

## Supplementary Agenda

**Meeting:** North Yorkshire Police, Fire and Crime Panel

**Venue:** Remote Meeting held via Microsoft Teams

**Date:** Wednesday, 16 March 2022 at 1.30 pm

Under his delegated decision making powers in the Officers' Delegation Scheme in the Council's Constitution, the Chief Executive Officer has power, in cases of emergency, to take any decision which could be taken by the Council, the Executive or a committee.

Following on from the expiry of the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 ("the 2020 Regulations"), which allowed for committee meetings to be held remotely, the County Council resolved at its meeting on 5 May 2021 (before the expiry of the Regulations) that, for the present time, in light of the continuing Covid-19 pandemic circumstances, remote live-broadcast committee meetings should continue as informal meetings of the committee Members, with any formal decisions required being taken by the Chief Executive Officer under his emergency decision making powers and after consultation with other Officers and Members as appropriate and after taking into account any views of the relevant Committee Members and all relevant information. This approach has been periodically reviewed since that time and will be further reviewed by full Council at its May 2022 meeting.

The meeting will be available to view, once the meeting commences, via the following link – [www.northyorks.gov.uk/live-meetings](http://www.northyorks.gov.uk/live-meetings).

### Business

7. **The Draft Police and Crime Plan 2021/24**  
The Commissioner's plan in draft for review and recommendations from the Panel.  
(Pages 3 - 44)
8. **The Draft Fire and Rescue Plan 2021/24**  
The Commissioner's plan in draft for review and recommendations from the Panel.  
(Pages 45 - 80)

Barry Khan  
Assistant Chief Executive (Legal and Democratic Services)

County Hall  
Northallerton  
Thursday, 10 March 2022

#### NOTES:

Enquiries relating to this agenda please contact Diane Parsons Tel: 01609 532750 or email [nypcp@northyorks.gov.uk](mailto:nypcp@northyorks.gov.uk). Agenda and papers available via [www.northyorks.gov.uk](http://www.northyorks.gov.uk)

- (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.

#### 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.

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](http://www.nypartnerships.org.uk/pcp)



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# Police and Crime Plan 2022-25

Helping you to be safe and feel safe in North Yorkshire

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## Foreword from Commissioner Zoë

As your elected Police, Fire and Crime Commissioner, it is my duty to set a Police and Crime Plan for North Yorkshire Police based on your priorities. This Plan, for 2022-25, is set in an unusual context, the last election having been delayed by Covid-19 and then having a by-election in North Yorkshire and York in November 2021 at which I was elected. Against this backdrop, I am clear that two things are important. First, to provide some degree of continuity so that the police can continue to drive progress without too much change in overall direction over a short-term period, and secondly, to ensure that the expectations set out in this Plan are deliverable within the two years left of this term.



More than this, I am acutely conscious of how the last year has shaken your confidence and trust in the role of the Commissioner in North Yorkshire. My personal pledge is to work tirelessly to restore and renew that trust because I truly believe in the value of being your voice to improve and deliver public Services that work with you and for you.

I am grateful to everyone who has contributed to the development of this Plan – to North Yorkshire Police, partners, the team in my Office and, most of all, you, the public. During my campaign I heard your concerns and appreciation for your Police Service, and these themes were reinforced by what you said through the consultation run by my Office. During that consultation, they engaged with over 3,500 of you, and over 2,000 of you responded to the survey for which I am very grateful. I hope this Plan responds to those concerns and sets a realistic expectation of what North Yorkshire Police should achieve, and the change you should see in your Police Service, over the next two years.

One of the key themes during my campaign was public safety – for everyone, but especially for all women and girls in their homes and out in their community. This was not just in reaction to events in North Yorkshire either; this had already come through as a strong priority in the consultation prior to the by-election. It will be one of my key focuses, and I have already started to develop a new partnership strategy to tackle violence against women and girls, and established a new Victims Centre for victims of violent and sexual assaults. You were clearly worried about violence and serious and organised crime more widely, especially around drugs and county lines, and were looking to the police to do more to prevent crime from happening in the first place. This is a central theme in this Plan, and I will work closely with the Chief Constable to drive and promote her plans which I support to do more in this space.

Most of all, though, I heard your concerns about police visibility and presence in your communities, and the impact this is having on your confidence in the police. I am determined that North Yorkshire Police will do more to connect with our diverse communities and use the largest number of officers they have had in a decade to invest in neighbourhood policing and to be more present and more proactive in preventing crime and solving problems in communities.

North Yorkshire Police has undergone significant transformation in the last few years through the Transform 2020 programme, the joining of business functions with the Fire Service under Enable North Yorkshire, and the development of a new Early Action Together operating model focussed on prevention and early intervention. Some of this is ongoing and other parts need to embed further, while they also need to ensure that it does not distract from providing exemplary services as usual. Excellent work has been undertaken to improve the diversity of the Service through improved recruitment processes, but work is now needed to improve the inclusivity of the Service to improve retention of those new officers.

To support that continuity of focus, our joint mission and vision remain the same – to help everyone in North Yorkshire and York to be safe and feel safe, and for our Police and Fire to be exemplary Services. I am also continuing to set the overarching ambition for the Service through the four C.A.R.E. Principles – Caring for the vulnerable, Ambitious collaboration, Realising our potential, and Enhancing the customer experience. These Principles set a longer-term ambition for what I believe constitutes an exemplary service based on your feedback. Key to this is the focus on early action together, not just in preventing harm, but for its focus on understanding local need beyond police statistics to identify and tackle vulnerability and hidden harms that might not otherwise be reported.

To make sure that this Plan is realistic, I have set five Public Priorities for Change. These are based on the priorities you identified during my campaign and consultation and set out the ways in which the Police Service needs to develop over the next two years to progress towards achieving our vision. Under these, I have set outcomes against which I will assess the Service's progress. I require the Chief Constable and my Chief Executive to bring forward delivery plans to demonstrate how the Service and my Office will deliver against this Plan.

The relationship between these elements – how each contributes towards delivering our mission and vision for an exemplary Police Service, is set out in the Plan on a page. I will continue to hold the Service and my Office to account through monthly live-streamed public accountability meetings so that you can see how I am taking assurance about their progress on your behalf, and so that you can contribute your questions. I will publish an Annual Report that summarises this progress and indicates where further focus is required and will work closely with the .

## Plan on a page

Exemplary policing services helping you to be safe and feel safe in North Yorkshire and York

Caring about the vulnerable

Ambitious Collaboration

Realising our potential

Enhancing our service for the public

### Public Priorities for Change

#### 1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public trust, confidence and satisfaction in North Yorkshire Police services, and in reporting crime and incidents, has increased.

Outcome 1b: North Yorkshire Police have a holistic understanding of need in all our communities.

#### 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.

Outcome 2b: Primary prevention and early intervention is embedded in the culture of North Yorkshire Police as the way of working across everything they do.

Outcome 2c: North Yorkshire Police Officers, PCSOs and PSOs have confidence in their capability to problem solve effectively.

#### 3. Deliver the “Right People, Right Support” every time

Outcome 3a: North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.

Outcome 3b: Vulnerable people and victims receive the most appropriate care according to their need.

#### 4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: North Yorkshire Police is outstandingly effective and efficient.

Outcome 4b: North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.

#### 5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.

Outcome 5b: Inclusivity, diversity and equality are at the heart of North Yorkshire Police’s organisational culture and service delivery.

Outcome 5c: North Yorkshire Police is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

Policing business delivery plan

OPFCC business delivery plan

## What you told me

As your elected Police, Fire and Crime Commissioner, my Police and Crime Plan is here to represent your priorities for policing and ensure that your concerns and hopes for the future of your police service is realised.

In the summer of 2021, my Office consulted with you over a period of three months, gathering your views, thoughts, concerns and priorities which have all fed into the development of this Plan. We ran an open online survey and conducted a representative telephone survey using Open Research Services (ORS), an independent market research company, and I am thrilled that over 2,000 of you responded. We held 16 public events across the seven districts and the City, engaging with over 3,500 people. We also conducted a number of focus groups, involving over 20 partner organisations, and a similar number provided us with written responses as well.

Given the consistency of the results, I am confident that this Plan represents your priorities for how your police service needs to develop and improve. A full consultation report is published on my website.

We asked you to tell us about two aspects of your police service. The first aspect was the crime and disorder priorities that most concern you, and the second aspect was how North Yorkshire Police should develop as an organisation to respond to these and help you be safe and feel safe. In the sections that follow, your priorities, as understood here, are highlighted in my ambition statements for what an exemplary police service in North Yorkshire should be and are set out as your Public Priorities for Change for North Yorkshire Police for the next two years.

### Crime and disorder priorities

Your priorities to tackle over the next three years are:

- Serious and organised crime, especially cross-border crime;
- Neighbourhood crime (for example burglary, robbery, theft of and from a vehicle, theft from a person and local drug dealing/use);
- ‘Hidden’ crime (for example child sexual exploitation, domestic abuse; modern slavery, human trafficking, organised crime etc);
- Improving the safety of women and girls; and
- Wildlife and rural crime.

### Organisational priorities

You think North Yorkshire Police need to develop by:



- Preventing crime to stop it happening in the first place and intervening as early as possible to stop it escalating;
- Improving their relationship with Black, Asian and ethnic minority communities, tackling racism and ensuring all receive the same service;
- Improving levels of satisfaction among victims of crime;
- Improving their customer service and making sure they are accessible and easy to contact; and
- Ensuring they have well-equipped, modern services that are fit for the future.

What I found really important was that, while 87% of you are satisfied with policing in your local area *overall*, your satisfaction with North Yorkshire Police was lowest in relation to visibility within your communities. You told us that you wanted North Yorkshire Police to improve their neighbourhood policing services so that your communities feel more connected to, and engaged by, your local policing teams, and many of you wrote in your answers that you wanted to see increased police visibility. Improving neighbourhood policing to deliver truly visible policing across our varied communities is therefore a key theme throughout this Plan.

## Page 9 Commissioned services

We also asked you about the services that I, as your Police, Fire and Crime Commissioner, commission through my Office. I wanted to know what you felt I should focus on most.

You overwhelmingly supported all the areas we put forward, especially agreeing that I should focus on providing:

- Support for victims of serious crime and those who are persistently targeted, vulnerable or intimidated to help them cope and recover; and
- Support for victims of domestic abuse and sexual offences to help them cope and recover.

## C.A.R.E. Principles

The four C.A.R.E. Principles set out what I believe is an exemplary police service for North Yorkshire and York based on what you have told me. In everything you told me during my election campaign and through the consultation, these four aspects stand out: how they care for and protect people, how they go beyond partnership work to collaborate strategically to join up services, how they realise the potential of all their people and as an organisation, and how they deliver the best possible service to the public.

These principles must be embedded in all that they do and frame the way in which they develop themselves and engage with others. They are interlocking and overlapping, mutually dependent on each other, and I expect all areas of North Yorkshire Police to be looking at how they are contributing to achieving these principles.

My ambition for policing and crime services in North Yorkshire and York is set out in this context, and I will work with the Chief Constable, my Office and partners to deliver on these areas of focus over the next two years.



## Caring about the vulnerable

'Vulnerability' comes in many different forms and has many different impacts. Whether due to age, disability, adverse childhood experiences, exploitation, abuse, mental health or isolation, as a victim or perpetrator, it is vital we care about the people with whom we interact, whatever the reason for that interaction.

I will work with the Chief Constable to:

### **Make all women and girls safer**

All women and girls have a right to feel safe wherever they are, in their homes and in their communities. To counter domestic, sexual and public violence and abuse, we need to work with partners, especially the education sector to set early expectations of what is acceptable behaviour and prevent offending. We must identify and support vulnerable people as early as possible to prevent harm and provide support for victims to cope and recover, and intervene with perpetrators to prevent revictimisation.

### **Embed compassion for victims and the vulnerable**

To achieve justice, we must ensure victims get a rigorous, timely and empathetic service, holding the 12 rights in the Victim's code as paramount and acting to restore faith and trust in the value of reporting crime to the police. Victims must feel they are taken seriously, and we must fully appreciate the impact crime can have on individuals, placing their trust in us when they come forward, and on how safe communities feel, particularly in rural areas. More widely, everyone we interact with, especially those who are vulnerable, must feel listened to and understood so that they can be confident in the Service.

### **Prevent harm before it happens**

Prevention must come first. We must work collaboratively to prevent vulnerability before it can cause harm, especially by expanding the Public Safety Service, taking a 'public health approach' to identify and resolve underlying individual and societal causes. In particular, we must work with partners to address underlying, cross-sector issues, such as mental health. Moreover, we must identify those who are vulnerable to offending and work with them and perpetrators to address underlying causes of offending behaviour.

### **Tackle hidden harms**

No one should need to suffer in silence. Unfortunately, the exploitation and abuse of the most vulnerable is often hidden. We must proactively seek a detailed and deep understanding of our communities to identify who is at risk where it might have otherwise gone unreported and work with partners to protect them. We must strive in everything we do to ensure everyone has confidence to talk to the police, and confidence that they will be helped and protected when they do. This is particularly true for residents in our rural areas, where evidence suggests that reduced confidence in the police has led to crime not being reported but which can have significant financial and psychological harm on individuals and whole communities. Wildlife crime, and the impact it has on our environment and rural communities, also often goes unreported, and we must clamp down on those who think this acceptable.



## **Ambitious collaboration**

Collaboration is more than just about partnership work. It is about actively seeking to join up services, close gaps and improve outcomes, working together to overcome our core problems. It is about creating a person-centred approach to interaction with, and a unified response from, public services.

I will work with the Chief Constable to:

### **Enhance collaboration**

We must further drive collaboration opportunities with partners across our business functions – our estate, assets and our services – to maximise our efficiency so as to reinvest in frontline services. We must pool our resources, co-fund and co-commission services so as to close gaps and improve prevention and individual outcomes. We can only properly protect our area by fostering greater regional and cross-border collaboration to tackle imported crime.

### **Take a whole system approach to tackling core problems**

The root causes of many problems go beyond policing. We must work as one public sector and with businesses and the voluntary sector to relentlessly prevent and disrupt serious and organised crime, especially drug, fraud and cyber crimes, solve the root causes of neighbourhood crime and anti-social behaviour to make our streets safer for everyone, decisively and quickly deal with speeding and road safety, improve public safety and wellbeing, and address the underlying causes of crime and violence.



