

Agenda

Meeting: North Yorkshire Police, Fire and Crime Panel

Venue: Council Chamber, County Hall, Northallerton DL7 8AD

Date: Thursday, 12 January 2023 at 10.30 am

This meeting is being held as an in-person meeting and in public. The government position is that of learning to live with COVID-19, removing domestic restrictions while encouraging safer behaviours through public health advice. In view of this, hand cleanser and masks will be available for attendees upon request. The committee room will be ventilated and attendees encouraged to avoid bottlenecks and maintain an element of social distancing. Please contact the named supporting officer for the committee, if you have any queries or concerns about the management of the meeting and the approach to COVID-19 safety.

Please do not attend if on the day you have COVID-19 symptoms or have had a recent positive Lateral Flow Test. Further details of the government strategy (Living with COVID-19 Plan) are available here - . <https://www.gov.uk/government/news/new-guidance-sets-out-how-to-live-safely-with-covid-19>

It is intended that this meeting will be live broadcasted via the NYCC website and YouTube channel – please see <https://northyorks.gov.uk/live-meetings>

Business

1. **Welcome and apologies**
2. **Declarations of Interest**
3. **Minutes of the Panel Meeting held on 13th October 2022** (Pages 5 - 12)
4. **Progress on Issues Raised by the Panel** (Pages 13 - 14)
5. **Public Questions or Statements to the Panel**
 - Any member of the public, who lives, works or studies in North Yorkshire and York can ask a question to the Panel. The question or statement must be put in writing to the Panel no later than midday on Monday, 9th January 2023 to Diane Parsons (contact details below).
 - The time period for asking and responding to all questions will be limited to 15 minutes. No one question or statement shall exceed 3 minutes.
 - Please see the rules regarding Public Question Time at the end of this agenda page. The full protocol can be found at www.nypartnerships.org.uk/pcp.

6. Members' Questions

Focus on: Realising our Potential

7. **Setting the precepts for 2023/24 for Policing and Fire and Rescue**
Report from the Police, Fire and Crime Commissioner. **(Pages 15 - 40)**
8. **Enhancing diversity and inclusivity in North Yorkshire Police and North Yorkshire Fire and Rescue Service**
Report from the Police, Fire and Crime Commissioner, to include efforts to improve recruitment and retention practices. **(Pages 41 - 56)**

Focus On: Tackling hidden harms

9. **Tackling Wildlife Crime (deferred from 13 Oct 2022)**
Report from the Police, Fire and Crime Commissioner. **(Pages 57 - 68)**

Other reports for the Panel

10. **Update on the North Yorkshire Police Complaints and Recognition Service**
Progress update report from the Office of the Police, Fire and Crime Commissioner. **(Pages 69 - 76)**
11. **Work Programme**
Report by the Panel Secretariat. **(Pages 77 - 80)**
12. **Such other business as, in the opinion of the Chairman, should, by reason of special circumstances, be considered as a matter of urgency.**

Dates of future meetings:

- Monday 6th February 2023 (PRECEPT) – 10:30am – County Hall, Northallerton
- Tuesday 21st February 2023 (Precept Reserve) – 1:30pm – County Hall, Northallerton.
- Thursday 9th March 2023 – 1:30pm – Selby Civic Centre.

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton
Wednesday, 4 January 2023

NOTES:

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

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

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
1. 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

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North Yorkshire County Council

North Yorkshire Police, Fire and Crime Panel

Minutes of the meeting held on Thursday, 13th October, 2022 at City of York Council West Offices, commencing at 10.30 am.

Councillors; Peter Wilkinson (Hambleton District Council (Vice Chair), in the Chair), Cllr Mike Chambers (Harrogate Borough Council), Helen Grant (Richmondshire District Council), Eric Jaquin (Craven District Council) and Darryl Smalley (City of York Council).

Community Co-opted Members: Fraser Forsyth, Mags Godderidge and Martin Walker.

In attendance: Jonathan Dyson (Chief Fire Officer) (North Yorkshire Fire & Rescue Service) and Supt Ian Scott (North Yorkshire Police).

Officers from the Office of the Police, Fire and Crime Commissioner: Zoë Metcalfe (Police, Fire and Crime Commissioner for North Yorkshire), Caroline Blackburn (Asst Chief Executive & Monitoring Officer), Michael Porter (Chief Financial Officer), Simon Dennis (Chief Executive & Monitoring Officer) and Sarah Arnott (Commissioning and Partnerships Manager).

Officers present: Diane Parsons (Principal Scrutiny Officer).

Apologies: Councillors Carl Les (North Yorkshire County Council) (Chair), Keith Aspden (City of York Council) (Vice-Chair), Lindsay Burr MBE (Ryedale District Council), Tim Grogan (Selby District Council) and Carl Maw (Scarborough Borough Council).

Copies of all documents considered are in the Minute Book

623 Welcome and apologies

The Chair welcomed everyone to the meeting; in particular the Panel's new Member, Councillor Eric Jaquin. The Commissioner introduced colleagues attending with her, including Superintendent Ian Scott from North Yorkshire Police. Apologies were noted.

624 Declarations of Interest

Martin Walker noted that he is a Trustee of IDAS; a domestic abuse charity which is a recipient of funding from the Commissioner's office ("the OPFCC"). Mags Godderidge notified that she is CEO of Survive; a charity which is similarly commissioned by the OPFCC to provide services to survivors of domestic abuse and sexual violence.

625 Minutes of the Panel Meeting held on 21st July 2022

Resolved –

That the minutes of the meeting held on 21st July 2022, having been printed and circulated, be taken as read and confirmed and signed by the Chairman as a correct record.

626 Progress on Issues Raised by the Panel

Considered –

The report from the Panel Secretariat outlining progress against issues raised by the Panel at or following a previous Panel meeting.

In relation to the outstanding action at point 1 (anti-social behaviour in Norton), the Commissioner advised that a locality meeting has been arranged for 26th October. *Point 1 will henceforth be marked as 'actioned'.*

In relation to the actioned issue at point 2 (disorder at Richmond Falls during the extremely hot weather), the Commissioner and other partners have met with Richmond Town Council with further collaboration agreed among key partners going forward to support on this issue locally.

It was noted that point 4 (draft Policing and Crime Annual Report 2021/22) remains outstanding in relation to provision of data to the Panel on the percentage of violent crimes linked to violence against women and girls. The Commissioner agreed to provide this to the Panel before the next meeting.

Point 7, regarding information about the Fire and Rescue Service Direct Entry scheme, will be provided to Panel at a future juncture.

Resolved –

- (a) That the Panel notes the report provided; and
- (b) That the Commissioner provides an update on the crime data as highlighted at point 4 of the report, prior to the next Panel meeting.

627 Public Questions or Statements to the Panel

The Panel were advised that no public questions or statements had been received.

628 Members' Questions

Concerns were raised by the Panel in relation to custody suite arrangements for individuals detained in the Northallerton area. It was highlighted that a previous Commissioner had committed to providing a report on the efficacy of custody arrangements whereby detainees from Northallerton were being placed in custody in Darlington. Concern was raised with Commissioner Metcalfe that detainees were being escorted by a couple of officers from Northallerton to Harrogate, resulting on occasions in a four-hour round trip, and thereby depleting local policing resource.

In response, the Commissioner highlighted the rigour behind the original case for reviewing custody arrangements in Northallerton, the fact that the demand profile in Northallerton doesn't support the need for a custody suite and the high costs for building a custody suite. The Commissioner also highlighted that HMICFRS has recently inspected the service on its custody arrangements, with no concerns raised around transporting of detainees to custody. The Commissioner committed to continuing to monitor the impact of this decision with the Chief Constable and offered to bring a further paper to the Panel if needed. The Panel were also advised that offenders are only brought to custody where necessary and proportionate. Further to additional Panel concerns regarding the impact of travel times on

younger/more vulnerable detainees, Supt Scott emphasised that there is provision for voluntary attendance and the police will aim to plan and support around arrangements. It was also emphasised that no officer would be 'put off' the necessity of arrest due to travel times to custody.

Panel Members subsequently discussed with the Commissioner the arrangements for attending burglaries; namely whether North Yorkshire Police are committed to sending out an officer to each incident and if so how this can be sustainably resourced. It was clarified that the police will attend all dwelling burglaries but this does not include outbuildings, although a structure such as an integrated garage would be considered part of the dwelling. Panel Members expressed concern that burglaries of non-domestic dwellings can be serious and destroy livelihoods.

It was noted that the fire and rescue service had recently participated in a York Armed Forces Community Covenant event. The Commissioner confirmed that both the police and fire services are signed up to the Covenant and are very supportive of it.

In response to a query regarding the anticipated publication of the report of the recent HMICFRS PEEL inspection of North Yorkshire Police and of the HMI inspection of the fire and rescue service, the Commissioner believed it would now be early next year for both. It was also clarified that police officer numbers are heading towards 1600 by the end of the financial year, with a target to get to 1645.

629

Risk and Resource Model for NY Fire and Rescue Service

Considered –

The Commissioner's report regarding the finalised Risk and Resource Model.

The Commissioner outlined the process undertaken in developing the model including the formal consultation. Support for the proposals for Harrogate and Scarborough had been finely balanced but overall supportive. There had been slightly less support for the Huntington station proposals.

Panel Members challenged the Commissioner on the decision reached on Huntington, in view of the objections raised through City of York Council, through the Panel and through many local residents, in addition to concerns following two large fires in that area in recent months. The Commissioner highlighted that there was marginal – not overwhelming - dissent around the York proposals and that a lot of consultation was conducted with the public and firefighters in that area. This had been a strategic decision based on evidence and data for the last five years. The Commissioner advised that she understood the concerns expressed and that the focus would be on making that area a centre of excellence for protection and prevention. In response to queries regarding budgetary constraints and whether these underpinned the decision for York, the Commissioner stressed that she would still go ahead with these changes even with a larger budget as this was felt to be the appropriate approach strategically.

The Panel also expressed that the commitment by the Commissioner to seek ongoing reassurance on response times seemed imprecise and that they would welcome detail on how frequently this will be done. The Commissioner confirmed that she reviews performance data at each Public Accountability Meeting (PAM). There is a national benchmark for response times and the averages come through the PAM.

Members also highlighted the relatively lower numbers of respondents to the

consultation aged under 44 and whether this had skewed perspectives. The Commissioner felt that based on empirical performance, the numbers who engaged was solid, although acknowledged there are always ways to improve.

It was agreed that the Panel will schedule a further report on to its work programme to gain assurance around the impact of the changes put in place.

Resolved –

That the Panel:

- (a) Notes the report provided; and
- (b) Receives a further report from the Commissioner in the next financial year to review the impact of the risk and resource model on response times.

630 Making All Women and Girls Safer and Improving Victims' Services

Considered –

The report of the Commissioner updating on progress against the Violence Against Women and Girls (VAWG) Strategy and on the development of the new Victims' Centre.

The Commissioner outlined some of the progress underway against the key objectives of the strategy's Delivery Plan – as detailed in the report provided - and highlighted that a detailed action tracker underpins the objectives. Progress will be monitored by the VAWG Strategic Governance Board.

The Commissioner has also purchased a commercial property on the outskirts of York with the intention of developing a new Victims' Centre to house North Yorkshire's Sexual Assault Referral Centre and Child Sexual Assault Assessment Services alongside a Video-Recorded Interview suite for victims.

Members asked how the Commissioner has ensured that third sector bodies have sufficient capacity and funding to be able to meet the likely increase in demand for services flowing from the work in the Delivery Plan. The Commissioner acknowledged these concerns and that she will give consideration to this, along with offering to meet with any third sector agencies seeking a further conversation.

In relation to strategic objective 1 of the Delivery Plan regarding listening to women and girls from under-represented communities, the Commissioner was asked what steps are being taken to ensure third sector organisations that are supporting victims and survivors have access to funded interpretation services, as well as affordable and accessible office space in York. In response, it was highlighted that work is underway to establish a sub-group of the Board consisting of support services who work with victims and survivors, to ensure valuable feedback is obtained from the third sector. It was acknowledged that access to interpretation services is a significant factor in this objective and the Commissioner's office is currently reviewing options in relation to funding and provision to support all victims of crime.

Reference was made by the Panel to the low number of detectives nationally and locally and the fact that this year has seen the highest number of sexual offences reported. The Commissioner was asked how confident she is that there are sufficient trained detectives to deal with this increase in reporting. In response, Supt Scott spoke to a resilience action plan, which is focussing on bringing in more detectives and upskilling those currently in the service.

The Commissioner was also asked about the separate references in the report to the police explaining and offering special measures and also victims and survivors feeling under pressure to withdraw complaints where it's felt there is unlikely to be a successful conviction. The concern centred around management of expectations for victims and survivors as it was understood that it is the court that decides on special measures, not the police, and that similarly the decision to prosecute rests with the CPS. The Commissioner agreed to obtain further clarity on these points.

Members conveyed the importance of the strategy focussing on early education of both boys and girls around consent. They also considered further detail on the additional complementary services that the new Victims' Centre intends to offer, such as a quiet room facility.

Resolved –

That the Panel:

- (a) Notes the report provided;
- (b) Receives further detail prior to the next Panel meeting to clarify on the police role in explaining and offering special measures to victims and survivors; and
- (c) Receives a further annual update on progress against the Delivery Plan in 2023.

631 Tackling wildlife crime in North Yorkshire

Considered –

The Commissioner's report on tackling wildlife crime in North Yorkshire.

Panel members conveyed that they felt the report provided did not adequately address the concerns previously raised by the Panel in relation to wildlife crime; in particular on raptor persecution and what is being done to tackle this. It was highlighted by Members that North Yorkshire has the worst profile in the country for wildlife crime including the killing of raptors, taking of birds' eggs, badger baiting and hare coursing. There are also very few prosecutions.

The Panel also queried when the Wildlife and Rural Crime Strategy will be finalised and asked to see a copy of this. The Commissioner agreed to prepare a more detailed report on wildlife crime to bring back to the Panel at a future juncture.

Resolved –

That the Panel:

- (a) Receives a further report from the Commissioner giving more detail on the position regarding wildlife crime in North Yorkshire and what is being done to tackle it;
- (b) Receives a steer on when the finalised Wildlife and Rural Crime Strategy will be completed.

632 OPFCC Organisational Development

Considered –

The report of the Commissioner's Executive summarising progress to date and

planned work in respect of development of the OPFCC as an organisation.

Key points of introduction from the Commissioner included that the OPFCC staff intend to work in shared spaces in future with North Yorkshire Police and North Yorkshire Fire and Rescue Service and that the Commissioner is keen to raise the profile of the office's services. Jennifer Newberry will assume the role of Assistant Police, Fire and Crime Commissioner. The Commissioner also thanked the Panel and its support for the work done with her team.

