported through empowerment, and direct or indirect brokerage</p>	<p>Review efficacy and the ability to meet demand of all business support posts</p>	<p>Review and adapt business support as needed</p> <p>Hold team away day and produce feedback</p> <p>Conduct staff survey</p> <p>Ensure staff progression is embedded in PDRs</p>

		<ul style="list-style-type: none"> • Deliver, Support & Inspire • Impartial, fair and objective • Commitment to public service, behave respectfully and selflessly 	to execute organisational processes to deliver /consume services whenever and wherever they are.		has resulted in team members experiencing anxiety and expressing feelings of insecurity	<p>outcomes from Phase 1 of T2020 programme</p> <p>Design team development plan for next 12 months</p>	<p>Review and make any necessary amendments to staff portfolios to ensure clear understanding of work area, with flexibility to meet unplanned or changed, demand, and to provide business contingency</p> <p>Design team away day</p>		
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ADDITIONAL PRIORITIES

Objectives	Fit with the Governance Framework	Fit with Organisation Values and Behaviours	Fit with Transform 2020 Priorities	We are meeting this objective now through:	We need to address these gaps:	Actions to be completed within 1 month	Actions to be completed within 3 months	Actions to be completed within 6 months	Actions to be completed within 12 months
5.1 Data Protection Arrangements	<p>5. Developing the entity's capacity, including the capability of its leadership and the individuals within it</p> <p>6. Managing risks and performance through robust internal control and strong public financial management</p> <p>7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p>	<ul style="list-style-type: none"> • Emotionally Aware • Take Ownership • Collaborative • Deliver, Support & Inspire • Behave with integrity • Impartial, fair and objective • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty 	2.Ensure workforce, partners and customers of both services and the OPCC always have the necessary information, tools and skills to execute organisational processes to deliver /consume services whenever and wherever they are.	<p>A comprehensive framework is in place to ensure compliance with DP requirements</p> <p>An OPFCC SPOC has been identified to provide further business support, expertise and resilience to this area</p>	<p>OPFCC staff would benefit from GDPR and information governance training</p>	<p>Review and ensure adherence with General Data Protection Regulations</p> <p>Ensure resilience and compliance in current OPFCC Data Protection Arrangements through development of DPO SPOC and DPO service procurement</p>	Review and action work upon any outstanding data processing and information sharing agreements	Review efficacy of current arrangements	<p>Review and adapt DP business support as needed</p> <p>Prepare for Information Commissioner inspection Ensure all relevant training is provided to OPFCC staff</p>

ITEM 11(b)

North Yorkshire Police, Fire and Crime Panel

16 January 2020

Update report from the Complaints Sub-Committee

1 Purpose of Report

1.1 To submit the Complaints Sub-Committee's report of 8th October 2019 for noting by the Panel.

2.1 The Complaints Sub-Committee published a report on 8th October 2019 in respect of two complaint matters regarding the conduct of the Commissioner as former employer to two complainants. The report is attached at Appendix A for information. This report was published at <https://nypartnerships.org.uk/pcppublications>

2.2 The report outlines the complaints and highlights the detailed process undertaken by the Sub-Committee. Both the complainants and the Commissioner were afforded the opportunity to make representations around the complaints and also around the proposed publication of the report. This process has been particularly lengthy due to the extraordinary nature of the complaints being anonymised and the ensuing challenges and issues arising. The Sub-Committee has apologised to the complainants for this delay.

2.3 The allegations presented and referred to in the attached report cannot be tested or validated in any way due to the Panel's lack of investigatory powers and as such are undetermined. However, the Commissioner agreed to effect a local settlement to the complaints by virtue of a letter of apology to the complainants, expressing regret for any hurt experienced and assuring of the progress being made against team and individual development recommendations. The Sub-Committee has endorsed this approach. This letter was published alongside the Sub-Committee's report on 10th October 2019 and is enclosed for information at Appendix B.

2.4 Separately, the Sub-Committee is informed that work is underway within the Commissioner's office and by the Commissioner herself following a series of recommendations made to the Commissioner in October 2018. These recommendations were intended to support the Commissioner in her leadership role. The Commissioner has been asked to bring a full update on progress made against these at Item 11(a).