## Realising our potential

How we realise the potential of our people and organisation to deliver the best possible services to our communities, is integral to achieving our ambition. We need to have the right people, with the right training, information, skills and equipment, in the right place, at the right time. For this to work we need to have the right culture.

I will work with the Chief Constable to:

### **Maximise funding to improve our services**

North Yorkshire Police must have the funding it needs to meet the challenges of servicing the largest county in England. But this isn't just about more money. It is crucial we drive efficiency and change the way we work to deliver the most value for the public pound and to reinvest savings to improve our services.

### **Properly skill and equip our people**

Our people must have the right technology and training to keep them at the cutting edge of their profession. We need to equip our people with the right information and data – at the frontline to effectively protect people, and for our enabling services and leaders to support and develop our services and drive business change.

Neighbourhood and response policing are the bedrock of our Service and we must recognise them properly as specialisms and invest in the skills and resources required.

We must ensure that officer and staff safety and welfare is a top priority, taking a zero-tolerance approach to abuse and assaults. We already do much to acknowledge and appreciate the effort and commitment of our people, but we must also recognise the importance of life outside work and promote a balanced and healthy lifestyle. Our work can also impact our mental and physical wellbeing, and we must ensure the widest possible access to wellbeing support.

### **Improve trust and confidence in our police**

The legitimacy of our police is the foundation on which policing by consent is built and which has recently been shaken. We must continue to strive to change our culture to one that is open and transparent, bringing our values to life in our words and actions and identifying and removing those who do not uphold them. We must foster an environment where all our people care for those they serve, going above and beyond to renew public belief and trust in our integrity and ability to keep them safe so they have the confidence to come forward. We must strive to be genuinely inclusive and truly reflective of the diversity of our communities, with inclusivity, diversity and equality at the heart of our organisational culture and service delivery. We must tackle discrimination head on to ensure policing services are delivered with fairness and respect.

### **Develop our people and organisation to meet our communities' needs**

An inclusive and diverse workforce is one in which creativity and innovation drives our improvement, and equality of opportunity is embedded through a commitment to the development of our people. A future focused organisation is one in which clear career pathways retain our diverse and talented workforce and develop the strengths that we need for the future. An exemplary Service is one which empowers its people and develops leadership throughout its workforce. It is also one which shows leadership on issues to help solve problems quickly. We must also show leadership by making our organisation, estate and fleet as environmentally and nature friendly and sustainable as possible.



## Enhancing our service for the public

In all of this we must put the public that we serve first. Public services are services for the public and we must do everything that we can to enhance their experience when they interact with us. We must be accessible and engaged, present where we are needed most, and able to provide the care asked of us.

I will work with the Chief Constable to:

### **Embed a customer and community focus**

We must put the customer and community at the heart of all engagement and consider how we engage and can be engaged from their perspective. In seeking to do this, we must put the widely accepted concepts and principles of good customer service and customer experience at the heart of our service offer, meeting the standards set by the industry, committing to the quality of service we expect to deliver every time, and adopting best practice from the public and private sector.

We must be as accessible as possible, with multiple channels of contact available – in person, by phone and online, so that people can contact and report crime and incidents to us in the way that suits them best and at the time that suits them best. We must improve our customer contact function, including improving call-waiting times for the non-emergency 101 service while managing public expectations for this service and working to understand better why they are calling this number.

We must excel at providing feedback and updates to victims, customers and communities ensuring that they are targeted and personalised, and seek feedback on their experience to enable continuous improvement. We must ensure victims and witnesses have confidence in our and the wider criminal justice system's ability to deliver justice, and that they remain engaged with the criminal justice process. We must demonstrate better to individuals and communities the results of their communicating with us and coming forward to report or provide information, reinforcing confidence in reporting with evidence of justice being delivered.

### **Promote a more visible presence in communities**

Our notion of community is diversifying – whether it be physical or virtual, or related to location, cause or commonality. We must be present and engaged with all communities, with a greater police presence where they are needed most in our neighbourhoods tackling public priorities, especially in our rural communities where confidence in our Service is lower.

Our public must feel connected to their Service and we must increase our engagement to facilitate this. We must engage in innovative ways, proactively seeking information and lived experience to inform us about what is happening in communities and about the impact of crime. We must seek to understand the experience of being a victim or being investigated and make sure that all our people have the skills required to care for the public with whom they interact.

## Public Priorities for Change

I have set your Public Priorities for Change in North Yorkshire Police based on what you told me during my election campaign and through the consultation. I have considered what is achievable for North Yorkshire Police in working towards achieving the ambition set out through the C.A.R.E Principles over the next two to three years and set outcomes that I will assess their progress against.

These are:

1. Actively engage with all communities to identify need and risk and to reassure.
2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems.
3. Deliver the “Right People, Right Support” every time.
4. Maximise efficiency to make the most effective use of all available resources.
5. Enhance positive culture, openness, integrity and public trust.

Page 15 To accompany this Plan I will publish an Assurance Plan which will set out how I will assess against the outcomes presented below. I recognise that not everything is directly within the gift of North Yorkshire Police and will work with partners and my Office where information to determine progress is required. Each year, I will produce an Annual Report showing how North Yorkshire Police is progressing. This Annual Report may show outcomes achieved ahead of target, or ones that have still to be achieved.

# 1. Actively engage with all communities to identify need and risk and to reassure

To prevent and tackle crime, North Yorkshire Police need to understand our communities better, especially those who are underrepresented and seldom heard, working to gather the information and intelligence that helps to identify the root cause of problems so that they can be addressed at the earliest opportunity.

Effective engagement around these issues will reassure our communities that North Yorkshire Police understand us and are working to *make* us safer, making us *feel* safer as a result. Effective feedback to victims and communities will also help to reassure us that justice is being achieved for our communities.

Active engagement requires presence in our communities with direct communication to understand the lived experience and impact that crime has in our area so that North Yorkshire Police can work more effectively to address it and ensure they can effectively care for those with whom they are engaged.

Every contact leaves a trace is as true of forensics as it is of the impression we leave behind every time we engage with someone. It is important that every contact counts to reassure, delivering the best outcome possible that achieves that reassurance, and delivers that outcome in a timely, efficient, empathetic, courteous, transparent and accurate manner.

The outcomes I will assess to measure progress against this priority are:

## Outcome 1a

**Public trust, confidence and satisfaction in North Yorkshire Police services, and in reporting crime and incidents, has increased.**

Progress indicators:

- Increased feeling of safety, particularly amongst more deprived communities and those with protected characteristics or mental ill-health.
- Increased confidence that North Yorkshire Police understand local problems and are tackling them.
- Increased understanding amongst officers and staff of customer service standards set across all North Yorkshire Police functions, with progress as an organisation towards customer service excellence.
- Increased use of customer feedback to shape and inform our future service offer.
- Increased reporting and satisfaction with reporting experience of violent or abusive crimes against women and girls, hate crimes, modern slavery and exploitation, and crime in rural areas, by victims and communities, particularly by those with protected characteristics.



- Increased communication through different channels improves public awareness of outcomes of investigations and criminal proceedings.
- Victim satisfaction against each of the 12 rights in the Code of Practice for Victims of Crime is high.
- Increased satisfaction with 101 response and increased use of online reporting methods.

## Outcome 1b

**North Yorkshire Police have a holistic understanding of need in all our communities.**

Progress indicators:

- Underrepresented and seldom heard individuals and communities feel more engaged and understood.
- North Yorkshire Police officers and staff are confident they have the capability to produce a local Community Needs Analysis and identify gaps in service, and the means and support to act to close those gaps in a timely and effective manner.

## 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

North Yorkshire Police cannot meet all the needs of our communities on its own. They must work with a range of public, private and voluntary sector partners from a whole spectrum of specialities, on a local, regional and national basis, to drive whole-system change if they are to achieve our ambition.

This will be essential to prevent the root causes of crime, anti-social behaviour and welfare concerns to improve the safety of our communities. Moreover, when such problems do emerge, working with partners is more likely to resolve issues earlier and quicker, and to ensure that they do not re-emerge.

The outcomes I will assess to measure progress against this priority are:

### Outcome 2a

**North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.**

Progress indicators:

- Increased proactive efforts to co-fund and co-commission services that close gaps and join up user journeys resulting in improved outcomes for individuals.
- Increased cross-border collaboration to prevent travelling crime and tackle the causes of that crime at source.
- Increased co-location and shared services to drive efficiency, improve partnership working and improve outcomes.
- Improved and more flexible process to adapt and continuously improve the approach to problem solving which takes into account and applies learning from stakeholders throughout delivery.
- Expanded Public Safety Service.
- Increased number of champion networks across partners for significant areas of work, such as violence against women and girls, to help coordinate approach, enhance focus in other organisations, and allow victims the opportunity to seek help as early as possible.
- Improved understanding of benefits of collaborations and partnership work with ongoing assessment of purpose of partnerships and of which partners are most beneficial for different purposes.
- Improved partnership approach to engaging and increased access to underrepresented and seldom heard individuals, groups and communities.

- Beyond data sharing, improved access to appropriate data both for and from partners.

## Outcome 2b

**Primary prevention and early intervention is embedded in the culture of North Yorkshire Police as the way of working across everything they do.**

Progress indicators:

- Increased work with young people directly and through the education sector and other partners to improve attitudes and behaviours, especially towards women and girls and the vulnerable.
- Increased proactive whole-system work to drive long-term solutions to underlying societal causes of offending behaviour.
- Increased availability and use at the earliest opportunity of voluntary and mandated diversion and behavioural change interventions and programmes to reform and improve attitudes and behaviours.
- Increased availability and use of treatment and support services, for example substance misuse services, to enable early intervention and recovery, to prevent escalation of harm, and to reform and improve attitudes and behaviours.
- A reduced rate of first time entrants and reoffending, in particular with improved outcomes for participants of perpetrator diversion and behavioural change interventions.
- Improved out of court disposal options that respond to local need and national changes.
- Reduced repeat calls for safety and welfare in relation to mental health, working with partner agencies to prevent escalation requiring a police response and to ensure appropriate help and support is in place to reduce vulnerability.
- North Yorkshire Police officers and staff understand and are confident in how to take, and the benefits of, early action.

## Outcome 2c

**North Yorkshire Police Officers, PCSOs, PSOs and staff have confidence in their capability to problem solve effectively.**

Progress indicators:

- All North Yorkshire Police officers, PCSOs, PSOs and staff have the skills and knowledge to problem solve and understand how to engage communities and partners in the process.
- A joint partnership approach to problem solving that focuses on the underlying cause of the problem.

- An improved system and support for problem solving with clear processes and checks that produce sustainable and viable solutions.
- Reduced anti-social behaviour calls, especially repeat calls.
- Improved access to data and insight to support problem solving.
- Increased confidence and sense of engagement in problem solving from communities.

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### 3. Deliver the “Right People, Right Support” every time

To care effectively for people and to deliver our services in the most efficient way so that we can help as many people as possible, we need to have the right people, with the right training, skills and equipment, in the right place, at the right time to provide the right intervention. Every time. This priority is about the effectiveness and efficiency of policing operations.

North Yorkshire Police must work with partners to ensure the most appropriate response and support is provided to those in need, and to have the right agreements and protocols in place when North Yorkshire Police is not the most appropriate response.

The whole process of recruiting, training, retaining and developing all staff must be exemplary. The right skills and experience must be deployed in the right places, supported by the right equipment. There must be recognition for the specialisms required for neighbourhood and response policing, especially in delivering a prevention first approach.

The outcomes I will assess to measure progress against this priority are:

#### Outcome 3a

**North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.**

#### Progress indicators

- An improved operating model reflects the focus on prevention and early intervention, ensuring resources are best placed to understand and engage with communities and undertake interventions at the earliest opportunity.
- Neighbourhood and Response roles are recognised as specialisms in their own right with investment in their specific training and skill requirements.
- Increased officer awareness and use of Mental Health First Response Teams improves outcomes for those in mental health crisis.
- Neighbourhood officers, PCSOs, PSOs and staff are confident in identifying and sensitively engaging with victims of hidden harms, such as modern slavery and domestic abuse and ensuring they are referred into the cope and recovery services to which they are entitled.
- Improved outcomes at first contact through effective triaging, prioritisation and routing to those who can resolve.
- Increased proactive patrols and enhanced technology, especially automatic numberplate recognition, linked to intelligence to protect our borders and prevents travelling criminality.
- Increased disruption of serious and organised crime, including county lines drug supply fraud and cybercrime.

- Improved response to crime in rural areas, especially wildlife crime, heritage crime, agricultural crime and theft.
- North Yorkshire Police officers and staff are confident they have the appropriate equipment they need to do their job effectively.
- North Yorkshire Police officers and staff have access to appropriate information, data and insight to effectively protect people.

## Outcome 3b

### **Vulnerable people and victims receive the most appropriate care according to their need.**

#### Progress indicators

- Increased awareness and understanding amongst victims of crime of their rights under the Code of Practice and of the support to cope and recover available to them locally.
- Increased victim satisfaction against the 12 Rights under the Code of Practice for Victims of Crime.
- Appropriate cope and recovery support services, commissioned against the needs in our area, are available for all victims of crime and referral routes into those services are clear.
- North Yorkshire Police officers and staff are using the Pathways tool and have increased awareness of, and are making appropriate referrals to, Supporting Victims and specialist support services provided by the Commissioner.
- North Yorkshire Police officers and staff have improved knowledge of referral pathways to partner agencies.
- Improved use of Appropriate Adult schemes so that every vulnerable person is supported, especially in custody.
- Improved outcomes for victims of rape and sexual assault.
- Reduced rate of police investigation outcomes 15 (suspect identified but evidential difficulties prevented further action) and 16 (suspect identified but victim did not support police action), in particular for violence against women and girls and 'hidden harm' crimes.
- Improved performance against the measures in the Criminal Justice System Scorecard.

## 4. Maximise efficiency to make the most effective use of all available resources

To get the best outcomes for the public, every part of North Yorkshire Police must work smoothly together, reducing administrative and bureaucratic burdens and releasing capacity to make the most effective use of all their resources. This is as much about how we use our fleet, estate, and technology as how we help our people to be as productive as possible.