Simon Dennis referred to the need to comprehensively review the OPFCC as an organisation and advise on any skills and resource gaps as needed and the report outlines the outcomes of this work. There is also a responsibility to ensure the team is prepared for arrangements for a Mayoral Combined Authority. The current Interim Assistant Chief Executive provision is being stood down and Simon Dennis thanked Caroline Blackburn and Thomas Thorp for their work in these roles. Two new Director posts have been created and the recruitment process is underway.

Members acknowledged the turbulent period that the office had recently been through and staff were praised for their continuing service in this period. Members asked about the division of roles between the Commissioner and Assistant Commissioner. The Commissioner's rationale is to enhance resilience. Jennifer Newberry previously stood in as Acting Commissioner and is very experienced in commissioning and partnerships. It is intended that she will continue in this role and also as Victims Champion. This is a non-statutory arrangement to see through to the end of the Commissioner's term.

In response to a query about the cost impact of the Director appointments, it was clarified that provision was made in the financial planning round earlier this year for these posts.

Members requested further clarity on roles and responsibilities in the office. It was agreed that the new structure chart will be sent on to the Panel. The Panel also requested a copy of the office's Delivery Plan.

Resolved –

That the Panel:

- (a) Notes the report provided on organisational development in the OPFCC;
- (b) Receives an updated structure chart for the OPFCC; and
- (c) Receives a copy of the finalised Delivery Plan for the OPFCC.

633

Complaints handling by the Panel

Considered –

The report by the Panel Secretariat providing an overview of complaints received in the last year.

Diane Parsons reported that aside from the exceptional period in October 2021 whereby a significant volume of complaints were received by the Panel regarding the previous Commissioner, complaint volumes since have been very low. In the main, complaints received have been in respect of North Yorkshire Police and as such have been appropriately diverted. However, these were not considered to be significant enough in volume to warrant any recommendations to the Panel to adjust or enhance its complaints management or binposting.

Resolved –

That the Panel notes the annual complaints report provided.

634 Recent engagement activity by the Panel: conferences and networks update

Considered –

The report of the Panel Secretariat updating Panel on recent engagement and partnerships activity involving the North Yorkshire Panel.

Diane Parsons outlined two key events held recently; the LGA annual workshop for Panels and a meeting of the Regional Yorkshire and Humber Panel network. Cllrs Wilkinson and Aspden, along with Diane Parsons, were invited to speak at the LGA event in relation to complaints handling. The event raised some issues of interest via the Home Office including the potential for a model of regional Panel support to be explored further by them.

The regional network meeting had been well attended by Members and officers of all four Panels. Conversations centred around the LGA event of the previous day. Cllr Wilkinson explained that the discussions highlighted that North Yorkshire's Panel has developed some areas of good practice, such as in budget scrutiny. Other Panels are interested to hear of the North Yorkshire experience of taking on scrutiny of fire and rescue services.

Members were asked to note that the next regional network meeting will be held on 9th March 2023 in Leeds.

Resolved –

That the Panel notes the update report provided on recent engagement and partnership activity.

635 Work Programme

Resolved –

That the Panel notes the outline work programme provided.

636 Such other business as, in the opinion of the Chairman, should, by reason of special circumstances, be considered as a matter of urgency.

The Panel were advised that no urgent business had been notified to the Chair.

The meeting concluded at 12.10 pm.
DP.

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North Yorkshire Police, Fire and Crime Panel

12 January 2023

Progress on Issues Raised by the Panel

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

2 Background

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

	Date	Minute number and subject (if applicable)	Panel resolution or issue raised	Comment / date required	Complete at publication?
1	21 July 2022	617 – Draft Policing and Crime Annual Report 2021/22	PFCC agreed to provide further detail on the percentage of violent crimes linked to violence against women and girls.	13 th October 2022 (<i>deferred to Jan 2023</i>)	X
2	13 October 2022	630 – Making All Women and Girl Safer	Panel requested further detail to clarify police role in explaining and offering special measures to victims and survivors.	12 th January 2023	X
3	13 th October 2022	632 – OPFCC Organisational Development	OPFCC to provide Panel with the latest structure chart for the team.	12 th January 2023	X (<i>will be shared prior to 12th Jan</i>)
4	13 th October 2022	632 – OPFCC Organisational Development	OPFCC to share its Delivery Plan, when available.	<i>Update to be provided on 12th January.</i>	X

3 Financial Implications

3.1 There are no significant financial implications arising from this report.

4 Legal Implications

4.1 There are no significant legal implications arising from this report.

5 Equalities Implications

5.1 There are no significant equalities implications arising from this report.

6 Climate Change Implications

6.1 There are no significant climate change implications arising from this report.

7 Recommendation

7.1 It is recommended that the Panel:

(a) notes the report;

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

Diane Parsons
Principal Scrutiny Officer
North Yorkshire County Council
3rd January 2023

Background Documents:

None.



North Yorkshire Police, Fire & Crime Commissioner

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Setting the Precepts 2023/24 *Police and Fire & Rescue*

Agenda Item 7

Contents - Police

- Provisional 2023-24 Police Funding Settlement
- Financial Impact of Settlement for Policing in NY
- Pay Awards and Wider Inflation
- Changes beyond inflation
- Precept Consultation
- Future Funding and Planning Assumptions
- Reserves

Provisional 2023-24 Police Funding Settlement – Headlines

- Up to £17.2 billion for policing in 2023/24, an increase of up to £287 million on the 2022/23 funding settlement.
- Available funding to PCCs will increase by up to an additional £523 million in 2023/24, assuming full take up of local flexibility to increase council tax by the maximum amount.
- £15 precept flexibility for all PCCs, or equivalent, for 23/24
- Expected to be a £10 precept limit in 24/25.
- Would equate to a national increase to PCC funding - in cash terms - of 3.6%

Provisional 2023-24 Police Funding Settlement – Precept

- The £523m available to PCCs is broken down as follows:
- A £174 million increase in Government grant funding to PCCs. However £140m of this is added to the ring-fenced funding to maintain the Police Uplift Programme.

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Up to £349 million additional funding from council tax precept, based on current forecasts and assuming all PCCs maximise their precept flexibility. The Government is enabling PCCs to increase precept by up to £15 for a Band D equivalent property, less than 30p per week.

Precept

- A £15 increase in North Yorkshire would be the equivalent of a 5.34% increase.
- Underlying Tax Base has seen growth of 1.2%.

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■ Depending on the position on the councils Collection Funds then the maximum increase in core funding, in comparison to 2022/23 is expected to be around 4%.

Impact of a £15 (5.34%) increase in Band D Precept

Overall Government and Local Revenue Funding				
	2023/24	2022/23	(Increase)/Reduction	Year on Year Change
	£000s	£000s	£000s	%age
<u>Government Funding</u>				
Police Grant	(51,178)	(50,800)	(377)	0.7%
RSG/National Non Domestic Rate	(32,589)	(32,675)	87	-0.3%
Police Officer Uplift Grant	(2,677)	(1,314)	(1,363)	103.7%
Council Tax Freeze Grant	(2,152)	(2,152)	0	0.0%
Council Tax Support Grant	(5,746)	(5,746)	0	0.0%
Police Pensions Grant	(1,449)	(1,449)	0	0.0%
Government Funding Changes	(95,790)	(94,137)	(1,653)	1.8%
Impact of a £15 (5.34%) Band D Precept increase				
Net Surplus on Collection Funds	(61)	(318)	257	
Council Tax Requirement	(92,272)	(86,556)	(5,716)	6.6%
Total Local Funding	(92,333)	(86,874)	(5,459)	6.3%
Total Government + Local Funding	(188,123)	(181,011)	(7,112)	3.9%

Pay Awards and Wider Inflation

Forecast additional Pay Costs	Forecasts		
	2023/24	2024/25	2025/26
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Impact of 22/23 Pay Awards @ £1,900 per FTE	2,400	2,450	2,500
Incremental pay increases (net of NI and Pension changes)	500	510	520
Assume 4% Pay Awards from Sept-23	3,400	5,950	6,070
Total Forecast Additional Pay Costs	6,300	8,910	9,090
Impact of Inflation on Non-pay Budgets:	Forecasts		
	2023/24	2024/25	2025/26
	<u>£000s</u>	<u>£000s</u>	<u>£000s</u>
Other Non Salary	330	275	235
Injury and Medical Police Pensions	360	370	470
Estates	1,000	1,115	1,225
Supplies and Services	240	790	1,310
Transport Pressures	490	560	625
Other Inflationary pressures	80	325	395
Total Forecast Additional Inflationary Non-Pay Costs	2,500	3,435	4,260
Potential Additional Costs from Inflation	8,800	12,345	13,350

Changes Beyond Inflation

- While the Force will meet their Uplift Target of 1,645 Police Officers by the end of 2022/23 – the 22/23 budget assumed 1,620 Officers on average.
- Increasing this to 1,645 Officers throughout 23/24 **costs circa £1.4m more per year.**
- **Investment of £1.9m per year** is planned into the Force Control Room to add/make permanent 44 more staff to improve call handling performance.
- Wider **Staff Growth of £1.5m**, some of which is funded through additional income.
- We expect **Other Income to increase by £1.7m** from the budget set for 22/23.

Where does this leave us?

	1.99% Precept Increase	£10 Precept Increase	£15 Precept Increase
Cost Increases	£m	£m	£m
Potential Additional Costs from Inflation	8.8	8.8	8.8
Maintain Police Officers at 1,645	1.4	1.4	1.4
Investment in the Force Control Room	1.9	1.9	1.9
Additional Staff Growth/Funded Roles	1.5	1.5	1.5
Forecast Total Cost Increases	13.6	13.6	13.6
Income Changes			
Other Income Changes	-1.7	-1.7	-1.7
Government Funding Increases	-1.7	-1.7	-1.7
Additional Precept Income	-2.5	-3.9	-5.5
Forecast Total Income Changes	-5.9	-7.3	-8.9
Savings/Reductions Required	7.7	6.3	4.7

- We are considering a number of savings options, how reserves are used and how capital is financed to balance.

Precept

- Current Council Tax/Precept Levels:
 - Band D: £281.06 – £5.41 per week
- Impact of a **£5.59, or 1.99% increase** in 2023/24
 - Would equate to around **11p extra per week** for a Band D property
 - Would provide **£1.8m additional funding** (versus 22/23 precept level)

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- Impact of a **£10, or 3.56% increase** in 2023/24
 - Would equate to around **20p extra per week** for a Band D property
 - Would provide **£3.1m additional funding** (versus 22/23 precept level)
- Impact of a **£15, or 5.34% increase** in 2023/24
 - Would equate to around **29p extra per week** for a Band D property
 - Would provide **£4.7m additional funding** (versus 22/23 precept level)

Precept consultation

- **Police and Fire & Rescue** consultation
- Representative telephone interviews (target is 1,000)
- And Online survey
- Consultation closes 16th January 2023
 - Full results to Panel in February

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The survey can be found at:

www.tellCommissionerZoe.co.uk

Police

- The following options are based on an average Band D property currently paying £281.06 each year for policing.

- **No more than I pay now – a precept freeze**

This would be a cut to the police budget due to inflation and current levels of service delivery could not be maintained

- **Up to £5.60 a year more (47 pence per month), an increase of 1.99%**

This would raise around £1.7 million, however is significantly below inflation and would likely lead to reductions in current levels of service delivery unless significant levels of savings could be delivered.

- **Up to £10 a year more (83 pence per month), an increase of 3.6%**

This would raise around £3.1 million, however is significantly below inflation and would likely lead to reductions in current levels of service delivery unless savings could be delivered

- **Up to £18 a year more (£1.50 per month), an increase of 6.4%**

This would raise around £5.6 million, is broadly in line with the organisation's inflationary pressures and would lead to no reductions in current levels of service delivery.

Future Funding and Planning Assumptions

- Precept increases of £10 are expected to be possible for 2024/25.
- Government Grant increase of 1.7% in 24/25
- 1.2% increase in Tax Base in 2024/25 followed by 1.0% increases thereafter.
- £400k collection surplus per annum.
- Pensions Grant continues at current level.
- Pay Awards are 4%, (23/24), then 2% thereafter.
- Additional funding is provided to maintain the Uplift Programme in future years.

Reserves

- General Reserves are projected to be £5.6m throughout the plan.
- This is 3.1% of Net Budget Requirement in 23/24.

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Earmarked Reserves are expected to be £16m at the start of 23/24.

- Capital Receipts Reserve is expected to be £8.5m at the start of 23/24.

Contents - Fire

- Provisional Local Government Finance Settlement
- Financial Impact of Settlement for NY Fire
- Pay Awards and Wider Inflation
- Changes beyond inflation
- Precept Consultation
- Future Funding and Planning Assumptions
- Reserves

Provisional Local Government Finance Settlement

- Core Spending Power increases by an average of 9.2% (£5.0bn) – this is made up of £3.1bn additional grant funding and £1.9bn additional council tax revenue (assuming maximum precept increases in 2023-24).
- Stand-alone Fire and Rescue Authorities (FRA's) precept flexibility of £5 in 2023-24 only.
- **Standalone FRAs' Core Spending Power** reported as a 7.4% increase (£110m), this is **estimated to increase to 9.4%** (£140m) with £5 council tax flexibility.
- Spring Budget on 15 March 2023.
- The Rural Services Delivery Grant for 2023-24 is flat cash and unchanged
- Fire Pensions Grant Flat Cash and unchanged

Precept

- A £5 increase for North Yorkshire Fire would be the equivalent of a 6.6% increase.
- Underlying Tax Base has seen growth of 1.2%.