3 Recommendation

3.1 The Panel is asked to note the report of the Complaints Sub-Committee at Appendix A;

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

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

7th January 2020

Appendix A – Complaints Sub-Committee report (published 8 October 2019)

Appendix B – Letter from the Commissioner to the complainants (published 10
October 2019)

NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

This report sets out the conclusions reached by the Panel's Complaints Sub-Committee regarding their consideration of two complaints submitted against the Police, Fire and Crime Commissioner for North Yorkshire ("the PFCC").

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 involved in reviewing these complaints 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. Complaints summary

The Panel received complaints from two former employees of the PFCC in October and November 2018 respectively. Both complainants conveyed that having seen details of the Sub-Committee's report regarding the 'AB' complaint (published 24th October 2018), they had identified with some of the aspects of alleged bullying behaviour as considered within that report which they contended they had also been subjected to when working for the PFCC.

The complainants – hereafter referred to as "Complainant 1" and "Complainant 2" - had undertaken different roles within the OPFCC. The two individuals had some overlap in respect of their period of employment within that office.

While the context to the two complaints and the specific examples provided are different due to their job roles, there were several salient points that they raised in respect of the nature of their experiences. The Sub-Committee were able to draw on the OPFCC guidance on Bullying and Harassment (as adopted from the North Yorkshire Police guidance) when considering the complaints. Within the context of the guidance, the allegations presented by the complainants may best be summarised as follows:

- Alleged oppressive and overbearing supervision;
- Alleged constant criticism and negative feedback;
- Allegedly feeling undermined and even humiliated;
- Alleged overloading and/or feeling set up to fail at work.

Complainant 2 also expressed that they felt there had been a lack of duty of care on the part of the (then) OPCC towards them as they alleged that their predecessor had raised issues in respect of the PFCC's behaviour and that nothing was done to support Complainant 2 when coming into the role.

The complainants also refer to the additional difficulties presented in trying to deal with the issues they allege to have experienced because it was perceived that there was no one to report issues or concerns to regarding the PFCC, beyond their immediate line management, during their period of employment.

Both complainants requested that their identities remain anonymous from the PFCC due to concerns that there may be potential for a less favourable employment reference being provided for them.

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.

3. Procedural considerations and key issues considered

Panel remit

Legally, the Panel can decide to disapply any complaint regarding the conduct of the PFCC where the complainant was working as a member of the PFCC's staff at the time. However, the Panel considered that due to the significance of the contentions made and the fact that there are multiple complaints that it would not be appropriate to disapply these complaints. The complaints were also suggestive of allegations similar to those made in the 'AB' complaint, previously deliberated upon, and as such it was felt appropriate that complaints of a similar nature are given consideration by the Panel.

The Panel has no power to investigate complaints. The Sub-Committee is clear that the process of considering the complaints needed to be robust, measured and impartial; particularly as there is no legal mechanism for enabling testing or validating of representations made.

The process for reviewing the two complaints has been rendered particularly lengthy due to the need for careful deliberation of issues and concerns raised by the Commissioner and her (then) Chief Executive Officer which pertain to procedural

fairness. Steps taken by the Sub-Committee as a consequence included affording the complainants the opportunity to make full written representations on their complaints and, in line with the governing legislation, affording the Commissioner the opportunity to attend in person to speak to the complaints.

Anonymity of the complainants

A key consideration for the Sub-Committee in delivering a robust process was the complainants' request for anonymity from the PFCC and the implications of this for the process. Regulation 31(2) of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 ("the Regulations") enables the Panel to anonymise a complaint before sharing with the person complained against.

The PFCC was therefore provided with redacted versions of both complaints and was invited to respond on these in November 2018. Cognisant of the difficulties that this would present for the PFCC in responding in any detail to the allegations made, the complainants were twice asked by the Panel Secretariat to consider whether they wished to remain anonymous. Both complainants stated clear objections to their anonymity being waived during the process. The PFCC's Chief Executive Officer advised the PFCC's concerns that the complainants should be specifically identified to enable the PFCC to respond fully and that, if not done, there is a considerable risk of procedural unfairness.

When the Sub-Committee convened formally in February 2019, further consideration was given to the PFCC's position in this regard and was weighed against the complainants' request to remain anonymous. The Sub-Committee considered the limitations imposed upon the PFCC by maintaining anonymity. However, when balanced against the wishes and objections of the complainants themselves, it was considered that it would not only be detrimental to their wishes to provide these details but additionally could discourage potential other complainants from making a complaint via the Panel in the future. The Sub-Committee also considered that the generality of the information provided in the redacted form of the two complaints is sufficient for the PFCC to furnish a response, albeit it may be limited due to the anonymity of the complainants. As such, the PFCC was invited to make representations to the Sub-Committee in April 2019.