As we go forward, to make efficiencies and savings which can be reinvested back into frontline services, we will need to take more innovative approaches to changing the way we work. We will need to continuously refine our processes and planning to maximise how we use our funding to deliver on the public's priorities.

We must seek to work ever closer with partners to refine our ways of working across community safety and criminal justice systems. We will need to seek ever greater collaboration, especially as plans for Local Government Reorganisation are progressed.

The outcomes I will assess to measure progress against this priority are:

### Outcome 4a

**North Yorkshire Police is outstandingly effective and efficient.**

#### Progress indicators

- Improved rating by HM Inspectorate.
- Improved business planning and governance to maximise the use of funds in each year appropriately such that North Yorkshire Police does not underspend its budget.
- Increased focus on change in business practice, rather than increased funding, to increase efficiencies, deliver savings to fund service improvement and growth and achieve better service and business outcomes.
- North Yorkshire Police leaders, officers and staff have access to appropriate information, data and insight to develop our services and drive business change.
- Increased co-location and joint-asset management across the PFCC family of organisations and with wider partners as appropriate.
- Improved sustainability of our organisation, estate and fleet, making environmental and nature considerations central to our decision-making.
- Increased joint, co-funded and co-commissioned services across the PFCC family of organisations and with wider partners.

- Expanded Public Safety Service providing joint place-based prevention services across the PFCC family of organisations and with wider partners.
- Increased joint technology systems and assets across the PFCC family of organisations.
- Beyond data sharing, improved access to information and data from and for partners.
- North Yorkshire Police officers and staff report reduced levels of bureaucracy.

## Outcome 4b

**North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.**

### Progress indicators

- Increased use of joint technology or case management platforms to improve shared understanding of vulnerability and at risk individuals, to facilitate the processing of evidence, to facilitate justice.
- Improved and better co-ordinated services to the public through the use of Single Online Home.
- Improved and better targeted outcomes through enhanced tasking and briefing.
- A better understanding of public contact through enhanced technology in the Force Control Room.
- A joint CCTV network across North Yorkshire and York.
- Improved performance related to interaction with criminal justice partners through the Common Platform and Transforming Summary Justice.
- Reduction in cases where the victim or key witnesses withdraw.
- Improved outcomes through multi-agency tasking, co-ordination, risk assessment and case management.
- Increased referral to voluntary and mandated diversion and behavioural change interventions and programmes to reform and improve attitudes and behaviours of perpetrators and those vulnerable to offending.



## 5. Enhance positive culture, openness, integrity and public trust

The legitimacy of the police underpins their ability to police by consent and hold the trust of the public. As a public service, North Yorkshire Police exists to serve the public of North Yorkshire and this must be at the forefront of its organisational culture. That culture must be open and transparent so that the public can trust and be confident that as an organisation North Yorkshire Police will do the right thing and work for them.

Such a culture must value, above all else, integrity so that the public need never doubt that they can trust a North Yorkshire Police officer or member of staff.

The outcomes I will assess to measure progress against this priority are:

### Outcome 5a

**The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.**

#### Progress indicators

- Increased public confidence that North Yorkshire Police and North Yorkshire Police officers and staff will do the right thing and uphold the law.
- Increased public confidence that they can approach a North Yorkshire Police officer or staff without any concern, and that they will be treated fairly and with care and respect.
- North Yorkshire Police officers and staff know the Nolan principles, understand what is expected of them to embody these values and are confident in applying them in different situations.
- North Yorkshire Police officers and staff recognise that openness, transparency and integrity is embodied by leaders and that contrary behaviours are challenged and addressed robustly.
- Reduction in complaints of misconduct.
- Proportionate use of stop and search, with independent scrutiny reporting increased satisfaction with legitimacy of grounds.

### Outcome 5b

**Inclusivity, diversity and equality are at the heart of North Yorkshire Police's organisational culture and service delivery.**

## Progress indicators

- Improved diversity of our workforce that exceeds that of our communities.
- An enhanced understanding of retention issues for, and improved retention of, colleagues from Black, Asian and minority ethnic communities.
- Black, Asian and minority ethnic communities feel that North Yorkshire Police reflect their community.
- Black Asian and minority ethnic police officers and staff feel valued and confident that discrimination is tackled head on.
- North Yorkshire Police officers and staff feel confident that their ideas or concerns will be listened to and considered.

## Outcome 5c

**North Yorkshire Police is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.**

### Progress Indicators:

- An increased number of external applications for roles in North Yorkshire Police and Enable North Yorkshire where applicants report that North Yorkshire is a destination of choice.
- North Yorkshire Police officers and staff understand what career pathways exist for them within the family of organisations and feel confident that development opportunities are available to them.
- Increased retention, in particular of Black, Asian and minority ethnic employees.
- Increased use of strengths based recruitment and strengths based personal development plans aligned with developing people for careers within the organisation.
- North Yorkshire Police officers and staff feel empowered and are confident that intent-based leadership is embedded and used in practice.

## Commissioned Services

The Police Fire and Crime Commissioner (PFCC) commissions services across North Yorkshire and the City of York to:

1. Engage with Communities to understand need and improve Safety;
2. Support Victims to cope and recover after crime;
3. Protect and ensure better outcomes for Vulnerable People coming into contact with, or at risk of coming into contact with the police; and
4. Enable Perpetrators, or those at risk of becoming perpetrators to change their behaviour

In 2020/21 services commissioned by the PFCC received almost 50,000 referrals; worked directly with over 17,000 individuals to make progress against areas of assessed need; and consistently received over 90% satisfaction rates.

Detailed information on the 25 key services currently commissioned can be found on the PFCC's website: [Commissioned services - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/commissioned-services)

Three Community Engagement / Safety services / funds:

1. **Youth Commission** - The Youth Commission enables young people, aged between 10 and 25, to inform, support and challenge the work of the Police, Fire and Commissioner, North Yorkshire Police and North Yorkshire Fire and Rescue Service: [About the Youth Commission - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/about-the-youth-commission)
2. **Community Fund** - The Community Fund is specifically for local organisations, groups or individuals who need money to help fund a new community safety project or scheme: [Apply for the Community Fund - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/apply-for-the-community-fund)
3. **Community Safety Services Fund** - In addition to working in partnership with the Community Safety Partnerships, the Commissioner has also identified funding to support community safety issues, through a mix of commissioned and non-commissioned services. The Community Safety Services Fund is available to any local community group or organisation in North Yorkshire or City of York; however the proposed project must benefit North Yorkshire communities directly and be supported by the appropriate Community Safety Partnership (Safer York Partnership or North Yorkshire Community Safety Partnership): [Community safety - non-commissioned services - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/community-safety-non-commissioned-services)

## Eleven Victim services:

1. **Supporting Victims** - is our telephone-based team who work with any victim of crime to assess their cope and recovery needs and refer them into specialist services regardless of whether they have reported to the police: <https://www.supportingvictims.org/about/what-we-do/>
2. **IVA** - Our Independent Victim Adviser service provides face to face support in the community for victims of Serious Crime, and those who are Vulnerable, Young, or Persistently Targeted (Hate Crime, Fraud, non-domestic Stalking) whether or not they have made a report to North Yorkshire Police.
3. **ISVA Service** - Our Independent Sexual Violence Adviser service provides face to face support for any victim or survivor of all forms of sexual violence or abuse, including historic child sexual abuse; all ages and genders, regardless of sexual orientation, whether or not they have made a report to the police.
4. **Domestic Abuse Victims Community Based Support services** - provide immediate safety planning and advice, and longer-term practical and emotional support where required through specially trained workers for any direct victim or survivor of domestic abuse; all ages and genders, regardless of sexual orientation, whether or not they have made a report to the police.
5. **CSCE** – Our Child Sexual &/or Criminal Exploitation service, ‘Hand in Hand’ works with children and young people who have been a victim of, or who are at risk of becoming a victim of exploitation and those that are repeatedly reported as missing.
6. **CSCE Parent Liaison** - Our Parent Liaison service works with parents and guardians of children and young people who have been a victim of, or are at risk of becoming a victim of extra-familial exploitation and those that are repeatedly reported as missing.
7. **Support services for children & young people affected by domestic abuse** - for all families with dependent children & young people living in households where domestic abuse occurs; all genders and regardless of sexual orientation; providing 1 to 1 emotional and practical support through specially trained workers for C&YP aged 10yrs & over, with supported group work and peer support networks for (non-abusive) parents joint working with victim services to ensure that support plans are co-ordinated and support the family’s common goals.
8. **Sexual Assault Referral Centre (SARC) services** – provides crisis support and forensic medical services to collect any evidence for all adult victims of rape or sexual assault aged 16yrs or over; all genders and regardless of sexual orientation, whether or not they have made a report to the police.
9. **Child Sexual Assault Assessment Service (CSAAS)** - provides crisis support and forensic medical services to collect any evidence for all children and young people aged 0 to 16 years who have disclosed sexual abuse or assault, or where it is suspected that it has happened. Older young people up to their 19th birthday may also be seen by the CSAAS if they have additional needs or it is deemed to be clinically appropriate.

#### 10. **Counselling & Anger Management:**

- An all age, counselling and talking therapy service to support victims of crime to cope and recover. The service aims to enable victims to either support themselves independently, or be supported through an appropriate peer support network by the end of provision.
  - The aim of the Anger Management service is to provides Community Safety partners with a preventative service that sees an improvement in the referred clients' behaviour which impacts positively on community safety.
11. **Restorative Justice & Mediation** - The Restorative Justice Service (RJ) brings those harmed by crime and those responsible for the harm into communication with each other. This enables everyone affected by the incident to play a part in repairing the damage and finding a positive way forward. The Mediation Service provides Community Safety partners with a service that supports the resolution of disputes to prevent criminality. The service supports Anti-Social Behaviour disputes, Boundary disputes, Verbal Abuse, Communication Breakdown, Cultural Differences and Family Mediation.

#### Two Vulnerable People's services:

1. **Mental Health** - The Mental Health First Response nurse led service provides North Yorkshire Police (NYP) with specialist mental health advice and guidance for officers dealing with individuals in mental health crisis. The Force Control Room First Response service (telephone only) delivers across North Yorkshire and the City of York and the Face to Face First Response service provides support in Scarborough, Whitby and Ryedale; York and Selby; and Harrogate and Rural areas.
2. **Women's Centre, York** - The Women's Centre engages and offers support to women who may have multiple, acute and complex needs, who may be chronically excluded and who are, or are at risk of being, involved with the criminal justice system. The service takes a gender and trauma-informed approach.

#### Nine Perpetrator services:

1. **Crossroads, our Adult Women's; and**
2. **Adult Men's Diversion Schemes** - Intervention is offered to individuals who are at risk of entering the criminal justice system, at risk of becoming a first-time offender and those committing low to moderate levels of offending; to address the underlying causes of offending and achieve behaviour change in order to divert them from the criminal justice system and reduce reoffending.
3. **Change Direction, our Young People's Diversion Scheme** - A prevention and early intervention scheme for young people aged 10-17, who may be committing antisocial behaviour or low-level offences; to address the underlying causes of offending and achieve behaviour change in

order to reduce the number of young people entering the criminal justice system as a first-time entrant, reduce crime and antisocial behaviour incidents in local areas and reduce re-offending.

4. **+Choices: Services for Adult Perpetrators of Domestic Abuse** - provides Triage and emergency, temporary (up to 7 nights) accommodation where required, 1 to 1 motivational interventions and structured Perpetrator Programmes, including both 1 to 1 and group delivery options for anyone aged 16yrs+ who is a low to medium risk perpetrator of domestic abuse who wishes to address and change their abusive behaviour; all genders and regardless of sexual orientation.
5. **Respect: Services for Young People Displaying Abusive Behaviours** - specialist 1 to 1 support for young people aged 10 to 16 years who are demonstrating abusive behaviour towards their family members and/or within intimate relationships with other young people; family interventions and support for parent/guardians including Parent Information Packs providing advice on safety planning, boundary setting and behaviour management; all genders and regardless of sexual orientation.
6. **NY Substance Misuse** - The PFCC provides an annual financial contribution towards the Public Health contract commissioned by North Yorkshire County Council to support criminal justice elements of substance misuse provision and partnership working. This includes an arrest referral pathway for individuals where drug and alcohol is a contributing factor to their offending.
7. **York SM** – As above in partnership with City of York Council
8. **NY Youth Justice** - The PFCC provides an annual financial contribution to support North Yorkshire YJS delivery across service priorities including the Youth Outcomes Panel, victim liaison and restorative practice, as well as contributing to the service's overall infrastructure and performance management.
9. **York YJ** – As above in relation to York YJS

## Existing good practice across the C.A.R.E. Principles

### Caring about the Vulnerable

The Youth Outcomes Panel (YOP) considers the most appropriate disposal for children and young people who have committed a criminal offence. It is the multi-agency decision-making forum to ensure Police Disposals are proportionate to the crime committed, effective in reducing First Time Entrants to the Criminal Justice system and reduce the risk of further offending. From January – December 2021, the panel sat on 27 occasions, making decisions regarding 195 referrals. The percentage of referrals dealt with outside of the formal criminal justice system was 48.2%.

## Ambitious Collaboration

Co-commissioning SV & DA service with local authorities and working in partnership to develop our YP experiencing DA within their household service has added value and enhanced the overall offer in comparison to previously commissioned services allowing us to support nearly 4x more victims (7.5k v 2k) and families affected by DA (200 v 50); and ensure our Counselling Service is available to all children and young people affected Domestic Abuse, in line with Domestic Abuse Act 2021.

## Realising our Potential

Our Crossroads Adult Diversion Scheme has two elements - a community-based support scheme, for those who may be at risk of entering the criminal justice system, where support is offered on a voluntary basis, and a formal out of court disposal option for those who have committed a criminal offence and have been arrested or agreed to voluntary attendance, where the outcome would normally be a caution or a charge. The out of court diversion route is an alternative to prosecution, if the individual agrees to a referral then engagement with support is mandatory.