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Depending on the position on the councils Collection Funds then the **maximum increase in core funding**, in comparison to 2022/23 **is expected to be around 7.6%**. (this is 1.8% lower than the national average for FRA's)

Impact of a £5 (6.6%) increase in Band D Precept

Local and Government Funding	2023/24	2022/23	(Increase)/Reduction	Year on Year Change
	£000s	£000s	£000s	%age
Government Funding				
Total Settlement Funding	(9,284)	(8,738)	(546)	6.2%
Rural Services Grant	(540)	(540)	0	0.0%
Fire Pensions Grant	(1,711)	(1,711)	0	0.0%
Services Grant/Funding Guarantee	(268)	(424)	156	-36.8%
Compensation for Underindexing of Business Rates	(1,088)	(629)	(459)	72.9%
Total Government Funding	(12,891)	(12,042)	(848)	7.0%
Impact of a £5 (6.6%) increase in Band D Precept				
Net Surplus on Collection Funds	(87)	(87)	(0)	
Council Tax Requirement	(25,123)	(23,285)	(1,838)	
Total Local Funding	(25,210)	(23,372)	(1,838)	7.9%
Total Government + Local Funding	(38,101)	(35,414)	(2,687)	7.6%

Pay Awards and Wider Inflation

Forecast additional Pay Costs	
	2023/24
	<u>£000s</u>
Impact of 22/23 £1,925 Support Staff Pay Award	135
Assume 5% FF Pay Award in 22/23	460
Assume 4% Support Staff Pay Award in Apr-23	95
Assume 4% FF Pay Award in 23/24	720
Total Forecast Additional Pay Costs	1,410
Impact of Inflation and Pressures/Growth on Non-pay Budgets:	
	2023/24
	<u>£000s</u>
Premises	290
Transport	180
Supplies and Services	360
External Agreements	70
PFI	180
Capital Financing	520
Pensions	60
Total Forecast Additional Non-Pay Costs	1,660
Potential Additional Costs and Pressures	
	3,070

Non Pay Savings and Efficiencies

- **£450k of savings/efficiencies currently identified** and factored into plans (about 5% of our Indirect staff and non-staff costs)

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Of which:

- Supplies and Services - £345k
- Operating Leases - £35k
- PFI - £20k
- Other Employee Expenses - £40k
- Other - £10k

Where does this leave us?

- We expect to have a balanced budget across the 4 years of our MTFP based on the work done to date and the information and assumptions provided in this presentation.
- Please keep in mind that this assumes a 5% FF pay award in 22/23 and 4% pay award in 23/24.
- We have some final areas to finalise in relation to Precept and Business Rates
- The current projections don't factor in the RRM changes at this stage although all efficiencies and savings will be reinvested in line with the consultation.

Precept

- Current Council Tax/Precept Levels:
 - Band D: £75.61 – £1.45 per week
- Impact of a £5 increase in 2023/24
 - Would equate to an annual increase of 6.6% for a Band D property. (or just under 10 pence per week)
- **Any increase above £5 would require a Referendum**

Fire & Rescue

- The following options are based on an average Band D property currently paying £75.61 each year for Fire and Rescue.
- **No more than I pay now – a precept freeze**

This would mean a significant cut to the fire and rescue budget due to inflation and current service delivery could not be maintained.
- **Up to £2.26 a year more (19 pence per month), an increase of 2.99%**

This would raise around £700k, however is significantly below inflation and would likely lead to reductions in current levels of service delivery.
- **Up to £5 a year more (42 pence per month), an increase of 6.6%**

This would raise around £1.5m, is broadly in line with the organisation's inflationary pressures and would lead to no reductions in planned levels of service delivery
- **Up to £7.50 a year more (63 pence per month), an increase of 9.9%**

This would raise around £2.3m, is likely to be higher than the organisation's inflationary pressures and would allow some additional investment into fire and rescue service delivery.

Future Funding and Planning Assumptions

- Precept increases of 2.99% are expected to be possible for 2024/25 and beyond
- Government Grant increase of CPI (5%) in 24/25, then 2% thereafter
- 1.2% increase in Tax Base in 2024/25 followed by 1.0% increases thereafter.
- £100k collection surplus per annum.
- Pensions Grant continues at current level.
- Pay Awards are 4%, (23/24), then 2% thereafter.

Reserves

- General Reserves are projected to be £1.1m throughout the plan.
- This is 3.1% of Net Budget Requirement in 23/24.
- Earmarked Reserves are expected to be £3.6m at the start of 23/24.
- Capital Reserves are expected to be £2.5m at the start of 23/24.
- Further details on reserves will be provided in February

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Police, Fire & Crime Panel Report

12th January 2023



Enhancing diversity and inclusivity in North Yorkshire Police and North Yorkshire Fire & Rescue Service

The Police, Fire & Crime Commissioner for North Yorkshire has set the overarching ambition in both the Commissioner's Police & Crime Plan and Fire & Rescue Plan to be achieved through four **C.A.R.E.** Principles:

- Caring for the vulnerable
- Ambitious collaboration
- Realising our potential
- Enhancing our service for the public.

To deliver against the '**Realising our potential**' principle, both services must ensure the fundamentals of Diversity, Equality and Inclusivity are fully embedded to create an inclusive and diverse workforce which is a true reflection of the communities we serve.

This report provides an update to Members on the progress made by North Yorkshire Police ("NYP") and North Yorkshire Fire & Rescue Service ("NYFRS") to enhance diversity and inclusivity both internally, in terms of recruitment and retention practices and externally, in how services are provided to our communities. This report will also provide an update on the organisational development of the Office of Police, Fire & Crime Commissioner ("OPFCC") and how this will support these strategies.

Key activities of note include:

- Establishment of a **Public Confidence function within the OPFCC**, and appointment of new OPFCC Director of Public Confidence and Inclusivity & Public Confidence Manager
- **Commenced review and development of the Independent Scrutiny Panels** and Community Review Groups to ensure these processes are more inclusive and representative of our communities from Summer 2023
- **Public Trust and Confidence and Perceptions Surveys** launched
- **Diversity, Equality and Inclusivity training** and staff development programme commenced.

The appendices provide detailed information on the progress made against each service's strategies (Appendix 1 - North Yorkshire Police and Appendix 2 and North Yorkshire Fire & Rescue Service).

OPFCC Organisational Development – Progress to date

A report was previously presented to Members in October 2022 outlining the planned organisational development of the OPFCC following a comprehensive review of the team's

leadership, structure and resourcing completed in 2021. This included the adoption of an Assurance Model to monitor progress being made to achieve the Strategic Principles, Priorities and Outcomes within the Police & Crime Plan and the Fire & Rescue Plan, alongside the adoption of a Delivery Plan for the OPFCC. A revised organisational structure has been implemented from October 2022 to support this which included the establishment of a Public Confidence function incorporating an Inclusivity & Public Confidence function alongside the enhanced Customer Services function and Communications & Public Engagement team. The new Director of Public Confidence will lead on some of our most important areas of focus in relation to Diversity, Equality and Inclusivity, working closely with both NYP and NYFRS to ensure they are diverse and inclusive both as employers and as providers of vital public services.

During consultation for the Police & Crime Plan and the Fire & Rescue Plan, the OPFCC engaged with over 3,500 members of the public and received over 2,000 survey responses; much of this quantitative and qualitative public feedback highlighted that diversity and inclusivity is an increasingly important issue for our communities, and has a significant impact on overall public confidence in both services. We have responded to this feedback by embedding the 'Realising our potential' CARE principle across both plans and the "Enhance positive culture, openness, integrity and public trust" Public Priority for Change. The Police & Crime Plan and the Fire & Rescue Plan set out the ways in which both services need to develop over the next two years to progress towards achieving our strategic principles and priorities, and ensure we are better able to respond to the needs of the communities we collectively serve.

The new Director of Public Confidence role will drive several key workstreams to support both services to achieve our strategic principles, utilising a programme management approach to ensure the OPFCC, NYP and NYFRS work more closely together whilst also representing the public's interests by linking back to the Commissioner on progress made and any barriers or challenges to be addressed. Recruitment to the new Director of Public Confidence role has now been completed and Amanda Wilkinson is due to commence in February 2023; interim cover has been provided since October 2022 by Sarah Arnott, an existing member of the OPFCC senior management team. More recently, Vicky Booty has been appointed as the new Inclusivity & Public Confidence Manager to lead on our Diversity, Equality and Inclusivity Strategy, as well as developing performance frameworks to monitor overall progress. Vicky will be supported by a new Commissioner's Officer for Inclusivity and Public Confidence, to be recruited.

The Director of Public Confidence will also work closely with Tamara Pattinson, the new Director of Delivery & Assurance who commenced in December 2022, to implement the new OPFCC Delivery Plan, giving effect to the Assurance Model underpinning the delivery of the Strategic Outcomes within the Police & Crime Plan and the Fire & Rescue Plan.

We fully comply with the publication requirements of the Specified Information Order in relation to who is employed by the OPFCC and specifically the proportion of staff who are women, identify as being from an ethnic minority or who have a disability which is published on the OPFCC website here: [Meet the team - Police, Fire and Crime Commissioner North Yorkshire](#)

Enhanced Customer Services

The Enhanced Customer Services function will support the OPFCC's Inclusivity and Public Confidence workstreams by fully embedding our scrutiny processes alongside the complaints, recognition and Commissioner's casework. This more inclusive approach to oversight and scrutiny will ensure we are identifying and addressing organisational learning at an earlier opportunity to improve future

service delivery, particularly for our diverse and vulnerable communities. A separate report has been prepared for the Panel to provide an update on the Complaints, Recognition and Commissioner's Casework so this report will focus on how the OPFCC will embed the oversight and scrutiny processes into our overall Assurance Model.

The OPFCC currently facilitates three Independent Scrutiny Panels which meet quarterly to provide independent oversight and scrutiny of Domestic Abuse Cases; Out of Court Disposals; and Stop and Search and Use of Force. The Panels also identify and promote any good practice in current approaches, reporting into appropriate strategic boards to provide further accountability and assurance. The Stop & Search / Use of Force Scrutiny Panel is supported by four Community Review Groups ("CGR") made up of members of the public who can escalate any matters to the Independent Scrutiny Panel for further scrutiny where concerns are raised. Both the CRGs and Independent Scrutiny Panel review a random sample of Stop Search forms and associated Body Worn Video of Use of Force to ensure these powers are being used fairly and proportionately in all cases. The CRG and panel members specifically focus on any (actual or perceived) impact on our rural or diverse communities. Similarly, the Out of Court Disposal Scrutiny Panel specifically consider the impact as a result of age, gender, and ethnicity of those receiving different Out of Court Disposals.

Options are currently being explored in relation to how we can ensure these processes are more inclusive and representative of our communities, including consultation with current CRG and panel members during the coming months to identify any changes to the format, location and/or frequency of these meetings to support more diverse membership. Work is ongoing to embed a more standardised approach to these panels to ensure feedback is provided consistently to individual officers, with updates on any actions taken as a result of this feedback, along with ensuring that there is a mechanism to monitor wider organisational learning and strategic changes implemented in response to the findings and recommendations of these panels. This process will also allow for any common issues, particularly concerns around disproportionate use of powers against those with protected characteristics, to be escalated through the Assurance Model outlined below for further assurances to be provided via Public Accountability Meetings.

Communications & Public Engagement

The Public Trust & Confidence in NYP online survey went live on 7th November on the OPFCC website. The survey takes under 5 minutes to complete and is open to everyone, whether they've been a victim of a crime, a witness, a suspect or just have an opinion on how they would perceive to be treated by the police if a situation occurred. Over 450 responses were received within the first three weeks, and the survey will remain open indefinitely on the OPFCC website here: [Trust & Confidence Survey - North Yorkshire Police](#)

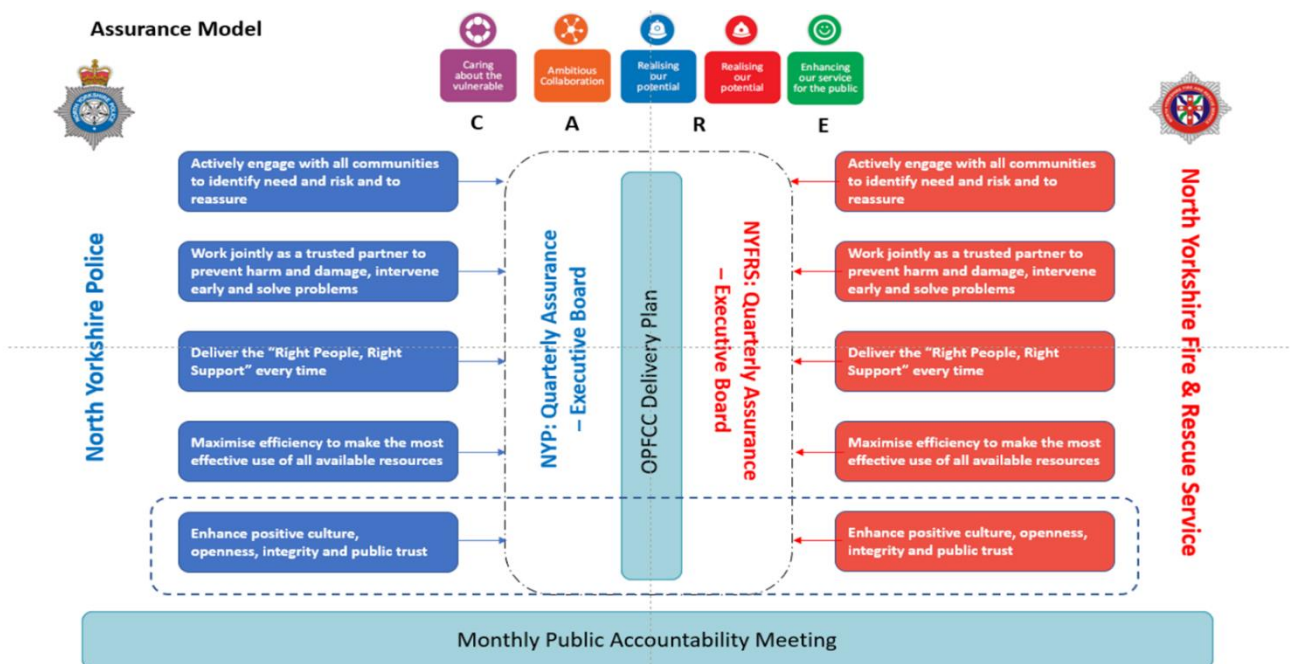
A corresponding Public Trust & Confidence Survey in NYFRS has now been launched and is also available indefinitely on the OPFCC website here: [Trust & Confidence Survey - North Yorkshire Fire & Rescue Service](#)

Respondents are asked to confirm any protected characteristics in relation to gender, age, ethnicity and disability. Responses will be reviewed and analysed on a quarterly basis, including breakdown by demographic data, with the first summary overview due to be published in May 2023. Responses will be used to inform and promote positive changes, ensure accountability and high standards of service delivery for everyone.

Both online Trust & Confidence Surveys offer the opportunity for respondents to go on to complete our online Perceptions Survey. This gives individuals the opportunity to provide further context in relation to their perceptions of NYP and NYFRS and more detailed demographic data including protected characteristics. We intend to ensure both Trust & Confidence Surveys and the Perceptions Survey are completed by a representative sample of York and North Yorkshire communities during 2023.

Assurance Model & OPFCC Delivery Plan

As per the update provided to Members in October 2022, the Commissioner has agreed an Assurance Model with the Chief Constable, Chief Fire Officer, Managing Director of enable North Yorkshire and the OPFCC as set out in the diagram below. Under this new model, each organisation reports progress (by exception) to the joint Executive Board, which allows for more opportunities for ambitious collaboration in respect of the “Enhance positive culture, openness, integrity and public trust” Public Priority for Change.