Representations by the PFCC

In her representations the PFCC reiterated the sentiments of her published apology of 8th November 2018, which was submitted in respect of the "AB" complaint report. However, the PFCC identified the significant constraints on her ability to respond to specific complaints where these have been anonymised. The PFCC also indicated that representations had never been made by staff – either directly to her or via other officers – to suggest that there may have been bullying behaviour on her part and that it would have been addressed if so. Additionally, the PFCC felt that with the exception

of "AB", no information has been provided when employees have left the OPFCC to suggest that they had experienced this sort of behaviour from the PFCC.

Due to the anonymous nature of the complaints and the limitations this presented for the PFCC in responding, the key tenets of the PFCC's representations subsequently focussed on the potential for procedural unfairness on the part of the Sub-Committee in progressing consideration against the two complaints. This also highlighted a contention that there may have been a degree of collaboration between some complainants, as well as questioning the motivations of these, which the Sub-Committee gave further consideration to (see below).

The PFCC recognised the need for a strengthened leadership team at the OPFCC to help ensure that any such issues can be raised and dealt with early on. The Panel has been given assurances that the Office of the Police, Fire and Crime Commissioner will be a learning organisation and have a more open culture.

Collaboration between complainants

The PFCC advised the Sub-Committee early on in the process of her concerns that there may have been some collaboration between complainants from both the 'AB' complaint and the anonymised complaints. The PFCC also contended that this alleged collusion may have been politically-motivated against her position as PFCC. Furthermore, there was an allegation that there may have been some solicitation of further complaints by some of these individuals from current and former OPFCC employees.

The Sub-Committee cannot investigate the concerns raised but it noted that no specific evidence was provided to support these contentions. The Sub-Committee also noted that evidence of collaboration is not evidence per se that complaints are not true. Indeed, it is noted that there can be legitimate reasons for staff who work together or are united over a common theme to discuss matters of concern to them.

4. Sub-Committee findings

As the Sub-Committee is unable to investigate, it is not possible to test the PFCC's assertion that concerns regarding her conduct towards staff have never been made either to her or to senior colleagues in the team nor is it possible to test the assertions made by the complainants. However, content from Complainant 2's statement alleges that concerns were raised directly with the PFCC during their employment and that this was also shared with other colleagues including the (then) Chief Executive Officer. Indeed, the Sub-Committee note it to be entirely feasible that employees may not provide negative feedback in leaving their employment due to concerns that they may not receive a favourable reference in the future. The absence of such feedback on leaving employment does therefore not in itself suggest that complaints have been

fabricated. Again the Sub-Committee note that the Panel has no power to investigate complaints nor determine the veracity or otherwise of the complaints.

Moreover, while there is the possibility that former employees of the OPFCC have connected and shared experiences in relation to their time of employment for the PFCC, the Sub-Committee do not feel this renders the complaints untrue or not legitimate.

However, the Sub-Committee are keenly aware of the significant restrictions that the anonymity of the two complainants has placed on the PFCC in being able to answer to specific allegations made and, consequently, to the Sub-Committee's ability to be able to make a rigorous assessment.

The generality of the allegations made refer to some concerns originally identified in the handling of the "AB" complaint report and which indicate potentially similar breaches of the North Yorkshire Police guidance on Bullying and Harassment, as referenced within that report. These clearly cannot be tested within the confines of the Panel's legal remit. However, within the context of the "AB" report, a comprehensive set of recommendations have already been put in place by the Sub-Committee and agreed by the PFCC; with a view to supporting the PFCC in her leadership role, to ensure that a survey of staff perceptions is undertaken and to help ensure that the PFCC's legal duty of care is being robustly discharged. The Sub-Committee is informed by the Commissioner that progress is being made towards fulfilling these recommendations by the PFCC and her office and a report will be brought to the full Panel in November 2019 to this effect.

The Sub-Committee also notes the recent changes put in place within the OPFCC to help bolster the senior leadership team structure and to help ensure that there is a consistent staff lead presence in situ at the OPFCC to deal early on with any issues or concerns arising.

Informal resolution

The role of the Sub-Committee in reviewing the two complaints is to determine whether informal resolution would be an appropriate mechanism for dealing with the complaints.