## Engaging with Communities

Youth Commission - [During 2021, the Youth Commission focused on six key priorities and engaged with over 2,000 individuals aged between 14 and 25 on these issues during a particularly challenging time. Read the full report and recommendations here: Youth Commission Reports - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#)

## Commitments 2022-24

- **Victims Code / Rights** – better monitoring of delivery against the 12 Rights
- **Victim Experience** – feedback at key points in the CJS, and continuous improvement work to address issues (including trust and confidence)
- **Victims Needs Analysis 2022** – survey to understand cope and recovery needs after crime
- **VAWG Strategy** - The PFCC has committed to develop an ambitious and innovative local VAWG Strategy, to keep women and girls safe in North Yorkshire and the City of York. Together with North Yorkshire Police and North Yorkshire Fire and Rescue Service, and other statutory partners joint strategic priorities, and actions for delivery in relation to VAWG will be agreed.
- **Victims Centre** – to house North Yorkshire’s Sexual Assault Referral Centre and Child Sexual Assault Assessment Services and a dedicated Video-Recorded Interview (VRI) suite for these victims, and separate VRI suite for other vulnerable victims and witnesses. The Centre will ensure availability of fully accessible SARC/CSAAS & VRI facilities for those with mobility needs and improve the overall experience of all victims.

- **Prevention & Early Intervention** work with partners within schools and other educational settings re. Education / Training, included as strategic priority in the VAWG strategy - this will include tackling sexism and misogyny at both a primary and cultural level and promoting a zero-tolerance approach to these behaviours across VAWG agenda i.e. misogyny, acceptable behaviour, zero tolerance, see something say something, bystander
- Promote the use of existing and expansion of the number of **Safe Places** across Y&NY - Local businesses will be offered training to maximise opportunities to safeguard people in our communities, particularly women and girls, increasing staff and volunteers understanding of vulnerability and their responsibilities to take action and reduce risk.
- Promote our existing **DA Champion** schemes through IDAS and increase the no. of active Champions across Y&NY
- **Perpetrator Behaviour Change** - commitment to expanding the availability and awareness of, and engagement with early intervention behaviour change programmes in relation to perpetrators of DA, SV, Stalking, ICH, Hate Crime
- **Women's Centre** - NY - to pilot an expansion of provision available through our WC in York into NY, specifically rural Scarborough to ensure that women in rural or isolated communities are able to receive a dedicated gender-specific service
- **Road Traffic Collision Victims** – commitment to expansion of the pilot projects providing cope and recovery support for victims of road traffic accidents who are seriously injured and the families of those bereaved
- Engaging with Communities – launch of the **Good Citizen Award** through the NY Youth Commission



## Aligning with national strategy

Alongside this Police and Crime Plan, there are national strategies in place for policing to which all police services must have due regard and have in place measures and funds with which to address them. Principally, these are the Strategic Policing Requirement and the national Police and Crime Measures. Her Majesties Inspectorate for Constabularies and Fire and Rescue Services also inspects North Yorkshire Police against national standards to ensure they are compliant with regulation.

### Strategic Policing Requirement

The Home Secretary has identified six threats which are of national significance. The Chief Constable and I must have “due regard” to the Strategic Policing Requirement and ensure that North Yorkshire Police is in a state of readiness to respond to them, in addition to business as usual. I must also ensure that sufficient funds are set aside to maintain North Yorkshire Police’s contribution under the Strategic Policing Requirement. The police must demonstrate they have the capability to respond, are contributing to tackling these threats, and are collaborating effectively to respond to them.

**Page 33** In the table below I have set out the six threats and how I intend to assure that North Yorkshire Police have due regard to them under this Plan. I will hold the Chief Constable to account for delivery against this national expectation and will provide a statement in my Annual Report on their performance.

<b>SPR priority</b>	Terrorism	Serious and organised crime	Cyber-security event
<b>In our Principles</b>	<b>C</b> - Prevent harm before it happens; Tackle hidden harms <b>A</b> - Enhance collaboration <b>R</b> - Properly skill and equip our people <b>E</b> - Promote a more visible presence in communities	<b>C</b> – Prevent harm before it happens; Tackle hidden harms <b>A</b> – Enhance collaboration; Take a whole system approach to tackling core problems <b>R</b> - Properly skill and equip our people <b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities	<b>C</b> - Tackle hidden harms <b>A</b> - Take a whole system approach to tackling core problems <b>R</b> - Properly skill and equip our people <b>E</b> - Promote a more visible presence in communities

<p><b>In our Priorities</b></p>	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a;2b) 3. Deliver the “Right People, Right Support” every time (3a)</p>	<p>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b) 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b) 3. Deliver the “Right People, Right Support” every time (3a; 3b) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</p>	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2b) 3. Deliver the “Right People, Right Support” every time (3a)</p>
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<p><b>SPR priority</b></p>	<p>Threats to public order</p>	<p>Civil emergencies</p>	<p>Child sexual abuse (CSA)</p>
<p><b>In our Principles</b></p>	<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens <b>A</b> – Take a whole system approach to tackling core problems <b>R</b> – Improve trust and confidence in our police <b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Prevent harm before it happens <b>A</b> – Enhance collaboration <b>R</b> – Properly skill and equip our people; Improve trust and confidence in our police <b>E</b> – Embed a customer and community focus</p>	<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens; Tackle hidden harms <b>A</b> – Take a whole system approach to tackling core problems <b>R</b> – Properly skill and equip our people; Improve trust and confidence in the police <b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>
<p><b>In our Priorities</b></p>	<p>1. Actively engage with all communities to identify need and risk and to reassure (1b)</p>	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a)</p>	<p>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</p>

	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b; 2c)</p> <p>3. Deliver the “Right People, Right Support” every time (3a)</p>	<p>3. Deliver the “Right People, Right Support” every time (3a)</p>	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</p> <p>3. Deliver the “Right People, Right Support” every time (3a; 3b)</p> <p>4. Maximise efficiency to make the most effective use of all available resources (4b)</p> <p>5. Enhance positive culture, openness, integrity and public trust (5a)</p>
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## Police and Crime Measures

The Home Secretary has also set six Police and Crime Measures to focus the police on reducing crime that is particularly impactful and of concern to the public to restore public confidence in the police and the criminal justice system.

As Commissioner I believe all six measures are applicable in our local context, though to varying degrees, and I have made a statement on these measures and how North Yorkshire Police are addressing them which will be updated quarterly and can be found here: [LINK](#)

In the table below I have set out the six measures and how I intend to assure that North Yorkshire Police have due regard to them under this Plan. I will hold the Chief Constable to account for delivery against this national expectation and will provide a statement in my Annual Report on their performance.

<b>Police and Crime Measure</b>	Reduce murder and other homicide	Reduce serious violence	Drugs supply/county lines
<b>In our Principles</b>	<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p>	<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p>	<p><b>C</b> – Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> – Enhance collaboration; Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p>

	<b>E</b> – Promote a more visible presence in communities	<b>E</b> – Promote a more visible presence in communities	<b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities
<b>In our Priorities</b>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4b)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4b)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b; 2c)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> </ol>

<b>Police and Crime Measure</b>	Reduce neighbourhood crime	Tackle cyber-crime	Improve satisfaction among victims with a particular focus on victims of domestic abuse
<b>In our Principles</b>	<p><b>C</b> – Embed compassion for victims and the vulnerable; Prevent harm before it happens</p> <p><b>A</b> – Enhance collaboration; Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>	<p><b>C</b> – Tackle hidden harms</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Make all women and girls safer; Embed compassion for victims and the vulnerable</p> <p><b>A</b> – Enhance collaboration</p> <p><b>R</b> – Properly skill and equip our people; Improve trust and confidence in our police</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>
<b>In our Priorities</b>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</li> </ol>

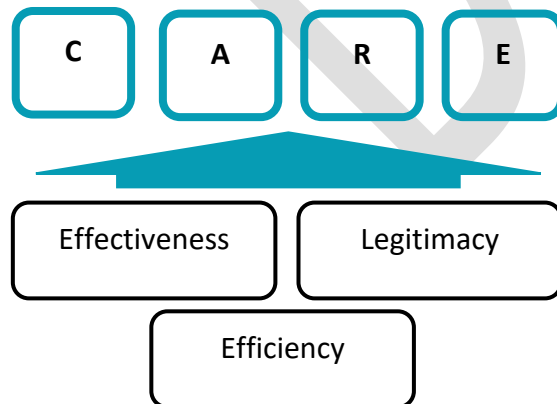
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## Her Majesty’s Inspectorate

Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services inspects North Yorkshire Police on a regular basis. Inspection reports provide insight into how our Police Service compares to others nationally and how they are performing against national comparators.

I will use HMICFRS inspection reports and gradings as part of my assurance as to how North Yorkshire Police are progressing against this Plan. As the diagrams below show, gradings against Effectiveness, Efficiency and Legitimacy will demonstrate how the Service is progressing towards becoming an exemplary Service. An effective Service is one that cares for the vulnerable and collaborates ambitiously; an efficient Service is one which collaborates efficiently and realises the potential of its people and organisation; a legitimate Service is one which realises the potential of its business and people and enhances the customer experience.

The assessments under these pillars also have a symbiotic relationship with our Public Priorities for Change; as North Yorkshire Police address these priorities they should improve their gradings, and therefore their gradings are good indicators of their progress against the public’s priorities.



Effectiveness	Priorities 1, 2, 3 and 4
Efficiency	Priority 2, 3 and 4
Legitimacy	Priority 1 and 5

# Collaborations

## **Enable North Yorkshire**



enableNY brings together the support functions from police and fire, pooling resources on a client-service model to deliver services, including HR, ICT, estates, finance and business planning, to North Yorkshire Police, North Yorkshire Fire and Rescue Service and the Office of the Police, Fire and Crime Commissioner. This helps the Services plan better for future demands and challenges, increases resilience and effectiveness, and improves value for money for the public.

### **Evolve**

The Evolve collaboration involves North Yorkshire, Durham and Cleveland and currently includes the provision of joint legal services and cold case reviews.

### **Local collaboration**

North Yorkshire Police and my Office collaborate closely with local partners through several forums, especially the North Yorkshire Community Safety Partnership and the Safer York Partnership, the Local Criminal Justice Partnership, the County and City adult and children safeguarding boards, the Domestic Abuse Joint Commissioning Group, the Local Resilience Forum, the York and North Yorkshire Safer Roads Partnership, and district community safety hubs.


## **Yorkshire and the Humber and the North East**

Under the YatH collaboration a number of specialist services are provided, including the Regional Organised Crime Unit, the Regional Scientific Support Service, and the Regional Cyber Crime Unit.

The North East regional collaboration provides the North East Business Resilience Centre, supporting improved cyber-security for businesses in our region.

## **YatH Regional Rehabilitation Partnership**

The RRP brings together the four YatH Commissioners with probation and other rehabilitation partners to drive co-commissioning of services that improve outcomes for ex-offenders and reduce reoffending.



## **Public Safety Service**

North Yorkshire Public Safety Service

In April 2020, two Public Safety Officers (PSOs) took to the streets in Bentham and Grassington to prevent vulnerability, reduce harm and improve community safety. PSOs are multiagency officers with policing, fire, paramedic and community safety capabilities. Their remit is to prevent vulnerability by promoting fire safety and health and wellbeing, as well as solving local anti-social behaviour concerns. They also bolster blue-light capacity and resilience as on-call firefighters and Emergency First Responders. An independent evaluation proved the value of the role, and the pilot has been expanded to test the efficacy of the role in two further locations.

# About North Yorkshire and North Yorkshire Police

## NORTH YORKSHIRE POLICE VALUES

Courage

Compassion

Inspiration



### WORKFORCE

1588 police officers

3.34 officers per 1000 population



### SERVICE AREA

3,210 square miles

20 million visitors each year

832,000 population

6000 miles of road



### CRIME

0.04 crimes per person



### COST

52p per person per day

North Yorkshire is the largest county in England, and one of the largest and most rural policing areas. It is also the safest place in England, with the lowest crime rate of any Home Office Police Service, despite being bordered by seven high crime areas.

Stretching almost the breadth of England, it covers a diverse range of communities, with all the challenges of policing a dispersed, sparsely populated area. From isolated coastal communities, and sparsely populated farming communities sitting within our two National Parks and three Areas of Outstanding Natural Beauty, to market towns and larger urban centres such as the City of York, Harrogate and Scarborough.

The area contains over 6000 miles of road with a mix of major arterial and trunk roads such as the A1(M), M62, A64, A59 and A66, and a web of small rural roads.



# Governance and Accountability

Good corporate governance helps us to put people first in everything we do. This gives us confidence that we are doing the right thing in the right way for those who we deliver services to, for and with.

As well as being your voice on fire and rescue, as Commissioner I must set the strategic direction for North Yorkshire Police through a Police and Crime Plan, make sure the Service is effective and efficient, set the Service’s budget, appoint a Chief Constable, and hold the Chief Constable to account for delivering exemplary services.

The Chief Constable has operational independence to prevent policing being unduly influenced by political position, and has responsibility for keeping our communities safe and secure, delivering efficient and effective operational policing which responds to the needs of the public, and for managing the resources and expenditure of North Yorkshire Police.

In North Yorkshire, we work through a collegiate governance model and enact our duties through our Joint Corporate Governance Framework.

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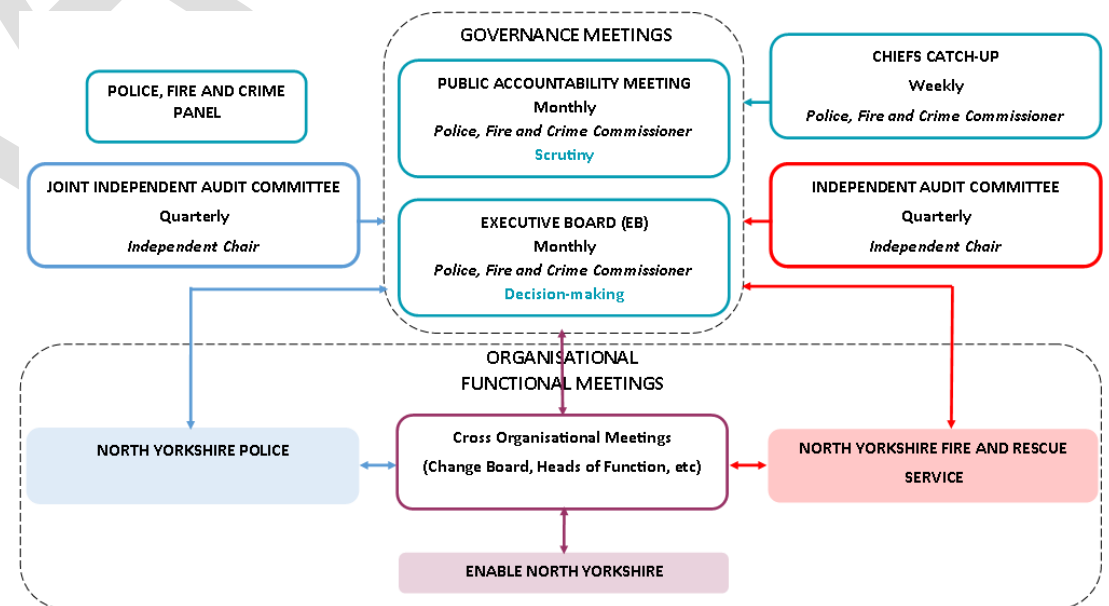
## Joint Corporate Governance Framework

Our Joint Corporate Governance Framework sets out how we govern together, who is responsible for what, and how we are held to account. It is enacted through a governance structure set out in the diagram below.