The OPFCC is adopting a Delivery Plan, setting out which elements of work will be delivered directly by the OPFCC, and how the Commissioner will hold NYP, NYFRS and enable North Yorkshire to account to achieve the Strategic Outcomes within the Police & Crime Plan and the Fire & Rescue Plan. This will also acknowledge and recognise the value of operational delivery plans in setting out how the police and fire services will achieve these Strategic Outcomes, specifically through the NYP Force Management Statement and NYFRS Risk and Resource Model. We also need to ensure clear links between the Delivery Plan and all elements of the national inspectorate programme of both police and fire services. To facilitate this, we are actively pursuing stronger and closer working relationships with the force and fire service leads to complement plans put in place in response to inspection recommendations and areas for improvement.

The NYP Diversity, Equality and Inclusivity Strategy has been informed by the National Police Race Action Plan to identify any disparities that exist within NYP. However, the National Police Race Action Plan specifically focusses on the Black community as nationally it is among Black people that the disparity is the greatest. NYP need to continue to use the National Police Race Action Plan as guidance to adapt the recommended approaches where appropriate to improve their ways of

working for other ethnic groups to ensure this is reflective of all our communities across North Yorkshire and the City of York. The OPFCC is represented at the NYP Diversity, Equality and Inclusivity Board which seeks to ensure that the strategic principles relating to inclusion and diversity are embedded into all NYP working practices, initiatives and functions – please see Appendix A for more detailed information on the progress made by NYP against their Diversity, Equality and Inclusivity Strategy.

The NYFRS Equality, Diversity and Inclusion Strategy has been informed by national Equality Framework and National Fire Chiefs Council’s (“NFCC”) Equality, Diversity and Inclusion Maturity Plan. The OPFCC is represented at the NYFRS Equality, Diversity and Inclusion Board which seeks to ensure that the strategic principles relating to inclusion and diversity are embedded into all NYFRS working practices, initiatives and functions – please see Appendix B for more detailed information on the progress made by NYFRS against their Equality, Diversity and Inclusion Strategy.

This Assurance Model is underpinned by the monthly Public Accountability Meetings (“PAM”) in which NYP and NYFRS are held to account on a range of topics; PAMs are live streamed on the OPFCC website to provide greater transparency. At the most recent PAM held in November, NYFRS provided an update of progress made to increase diversity, promote inclusion and create a fair and equal workplace.

Diversity, Equality and Inclusivity Training & Development

Pearlcatchers, a training provider who specialise in working with emergency services have been commissioned to develop and deliver our new ‘Leading Diversity, Equality and Inclusion’ Leadership Development Programme for First-line managers and Mid-level leaders across the OPFCC, NYP, NYFRS and enable North Yorkshire from November 2022. The programme explores the impact of personal leadership styles and aims to embed the seven ‘Cs’ of Inclusive Leadership at all levels: Compassionate Communication; Collaboration; Cultural Intelligence; Clarity; Cognisance of Bias; Curiosity; and Courage & Commitment. Further to this, the OPFCC’s bespoke training package from the Skills Network now includes mandatory modules on Diversity, Equality and Inclusivity for staff at all levels to complete.

Appendices:

Appendix A – North Yorkshire Police Diversity, Equality and Inclusion Strategy Update

Appendix B – North Yorkshire Fire & Rescue Service Equality, Diversity and Inclusion Strategy Update

Appendix A – North Yorkshire Police Diversity, Equality and Inclusion Strategy 2022/23

This appendix should be read alongside the ‘Enhancing Diversity and Inclusivity in North Yorkshire Police and North Yorkshire Fire & Rescue Service’ Report above to provide Members a detailed update on work undertaken to date by North Yorkshire Police (“NYP”) in relation to the Diversity, Equality and Inclusion Strategy 2022/23. This report has been prepared in consultation with NYP and informed by the NYP Diversity, Equality and Inclusivity Board Action and Decision Log to summarise key progress achieved against the Strategic Priorities for 2022/23 as set out below.

Strategic Aim

NYP aim to be an organisation that is truly representative of the diverse communities they collectively serve. NYP will be inclusive and outward-looking in their engagement, working with partner agencies and the public to build services that are accessible to all. NYP aim to be an organisation that inspires the confidence of every community in their ability to deliver fair and effective policing.

NYP will be an organisation that is free from discrimination, where their staff treat everyone with respect, dignity and according to their needs and in line with our shared values.

NYP will work with partners, communities, support networks and staff and accept nothing less than becoming a fully inclusive organisation. NYP will achieve this Aim by using a strategy which focuses upon two elements:

1. Communities

Community Confidence: NYP will increase the confidence of all communities across North Yorkshire. NYP will be transparent and open, ensuring that policing powers are used fairly and effectively, welcoming scrutiny of their use. NYP will identify any instance of disproportionality in their service delivery and address it. NYP will take ownership of their mistakes and learn from them, removing any institutional defensiveness.

Working with others: NYP will improve how they work with communities, partners, independent advisory groups and critical friends to develop a service that is accessible and responsive. NYP will learn from others and share best practice to improve their reach as an organisation and a service. NYP will build stronger relationships which continuously improve and develop their organisation.

Understanding our Communities: NYP will learn to engage with all communities within the county, whether resident or visiting, in a manner that best suits them. NYP will strive to ensure that all voices are heard and concerns are listened to and understood. NYP will ensure that community engagement is a core part of their policing role. NYP will build stronger independent advisory groups and other scrutiny panels which will help them better understand the impact of their service.

Tackling Prejudice and Hate: Working with communities NYP will better understand the prejudice they face and how they can help eliminate it. NYP will work with partners to improve confidence in reporting hate crimes and incidents, providing better support to victims. NYP will improve the confidence of all communities in North Yorkshire by delivering an effective and consistently high standard of investigation.

2. People

Representative workforce: NYP will use Positive Action and engagement to attract, recruit and retain people from a wide range of backgrounds and communities, creating a truly representative organisation. NYP will create an environment where people feel confident to disclose their protected characteristics and feel safe and valued for who they are. Our communities will see themselves reflected in their workforce.

Developing their people: NYP will set their organisation up for success by building an environment and structure that provides equality of opportunity for everyone. NYP will provide timely, quality and credible learning and development which is guided by our communities both internally and externally, ensuring they have a competent, informed workforce. NYP will support the development and progression of their people to ensure representation at all levels, creating an environment where people can be the best version of themselves.

Culture: NYP will create a culture where people feel engaged, valued and a part of the organisation, enabling individuals to bring their whole self to work. NYP will develop their people to be motivated, ethical and engaged, taking ownership of issues to achieve success. NYP recognise that they are all leaders, who have a part to play in creating an inclusive organisation that will challenge and tackle prejudice and discrimination wherever it is found. Their leaders will be given the skills and knowledge to achieve their aims modelling the behaviours expected of a modern Police Service.

Strategic Governance and Accountability

The NYP Diversity, Equality and Inclusion Board is Chaired by DCC Mabs Hussain and includes representatives from the OPFCC, Evolve Legal Services, enable North Yorkshire, People Services and Professional Standards. The Board meets quarterly and feeds into the joint Executive Board, Strategic People Board, Chief Officer Team and Force Performance Meetings.

The purpose of the Diversity, Equality and Inclusion Board is to ensure that all principles relating to inclusion and diversity are fully embedded into all NYP working practices, initiatives and functions. The Board aims to empower leaders to effectively communicate internal messages to the workforce and externally to our communities across a range of channels, ensuring the long-term strategy is understood and delivered. This includes sharing good practice and knowledge arising from Heads of Departments, support network leads, relevant staff associations and trade unions, and other key personnel.

The Board also monitors NYP development against nationally agreed action plans for diversity to ensure workforce data is frequently and accurately captured, and that these statistics are used to inform all decision-making impacting on inclusion and diversity.

The Board is supported by the Diversity, Equality and Inclusion Silver Group which is Chaired by ACC Elliot Foskett who leads on delivery of training activity and continuing professional development to develop the workplace environment, ensuring there is focus on inclusivity and diversity through attraction, recruitment, retention and progression of both officers and staff.

Positive Action Team and Positive Action Champions

The Diversity, Equality and Inclusion Strategic Delivery Plan is being facilitated by a fully dedicated Positive Action Team made up of five police officers headed by Inspector Jo Crooks-Rea. The Positive Action Team lead on a programme of activities aimed at creating equality of opportunity for people with protected characteristics, who might otherwise be at a disadvantage when it comes to

recruitment, progression and retention. The Team provides support sessions and workshops when recruiting for Police Community Support Officer, Specials, Police Officer and staff roles.

The Team regularly attends local events, schools, colleges, universities and engages with communities to ensure NYP understand what is happening and ensure they provide services that people feel included in and value.

The Team identifies learning opportunities to change policy and procedures from both internal and external sources, including complaints to improve Diversity, Equality and Inclusive ways of working and ensure NYP remain up to date, legal and ensure equality in all that they do. For example, the Team ensure training for transgender considerations is included via hate crime inputs or through speaking to local response and Neighbourhood Policing officers so they may better understand different peoples' perspectives to be able to support them better.

There are also 114 Positive Action Champions throughout NYP who support the Positive Action Team to provide consistent and accurate messaging regarding the Positive Action agenda to help dispel any myths and be the authentic voices and faces of Positive Action.

The Positive Action Team is also supported by Staff Support Networks which have also undergone some changes to enable them to invest more time and resources into supporting the workforce. The Staff Support Networks provide support, assistance, information and guidance to Police officers, staff and their families on a wide range of topics affecting under-represented groups including disability, race, religion, gender, neurodiversity, and lesbian, gay, bisexual, transgender, queer or questioning and others ("LGBTQ+").

Diversity, Equality and Inclusion Priorities for 2022/23 – Progress to date

Priority 1 – Training and Education

Delivering training and education is fundamental to ensure that everyone in NYP understands the importance of diversity, equality and inclusion and their role within it. NYP have commenced delivery of 'Leading Diversity, Equality and Inclusion' training to all first line managers and supervisors, so they can support their teams as part of the overall Leadership Development Programme. This is now being rolled out to Mid-level managers to ensure a fully 'Inclusive Leadership' approach is adopted across the wider organisation.

Diversity, Equality and Inclusion and Positive Action objectives will be included within individual's Personal Development Plans for all police officer and staff roles moving forward which will enable Diversity, Equality and Inclusion to be fully embedded into NYP culture at every level.

Priority 2 – Building a Representative Workforce

Ensuring representation in the workforce is also key to increasing diversity, equality and inclusion overall. This does not just include recruitment of applicants from more diverse backgrounds, but also ensuring NYP have the tools and skills to develop and retain people and enable them to reach their full potential.

All internal and external recruitment and progression opportunities must now include specific Positive Action. NYP is currently under-represented from black and minority ethnic backgrounds including Eastern European and Chinese communities, from those with disability, women and those

from the LGBTQ+ communities. NYP are therefore proactively encouraging job applications from these groups and aiming to support them through every stage of the recruitment process.

The Corporate Communications Team and People Services are working together to develop a multi-media campaign promoting NYP's inclusive recruitment processes. This includes speaking to our neighbouring forces to learn from their successful recruitment campaigns aimed at diverse communities.

NYP have invested in both the Positive Action Team and Staff Support Networks to ensure they have capacity to better support the workforce. This is also being considered alongside information gleaned by more meaningful exit interviews with those who choose to leave the organisation to identify any barriers to retention and/or progression opportunities.

NYP are also working with staff associations and the wider workforce to develop an interactive Diversity, Equality and Inclusion Dashboard to establish more accurate and up-to-date baselines in terms of both recruitment and retention rates for under-represented groups. Clear but ambitious targets will then be set both in terms of recruitment and retention of those from under-represented groups.

Priority 3 – Understanding and Including our communities

NYP are fully supportive of the independent scrutiny of the use of police powers facilitated through the OPFCC, including review of Stop and Search forms and relevant Body Worn Video to ensure these powers are being used fairly and proportionately in all cases. Officers attend Scrutiny Panel and Community Review Group meetings to ensure feedback is provided consistently to individual officers, with updates provided on any actions taken as a result.

Additionally, NYP support three Independent Advisory Groups ("IAGs") in the following areas: York and Selby, Scarborough and Ryedale, and Harrogate and District. The primary role of an IAG is to act as a 'critical friend' to NYP to challenge conventional thinking, to give an independent perspective on issues and provide advice on how policing services may be, or are being, perceived by communities.

However, IAGs are not 'the' voice of the community, and are a collection of individual community voices, therefore IAGs are only one part of the jigsaw. NYP are considering a range of options to involve wider community representation including establishing a new community reference group to support these existing groups and scrutiny processes to enable all communities to be part of the decisions and changes that NYP make to increase diversity, equality and inclusion.

Priority 4 – Building an Inclusive Working Environment

The 'Leading Diversity, Equality and Inclusion' training delivered to line managers and supervisors emphasises the fundamental aspects of creating and encouraging an inclusive culture within NYP. NYP celebrate difference and look at opportunities to celebrate together through a Diversity, Equality and Inclusion calendar of key events including different religious holidays, cultural events and periods such as Black History Month, Dyslexia Awareness Week, and LGBTQ+ History Month.

The 'Call it out' campaign clearly sets out the attitudes and behaviours NYP expect from those who work there. This is supported by a number of different ways officers and staff can report bullying, racism, misconduct or other inappropriate behaviours through anonymous messaging, secure email addresses or direct phonelines.

The NYP 'safe to say' campaign encourages all officers and staff to disclose their protected characteristics so NYP are better able to support them, including sourcing further funding for support in particular areas. For example, until recently there were only a small number of people who disclosed they had Dyslexia but over the past few months the Positive Action Team have worked with the Neurodiversity Network to build meaningful rapport within the workforce to ensure NYP provide the right help and support, and as a result a significant number of people have now come forward to disclose they also have dyslexia or other neurodiversity including attention deficit hyperactivity disorder ("ADHD"). The Positive Action Team have then been able to use the 'Access to Work' scheme to secure funding to make reasonable adjustments to support these people to do their day-to-day tasks such as books in particular colours, specific software, and noise cancelling headphones to support an environment to better concentrate whilst doing their work. The Neurodiversity Network have also secured funding to train three people within NYP as initial screeners for Dyslexia from next year, as it often takes over a year for people to be assessed through current processes. The Positive Action Team have also recently attended the National Disability Conference to learn from best practice in other areas nationally and sectors, including from the private sector. Part of this work also includes reviewing NYP estates and custody buildings to ensure that NYP are able to better support those who are arrested and may be struggling within this environment including those with physical disabilities, neurodiversity and mental health vulnerabilities.