The PFCC has already provided a published apology in respect of the "AB" complaint. The PFCC was invited to consider whether informal resolution could be effected in respect of Complainants 1 and 2. This needed to take into account factors such as the difficulties implicit in dealing with anonymous complainants and the need for procedural fairness for both sides. The PFCC, however, has agreed to write to both complainants, via the Sub-Committee, expressing regret for any hurt experienced and assuring both of the changes underway within the OPFCC and progress being made against the Sub-Committee's recommendations of October 2018.

The Sub-Committee acknowledges that the process for reaching this resolution has, regrettably, taken far longer than would normally be expected when dealing with a complaint matter. The circumstances of the complaints being anonymised are, however, extraordinary and have led to a number of issues and challenges which required careful consideration and legal guidance. The Sub-Committee welcomes that the PFCC has committed to effecting a local settlement by way of resolution to this matter.

5. Conclusions

1. It is difficult to fully effect the principles of 'natural justice' for both parties to a complaint where the complaints themselves are anonymised. The Sub-Committee has been keen to ensure a fair process throughout, in spite of the difficulties presented. It is recognised that the allegations made are untested and undetermined and are made anonymously to PFCC.

2. The content of the complaints cannot legally be tested or validated in any way, although the allegations made and concerns expressed by the complainants regarding the PFCC's conduct were similar to issues and concerns which have been addressed within the context of the previous "AB" report. The Sub-Committee is informed that progress is being made by the PFCC to ensure the suite of recommendations from that report are being taken forward. The Sub-Committee does not consider that further – specific – recommendations need to be made in this instance as a result of these complaints.

3. Given the anonymity of the complaints and the proposed actions of the PFCC in issuing an apology, the Sub-Committee fully endorses this approach as a local settlement to this matter. The Commissioner has agreed that the Panel can forward a letter to the complainants to express regret for any hurt they have experienced and assuring them of the progress being made against team and individual development recommendations. A copy of the Commissioner's letter will be published on the website. This action means that this complaint can be recorded as an informal resolution.

4. The Sub-Committee wishes to apologise to the complainants in this matter for the time taken to fully resolve these complaints.



Cllr Peter R Wilkinson
Complaints Sub-Committee Chair
8th October 2019

7 October 2019

Dear Former Team Member

I am aware via the Police, Fire and Crime Panel that you have expressed concerns to them about aspects of your former employment with the Office of Police and Crime Commissioner, including how you feel you were treated by myself and line management.

As I am sure you would expect, I was concerned and sorry to hear about these matters and it's important that I express thanks at the outset to you for raising them. I recognise that this cannot have been easy, which is why I wanted to write to reassure you that both myself and the leadership of the OPFCC take your concerns seriously and have implemented a range of measures to ensure that staff are fully supported and developed. This includes an overall Development Plan for the OPFCC, as well as fully implementing the recommendations made last year by the Panel's Sub-Committee.

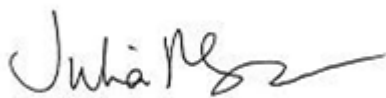
I view all feedback as an opportunity for learning, so in addition to the professional development opportunities the recommendations afford me personally, I have introduced a model to the OPFCC which more closely provides for a distinct, dedicated role of Head of Paid Service to lead the staff who support me in the delivery of my role as PFCC. This includes piloting a new full time Assistant Chief Executive role, whose principal focus is to ensure the day to day direction, development and wellbeing of the team overall and the committed professional individuals who form that team. In addition, we have the support of an experienced Chief Executive & Monitoring Officer, who has significant prior North Yorkshire service, providing valuable senior guidance and advice to myself and to the team



more widely. This overall senior leadership arrangement is by design a resilient but temporary structure, in anticipation of a new Commissioner taking office next year, but as a team we are collectively determined that all members of the OPFCC are supported in this period of transition and change, maintaining momentum in the delivery of the Police & Crime Plan, the Fire & Rescue Plan and of course overall good governance, for the benefit of North Yorkshire's public.

I am and always have been immensely proud of the commitment, energy and track record of accomplishment of the team in the OPFCC. Against that background, I do hope that this letter goes some way to reassuring you that feedback is gratefully received, that further progress is being made, and that I personally take all concerns very seriously. I hope you will accept my assurance that I am sorry for any distress you have experienced and my equally important assurance that I have never in the past, nor would I ever in the future, consciously set out to cause or permit such an impact on any team member.