The Framework consists of:

- **Statement of Corporate Governance** - making reference to the statutory framework and local policy.
- **Code of Corporate Governance** - setting out how the core principles will be implemented.
- **Scheme of Corporate Governance** – setting out how we conduct business and the delegation of responsibilities to different office holders, such as the Chief Constable.

The framework is reviewed annually by the Commissioner on the recommendation of statutory officers, in consultation with the Joint Independent Audit Committee.





More information can be found at <https://www.northyorkshire-pfcc.gov.uk/fire-oversight/governance/>.

## Holding the Service to account

As Commissioner, I scrutinise the Service in different ways – through the work of my Office to understand how the Service is working and what are its challenges, through your feedback and feedback from Officers and staff, and through reviews and inspections from external bodies.

My main vehicle for conducting scrutiny is through my Public Accountability Meetings, where I will scrutinise and hold the Service to account on your behalf, livestreamed via my website so that everyone can watch and engage via social media.

These meetings will assess the Service’s progress against this Plan. I will set out an Assurance Plan to sit alongside this Plan to demonstrate how I intend to make that assessment.

The Chief Constable and my Chief Executive will be held to account through these meetings for the Service Delivery Plans they have set to deliver this Plan.

Every year I will publish an Annual Report, setting out how I believe the Service has delivered against this Plan over the previous 12 months.

## Police, Fire and Crime Panel

The Police, Fire and Crime Panel is in place to support and scrutinise the decisions I make in between elections when I am held to account by you, the electorate. They have duties to review my Fire and Rescue Plan and my Annual Reports, as well as to confirm my preferred candidate for Chief Fire Officer and to consider any non-criminal complaints made against me.



## Finance

Currently about 55 per cent of funding comes from the Government while the remaining 45 per cent is raised locally, mainly through the police precept. The precept is set by me as Commissioner and is the amount you pay for local policing in your council tax and I will consult you about how much this should be every year.

To support the priorities set out in this plan, I expect to commit over £800m of Revenue and Capital expenditure to support the delivery of policing and crime services within North Yorkshire over the next 4 years.

The vast majority (almost £740m of Revenue funding (see the summary below) and £28m of Capital Funding) will be provided to the Chief Constable across the next 4 years:

	Forecasts			
	2022/23	2023/24	2024/25	2025/26
<b>Police Force Planned Expenditure</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Pay</b>				
Police Pay	89,734	93,846	95,936	97,840
Police Overtime	2,529	2,360	2,164	2,329
PCSO Pay (incl Overtime)	8,220	8,594	8,917	9,228
Staff Pay (incl Overtime)	40,613	41,708	42,849	44,347
<b>Pay Total</b>	<b>141,096</b>	<b>146,508</b>	<b>149,866</b>	<b>153,744</b>
<b>Non-Pay Budgets</b>				
Other Non Salary	2,052	1,800	1,800	1,800
Injury and Medical Police Pensions	3,693	3,650	3,647	3,680
Premises	4,640	4,831	4,928	5,024
Supplies and Services	22,411	23,398	23,142	23,330
Transport	2,966	3,028	3,090	3,151
<b>Non-Pay Total</b>	<b>35,762</b>	<b>36,708</b>	<b>36,606</b>	<b>36,984</b>
<b>Total Force Budget</b>	<b>176,858</b>	<b>183,215</b>	<b>186,472</b>	<b>190,729</b>

I have budgeted for the Chief Constable to have almost 1,650 Police Officers in place by the end of the first year of this plan. This would be around 250 Police Officers (18%) more than just 4 years ago. Similarly, I expect the Chief Constable to have almost 230 PCSOs in place by the end of 2022/23, this would be 15% higher than just 4 years ago. Thereafter I expect these levels to be at least maintained across the life of this plan.

I plan to invest almost £20m in commissioning services for victims and vulnerable people, and in services to divert perpetrators, provide early intervention and address root causes and change behaviours. This includes £250,000 per year that I will distribute through my Community Fund. I will also continue to widely engage with the public of North Yorkshire to make sure that your priorities continue to guide how your police service develops.

Further financial information can be found by visiting [www.northyorkshirepcc.gov.uk/police-oversight/finances](http://www.northyorkshirepcc.gov.uk/police-oversight/finances).

## Getting involved and contacts

As Commissioner I welcome your feedback. By letting me know the issues that matter to you most, you will be directly shaping policing and community safety decisions both now and in the future.

To get involved:

- You can contact Zoë's office to give feedback or ask questions about your police service.
- Zoë holds regular appointment only, confidential advice surgeries and drop-in surgeries at community locations. Find out more on her website or by contacting her office.
- Zoë holds a varied programme of public meetings and events across North Yorkshire throughout the year. She is also happy to attend or speak at events organised by others.
- Zoë conducts a number of consultations with the public and partners throughout the year. Details of how to take part can be found on her website.
- Volunteers play a vital role within the police service. The Independent Custody Visitor Scheme is an essential volunteer group who help to monitor the health and well-being of detainees. Current vacancies can be found on Zoë's website and [www.northyorkshire.police.uk](http://www.northyorkshire.police.uk)

To contact us:

Office of the Police, Fire and Crime Commissioner for North Yorkshire

12 Granby Road, Harrogate, North Yorkshire, HG1 4ST

Telephone: 01423 569562

Email: [info@northyorkshire-pfcc.gov.uk](mailto:info@northyorkshire-pfcc.gov.uk)

Website: [www.northyorkshire-pfcc.gov.uk](http://www.northyorkshire-pfcc.gov.uk)

Facebook: [www.facebook.com/northyorkspfcc](https://www.facebook.com/northyorkspfcc)

Supporting Victims

If you have been a victim of crime, you can get free, independent support.

Telephone: 01609 643100

Email: [help@supportingvictims.org](mailto:help@supportingvictims.org)

Website: [www.supportingvictims.org](http://www.supportingvictims.org)



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# Fire and Rescue Plan 2022-25

Helping you to be safe and feel safe in North Yorkshire

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## Foreword from Commissioner Zoë

As your elected Police, Fire and Crime Commissioner, it is my duty to set a Fire and Rescue Plan for North Yorkshire Fire and Rescue Service based on your priorities for your Service. This Plan, for 2022-25, is set in an unusual context, the last election having been delayed by Covid-19 and then having a by-election in North Yorkshire and York in November 2021 at which I was elected. Against this backdrop, I am clear that two things are important. First, to provide some degree of continuity so that the Service can continue to drive progress without too much change in overall direction over a short-term period, and secondly, to ensure that the expectations set out in this Plan are deliverable within the two years left of this term.



More than this, however, I am acutely conscious of how the last year has shaken your confidence and trust in the role of the Commissioner in North Yorkshire. My personal pledge is to work tirelessly to restore and renew that trust because I truly believe in the value of being your voice to improve and deliver public Services that work with you and for you.

I am grateful to everyone who has contributed to the development of this Plan – to the Service, partners, the team in my Office and, most of all, you, the public. During my campaign I heard your concerns and appreciation for your Fire Service, and these themes were reinforced by what you said through the consultation run by my Office. During that consultation, they engaged with over 3,500 of you, and over 2,000 of you responded to the survey. I hope this Plan responds to those concerns and sets a realistic expectation of what North Yorkshire Fire and Rescue Service should achieve, and the change you should see in your Fire Service, over the next two years.

You were very clear about wanting your Fire Service to do more to protect communities by preventing incidents from happening in the first place and I have taken this as a central theme in this Plan. The Service should be at the centre of partnership efforts to protect public safety as a trusted and very local public service. You told me that they should work more closely with other agencies to achieve this, something they have demonstrated very ably during the response to the Coronavirus pandemic. Some of this relates to broader themes as well. The concern around the safety of women and girls that has been expressed to me during campaigning was overwhelming, and you were clear that this was not just something the police should be concerned about, that it should be a whole system approach to tackling the root and immediate causes. The Fire Service already take some innovative action working collaboratively to tackle hidden harms like modern slavery, and they have responded to your calls and are looking at how they can support this wider work, for example with safe refuge spaces at fire stations.

North Yorkshire Fire and Rescue Service is at a pivotal moment. At the point of transfer of governance, a deficit of £2.5million was inherited, and the Service has had to make savings equivalent to 10 per cent of its budget to rectify this over the last three years. While the budget is now balanced over the next four years, the financial position is fragile, and any unexpected costs may put us back into deficit. I am fully aware that you have prioritised the modernisation of your Fire Service so that it is fit for the future. Though the Service currently has no spare money to invest in improving its frontline services, the fact that the budget is balanced means that by continuing to drive efficiency any money saved can now be

reinvested rather than be required to save the Service. The Service has already seen significant transformation because of the change in governance, especially through the joining of business functions with the police under Enable North Yorkshire which I am keen to see embedded further. They have also been making robust transformation plans against the previous Fire and Rescue Plan, and I am keen to see these continue with ever greater shared estate.

To support that continuity of focus, our joint mission and vision remain the same – to help everyone in North Yorkshire and York to be safe and feel safe, and for our Fire and Police to be exemplary Services. I am also continuing to set the overarching ambition for the Service through the four C.A.R.E. Principles – Caring for the vulnerable, Ambitious collaboration, Realising our potential, and Enhancing the customer experience. These Principles set a longer-term ambition for what I believe constitutes an exemplary service based on your feedback. Key to this is a renewed focus of the Service’s operational model on public safety through prevention and protection services, working in ever closer partnerships to prevent vulnerability before it creates harm.

To make sure that this Plan is realistic, I have set five Public Priorities for Change. These are based on the priorities you identified during my campaign and consultation and set out the ways in which the Service needs to develop over the next two years to progress towards achieving our vision. Under these, I have set outcomes against which I will assess the Service’s progress. I require the Chief Fire Officer and my Chief Executive to bring forward delivery plans to demonstrate how the Service and my Office will deliver against this Plan.

The relationship between these elements – how each contributes towards delivering our mission and vision for an exemplary Fire Service, is set out in the Plan on a page. I will continue to hold the Service and my Office to account through monthly live-streamed public accountability meetings so that you can see how I am taking assurance about their progress on your behalf, and so that you can contribute your questions. I will publish an Annual Report that summarises this progress and indicates where further focus is required.



# Plan on a page

Exemplary fire and rescue services helping you to be safe and feel safe in North Yorkshire and York

Caring about the vulnerable

Ambitious Collaboration

Realising our potential

Enhancing our service for the public

## Public Priorities for Change

### 1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public confidence and satisfaction in North Yorkshire Fire and Rescue Service has increased.

Outcome 1b: North Yorkshire Fire and Rescue Service has a holistic understanding of risk in our communities.

### 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: North Yorkshire Fire and Rescue Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.

Outcome 2b: The prevention of vulnerability and fire protection services are the core elements of North Yorkshire Fire and Rescue Service's operating model.

### 3. Deliver the "Right People, Right Support" every time

Outcome 3a: North Yorkshire Fire and Rescue Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.

Outcome 3b: North Yorkshire Fire and Rescue Service has developed a blueprint for, and has begun implementing, a new on-call model.

### 4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: North Yorkshire Fire and Rescue Service is increasing its effectiveness and efficiency through transformation.

Outcome 4b: North Yorkshire Fire and Rescue Service has better data to understand and improve itself.

### 5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: Public trust in North Yorkshire Fire and Rescue Service is maintained.

Outcome 5b: Inclusivity, diversity and equality are at the heart of North Yorkshire Fire and Rescue Service's organisational culture and service delivery.

Outcome 5c: North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

Fire business delivery plan

OPFCC business delivery plan

## What you told me

As your elected Police, Fire and Crime Commissioner, my Fire and Rescue Plan is here to represent your priorities and ensure that your concerns and hopes for the future of your fire service is realised.

In the summer of 2021, my Office consulted with you over a period of three months, gathering your views, thoughts, concerns and priorities which have all fed into the development of this Plan. We ran an open online survey and conducted a representative telephone survey using Open Research Services (ORS), an independent market research company, and I am thrilled that over 2,000 of you responded. We held 16 public events across the seven districts and the City, engaging with over 3,500 people. We also conducted a number of focus groups, involving over 20 partner organisations, and a similar number provided us with written responses as well.

Given the consistency of the results, I am confident that this Plan represents your priorities for how your fire service needs to develop and improve. A full consultation report is published on my website.

We asked you to tell us how North Yorkshire Fire and Rescue Service should develop and what they should focus on over the next two years to help you be safe and feel safe. In the sections that follow, your priorities, as understood here, are highlighted in my ambition statements for what an exemplary fire service in North Yorkshire should be and are set out as your Public Priorities for Change for North Yorkshire Fire and Rescue Service for the next two years.

### Fire and Rescue priorities

Over 90% of you were satisfied with your Fire and Rescue Service overall, which is fantastic. You were much less satisfied with how visible the Service is in your communities and how well they reflect the diversity of your communities, and these are both aspects which I have emphasised in this Plan for the Service to improve.

You think North Yorkshire Fire and Rescue need to focus on:

- Ensuring the fire and rescue service has well-equipped, modern services that are fit for the future;
- Preventing fire and rescue related incidents before they happen, especially where response times are low;
- Protecting people and property through risk assessments, inspections and enforcing fire safety laws if necessary; and
- Improving the availability of the fire and rescue service in rural areas.

In your responses, you also clearly told me that the Service should do more to work in partnership and support wider public safety with other emergency services and public sector agencies.