The NYP 'Health and Wellbeing Passport' ensures officers and staff don't have to make repeated disclosures of protected characteristics when they move into new roles or directorates. This is completed and owned by the individual and should include details of any reasonable adjustments required to support them to do their job. The passport should be reviewed and updated regularly by the individual to reflect any changes which could impact upon their wellbeing.

Appendix B – North Yorkshire Fire & Rescue Service Equality, Diversity and Inclusion Update

This appendix should be read alongside the 'Enhancing Diversity and Inclusivity in North Yorkshire Police and North Yorkshire Fire & Rescue Service' Report above to provide Members with a detailed update on work undertaken to date by North Yorkshire Fire & Rescue Service ("NYFRS") in relation to their Equality, Diversity and Inclusion Strategy 2022/24.

Strategic Intent

Outlined in their new Equality, Diversity and Inclusion Strategy 2022/24, the strategic intent of NYFRS is as follows:

"Equality, diversity and inclusion are central to the Service's way of working, embedded in our behaviours, culture, practices and workplaces. Our working environment enables a sense of belonging, where employees are valued for their individuality and have equal opportunities – we are an employer of choice. Our Service reflects the diversity of our communities - the delivery of our services is based on a rich understanding of the communities we serve."

NYFRS will achieve this by using a strategy which focuses upon three key elements:

1. People and Culture

NYFRS want to enhance their working environment making it more welcoming, supportive, and inclusive, where people don't need to 'fit in', but feel they belong and can thrive to reach their full potential.

NYFRS will promote awareness and understanding of how societal changes need them to adapt their workplaces and working practices to better serve the public. This will help them promote a more open and inclusive culture whereby people feel valued. Ultimately it will help them to satisfy their legal and moral duty to better serve the public across all areas of diversity.

2. Effective Collaboration

NYFRS need to explore opportunities to broaden collaborative working, sharing good practice and developing innovative ideas to improve their public value and make them more effective and efficient.

NYFRS are committed to working with their partners to better understand and help identify people in need, including safeguarding issues. NYFRS will target their prevention, protection, and community resilience work to help address vulnerability through best practice, shared resources, and delivery of shared services.

3. Our Communities

Delivering excellent services through prevention, protection, community resilience and response activities to their diverse communities is the core of NYFRS's work. NYFRS must do this collaboratively; truly demonstrating their values alongside partners.

NYFRS want to build stronger links with their local communities, so they can provide a more inclusive service to the public and build diverse talent pools and provide access to careers that may not have historically been considered by members of some communities. NYFRS must anticipate the needs of people who use their service, ensuring their service is accessible and individual to their requirements.

NYFRS will better understand the diverse needs within their communities and the associated risks that they face. This will help prepare NYFRS to respond to their diverse needs in the most effective and inclusive way possible, taking account how it will be received by the public and their workforce.

Governance and Accountability

Whilst there has been progress, there is much more to be done to increase equality, diversity and inclusion in NYFRS. Moving forward, the focus of the Commissioner and Chief Fire Officer is on greater accountability and scrutiny to ensure significant improvements, to realise the equality, diversity and inclusion strategic outcomes in the Fire & Rescue Plan and the NYFRS Equality, Diversity and Inclusion Strategy.

Work is in progress to restructure the NYFRS Diversity, Equality and Inclusion Board to reflect a more strategic approach, including the development of strategic action plan, aligned to the national Equality Framework and National Fire Chiefs Council's ("NFCC") Equality, Diversity and Inclusion Maturity Plan.

The NYFRS Diversity, Equality and Inclusion Board is chaired by Chief Fire Officer Jonathan Dyson and includes representatives from NYFRS, the OPFCC, enable North Yorkshire and the NYFRS Staff Network leads. The Board meets quarterly and feeds into the Service's Strategic Leadership Team.

The purpose of the Equality, Diversity and Inclusion Board is to ensure that all principles relating to inclusion and diversity are embedded into working practices, initiatives and functions and to share good practice and knowledge via the Staff Network leads. The Board also monitors NYFRS progress against action plans, to include a gap analysis against the NFCC's Equality, Diversity and Inclusion Maturity Plan and will help develop equality, diversity and inclusion outcome assurance measures.

During 2023, the Chief Fire Officer intends to lead an initiative to talk confidentially with all employees with a protected characteristic and representatives from the majority workforce, to listen first hand to staff experiences of the recruitment process and of day-to-day life, working for NYFRS. The outcomes of these talks will help inform the equality, diversity and inclusion action plan and assurance framework.

The Equality, Diversity and Inclusion Strategy outlines a range of actions and outcomes that define what success will look like, aligned to each of the three elements of the Strategy (*People and culture, Effective collaboration* and *Our Communities*). These will inform an action plan and assurance framework to provide the Commissioner and Chief Fire Officer with a robust assessment of progress against the Strategy and in achieving the priorities outlined in the Fire & Rescue Plan. This will be reviewed regularly at both the Service's Strategic Leadership Team and the joint Executive Board.

Recruitment and Training

Improvements to the recruitment processes have increased fairness and accessibility to applicants from a range of backgrounds. Vacancies are now open to both internal and external candidates and NYFRS is taking steps to ensure recruitment campaigns are directed at or accessible to under-represented groups.

'Have a go' days at stations and online testing for new applicants has made NYFRS more accessible. Aimed at underrepresented staff of both NYP and NYFRS, the Shine programme has been developed to support Positive Action commitments, and NYFRS has participated in the Women in the Fire Service's development programme.

NYFRS is the first fire and rescue service in England to trial strengths-based assessments, a much fairer process with a focus on what kind of person will thrive in each role and the strengths they need. A strengths profile for a given role means interviewers seek to understand if, and how individuals display the strengths required for the role in their values and behaviour. This is a very different approach from a competency-based interview which tends to allow for people to provide prepared answers. Over the last 12 months, strengths-based assessments have been used successfully to recruit to the posts of Chief Fire Officer, Deputy Chief Fire Officer and Area Manager.

The Commissioner and the Chief Fire Officer strongly support the opportunity of the NFCC's Direct Entry Scheme to introduce diversity of experience and background into the organisation. However, NYFRS cannot afford to commit funding to the scheme given its current financial position, and there are currently no roles available to allocate to a Direct Entry entrant. That being said, nationally the NFCC has postponed the launch of the scheme as many services were finding the scheme cost prohibitive alongside the impact of potential industrial action.

The On-call firefighter recruitment process has been subject to an in-depth review to identify and improve areas of weakness. Consequently, an online candidate application and tracking system is now in place to assist candidates' access into NYFRS and the flow of communication between NYFRS and the applicants has improved considerably. Common points of failure have been brought forward in the application process, such as the eye-test and the potential need for reasonable adjustments is flagged earlier on. The recruitment process is now far quicker and the consolidation of the practical sessions has reduced the burden on applicants of multiple site visits and the resources of the Service. In addition, there is improved diversity monitoring (all applicants are asked to provide equality information). Overall, experience of the application process is much improved with very positive (ad hoc verbal) candidate feedback including from underrepresented groups.

A budget has been identified to deliver interactive equality, diversity and inclusion staff training, commencing with those in supervisory roles. The supervisory training will be completed by the end of January 2023 and will be revisited every three years with 'hot topic' training at regular intervals in-between.

Culture and Staff Wellbeing

Published in November 2022, the Independent Cultural Review of London Fire Brigade ("LFB") found the organisation to be institutionally misogynist and racist with evidence of bullying and harassment. The full report can be found at [Independent Culture Review of London Fire Brigade \(london-fire.gov.uk\)](https://www.london-fire.gov.uk/independent-culture-review-of-london-fire-brigade)

NYFRS's Chief Fire Officer, Jonathan Dyson, provided a verbal response to the findings of the review at the November Executive Board, including observations and implications for the sector and NYFRS. The Chief Fire Officer will assess where NYFRS is from a cultural perspective against each of the 23 recommendations outlined in the LFB Review and identify any actions to be taken where improvements can be made.

On the back of the LFB Review, the Chief Fire Officer wrote a special staff newsletter to share his initial response to the Review. Staff were encouraged to review the Core Code of Ethics and were reminded that reports of bullying and harassment are taken very seriously and encouraged the reporting of any such negative behaviours to ensure staff feel physically and psychologically safe in the workplace. A copy of the Bullying and Harassment Policy was circulated.

The national Core Code of Ethics is designed to help fire and rescue service employees act in the best way towards each other and while serving the public. The five ethical principles are: Putting our communities first, Integrity, Dignity and respect, Leadership and Equality, diversity and inclusion. The Core Code has been aligned to the new Service values of People, Results, Creativity, Learning and Inclusion. NYFRS has delivered interactive Code of Ethics training to all middle managers who have then cascaded the same training to their staff. The training received very positive feedback from attendees, given directly to the trainers at the end of each session.

The importance of staff wellbeing is supported by the introduction of the Wellbeing Pledge and the launch of 'Health and Wellbeing Passports'. The 'Health and Wellbeing Passport' identifies any issues that could impact on staff wellbeing, and this will help Line Managers understand and support individual needs. The NYFRS 'Health and Wellbeing Passport' ensures officers and staff don't have to keep repeating themselves or making repeated disclosures of protected characteristics when they move into new roles or directorates. This is completed and owned by the individual and should include details of any reasonable adjustments required to support them to do their job. The passport should be reviewed and updated regularly by the individual to reflect any changes which could impact upon their wellbeing.

Diversity Champions and Staff Networks

NYFRS continues to raise awareness of inclusion and diversity within its workforce, with local crews and Staff Networks working within their local communities and strengthening links within our under-represented groups, to inform of opportunities within NYFRS for recruitment and service delivery. Staff Network Leads continue to be the workforce point of contact for those with protected characteristics.

Diversity Champions will be introduced in 2023 to formalise and share knowledge and best practice across NYFRS. They will help at attraction and positive action events and on recruitment panels to ensure NYFRS is more appealing to those who wouldn't normally have considered a career in fire and rescue. The intention is to have a specialist champion for each protected characteristic.

Estates – Inclusivity Programme

The Estates Inclusivity Programme details planned and essential investment in the fire and rescue estate to increase and improve facilities to ensure an inclusive environment appropriate for a diverse workforce.

The scope of the Programme was based on surveys carried out by inclusivity experts and Estates under the direction of the (then) NYFRS Inclusivity Board. The original programme was approved by the Executive Board in February 2020 and capital funding approved in February 2021, available to spend from April of that year (2021/22).

The agreed scope identified a series of required investments ranging from minor works to structural alterations with a total estimated budget of £942,000 (based on the 2020 cost estimates). This was due to be procured and delivered in the financial years 2021/22 and 2022/23.

In addition to the confirmed expenditure, an additional £279,738 (up to Q3 2022/23) has also been committed (i.e. orders placed with the supply chain) by the Estates team. These have mainly been committed in 2022/23, with a couple of exceptions which were committed in the previous year but for which delivery of goods is still awaited.

There have been significant delays to the delivery of the work so far, with limited expenditure on physical works incurred in financial years 2021/22 and 2022/23. There have been a number of

reasons for these delays, largely attributable to external factors including procurement delays at the start of the programme, Covid-19 abstractions in the supply chain, contractor under-performance and availability, materials availability, as well as abstractions in the assets and estates team. There are a lot of major works yet to complete and this is an absolute priority for the Commissioner and Chief Fire Officer. As such, monthly scrutiny of progress is undertaken at the joint Executive Board to ensure completion of these works in 2023.

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POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	Thursday 12 January 2023
Report Title	Wildlife Crime

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

Purpose of this report

The purpose of this report is to provide information to the Police, Fire and Crime Panel to enable it to determine if the Police, Fire and Crime Commissioner is sufficiently holding the Chief Constable to account for the delivery of an effective police service, specifically in relation to activity to prevent, detect and prepare files for prosecution in relation to 'wildlife' crimes.

This report will:

- Explore wildlife and rural crime.
- Provide information relating to the key challenges in understanding and analysing data.
- Explore the work that North Yorkshire Police have been doing with partners prevent and intervene as soon as possible to reduce and manage crimes of this nature.
- Update panel members on policing activity and the impact of this, including the use of alternative legislation to deter and manage perpetrators.
- Provide panel members with an update of the work of the Office of the Police, Fire and Crime Commissioner and give examples of the positive work achieved.

This report follows the report previously provided to the panel in October 2022.

Background

North Yorkshire Police is the largest single county police service in England. As an area it contains bustling urban towns and the City of York, as well as vastly rural towns, villages and geographically isolated homes and businesses.

The term 'Rural Crime' can mean any type of crime that occurs in a rural area, these include but are not limited to:

- Crimes involving farm equipment and livestock.
- Crimes against small rural businesses.
- Theft and damage on heritage sites and buildings.
- Tourism crime, including offences committed on holiday sites and damage to beauty spots.
- Serious and organised crime: remote locations can be attractive for organised crime groups.
- Road safety offences, which affect the quality of life for rural residents.

The term 'Wildlife Crime' can be defined as: *any action which contravenes current legislation governing the protection of wild animals and plants in the UK. This includes:*

- Poaching.
- Hare coursing.
- Illegal badger persecution including baiting, shooting, snaring, lamping, poisoning and the interference of badger sets.
- Bat persecution.
- Bird of prey persecution through poisoning, trapping, shooting, disturbance of nest and/or theft of chicks, egg theft / collection.
- The trade in ivory, tortoises, and other protected species covered by CITES (Convention on International Trade in Endangered Species) including caviar, traditional Chinese medicines, and orchids, and the non-registration of certain birds and animals that require licensing through DEFRA/Animal and Plant Health Agency if kept in captivity or sold.

The remit of wildlife crime does not include incidents involving domestic animals such as dogs (other than dogs being used to hunt mammals), cats, rabbits, etc and does not include wild animals that have been involved in road traffic accidents.

Hare coursing has been illegal since 2005 along with poaching. In January 2022, the Government made several amendments to the Police, Crime Courts and Sentencing Bill (Police Bill) which introduced tougher sentencing and improved police powers to tackle the practice of chasing hares with dogs.

Some wildlife crime is also associated with wider criminality and is perpetrated by Serious and Organised Crime Groups.