With kind regards

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

Julia Mulligan

North Yorkshire Police, Fire and Crime Panel

16 January 2020

Work Programme

1 Purpose of Report

1.1 To invite the Panel to:

(a) consider its work programme, providing any suggestions for future items to be taken; and

(b) note the list of meeting dates for 2020/21.

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 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 being scheduled into the programme as they require further consideration on their scope and/or need to be scheduled in to fit in with external review/reporting processes.

2.4 Members are also asked to note the dates for Panel meetings in 2020/21 (also at Appendix A).

3 Recommendation

3.1 It is recommended that the Panel:

(a) agrees the current work programme; and

(b) notes the list of meeting dates for 2020/21.

Diane Parsons
Principal Scrutiny Officer
North Yorkshire County Council

7th January 2020

Background Documents:

Appendix A – Police and Crime Panel Work Programme and Calendar of Meetings
for 2020/21

POLICE, FIRE & CRIME PANEL WORK PROGRAMME AND MEETING DATES FOR 2020/21

February 2020	Thursday, 6 th February 2020 at 10:30am Grand Meeting Room, 1 Racecourse Lane, Northallerton.	PRECEPT – policing and fire. Drug crime and how this is being tackled (six-monthly update) – to include update from recent drugs summit. Force Control Room update, to include information on inappropriate calls and analysis of demand.
	Thursday, 20 th February 2020 at 10:30am Council Chamber, Hambleton District Council, Northallerton.	Precept Reserve (if needed).
July 2020	Thursday, 9 th July 2020 at 10:30am Venue tbc (Northallerton)	Substantive issues tbc.
October 2020	Thursday, 15 th October 2020 at 10:30am Hudson Meeting Room, City of York Council West Offices, York.	Substantive issues tbc.
January 2021	Thursday, 14 th January 2021 at 10:30am Grand Meeting Room, County Hall, Northallerton.	'Pre-precept' reports for policing and fire.
February 2021	Friday, 5 th February 2021 at 10:30am Grand Meeting Room, County Hall, Northallerton.	PRECEPT – policing and fire
	Monday, 22 nd February 2021 at 1:30pm Grand Meeting Room, County Hall, Northallerton.	Precept Reserve (if needed).
April 2021	Thursday, 22 nd April 2021 at 10:30am Council Chamber, Selby District Council, Selby.	Substantive issues tbc.

Items for regular review by the Panel		
Drug crime in North Yorkshire / County Lines.	Report taken September 2019. Panel to receive a further update on work underway to tackle the problem in February 2020, to include update from multi-agency drugs summit.	<i>To be kept under regular review by the Panel.</i>
Force Control Room performance update	Update on performance of the 101 non-emergency service and also 999 service.	<i>To be taken bi-annually.</i>
FoIA compliance (NYP and OPFCC)	Update report on performance in handling of FoIA requests and progress against improvement action plan.	<i>Report to be taken early 2020 to update and also provide benchmarking of NY performance against other areas (agreed July 2019). To be kept under regular review thereafter.</i>
Other items for future consideration		
Fire and Rescue Plan	Accountability framework for monitoring the effectiveness of the Plan, as agreed by Panel.	<i>Tbc – OPFCC to advise Panel when monitoring arrangements are in place.</i>
Rural crime	Crimes against the person in rural areas – to also draw on work to tackle modern slavery and sexual exploitation.	<i>To be scheduled in 2020.</i>
Reform of the police complaints system	Update report for Panel on impact of changes to the system in 2020.	<i>Tbc – July 2020.</i>
Diversity in NYP	Report on diversity within the police force, including developments around recruitment and retention.	<i>Tbc.</i>

POLICE, FIRE & CRIME PANEL WORK PROGRAMME AND MEETING DATES FOR 2020/21

Criminal justice	Report taken by Panel September 2019, providing an overview of the PFCC's work in this area. Further report to be brought (as agreed Sept 2019) to highlight: - volumes of individuals engaging on interventions, particularly in respect of prevention and early intervention; - outcomes for those involved; - the range of partners involved.	<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>Tbc</i>
Community safety partnerships	Update report or briefing for Panel by the two CSPs.	<i>Tbc</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>
CCTV in North Yorkshire and York – overview of PFCC's proposals.	Report outlining the PFCC's proposals for CCTV across the force area and links in to criminal justice.	<i>Tbc.</i>