You were also very supportive of me commissioning services to support those who have suffered fire. This is not something we currently commission, so we will investigate what support would be most useful and look at how this could be put in place.

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## C.A.R.E. Principles

The four C.A.R.E. Principles set out what I believe is an exemplary Fire and Rescue Service for North Yorkshire and York based on what you have told me. In everything you told me during my election campaign and through the consultation, these four overarching strategic aspects stand out: how they care for and protect people, how they go beyond partnership work to collaborate strategically to join up services, how they realise the potential of all their people and as an organisation, and how they deliver the best possible service to the public.

These principles must be embedded in all that they do and frame the way in which they develop themselves and engage with others. They are interlocking and overlapping, mutually dependent on each other, and I expect all areas of North Yorkshire Fire and Rescue Service to be looking at how they are contributing to achieving these principles.

My ambition for fire and rescue services in North Yorkshire and York is set out in this context, and I will work with the Chief Fire Officer, my Office and partners to deliver on these areas of focus over the next two years.



## Caring about the vulnerable

'Vulnerability' comes in many different forms and has many different impacts. Whether due to age, disability, financial circumstances, education, exploitation, mental health or isolation, it is vital we understand what makes people vulnerable and in need of our services, and work to prevent that vulnerability emerging or turning into harm.

I will work with the Chief Fire Officer to:

### **Prevent harm and damage before it happens**

Prevention and protection must be the core elements of our operating model. We must proactively work to address our enhanced understanding of risk and vulnerability in our area from our new Community Risk Profile. To reduce risk, we must take a systematic approach to prevention in our communities. We must work collaboratively to tackle systemic issues and prevent vulnerability before it can cause harm, not least to address the underlying causes of vulnerability that requires our intervention, especially by expanding the Public Safety Service.

### **Enhance our role in achieving wider public safety**

We are uniquely placed to take ownership of safety in our area as a local, trusted public service. We must collaborate to put Station-level Partnership Plans in place to address risk, working together to constantly improve the information within our Community Risk Profile.

We must expand our use of Safe and Well visits and fire safety audits to protect the vulnerable in our communities, especially in our rural communities where public services are less concentrated. We must work closely with partners, especially health services, to maximise our impact and identify those in need. Beyond referrals, we must proactively seek a detailed and deep understanding of our communities to identify who is at risk where it might have otherwise gone unreported. We must train our people to recognise vulnerabilities and hidden harms and know how to signpost, refer and safeguard to protect those at risk.

We must increase our partnership work to tackle modern slavery and exploitation recognising the impact these crimes can have for our own Service risk. The safety of women and girls is of considerable public concern; we must ensure our people are effectively trained to safeguard where necessary and ensure our stations can act as safe places when people need to seek refuge and support.

We must expand our work and that with partners to make our roads safer, expanding our offer to communities and vulnerable road users to prevent harm and promote positive behaviours.

### **Embed compassion for the vulnerable**

We must build on the good practice of our people who have gone out of their ways to support those in need. We must further embed a service-wide compassion for those who need our help by developing and putting in place structured support for those who experience fire or require our services.



## Ambitious collaboration

Collaboration is more than just about partnership work. It is about actively seeking to join up services, close gaps and improve outcomes, working together to overcome our core problems. It is about creating a unified, person-centred experience of interaction with public services. It seeks to increase our contribution to broader society in our area by applying our skills, insight and experience to wider issues.

I will work with the Chief Fire Officer to:

### **Enhance collaboration**

We must further drive collaboration opportunities with partners across our business functions – our estate, assets and our services – to maximise our efficiency so as to reinvest in frontline services. We must pool our resources, co-fund and co-commission services so as to close gaps and improve prevention and outcomes. We must work with our neighbouring Services to make sure we provide the most effective and resilient protection of our area, and realise our important strategic positioning to contribute to national resilience.

### **Take a whole system approach to tackling core problems**

Many of the root causes of fire risk, and the reasons why people require our services, are health oriented or related to gaps in education or support. We must work as one public sector and with businesses and the voluntary sector to prevent vulnerability from causing harm or damage, increase public safety and wellbeing, improve road safety, help prevent and tackle anti-social behaviour, combat climate change and protect habitats, wildlife and livestock.



## Realise our potential

How we realise the potential of our people and organisation to deliver the best possible services to our communities, is integral to achieving our ambition. We need to have the right people, with the right training, information, skills and equipment, in the right place, at the right time. For this to work we need to have the right culture.

I will work with the Chief Fire Officer to:

### **Maximise funding to improve our services**

North Fire and Rescue Service must have the funding it needs to meet the challenges of servicing the largest county in England. I will continue to work with Ministers to make the argument for fairer funding, but this must not be just about more money. It is crucial we drive efficiency, align our resources most appropriately to the risk in our area, and change the way we work to deliver the most value for the public pound, saving to invest and improve our services. Both elements are crucial for the stabilisation of our budget and to put the Service on a sustainable footing. We must also consider how different income streams might be developed to ensure we are able to continue providing effective services to those who need our services most.

### **Properly skill and equip our people**

Our people must have the right equipment, technology and training to keep them at the cutting edge of their profession. We need to continually build the evidence within our Community and Station Risk Profiles to equip our people with the right information and data – at the frontline to effectively protect people, and for our enabling services and leaders to support and develop our services and drive business change.

### **Build a diverse and inclusive workforce**

As a Service we need to grasp and drive the benefits of developing a diverse workforce that brings many different characteristics, backgrounds and perspectives to bear on improving our work and service to our communities. We must take a zero tolerance position where negative attitudes and behaviours, even discrimination, are found or engrained and work tirelessly to overcome them. We must build a culture that is open, transparent and inclusive, welcoming diversity for how it helps us to improve and better reflect and care for our communities and elicit their confidence. Inclusivity, diversity and equality must be at the heart of our organisational culture and service delivery and we must tackle discrimination head on to ensure fire and rescue services are delivered with fairness and respect.

### **Develop our people and organisation to meet our communities' needs**

An inclusive and diverse workforce is one in which creativity and innovation drives our improvement, and equality of opportunity is embedded through a commitment to the development of our people. A future focused organisation is one in which clear career pathways retain our diverse and talented workforce and develop the strengths in them that we need for the future. An exemplary Service is one which empowers its people and develops and nurtures leadership throughout its workforce and which shows leadership on issues to help solve problems quickly. We must build our leadership, considering the most appropriate mix of skills and strengths, putting in place robust succession planning for the future. We must also show leadership by making our organisation, estate and fleet as environmentally and nature friendly and sustainable as possible.



## Enhancing our service for the public

In all of this we must put the public that we serve first. Public services are services for the public and we must do everything that we can to enhance their experience when they interact with us. We must be accessible and engaged, present where we are needed most, and able to provide the care asked of us.

I will work with the Chief Fire Officer to:

### **Embed a customer and community focus**

We must put the customer and community at the heart of all engagement and consider how we engage and can be engaged from their perspective. In seeking to do this, we must put the widely accepted concepts and principles of customer service and customer experience at the heart of our service offer, adopt best practice from public and private sector, and meet the standards set by the industry.

We must be as accessible as possible, with streamlined channels of contact available (especially for non-emergency matters) – in person, by phone and online, so that people can contact us and access all our services in the way that suits them best.

We must listen more to our communities to get feedback and understand their needs so that we are providing services which meet those needs and help individuals and communities to flourish. We must be more transparent and open, providing information to the public in ways which is accessible and meaningful, helping them to understand the services they can expect from us in their area.

We must help connect communities with their public services, improving our volunteer opportunities, expanding cadet and work experience schemes and working with partners to join them up to maximise opportunities. We must build on our work with young people to promote good citizenship and engage through my Youth Commission the education sector.

### **Promote a more visible presence in communities**

Our public must feel connected to their Service and we must increase our engagement to facilitate this. We must engage in innovative ways, proactively seeking information and lived experience to inform us about what is happening in communities and about how our services should develop.

Greater visibility, whether at events, through being out delivering our services in communities, or conducting drills in public, brings greater dialogue. We must maximise every opportunity to engage the public to provide prevention advice, gather information to safeguard the vulnerable, or engage people about careers in the fire service.



## Public Priorities for Change

I have set your Public Priorities for Change in North Yorkshire Fire and Rescue Service based on what you told me during my election campaign and through the consultation. I have considered what is achievable for North Yorkshire Fire and Rescue Service in working towards achieving the ambition set out through the C.A.R.E Principles over the next two to three years and set outcomes that I will assess their progress against.

These are:

1. Actively engage with all communities to identify need and risk and to reassure.
2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems.
3. Deliver the “Right People, Right Support” every time.
4. Maximise efficiency to make the most effective use of all available resources.
5. Enhance positive culture, openness, integrity and public trust.

To accompany this Plan I will publish an Assurance Plan which will set out how I will assess against the outcomes presented below. I recognise that not everything is directly within the gift of North Yorkshire Fire and Rescue Service and will work with partners and my Office where information to determine progress is required. Each year, I will produce an Annual Report showing how North Yorkshire Fire and Rescue Service is progressing. This Annual Report may show outcomes achieved ahead of target, or ones that have still to be achieved.

## 1. Actively engage with all communities to identify need and risk and to reassure

To improve public safety and prevent vulnerability to fire and other emergencies, North Yorkshire Fire and Rescue Service (NYFRS) need to understand our communities better, especially those who are underrepresented and seldom heard. They need to work with communities to gather the information that helps to identify the underlying causes of vulnerability that requires their intervention so that they can be addressed at the earliest opportunity.

Effective engagement around these issues will reassure our communities that NYFRS understands us and is working to *make us safer, making us feel safer* as a result. This will also help NYFRS to develop its services according to the need of our communities and promote FRS careers.

Active engagement requires presence in our communities with direct communication to understand the lived experience that informs the nature of risk in our communities. Active engagement requires accessibility, helping NYFRS to maximise every opportunity to interact with the people they serve.

Every contact leaves an impression. It is important that every contact counts to reassure, delivering the best outcome possible that achieves that reassurance, and delivers that outcome in a timely, efficient, empathetic, courteous, transparent and accurate manner.

The outcomes I will assess to measure progress against this priority are:

### Outcome 1a

**Public confidence and satisfaction in North Yorkshire Fire and Rescue Service has increased.**

#### Progress indicators

- Increased public awareness of the range of services NYFRS provide.
- Increased requests for Safe and Well visits and fire safety inspections.
- A dedicated non-emergency number for all NYFRS services.
- Increased options to access and request services online.
- Increased understanding amongst staff of customer service standards set across all North Yorkshire Fire and Rescue functions, with progress as an organisation towards customer service excellence.
- Increased use of customer feedback to shape and inform our future service offer.

- Increased confidence that NYFRS understand community needs and vulnerabilities and are working to prevent them from causing harm or damage.
- Increased satisfaction that NYFRS provides services which respond to communities' needs.
- Increased awareness of NYFRS activities and engagement in communities and increased satisfaction with visibility within communities.
- Increased awareness of job opportunities and of people coming forward, in particular for on-call roles in rural areas.

## Outcome 1b

**North Yorkshire Fire and Rescue Service has a holistic understanding of risk in our communities.**

### Progress indicators

- Underrepresented and seldom heard individuals and communities feel more engaged and understood.
- NYFRS staff are confident they have the capability to create and keep up to date station risk profiles and identify need, and the means and support to act to mitigate that risk in a timely and effective manner.
- Increase in targeted prevention work based on risk profile evidence.
- Increased range of data sources used to form risk profiles.

## 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

North Yorkshire Fire and Rescue Service cannot meet all the needs of our communities on its own. They must work with a range of public, private and voluntary sector partners from a whole spectrum of specialities, on a local, regional and national basis, to drive whole-system change if they are to achieve our ambition.

This will be essential to prevent the underlying causes of vulnerability that require their interventions and reduce harm and damage. Greater ownership of local public safety will also require leadership in partnership working for which mutual trust will be important.

The outcomes I will assess to measure progress against this priority are:

### Outcome 2a

**North Yorkshire Fire and Rescue Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.**

#### Progress indicators

- Improved identification and investment in strategic partnership relations to address risk.
- Station Risk Profiles are accompanied by station-level partnership plans to address that risk, increasing NYFRS leadership of local partnership prevention work.
- Increased leadership amongst partners to address systemic issues that cause vulnerability.
- Expanded Public Safety Service.
- Increased co-location and shared services to drive efficiency, improve partnership working and join up services.
- Improved and more flexible process to adapt and continuously improve the approach to problem solving which takes into account and applies learning from stakeholders throughout delivery.
- Improved understanding of benefits of collaborations and partnership work with ongoing assessment of purpose of partnerships and of which partners are most beneficial for different purposes.
- Improved partnership approach to engaging and increased access to underrepresented and seldom heard individuals, groups and communities.
- Beyond data sharing, improved access to appropriate data both for and from partners.

## Outcome 2b

**The prevention of vulnerability and fire protection services are the core elements of North Yorkshire Fire and Rescue Service's operating model.**

### Progress indicators

- Increased Safe and Well visits and fire safety audits.
- Increased systematic and proactive prevention activity throughout communities for all operational staff, especially Wholetime Firefighters.
- NYFRS staff are confident they have the skills and knowledge to effectively deliver prevention and protection services.
- NYFRS staff understand and are confident in the mechanisms and benefits of prevention and protection work.
- Increased work with young people directly and through the education sector to change attitudes and behaviours, in particular on road safety.
- Increased work with vulnerable people to change attitudes and behaviours, in particular expansion of the Life courses.
- Increased work with businesses and infrastructure owners to mitigate risk and reduce automatic fire alarms.
- Reduction in fires.
- Expanded Public Safety Service providing joint place-based prevention services across the PFCC family of organisations and with wider partners.
- Increase in prevention work carried out in rural areas, especially in those areas over 15 minutes response time away from their nearest station.

### 3. Deliver the “Right People, Right Support” every time

To care effectively for people and to deliver our services in the most efficient way so that we can help as many people as possible, we need to have the right people, with the right training, skills and equipment, in the right place, at the right time to provide the right intervention. Every time. This priority is about the effectiveness and efficiency of fire and rescue operations.