Wildlife crime has been identified as being an important issue to communities. Emerging as a key theme following the public consultation for the statutory Police and Crime Plan for North Yorkshire.¹

It can be difficult to convey the gravity of harm caused through rural and wildlife crime, to individuals, families, businesses, communities, and our environment. However, from National Rural Crime Network surveys it is known that:

- A third of rural people believe that crime has a moderate or great impact on their lives, with rural business owners – like farmers – most in fear of becoming a victim of crime.
- One in ten rural people feel unsafe in their homes after dark.
- Around one third of crimes in rural areas go unreported to the police.²

The devastation and harm caused by such crimes, some of which are barbaric in nature, impact not only humans but also our area's animals and wildlife.³

Understanding Crime Data and Performance

¹ <https://www.northyorkshire-pfcc.gov.uk/content/uploads/2022/10/Police-Crime-Plan-2022-25-English.pdf>

² <https://www.nationalruralcrimenetwork.net/research/internal/2018survey/>

³ A short film detailing the impact of such crimes on a local farmer, can be viewed on YouTube at https://www.youtube.com/watch?v=6gZh_jsWhvg&t=8s. **Please note that the contents of this film contain distressing images.**

North Yorkshire experiences a high volume of crimes related to wildlife and the rural area. The knowledge of that volume is based on *reported* crimes and due to the nature of the crimes involved, not all crimes are reported (as above; footnote 2).

North Yorkshire Police work closely with partners to maximise chances of prosecution. Working closely with the Royal Society for the Protection of Birds (RSPB), Natural England, the National Wildlife Crime Unit (NWCU) and the Crown prosecution service (CPS). There is a dedicated CPS lawyer who is a subject matter expert who assists North Yorkshire Police in making charging decisions. As part of a recent ongoing investigation, an investigator from the NWCU assisted regarding the killing of Birds of Prey in the Swaledale area. They attended and supported North Yorkshire Police when the warrant was executed. However, there are sometimes delays and some partner agencies conduct investigatory work prior to reporting incidents which can lead to loss of continuity and evidence. North Yorkshire Police continue to educate people on this matter. For example, on the North Yorkshire Police website there is some useful information on wildlife crime and how to deal with this.⁴

For several years North Yorkshire has been identified as being the worst area in the country for crimes against Birds of Prey. Despite recognition for the work of North Yorkshire Police, the Birdcrime Report for 2019 produced by RSPB stated:⁵

*This year, once again, North Yorkshire emerges as the county with the highest number of confirmed raptor persecution incidents. **Despite incredibly hard work by the North Yorkshire Police Rural Taskforce**, this county remains a danger zone for Birds of Prey.*

In the 2020 this pattern continued when it was stated; *'for the seventh consecutive year, the county of North Yorkshire was the hotspot for the largest number of confirmed incidents of raptor persecution.'*⁶a representative for North Yorkshire Police stated:

"It is shocking that crimes against Birds of Prey were at an all-time high in 2020, the worst for 30 years, and that North Yorkshire was the worst county overall, again. It appears that criminals took advantage of lockdown to kill iconic birds, which is inexcusable. There has been a strong response from the police in 2021 with over a dozen multi agency investigations now underway, and we encourage everyone to continue to be our eyes and ears and report any crimes to the police".

Following this and more positively, in 2021 North Yorkshire had slightly improved its position and was no longer the 'worst' county, ranking as the third worst. A marginal improvement but still a far from satisfactory position.⁷

Wildlife and Rural Crime data can be a problematic and complex issue to navigate due to how it is recorded. These crime types are often incredibly challenging to prove despite significant activity (either prevention or detection) which may take place. Therefore, there is a risk that the public and others may perceive that the police are not acting or may be taking insufficient action if information is presented in a binary fashion without sufficient context.

⁴ <https://www.northyorkshire.police.uk/advice/advice-and-information/wc/wildlife-crime/what-is-wildlife-crime/>

⁵ <https://www.rspb.org.uk/globalassets/downloads/documents/birds-and-wildlife/crime/birdcrime-summary-2019.pdf>

⁶ <https://www.rspb.org.uk/about-the-rspb/about-us/media-centre/press-releases/birdcrime-2020/>

⁷ https://www.rspb.org.uk/globalassets/downloads/documents/birds-and-wildlife/crime/2021/bc2021_report.pdf#:~:text=In%202021%2C%20108%20confirmed%20raptor,country%2C%20after%202020%27s%20unprecedented%20figures.

Assessing crime data for wildlife and rural crimes is difficult, there are no offences of ‘wildlife crime’ or ‘rural crime’ as these are general terms and language used to describe a type of offence or group of offences by a theme. For example, if a resident contacts the police to report a theft from a farm, this is not recorded in the police system as a ‘Rural Crime’, instead the offence is recorded as ‘Theft’.

This recording issue is similar for many police forces which makes comparing North Yorkshire Police with others, not only challenging but unscientific. For example, North Yorkshire Police record every case of persecution of Birds of Prey, but this is not the case for other forces.

Analysis of these crime types is possible, but it takes significant resources to achieve and cannot always be claimed as being completely accurate due to the range of variables which exist. Often analysis of individual reports is needed to locate indicators of rural or wildlife crimes.

To ensure that Police, Fire and Crime Panel Members are better able to understand performance in relation to these types of crimes a detailed search was conducted of crimes ranging from arson and criminal damage to malicious communication (eighteen offences in total) to assess how many times poaching and hare coursing was mentioned within the body of the report (free text). It was found in eighty-two crimes since 2020. In the same period there were thirty-four arrests and thirty-three disposals which mention poaching and hare coursing (see annex A for the full data set).

Although changes to legislation through the Police Crime Sentencing and Courts Act 2022 to tackle hare coursing have been welcomed by North Yorkshire Police and the Police, Fire and Crime Commissioner, further measures are still needed to better enable the police to target and deal with offenders. To improve the use of sanctions against offenders, North Yorkshire Police is one of several forces who take a creative approach to the use of alternative legislation; anti-social behaviour legislation.⁸

Over the past two-years, North Yorkshire Police has utilised Operation Figaro (explored in greater detail on page 6) which uses problem solving oriented responses to tackle poaching. These include Criminal Prevention Warnings (CPWs), and Criminal Prevention Notices (CPNs) using Anti-Social Behaviour legislation. In practice this means that police can track the behaviour of offenders and address any breaches of their behaviour at targeted points, imposing more robust sanctions based on behaviour as it escalates, resulting in ‘breaches’.

It is too early to assess the full impact of this due to the pandemic and subsequent recovery. However, initial analysis shows that crimes of poaching have been reduced by nearly 55% when comparing twelve months to October 2022 and the same period the year before (see annex B for full breakdown).

In addition, as part of this approach since 2021:

- 257 individuals have received warning letters
- 42 have received Criminal Behaviour Warnings
- 5 have now been issued Criminal Behaviour Notices
- 1 has been issued a Criminal Behaviour Order

⁸ Panel Members can find further information about punishments for anti-social behaviour at www.gov.uk/civil-injunctions-criminal-behaviour-orders.

The issuing of the first Criminal Behaviour Order in North Yorkshire for poaching offences was issued to, Ryan Thomas Spence⁹, described as a prolific national offender, in September 2022. The Criminal Behaviour Order served prevents Mr Spence from:

- Trespassing on any land with a dog, firearm, or any item capable of firing a projectile.
- Straying from any highway, bridleway, or public right of way onto any land.
- Driving, or be in, a motor vehicle or mechanically propelled vehicle other than on a publicly maintained road without written permission of the landowner.
- Being part of a group involved in the hunting of any wild mammals with dogs or firearms or any items capable of firing a projectile.

Policing Activity

North Yorkshire Police has a dedicated Rural Taskforce (RTF) and is one of the largest dedicated teams of its kind in the country.

In November 2021 a new RTF operating model was introduced, enabling the team to focus on those offenders considered to be causing the 'highest harm' within specific communities. The model also enables the RTF to closely align with wider specialist teams to proactively deliver targeted intelligence led rural operations whilst also broadening geographical reach.

The RTF is not responsible for dealing with all rural and wildlife crime across the entire force area due to its geographical size. Instead, the team exists to provide 7 day per week, 24 hour proactive and reactive specialist tactical advice to police officers and others across each of the command areas. Also providing advice to officers during live incidents as they unfold and taking the lead on specific investigations.

The team includes dedicated resources in the form of an Inspector; Sergeant, 7 Constables, and 7 Police Community Support Officers. North Yorkshire Police also has 41 Police Wildlife Crime Officers (WCOs). WCOs have specialist knowledge and experience about rural and wildlife crime, enabling them to conduct investigations, plan and execute proactive operations, develop intelligence and promote crime prevention.

The team does not work to a local wildlife or rural crime strategy, instead they work to deliver the national rural and wildlife crime strategy launched in September 2022.¹⁰ Within the strategy are a series of national priorities for both wildlife and rural crimes, and a series of strategic objectives. The team also works to deliver other relevant local strategies for their Chief Constable. For example, the Early Intervention and Prevention Strategy.

The team also has 5 'departmental priorities' which are:

1. Respond effectively to Operation Figaro and poaching investigations.
2. Provide support and co-ordination with targeting high harm offenders of rural and wildlife crime.
3. Work cohesively with cross-border force areas enhancing partnership working opportunities and joint initiatives.
4. Develop intelligence through community networks and public engagement.

⁹ Further information can be found at <https://www.northyorkshire.police.uk/news/northyorkshire/news/news/2022/09-september/first-criminal-behaviour-order-for-poaching-offences-in-northyorkshire-granted-in-court/>

¹⁰ <https://www.nwcu.police.uk/wp-content/uploads/2022/09/NPCC-Wildlife-Rural-Crime-Strategy-2022-2025.pdf>.

5. Provide tactical advice to command staff and colleagues with rural crime investigations and workloads.

Progress against these priorities and the national rural and wildlife crime strategy are monitored in detail through a monthly performance meeting which utilises data, evidence, caseloads, investigation progress, prosecution outcomes, team and community insight and learning outcomes, risk management, customer contact updates, suspects and offenders, cross-border intelligence. All of which is overseen and managed by the RTF Inspector and Chief Inspector.

The work of RTF is broad and has included supporting colleagues and the community positively in addition to its core work. For example,

- Responding to thefts which resulted in a police vehicle being rammed, and the arrest of several individuals suspected of committing a series of rural crimes as part of an Organised Crime Group.
- Supported a colleague outside of the RTF to complete enquiries in rural communities in relation to 'Sextortion'¹¹.

The RTF are also responsible for leading work in relation to 4 specific proactive policing operations, Figaro, Galileo, Owl and Seabird.

Operation Figaro and Operation Galileo

Operations Figaro and Galileo are both aimed at proactively tackling poaching.

Figaro is the name given to North Yorkshire Police's problem-solving orientated responses to poaching, which encourage a unified community response alongside a more robust and coordinated method of policing.

Galileo relates to a national operation, but in our area exists through a tangible collaboration of 9¹² forces including North Yorkshire Police. This work enables a more joined up approach to sharing intelligence, and proactively targeting poaching offenders through a co-ordinated resource model. Which aims to disrupt, deter and better detect offenders as they attempt to move between each force area.

As part of operation Galileo, a central intelligence information hub exists containing the details of suspects and offenders, all of whom are in receipt of either warning letters, official warning letters, official notices. This hub and this information can be instantly accessed by officers from across forces, negating the need for more time-consuming searches using other policing systems, or by contacting other forces on a case-by-case basis to request specific information.

A success of operation Galileo is the criminal behaviour order which was issued. Utilising this legislation enabled North Yorkshire police to manage perpetrators but it also acts as a deterrent for those considering participating in crimes of this nature.

¹¹ <https://www.northyorkshire.police.uk/advice/advice-and-information/sexual-offences/sextortion/>

¹² The nine forces are Essex, Bedfordshire, Cambridgeshire, Hertfordshire, Kent, Norfolk, North Yorkshire, Suffolk, Wiltshire

Operation Owl

Launched in February 2018, Operation Owl aims to prevent the persecution of Birds of Prey. The operation is an ongoing joint initiative by North Yorkshire Police, the RSPB and the Royal Society for the Protection of Cruelty to Animals (RSPCA). Through Operation Owl, partners aim to:

- Carry out surveillance checks on known raptor persecution hotspots
- Work with local landowners to make them aware of the legal position on raptor persecution
- Identify the signs of raptor persecution across the national parks
- Raise public awareness of raptor persecution
- Encourage the public to support the police by being alert to the sight of dead or injured birds, poisoned bait and pole traps, and reporting issues to the police

Operation Seabird

A partnership initiative between North Yorkshire Police, Humberside Police, the RSPCA, the Marine Management Organisation and the Yorkshire Marine Nature Partnership. Which was established to reduce the impacts of recreational activities on sensitive marine wildlife. Operation Seabird was recognised at this year's National Wildlife Crime Enforcers Conference.¹³

PFCC/OPFCC Activity Update

The Police, Fire and Crime Commissioner makes her assessment of the performance of North Yorkshire Police in relation to rural and wildlife crime based on a range of factors including:

- Ability to deliver national strategy and locally set priorities.
- The strategic and tactical leadership in relation to these crime types.
- The performance and reputation of the RTF.
- How the RTF listen to communities and use that insight to drive action and improvement.
- Assessment of crime reduction.
- Assessment of crime prevention and partnership engagement outcomes.
- How the Chief Constable resources the RTF, compared with other priority areas of the force.

The Police, Fire and Crime Commissioner (PFCC) was elected in November 2021. Since that time, the PFCC has carried out a diverse range of activities.

During the Yorkshire post conference in 2022 the Commissioner addressed delegates and raised issues around the range of crime in rural areas in North Yorkshire, including burglary, poaching and hare coursing and the wider damage these offences can cause. Such as, damage to land from vehicles, intimidation and threats of violence that are often experienced. These are key priorities for the Commissioner to raise at a national level with decision makers in Westminster. In her speech the Commissioner highlighted three key changes that are needed:

- **Fair funding**, to help tackle the additional challenges that may be faced in rural areas.

¹³ Further details can be found online at <https://www.nwcu.police.uk/33rd-annual-wildlife-rural-crime-conference-21st-to-23rd-october-2022/>

- **Government and Decisionmakers in London need to understand rural communities**, a cross departmental working group should undertake analysis to understand the needs of rural communities.
- **The criminal Justice system should understand rural communities**, improved training and funding is needed at all levels including for magistrates and prosecutors within the criminal justice system.

To ensure the people of North Yorkshire are and feel safe the Commissioner and North Yorkshire Police are committed to addressing these offences, through the previous mentioned Operations including Galileo and through innovative centralised funding approaches such as the Protect Your Home scheme, which aims to reduce the likelihood of burglary in rural homes. In North Yorkshire nearly £720,000 was secured from the national safer streets fund to help improve the safety of specifically rural homes and farms.

The scheme aims to prevent burglary at residential homes and farms, and to support residents and farmers to feel safe. These funds:

- ‘target harden’ residential properties and farms by installing a specific type of lock on doors, sheds, outbuildings.
- improve ‘capable guardianship’ using intruder alarm systems (farms only).
- ‘enhance defensible space’ through the use of automatic number plate recognition (ANPR) cameras.