North Yorkshire fire and Rescue Service needs to have people who can deliver prevention more comprehensively across our area, particularly in those places where our response times are longer or where there is a greater risk. There must be a presumption toward being out in the community rather than based from a station. Our people’s time should be used more effectively to reflect the shift towards prevention at the core of our operating model, and there must be a new, innovative and effective response to automatic fire alarms to support this.

The on-call service must be more resilient. We must develop a new on-call model fit for the future and expand initiatives such as the Public Safety Service to support the delivery of prevention and protection in on-call station areas.

The whole process of recruiting, training, retaining and developing all staff must be exemplary. The right skills and experience must be employed in the right places supported by the right equipment, and the right information and data.

The outcomes I will assess to measure progress against this priority are:

#### Outcome 3a

**North Yorkshire Fire and Rescue Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.**

#### Progress indicators

- NYFRS staff are confident they have the skills and knowledge to deliver the full range of safe and well interventions and fire safety audits.
- NYFRS staff are confident they have the skills, knowledge and support processes and systems to effectively safeguard and refer to other agencies.
- NYFRS staff have access to appropriate information, data and insight to effectively identify risk and to protect people.
- Reduction in false alarms attended.
- Increased investment in modern firefighting equipment and in equipment to support improved public safety and wellbeing to increased efficient and effective prevention, protection and response interventions.

- A full and innovative review the capabilities required in different areas to respond to local needs in light of advances in firefighting equipment and appliances.
- Increased training and development for staff around prevention, protection and safeguarding interventions.

### Outcome 3b

**North Yorkshire Fire and Rescue Service has developed a blueprint for, and has begun implementing, a new on-call model.**

- On-call firefighters feel valued and supported.
- A comprehensive implementation and investment plan.
- Improved and streamlined recruitment processes for on-call firefighters.
- Investment in a pay-for-availability model.
- An expanded Public Safety Service with Public Safety Officers with on-call firefighter capability based in on-call fire station communities.
- Renovation of on-call stations for use as Business Hubs by home workers who are on-call firefighters, enabling people who live and work outside the station area to be available to respond.
- Increased investment in and use of modern fire appliances and clear response criteria to enable on-call crews and PSOs to be more available, especially to respond to serious road traffic collisions which are more likely to happen in our more rural areas.

## 4. Maximise efficiency to make the most effective use of all available resources

To get the best outcomes for the public and their people, North Yorkshire Fire and Rescue Service must transform to release capacity, realise savings to reinvest in frontline services, and make the most effective use of all their resources. This is as much about how they use their fleet, estate and technology as how they help their people to be as productive as possible.

To achieve this, they will need to be innovative, imaginative and increasingly collaborative. They will need to continuously refine their processes and planning to maximise how they use their funding to deliver on the public's priorities.

The outcomes I will assess to measure progress against this priority are:

### Outcome 4a

**North Yorkshire Fire and Rescue Service is increasing its effectiveness and efficiency through transformation.**

Progress Indicators:

- Steady and improving rating by HM Inspectorate.
- Improved alignment of resource to risk to improve efficiency and release savings to reinvest in frontline services.
- Improved understanding of, and investment in, modern capabilities as required against the need in different areas to improve efficiency and effectiveness.
- Improved value for money of the Service through improved productivity, especially in relation to prevention and protection work.
- Increase in income from alternative streams where it is viable.
- Increased co-location and joint-asset management across the PFCC family of organisations and with wider partners as appropriate.
- Increased joint, co-funded and co-commissioned services across the PFCC family of organisations and with wider partners.
- Expanded Public Safety Service providing joint place-based prevention services across the PFCC family of organisations and with wider partners.
- Increased joint technology systems and assets across the PFCC family of organisations.
- North Yorkshire Fire and Rescue Service staff report reduced levels of bureaucracy.
- Renewed or renovated buildings with improved access and appropriate facilities for all who use them.



## Outcome 4b

### **North Yorkshire Fire and Rescue Service has better data to understand and improve itself.**

- North Yorkshire Fire and Rescue Service leaders and staff have access to appropriate information, data and insight to develop services and drive business change.
- Beyond data sharing, improved access to information and data from and for partners.
- Increased availability of performance and analytical dashboards providing business insights.

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## 5. Enhance positive culture, openness, integrity and public trust

North Yorkshire Fire and Rescue Service is a trusted service, which is an excellent platform from which to build a truly transparent and positive culture. The Service and all its staff must demonstrate their integrity and work hard to maintain that position as they adapt their service model and are increasingly engaged directly with their communities.

Most of all, they must reflect and embrace the diverse nature of our communities, welcoming diversity in all its forms as a driver for innovation and improvement, while building an inclusive culture that values and develops every member of staff as equals. This approach will ensure we have a robust succession plan for the future and are able to build leaders who can own the safety of their area and work constructively with others to improve public safety.

The outcomes I will assess to measure progress against this priority are:

### Outcome 5a

**Public trust in North Yorkshire Fire and Rescue Service is maintained.**

Progress indicators:

- Increased public confidence that North Yorkshire Fire and Rescue Service and staff uphold the Joint National Fire Core Code of Ethics and the Service's values.
- Increased public confidence that they can approach North Yorkshire Fire and Rescue Service staff without concern and be helped readily and without bias.
- North Yorkshire Fire and Rescue Service staff know the Joint National Fire Core Code of Ethics, understand what is expected of them to embody these values and are confident in applying them in different situations.
- North Yorkshire Fire and Rescue Service staff recognise that openness, transparency and integrity is embodied by leaders and that contrary behaviours are challenged and addressed robustly.
- Reduction in complaints.

### Outcome 5b

**Inclusivity, diversity and equality are at the heart of North Yorkshire Fire and Rescue Service's organisational culture and service delivery.**

### Progress indicators

- Increased use of direct entry for recruitment to relevant roles.
- Improved recruitment and retention of female, Black, Asian and minority ethnic employees, especially as firefighters.
- Black, Asian and minority ethnic communities feel that North Yorkshire Fire and Rescue Service reflect their community.
- Black Asian and minority ethnic staff feel valued and are confident that discrimination is tackled head on.
- The public increasingly report that North Yorkshire Fire and Rescue Service is open and transparent.
- North Yorkshire Fire and Rescue Service staff understand the benefit of diversity for innovation and improvement.

### Outcome 5c

**North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.**

#### Progress Indicators:

- North Yorkshire Fire and Rescue Service staff understand what career pathways exist for them within the family of organisations and feel confident that development opportunities are available to them.
- North Yorkshire Fire and Rescue Service staff feel confident that their ideas or concerns will be listened to and considered.
- Increased retention, in particular of female, Black, Asian and minority ethnic employees.
- Increased use of strengths-based recruitment and strengths-based personal development plans aligned with developing people for careers within the organisation.
- North Yorkshire Fire and Rescue Service staff feel empowered and are confident that intent-based leadership is embedded and used in practice.
- Improved strategic workforce planning with robust succession planning in place.

## Aligning with national strategy

Alongside this Fire and Rescue Plan, there are national strategies in place for the Fire Sector to which all fire services must have due regard. Principally, these are the 'Fit for the Future' priorities and the National Fire Standards. Her Majesties Inspectorate for Constabularies and Fire and Rescue Services also inspects North Yorkshire Fire and Rescue Service against national standards to ensure they are compliant with regulation.

### 'Fit for the Future' Reform Priorities

The National Fire Chiefs Council, National Employers (England) and national employers and the Local Government Association have been working in partnership to create a future vision for the reform of fire and rescue services in England called Fit for the Future. 11 improvement objectives are in draft and will drive national work to support local improvement in the 45 English fire and rescue services.

You can find out more on Fit for the Future, including the full objectives, here: <https://www.nationalfirechiefs.org.uk/Fit-for-the-Future>

<b>Fit for the Future objective</b>	Evidence based risk management plans	Develop a skilled workforce	Embed national standards	Innovative prevention work
<b>In our Principles</b>	<p><b>C</b> – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Enhance our role in achieving wider public safety</p> <p><b>R</b> – Properly skill and equip our people; Develop our people to meet our communities' needs</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>A</b> – Enhance Collaboration</p> <p><b>R</b> – Properly skill and equip our people; Build a diverse and inclusive workforce; Develop our people to meet our communities' needs</p> <p><b>E</b> – Embed a customer and community focus</p>	<p><b>C</b> – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p><b>A</b> – Enhance Collaboration; Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>

<b>In our Priorities</b>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4b)</li> <li>5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</li> <li>5. Enhance positive culture, openness, integrity and public trust (5c)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</li> <li>5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</li> </ol>
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<b>Fit for the Future objective</b>	Expanded protection work	Evaluation of services	Employer of choice	Inclusive culture
<b>In our Principles</b>	<p><b>C</b> – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p><b>A</b> – Enhance Collaboration; Take a whole system approach to tackling core problems</p>	<p><b>C</b> – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p><b>A</b> – Enhance Collaboration</p> <p><b>R</b> – Maximise funding to improve our services; Develop our people and</p>	<p><b>C</b> – Enhance our role in achieving wider public safety</p> <p><b>R</b> – Properly skill and equip our people; Build a diverse and inclusive workforce; Develop our people and organisation to meet our communities’ needs</p>	<p><b>R</b> – Build a diverse and inclusive workforce; Develop our people and organisation to meet our communities’ needs</p>

	<p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>	<p>organisation to meet our communities’ needs</p> <p><b>E</b> – Embed a customer and community focus</p>	<p><b>E</b> – Embed a customer and community focus</p>	
<b>In our Priorities</b>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</li> </ol>	<ol style="list-style-type: none"> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a)</li> <li>5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c)</li> </ol>	<ol style="list-style-type: none"> <li>5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c)</li> </ol>

<b>Fit for the Future objective</b>	Public service leadership	Enhanced collaboration	Enhanced organisational learning
<b>In our Principles</b>	<p><b>R</b> – Build a diverse and inclusive workforce; Develop our people and organisation to meet our communities’ needs</p>	<p><b>C</b> – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p><b>A</b> – Enhance Collaboration; Take a whole system approach to tackling core problems</p>	<p><b>C</b> – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety; Embed compassion for the vulnerable</p>

		<p><b>R</b> – Maximise funding to improve our services; Develop our people and organisation to meet our communities’ needs</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>	<p><b>A</b> – Enhance Collaboration; Take a whole system approach to tackling core problems</p> <p><b>R</b> – Develop our people and organisation to meet our communities’ needs</p> <p><b>E</b> – Embed a customer and community focus</p>
<b>In our Priorities</b>	5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c)	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</li> </ol>	<ol style="list-style-type: none"> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</li> </ol>

## National Fire Standards

These national professional Standards, overseen and developed by the Fire Standards Board, are the benchmark that set out what communities can expect their fire and rescue service to achieve no matter where they live in England.

As part of the reforms for fire and rescue services in England, the Fire Standards Board is committed to the introduction of Standards, with 9 introduced to date:

- Code of Ethics
- Community Risk Management Planning
- Emergency Response Driving

- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection (business fire safety)
- Safeguarding

The intention is to help drive continual improvement across the services alongside the re-introduction of inspection arrangements.

Generally, where there is evidence that following a certain course of action or approach is making a positive difference, it becomes good practice. This practice can then evolve either into a Standard itself or it informs (and potentially improves) those Standards which already exist.

The Service seeks to align its service to these Standards as far as possible and I will expect them to account for this.

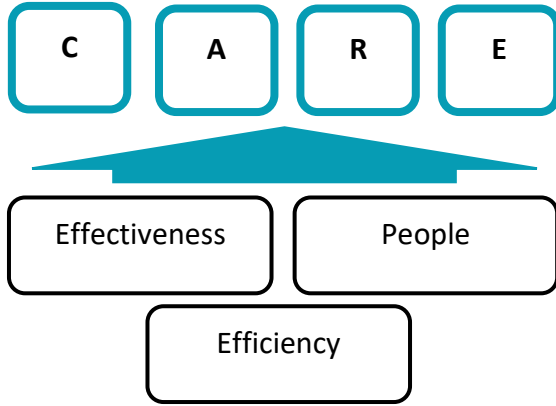
## Her Majesty's Inspectorate

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspects North Yorkshire Fire and Rescue Service on a regular basis. Inspection reports provide insight into how our Fire Service compares to others nationally and how they are performing against national comparators.

I will use HMICFRS inspection reports and gradings as part of my assurance as to how North Yorkshire Fire and Rescue Service are progressing against this Plan. As the diagrams below show, gradings against Effectiveness, Efficiency and People will demonstrate how the Service is progressing towards becoming an exemplary Service. An effective Service is one that cares for the vulnerable and collaborates ambitiously; an efficient Service is one which collaborates efficiently and realises the potential of its people and organisation; a people Service is one which realises the potential of its people and enhances the customer experience.

The assessments under these pillars also have a symbiotic relationship with our Public Priorities for Change; as North Yorkshire Fire and Rescue Service address these priorities they should improve their gradings, and therefore their gradings are good indicators of their progress against the public's priorities.





Effectiveness	Priorities 1, 2, 3 and 4
Efficiency	Priority 2, 3 and 4
People	Priority 3 and 5

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## Collaborations

### Enable North Yorkshire



enableNY brings together the support functions from police and fire, pooling resources on a client-service model to deliver services, including HR, ICT, estates, finance and business planning, to North Yorkshire Police, North Yorkshire Fire and Rescue Service and the Office of the Police, Fire and Crime Commissioner. This helps the Services plan better for future demands and challenges, increases resilience and effectiveness, and improves value for money for the public. This is particularly important for the Fire Service where business support functions had been cut to unsustainable levels.

### Control Partnership Agreement with Cornwall Fire and Rescue Service

The Control Partnership Agreement enables Cornwall and North Yorkshire to take each other's calls during spate circumstances and to provide resilience should there be software mobilisation issues. Because of the geographical distance between the two areas, it is unlikely that both areas would be inundated at the same time, for example during flooding incidents. If there is no one available to take calls in North Yorkshire then the call can be diverted to Cornwall who can mobilise and deploy crews to incidents, and vice versa.

### Public Safety Service



North Yorkshire  
Public Safety Service

In April 2020, two Public Safety Officers (PSOs) took to the streets in Bentham and Grassington to prevent vulnerability, reduce harm and improve community safety. PSOs are multiagency officers with policing, fire, paramedic and community safety capabilities. Their remit is to prevent vulnerability by promoting fire safety and health and wellbeing, as well as solving local anti-social behaviour concerns. They also bolster blue-light capacity and resilience as on-call firefighters and Emergency First Responders. An independent evaluation proved the value of the role, and the pilot has been expanded to test the efficacy of the role in two further locations.

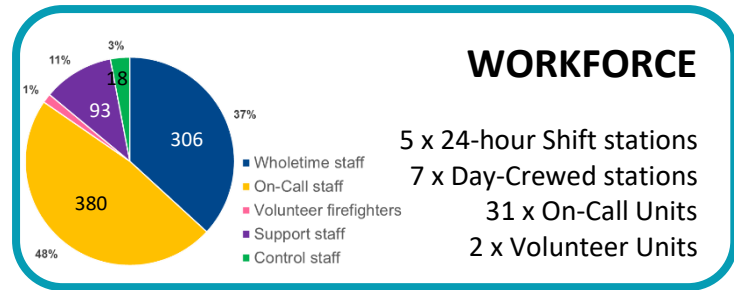
### Section 13/16 Agreements with neighbouring Fire and Rescue Services

Section 13/16 Agreements are in place to allow the Service to call on support from, and give support to, neighbouring Services in exceptional circumstances or with incidents that require significant resources. This mitigates the risk of the Service being unable to respond to incidents under spate conditions.

### Local collaboration

The Service collaborates closely with local partners through several forums, especially the Local Resilience Forum, the York and North Yorkshire Safer Roads Partnership, the North Yorkshire Community Safety Partnership and the Safer York Partnership, and district community safety hubs. **YAS**

# About North Yorkshire and North Yorkshire Fire and Rescue Service



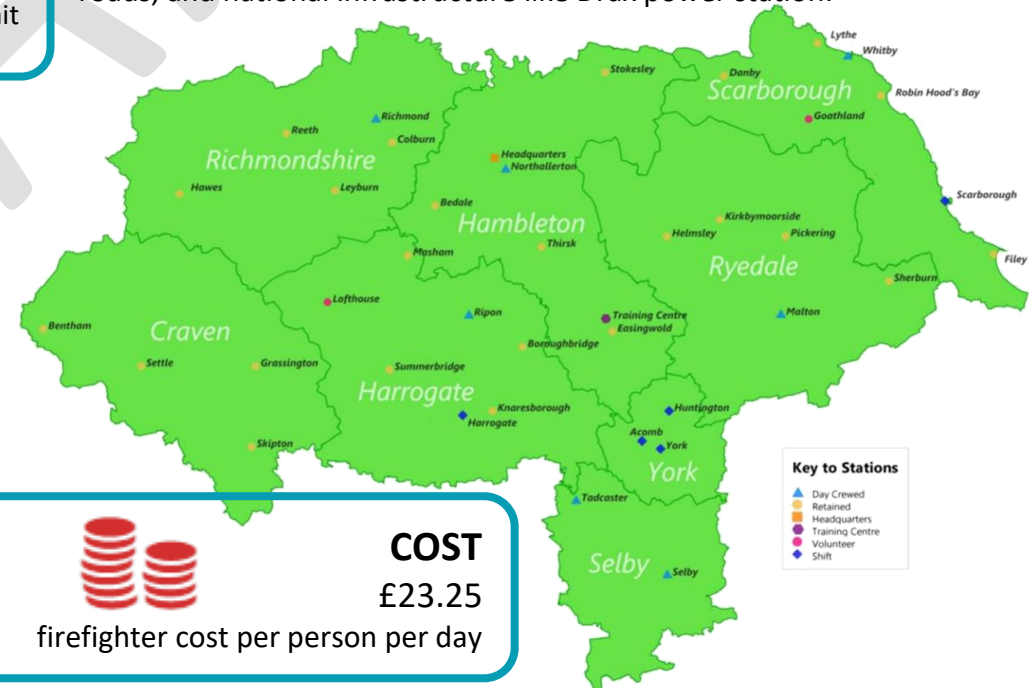
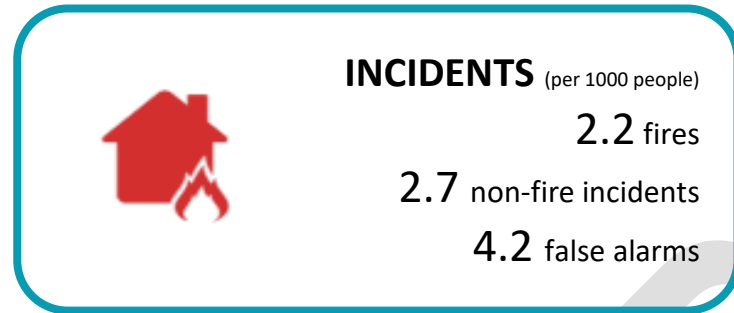
- 5 x 24-hour Shift stations
- 7 x Day-Crewed stations
- 31 x On-Call Units
- 2 x Volunteer Units

- ### ASSETS
- 37 standard Fire Engines
  - 4 4x4 Fire Engines
  - 5 LRP/TRVs
  - 3 Aerial Ladder Platforms
  - 2 Boat Units
  - 2 Wildfire Units
  - 2 Water Bowsers
  - 2 High Volume Pumps
  - 1 Mass Decontamination Unit

North Yorkshire is the largest county in England, and one of the largest rural fire service areas.

Stretching almost the breadth of England, it covers a diverse range of communities, with all the challenges of servicing a rural area. From isolated coastal communities, and sparsely populated farming communities sitting within our two National Parks and three Areas of Outstanding Natural Beauty, to market towns and larger urban centres such as the City of York, Harrogate and Scarborough.

The area contains a stretch of the East Coast Main Line, over 6000 miles of road with a mix of major arterial and trunk roads such as the A1(M), M62, A64, A59 and A66, a web of small rural roads, and national infrastructure like Drax power station.



### NYFRS VALUES

PEOPLE	RESULTS	INCLUSION	CREATIVITY	LEARNING
We exist to serve the public - we put people first	We achieve positive results	We embrace inclusion	We encourage and promote creativity	We never stop learning

# Governance and Accountability

Good corporate governance helps us to put people first in everything we do. This gives us confidence that we are doing the right thing in the right way for those who we deliver services to, for and with.

As well as being your voice on fire and rescue, as Commissioner I must set the strategic direction for the Service through a Fire and Rescue Plan, produce an integrated risk management plan, make sure the Service is effective and efficient, set the Service’s budget, appoint a Chief Fire Officer, and hold the Service to account for delivering exemplary services. These functions are enacted through our Corporate Governance Framework.

## Corporate Governance Framework

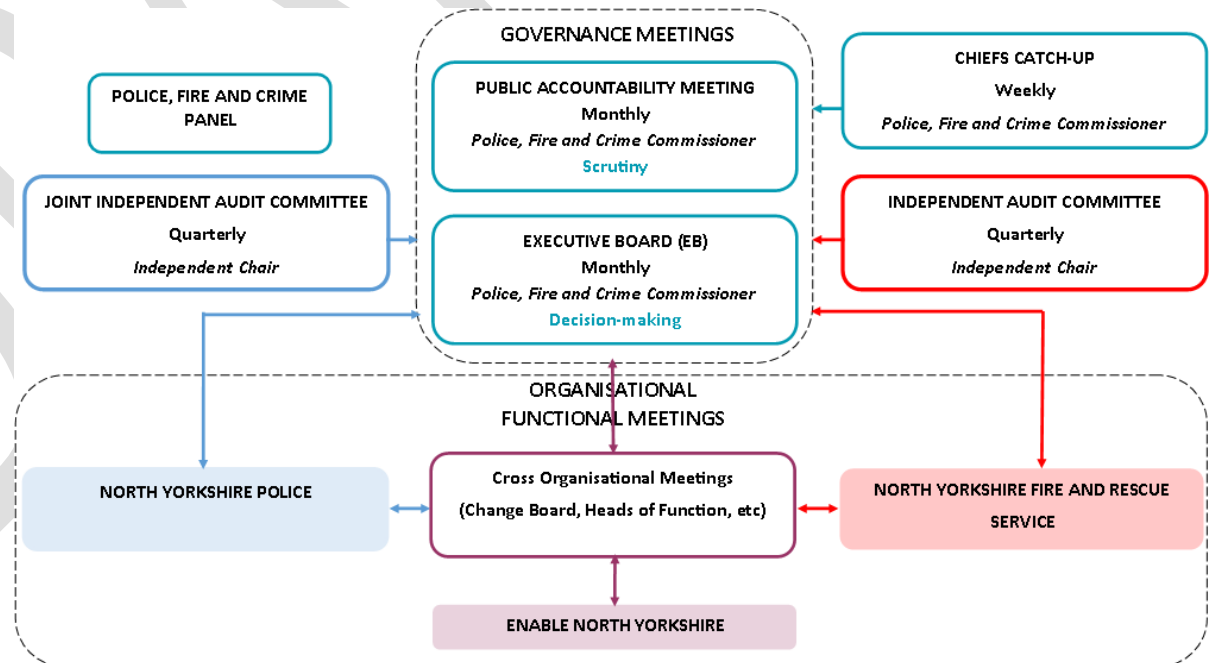
Our Corporate Governance Framework sets out how the Service is governed, who is responsible for what, and how we are held to account. It is enacted through a governance structure set out in the diagram below.

The Framework consists of:

- **A Statement of Corporate Governance** - making reference to the statutory framework and local policy.
- **Code of Corporate Governance** - setting out how the core principles will be implemented.
- **Scheme of Corporate Governance** – setting out how we conduct business and the delegation of responsibilities to different office holders, such as the Chief Fire Officer.

The framework is reviewed annually by the Commissioner on the recommendation of statutory officers, in consultation with the Independent Audit Committee.

More information can be found at <https://www.northyorkshire-pfcc.gov.uk/fire-oversight/governance/>.



## Holding the Service to account

As Commissioner, I scrutinise the Service in different ways – through the work of my Office to understand how the Service is working and what are its challenges, through your feedback and feedback from staff, and through reviews and inspections from external bodies.

My main vehicle for conducting scrutiny is through my Public Accountability Meetings, where I will scrutinise and hold the Service to account on your behalf, livestreamed via my website so that everyone can watch and engage via social media.

These meetings will assess the Service's progress against this Plan. I will set out an Assurance Plan to sit alongside this Plan to demonstrate how I intend to make that assessment.

The Chief Fire Officer and my Chief Executive will be held to account through these meetings for the Service Delivery Plans they have set to deliver this Plan.

## Annual Report and 'Fire and Rescue Statement'

Every year I will publish an Annual Report, setting out how I believe the Service has delivered against this Plan over the previous 12 months. This report also meets the requirement to publish an annual statement on financial, governance and operational matters.

The 'Fire and Rescue Statement' outlines the way in which the I, and North Yorkshire Fire and Rescue Service, have had regard over the previous 12 months, to the National Framework, the Integrated Risk Management Plan (known locally as the Risk and Resource Model) and to any strategic plan (such as the Fire and Rescue Plan). As Fire and Rescue Authority, I must also provide assurance to the community and to Government on financial, governance and operational matters. This statement is called the 'Fire and Rescue Statement' and is subject to scrutiny by the Police, Fire and Crime Panel.

## Police, Fire and Crime Panel

The Police, Fire and Crime Panel is in place to support and scrutinise the decisions I make in between elections when I am held to account by you, the electorate. They have duties to review my Fire and Rescue Plan and my Annual Reports, as well as to confirm my preferred candidate for Chief Fire Officer and to consider any non-criminal complaints made against me.



## Finance

Currently about 33 per cent of funding comes from the government while the remaining 66 per cent is raised locally, mainly through the fire and rescue precept. The precept is set by me as Commissioner and is the amount you pay for local fire and rescue services in your council tax and I will consult you about how much this should be every year.

North Yorkshire Fire and Rescue Service’s financial situation is fragile. Currently, I have set a balanced medium-term financial plan, but any unexpected costs would put us in deficit. When governance transferred, a £2.5 million deficit was inherited and the Service and my team have worked hard to save almost 10 per cent of the Fire and Rescue Service budget over the last three years to get us to this position. Any money saved henceforth can be reinvested into improving frontline services.

To support the priorities set out in this Plan, I expect to commit over £147 million of Revenue expenditure over the next 4 years. Currently our Capital investment plan of around £30 million is largely unfunded.

I am fighting hard for fair funding for North Yorkshire Fire and Rescue Service from Government to ensure that we can invest in and improve our Service and make it fit for the future.

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<b>Funding for the Fire and Rescue Service</b>	<b>2022/23 £m</b>
Funding from Government	8.8
Council tax precept	23.4
Specific grants	4.6
Fees, Charges and Partnerships	0.6
Use of Reserves	0.8
<b>Total funding</b>	<b>38.2</b>

<b>Fire and Rescue Service budget breakdown</b>	<b>2022/23 £m</b>
Firefighter pay	22.6
Control and support staff	4.7
Supplies and Services	3.8
Premises and equipment	2.1
Private Finance Initiative	1.6
Transport	0.9
Capital financial charges	1.7
Other costs	0.8
<b>Total spending plan</b>	<b>38.2</b>

Further financial information can be found at <https://www.northyorkshire-pfcc.gov.uk/fire-oversight/budgets-and-expenditure/>.

## Getting involved and contacts

### Office of the North Yorkshire Police, Fire and Crime Commissioner

You can contact the Office of the North Yorkshire Police, Fire and Crime Commissioner the following ways:

**The Office:** 12 Granby Road, Harrogate, North Yorkshire, HG1 4ST

**Telephone:** 01423 569269

**Email:** [info@northyorkshire-pfcc.gov.uk](mailto:info@northyorkshire-pfcc.gov.uk)

**Website:** northyorkshire-pfcc.gov.uk

**Social media (Facebook and Twitter):** northyorkspfcc

**Youtube:** youtube.com/user/nypcc

### North Yorkshire Fire and Rescue Service

You can contact the North Yorkshire Fire and Rescue Service in the following ways:

**Headquarters:** Alverton Court, Crosby Road, Northallerton, North Yorkshire, DL6 18F

**Telephone:** for non-emergencies 01609 780150

**Email:** [capabilities@northyorksfire.gov.uk](mailto:capabilities@northyorksfire.gov.uk)

**Website:** northyorksfire.gov.uk

**Social media (Facebook and Twitter):** northyorksfire

**Youtube:** youtube.com/user/northyorksfire

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