The funds are limited which means that the scheme is not available across all North Yorkshire and the City of York. Instead, specific areas are selected using a variety of information. It is known that burglary has a disproportionate impact upon rural communities across North Yorkshire with victimisation of farms a particular issue. Whilst North Yorkshire is overall a very safe place to live work and visit, it is bordered by some of the least safe making it vulnerable to cross-border crime. Previous safer streets funding has been used to deliver the Protect Your Home scheme in our ‘rural borderlands’, and this latest round of funding will continue to build on that work. The selected areas cover 3,033 households and border areas such as Bradford, Keighley and Burnley. Throughout these ‘borderlands’ there is an extensive network of minor roads and farm drives. The network connects farms and isolated dwellings and can provide easy access for criminals.

Local recorded crime data has been analysed in these areas and other evidence sources such as the National Serious Acquisitive Crime Unit demonstrates that crime increased in rural areas during 2020 in contrast to the overall 40% decrease nationally. In the areas selected,¹⁴ local Authority data shows just under 80% of residents in these areas are economically active and travel to work, meaning houses are left unoccupied.

A positive example of this programme was the impact it had in Cononley. The Commissioner’s office received written correspondence from Andrew Brown, North Yorkshire County Counsellor for Aire Valley who stated “I have been able to identify a clear line of cause and effect between the scheme and the crime’s resolution..... I am therefore writing to thank your team for their efforts and also to say that I am happy to be used in any publicity about the value of the scheme. I have checked with the residents who supplied the footage, and they are also happy for publicity that avoids their name and address. Could you please pass this message on to the those who have organised this scheme so they can use it to help spread the message that it works.” Counsellor Brown went on to request the programme for other villages he represented due to its success.

¹⁴ The parishes covered by the project are; Craven; Clapham cum Newby, Cononley, Lawkland, and Lothersdale. Harrogate; Allerton Mauleverer with Hopperton, Kirk Deighton, Kirk Hammerton, Leathley, Long Marston, North Deighton, Sicklinghall and Spofforth with Stockeld.

In addition to the above, through a second Safer Streets 4 funding bid the Commissioner secured nearly £90,000 to help tackle stalking and harassment within rural communities specifically. With this funding the Commissioner is working with a production company called Rural Media to develop a series of short video's, which together create a short film to raise awareness of stalking and street harassment. The videos are aimed at young people aged 16-25 to raise awareness of stalking offences, challenge harmful and criminal behaviour and to encourage communities including rural areas to confidently report offences to North Yorkshire Police. This project is part of a wider commitment by the Commissioner to tackle Violence Against Women and Girls offences in rural and under-represented areas, as set out in the Violence Against Women and Girls Strategy 2022-25.¹⁵

In addition to the detailed examples above, the Commissioner has;

- Lobbied for fairer funding because forces in predominantly rural areas receive nearly a quarter less funding per head of population than those covering urban areas.
- Worked with the Government and decision makers to raise awareness about rural communities and their specific needs.
- Worked with the Criminal Justice System to raise awareness about rural communities and the impact of rural crime to individuals, families and businesses.
- Contributed to the National Rural Crime Network.

¹⁵ <https://www.northyorkshire-pfcc.gov.uk/womenandgirls/>

Annex A

Poaching and Hare Coursing which is mentioned within the Free Text Search for a range of offences, recorded Between 1 January 2020 and 14 December 2022:

Offence Type	2020	2021	2022	Total
Arson & Criminal Damage	30	20	16	66
Arson Not Endangering Life	1	0	1	2
Criminal Damage To A Building Other Than A Dwelling	1	1	3	5
Other Criminal Damage	28	19	12	59
Misc Crimes Against Society	0	1	0	1
Fraud, Forgery Etc Associated With Vehicle Or Driver Records	0	1	0	1
Possession Of Weapons	1	0	2	3
Possession Of Article With Blade Or Point	0	0	1	1
Possession Of Firearms With Intent	0	0	1	1
Possession Of Other Weapons	1	0	0	1
Public Order Offences	2	1	1	4
Other Offences Against The State Or Public Order	1	0	0	1
Public Fear, Alarm Or Distress	1	1	1	3
Theft: All Other Theft	1	1	1	3
Other Theft	1	1	1	3
Violence Against The Person	1	3	1	5
Assault Without Injury	0	3	1	4
Malicious Communications	1	0	0	1
Total	35	26	21	82

Arrests (Custody Count), recorded Between 1 January 2020 and 14 December 2022:

	2020	2021	2022	Total
Control / handle dog in the course of / for the purposes of a hare coursing event - Hunting Act 2004	2	0	0	2
Daytime trespass in pursuit of game - poaching (recordable)	7	4	0	11
Hunting a wild mammal with dogs - Hunting Act 2004	12	0	5	17
Knowingly permit dog to be used for hunting a wild mammal - Hunting Act 2004	2	0	0	2
Participate in a hare coursing event	2	0	0	2
Total	25	4	5	34

Disposals, recorded Between 1 January 2020 and 14 December 2022:

	2020	2021	2022	Total
Daytime trespass by five or more in pursuit of game	2	0	0	2
MGNFA No Further Action	2	0	0	2
Daytime trespass in pursuit of game - poaching	3	2	0	5

MGNFA No Further Action	3	2	0	5
Hunting a wild mammal with dogs - Hunting Act 2004	10	9	5	24
Custody - MG04A Charge (Conditional Bail)	0	0	1	1
Custody - MG04D Postal Charge (Youth)	0	0	1	1
Custody - No Further Action (No Further Action)	0	0	3	3
MG04 Charge with Bail Conditions	1	2	0	3
MGNFA No Further Action	9	0	0	9
VA - MG04D Postal Charge	0	2	0	2
VA - MG04E Postal Requisition	0	1	0	1
VA - No Further Action	0	4	0	4
Participate in a hare coursing event	2	0	0	2
MGNFA No Further Action	2	0	0	2
Total	17	11	5	33

Annex B

Crimes of poaching by month

	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Total
2020 - 2021	202	162	143	81	93	43	50	12	20	100	141	176	1223
2021 – 2022	114	92	92	86	25	16	15	14	26	70	100	97	681
													55% Reduction

Annex C

The Safer Streets Fund is a national programme of funding which is made available for the purpose of reducing and preventing crime using proven, evidence-based interventions. It was launched in 2020 and was a manifesto commitment made by the Government. The first 'round' of the programme called Safer Streets 1 was delivered in 2020/21, and this was followed by Safer Streets 2 which ran from 2021/2022. The objectives of each of the first two rounds of the programme were primarily to reduce neighbourhood crime. The focus was on 'situational' crime prevention methods/interventions in high crime areas.

Following the abduction and tragic killing of Sarah Everard in 2021, additional funds were made available in the form of Safer Streets 3, which focused on improving the safety of public spaces for women and girls. The programme is currently in its fourth round.

The application process for each round has developed over time, but generally Police and Crime Commissioner's (and some other organisations) can submit one or more 'bids' to receive funds to help them prevent crime in their area. The Safer Streets Programme is a competitive process so whilst a bid may be submitted, there is no guarantee it will be successful. The process of preparing and submitting bids is extensive and often includes a wide range of individuals from a diverse range of organisations. Bids can take around 8-10 weeks to prepare.

Although the national funding is referred to as 'the Safer Streets Programme', many Police and Crime Commissioners / Police, Fire and Crime Commissioners refer to the name of the projects/interventions that the fund enables them to *deliver*, rather than to the name of the fund itself. In North Yorkshire, we refer to our *Protect Your Home Scheme*.

Police, Fire & Crime Panel Report

12th January 2023



Update on the North Yorkshire Complaints and Recognition Service

This report provides an update to Members on the progress of the implementation and development of the Office of Police, Fire & Crime Commissioner (“OPFCC”) Complaints and Recognition Service, moving towards an enhanced Customer Services function.

A report was previously presented to Members in October 2022 outlining the planned organisational development of the OPFCC following a comprehensive review of the team’s leadership, structure and resourcing completed in 2021. This included the establishment of a Public Confidence function incorporating an enhanced Customer Services function alongside a new Inclusivity & Public Confidence function and Communications & Public Engagement team.

The enhanced Customer Services function will support all four **C.A.R.E.** Principles (**C**aring for the vulnerable, **A**mbitious collaboration, **R**ealising our potential, **E**nhancing our service for the public) in both the Commissioner’s Police & Crime Plan and Fire & Rescue Plan, and the wider Public Confidence workstreams by fully embedding our scrutiny processes alongside the complaints, recognition and Commissioner’s casework. This more inclusive approach to oversight and scrutiny will ensure we are identifying and addressing organisational learning at an earlier opportunity to improve future service delivery.

Key achievements to date include:

- **Successful adoption of the fullest and most ambitious option for complaints reform**, known as ‘Model 3; North Yorkshire was the first area to adopt this model and remains one of only two OPCCs to have done so. We are proud to be national pioneers and to have a firm base upon which to move to innovate further, in the way that this paper explains.
- **Successful informal service recovery** remains higher than anticipated; where this approach is appropriate, we aim to resolve the complaint in a less formal way, by means of a local resolution. This is more flexible, customer focused and the quickest and most effective way to resolve the complaint.
- **Appointment of an independent adjudicator** to review the outcome of complaints where required, putting openness, integrity and public trust at the heart of the process.

- Ongoing investment in the team has allowed for **improvements in the overall process** working towards creating a fully inclusive ‘customer services’ offer not only for complaints, dissatisfaction and appreciation but also codifying our Scrutiny processes and embedding these into the overall approach.

North Yorkshire Police - Complaints

The new (Policing and Crime Act 2017) Regulations came into effect in February 2020 to allow for Police and Crime Commissioners to take on more responsibility regarding police complaints. In North Yorkshire, the OPFCC implemented Model 3, the fullest and most ambitious option for complaints reform as outlined below:

	Model 1*	Model 2*	Model 3*
Receiving & making initial contact with complainant	POLICE	PCC	PCC
Handling complaints outside of Schedule 3 and recording complaints	POLICE	PCC	PCC
Keeping complainants and interested parties updated and informed of outcome.	POLICE	POLICE	PCC
Investigating complaints	POLICE	POLICE	POLICE
Complaint Reviews	PCC	PCC	PCC

The new model has been successfully embedded from March 2020, with strong working relationships having been built between the OPFCC Complaints and Recognition Team (“CRT”), North Yorkshire Police’s Professional Standards Department (“PSD”) and local commands within the police force. An overview of the process can be found at Annex A. Chief Officers are regularly updated at the monthly Appropriate Authorities meeting, and the CRT and the PSD hold quarterly meetings with local commands to discuss trends.

The team are forecasting a similar number of new cases to previous years however the team continues service recovering a higher proportion, with fewer cases being transferred to PSD for formal resolution under under Schedule 3 to the Police Reform Act 2002. It was originally anticipated that if matters could not be service recovered within 2 working days of contact being made these would be referred to PSD. A joint decision was taken between the OPFCC and the PSD to increase this to 10 working days, with an option to extend beyond this on a case-by-case basis decided by the customer service advisor. This was agreed as a result of a combination of NYP working patterns (4 days on – 4 days off), requirement for additional

customer contact and other competing demands which meant it was not always possible to achieve a 2-day turn around. Extending this time has enabled us to work with NYP and customers to informally resolve more cases that meet the threshold through the service recovery process as outlined in the table below:

Activity *Data from centurion	Anticipated demand	2020/2021	2021/2022	2022/2023 April - Nov 22
Total new receipts to OPFCC CRT	1,441	1,446	1,326	892 (*we anticipate 1338 for end of financial year)
Service recovery	774 (54%)	1,161 (80%)	1,053 (79%)	715 (80%) (*we anticipate 1072 for end of financial year)
Formally Recorded Schedule 3	667	285 (20%)	273 (21 %)	177 (20%)

Top 3 types of complaints and dissatisfaction taken from data (year ending March 2022)

Category Breakdown 2021/22	Service Recovery stage	Formal Schedule 3
General Other (General feedback and correspondence for the force, matters service recorded by the force and sent to CRT for logging, complaints not progressed)	38%	-
Delivery of Duties and Service	34%	42%
Police, Powers, policies and Procedures	13%	27%
Individual Behaviours	7%	18 %

Right to Review

Where a complaint has been recorded under Schedule 3 to the Police Reform Act 2002, the complainant has a right to apply for a review of the outcome of the complaint, for a vast majority of complaints the Police and Crime Commissioner holds the responsibility for carrying out reviews and she has appointed an independent adjudicator to hear these matters. Other areas decided to hear these 'in house' this office uses the independent adjudicator to promote a positive culture putting openness, integrity and public trust at the heart of the process, as set out in the Police and Crime Plan and Fire and Rescue Plans.

The review is a paper-based application, and the role of the adjudicator is to look at whether the handling and/or the outcome of a complaint was reasonable and proportionate; they do

not reinvestigate the complaint. Reasonable and proportionate means assessing what is appropriate in the circumstances, taking into account the facts and the context in which the complaint has been raised, within the framework of legislation and guidance.

Between March 2020 and November 2022 152 requests for review have been received:

Year	Requests made
2020/2021	46
2021/2022	63
2022 to November 2023	43
	152

During 2020 to Q1 2022 customer wait times were approximately 10 months, during Q2 and into Q3 this has reduced to approximately 4 months, in comparison as of October the IOPC had a wait time of approximately 90 working days.

Of the completed reviews (101) 48% have had outcomes of reasonable and proportionate handling and/or outcomes. 53 cases were upheld or part upheld with further action required by NYP.

Reasonable and proportionate handling	48
Upheld	34
Part upheld	19
Not Valid / Change of Relevant Review Body (to IOPC) / Withdrawn	23
Pending	28

Summary of recommendations and feedback (from Reviews):

- Responses to customers could have been more clearly explained. Letters are issued at the conclusion of the complaint or as soon as practicable thereafter.
- Customers be provided with a written decision to ensure they were properly informed of the outcome. The written decision should include an explanation of how the matter has been handled, the actions taken, the findings and the outcome.
- Completion of new Complaint Action Plans between investigating officers and customers to address all the allegations and addendum reports drafted addressing outcomes of all the complaint allegations
- Recommendations that specific apologies be made to customers where appropriate
- Practice Requiring Improvement (PRI) be initiated - The reflective practice framework is designed to give officers and staff an opportunity to discuss where things could have gone better and look for ways of addressing those issues together with their line manager, without the underlying concern of being disciplined.
- To ensure the details of complainants are accurately recorded and new allegations that are identified as part of the complaint investigation are referred back to the appropriate authority within PSD. Without this the independent adjudicator cannot consider these as part of the review process.

It is also important to note the Independent Adjudicator has fed back on 13 cases where exceptional standards were identified. The Independent Adjudicator and PSD held a workshop with PSD investigators to share her feedback and best practice.

North Yorkshire Police - Appreciation

The team also receive and log appreciation from members of the public thanking officers, staff and teams:

Activity Appreciation	2020/2021	2021/2022	2022/2023 April - Nov 22
New receipts	210	214	143

North Yorkshire Fire & Rescue Service - Complaints and Appreciation

In August 2021 the OPFCC took on the responsibility of complaint and appreciation oversight for North Yorkshire Fire & Rescue Service ("NYFRS") complaints and appreciation:

Summary of Complaint	2021/22	2022/2023 April - Nov 22
Driving Complaint	4	1
Employee Conduct	5	2
Response to Incident	3	3
Social Media Comments	2	0
Estates Complaint	0	1
Damage to Land or Property (not driving related)	2	4
Unhappy about the service	4	2
Fire Safety Complaint	2	0
Complaint Appeal	0	0
Sunken Fire Hydrant	0	0
Other - recruitment process	2	2
TOTAL	24	15

Summary of Appreciation	2021/22	2022/2023 April - Nov 22
Public thanking crews for attendance at incident	17	17
Public thanking crews for assistance	6	1
Attending an event	0	6
School/Club Visit	3	1
Attendance at an ex-colleague's funeral	2	0
Commending the actions of a staff member	2	0
Fitting Smoke alarms	1	0
CSO Visit	3	2
Other	1	0

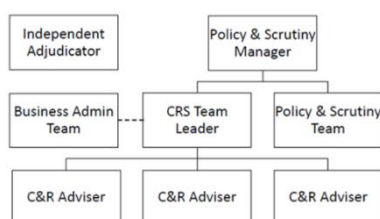
Thank you for a donation	1	0
Total	36	27

Next Steps

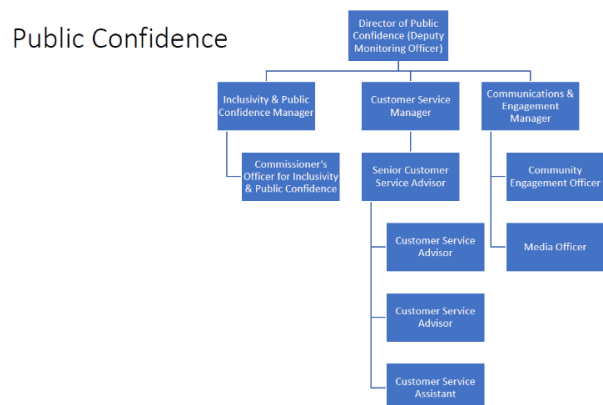
Investment is being made in enhancing the model, to improve the overall process and outcomes; to create a fully inclusive ‘customer services’ offer for complaints, dissatisfaction and appreciation; to ensure that there is capacity to drive forward organisational learning with the public at the heart of that drive; and aligning our independent Scrutiny Panel processes and embedding these into the overall approach. This will Improve our operational resilience to manage the demand and should improve the overall public confidence in the service by:

- **dealing with all cases in a timely manner** - we will do this having a new Inclusivity and Public Confidence Manager and Commissioner’s Officer for Inclusivity and Public Confidence. A Customer Service Team responsible for complaints, compliments, casework, scrutiny panels - working with the OPFCC Communications & Engagement Team as shown in the new structure:

Current structure



New structure



- **an enhanced positive culture**, with openness, integrity and public trust as set out in the Police and Crime Plan and Fire and Rescue Plans through:
 - Linking in Public Confidence Feedback, understanding what the police need to do more of and how they can better engage with the communities they serve, ensuring that everyone receives the same level of service
 - Independent Scrutiny Panels reporting increased satisfaction
 - A reduction in complaints and misconduct hearings, victims receiving a better level of customer service - During 2022 the Independent Adjudicator and CRT Team Leader held a workshop with PSD investigators sharing best practice and lessons learnt. Work is currently underway reviewing how we capture and share the lessons learnt and best practice from complaints following the informal process. A new informal complaint action plan will be introduced for complaint handlers to complete, and we anticipate this to be piloted during Q4.

Annex A – The complaint process

How your complaint/dissatisfaction will be handled

Principles

- reasonable and proportionate way,
- doing what is appropriate in the circumstances,
- facts and the context in which the complaint/dissatisfaction has been raised,
- within the framework of legislation and guidance.

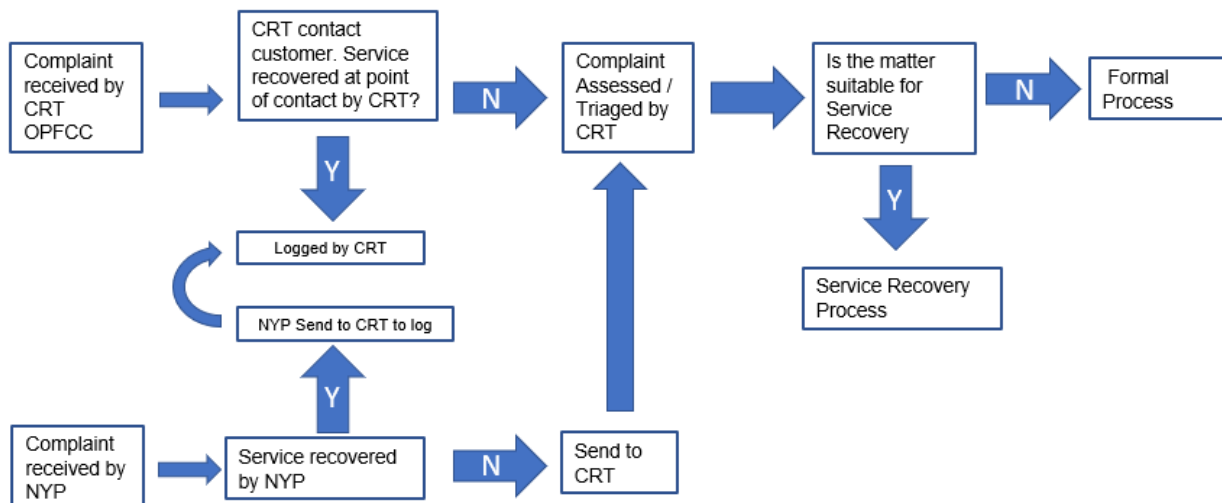
Service Recovery

- complaint is justified, but minor,
- Resolved with an explanation or an apology,
- flexible and is often the quickest and most effective way to resolve a complaint
-

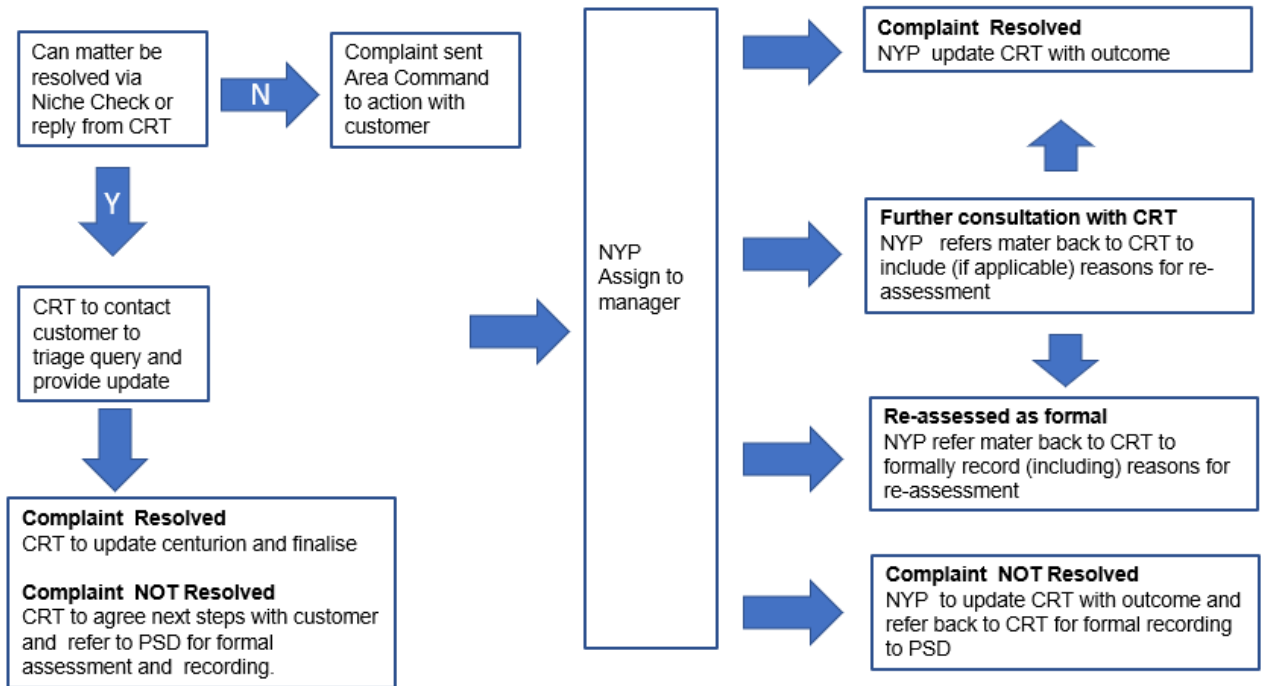
Schedule 3 Complaints

- Professional Standards Department carry out a formal assessment and investigation. Depending upon the seriousness of the complaint a decision is then made whether the complaint should be referred to the Independent Office for Police Conduct (IOPC).

Complaint Process on receipt of a new complaint



Complaint Process – (Informal) Local Resolution / Service Recovery



NYP Complaint Process – Formal Process



North Yorkshire Police, Fire and Crime Panel

12 January 2023

Work Programme

1 Purpose of Report

1.1 To invite the Panel to consider its future work programme.

- 2 The Panel is responsible for setting its own work programme taking into account the tasks that the Panel must undertake and the priorities defined by the Commissioner within the context of the [Police and Crime Plan](#) and [Fire and Rescue Plan 2022/25](#).
- 3 The work programme at Appendix A highlights those issues which have been previously agreed or which have been added since the last meeting in discussion with the Chair or Vice Chairs.
- 4 The work programme looks at key topics and areas of interest under the rubric of the Commissioner's four CARE principles, as drawn from the two key statutory plans. These are:
 - **Caring about the vulnerable**
 - Includes:- (NYP) Making all women and girls safer; Embed compassion for victims and the vulnerable; Prevent harm before it happens; Tackle hidden harms (e.g. wildlife crime, rural crime).
 - (FRS) Prevent harm and damage before it happens; Enhance our role in achieving wider public safety; Embed compassion for the vulnerable.
 - **Ambitious collaboration**
 - Includes:- (NYP and FRS) Enhance collaboration; Take a whole system approach to tackling core problems.
 - **Realising our potential**
 - Includes:- Maximise funding to improve our services; Properly skill and equip our people; (NYP only) Improve trust and confidence in our police; Develop our people and organisation to meet our communities' needs; (FRS only) Build a diverse and inclusive workforce.
 - **Enhancing our service for the public**
 - Includes:- Embed a customer and community focus; Promote a more visible presence in communities.
- 5 There is some statutory business that the Panel has to undertake and slot in to the future work programme such as reviewing the Commissioner's precept proposals. However, the topics selected for consideration by the Panel under the CARE principle themes are propositional. As such, Panel members are

invited to consider the appropriateness of the suggestions given for forthcoming agendas.

6 Members are also reminded that it is preferable for the Panel to agree just a couple of key substantive reports to come to each meeting; and perhaps just one thematic report where this is taken in addition to statutory reporting. This is to ensure that sufficient time can be given to each discussion and also to ensure that the ask of the Commissioner's office is not overly burdensome.

7 All full Panel meetings will be held in person and venues are highlighted on the programme where these have been confirmed. The February Panel meetings will be held at County Hall, Northallerton.

8 Dates for Panel meetings in the 2023/24 financial year have been proposed to the Commissioner's office and are also included for information at Appendix A.

9 Financial Implications

9.1 There are no significant financial implications arising from this report.

10 Legal Implications

10.1 There are no significant legal implications arising from this report.

11 Equalities Implications

11.1 There are no significant equalities implications arising from this report.

12 Climate Change Implications

12.1 There are no significant climate change implications arising from this report.

13 Recommendations

13.1 That the Panel agrees its outline work programme.

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

4th January 2023

Background Documents:

- Appendix A – Police, Fire and Crime Panel Work Programme 2023/24

NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL - WORK PROGRAMME 2023/24

February 2023	Monday 6 th February 2023 at 10:30am (Precept) Council Chamber, County Hall, Northallerton	Precept proposals for policing and fire and rescue. Focus on: Enhancing our service for the public <ul style="list-style-type: none"> Report updating on Force Control Room performance (999/101 services) plus take-up of Single Online Home.
	Tuesday 21 st February 2023 at 1:30pm (Precept Reserve) Brierley Room, County Hall, Northallerton	<i>Precept reserve meeting (if needed).</i>
March 2023	Thursday 9 th March 2023 at 1:30pm Council Chamber, Selby Civic Centre	Focus on: Ambitious collaboration <ul style="list-style-type: none"> Enable programme update, inc opportunities for further collaboration on shared estates. Other reports: Review of performance data for NYP and FRS, inc fire call-out response times (RRM follow-up). Verbal update from the LGA Annual Fire and Rescue Conference (7/8 March).
July 2023	Thursday 20 th July 2023 at 10:30am (Annual Meeting) County Hall, Northallerton	Election of Chair and Vice Chair Changes to membership/Review of the balanced appointment objective Draft Policing and Crime Annual Report 2022/23 Draft Fire and Rescue Annual Report 2022/23 Annual Report of the PFC Panel 2022/23

Appendix B

October 2023	Thursday 12 th October 2023 at 10:30am City of York Council West Offices	Focus on: Caring about the vulnerable (<i>may include</i>) <ul style="list-style-type: none"> • Making all women and girls safer – annual update. • Tackling hate crime – annual update.
January 2024	Thursday 11 th January 2024 at 10:30am	Focus on: Realising our potential (<i>may include</i>) <ul style="list-style-type: none"> • ‘Pre-precept’ reports for policing and fire and rescue. • Enhancing neighbourhood and response policing.
February 2024	Monday 5 th February 2024 at 10:30am County Hall, Northallerton	Precept proposals for policing and fire and rescue. Focus on: Enhancing our service for the public <ul style="list-style-type: none"> • Report updating on Force Control Room performance plus take-up of Single Online Home.
	Monday 19 th February 2024 at 1:30pm County Hall, Northallerton	Precept reserve meeting (if needed).
April 2024	Thursday 25 th April 2024 at 10:30am Venue tbc	<i>Substantive items tbc.</i>