

## Agenda

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

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

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

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

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

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

### Business

1. **Welcome and apologies**
2. **Declarations of Interest**
3. **Minutes of the Informal Panel Meeting held on 7th February 2022** (Pages 5 - 10)
4. **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 Friday, 11<sup>th</sup> March 2022 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](http://www.nypartnerships.org.uk/pcp).

5. **Members' Questions**
  
6. **Overview and guidance documents regarding the Commissioner's draft Police and Crime Plan and draft Fire and Rescue Plan**
  - (a) **The legal framework and guidance for Panels in relation to review of the draft Plans**  
Guidance note from the Panel Secretariat.  

**(Pages 11 - 12)**
  
  - (b) **Overview of the draft Police and Crime Plan and Fire and Rescue Plans 2021/24**  
Covering report from the Office of the Police, Fire and Crime Commissioner.  

**(Pages 13 - 16)**
  
7. **The Draft Police and Crime Plan 2021/24**  
The Commissioner's plan in draft for review and recommendations from the Panel.  

**(To Follow)**
  
8. **The Draft Fire and Rescue Plan 2021/24**  
The Commissioner's plan in draft for review and recommendations from the Panel.  

**(To Follow)**
  
9. **Enable NY programme: progress update**  
Report from the Police, Fire and Crime Commissioner.  

**(Pages 17 - 26)**
  
10. **Work Programme**  
Report by the Panel Secretariat.  

**(Pages 27 - 28)**
  
11. **Such other business as, in the opinion of the Chairman, should, by reason of special circumstances, be considered as a matter of urgency.**

**Dates of future meetings:**

- Thursday, 21<sup>st</sup> July 2022 – 10:30am – Venue tbc
- Thursday, 13<sup>th</sup> October 2022 – 10:30am – Venue tbc
- Thursday, 12<sup>th</sup> January 2023 – 10:30am – Venue tbc

Barry Khan  
Assistant Chief Executive (Legal and Democratic Services)

County Hall  
Northallerton  
**Tuesday, 8 March 2022**

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

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## North Yorkshire County Council

### North Yorkshire Police, Fire and Crime Panel

Minutes of the remote meeting held on Monday, 7th February, 2022 commencing at 10.30 am.

Councillors Carl Les (North Yorkshire County Council) in the Chair; Keith Aspden (City of York Council), Peter Wilkinson (Hambleton District Council), Lindsay Burr (Ryedale District Council), Mike Chambers (Harrogate Borough Council), Helen Grant (Richmondshire District Council), Tim Grogan (Selby District Council), Carl Maw (Scarborough Borough Council), Patrick Mulligan (Craven District Council) and Darryl Smalley (City of York Council).

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

Zoe Metcalfe (Police, Fire and Crime Commissioner)

In attendance: Jason Dickson (North Yorkshire Police), Jonathan Dyson (Area Manager) (North Yorkshire Fire & Rescue Service), Mabs Hussain (Deputy Chief Constable) (North Yorkshire Police) and Lisa Winward (Chief Constable) (North Yorkshire Police).

Officers from the Office of the Police, Fire and Crime Commissioner: Caroline Blackburn (Asst Chief Executive & Monitoring Officer), Michael Porter (Chief Financial Officer), Tom Thorp (Asst Chief Executive and Monitoring Officer), Simon Dennis (Chief Executive & Monitoring Officer) and Jenni Newberry (Head of Commissioning and Partnerships).

Officers present: Diane Parsons (Principal Scrutiny Officer), Emily Brayshaw and Suzanne Truman (NYCC Finance).

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#### Copies of all documents considered are in the Minute Book

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#### 575 Welcome and apologies

The Chair reminded all present of the decision-making arrangements for the meeting as set out on the agenda frontsheet. Following the expiry of the legislation permitting remote committee meetings in May 2021, the County Council resolved at its meeting on 5<sup>th</sup> May 2021 that in light of the continuing Covid-19 pandemic circumstances, remote live-broadcast committee meetings should continue, with any formal decision required being taken by the Chief Executive Officer under his emergency decision-making powers and after consultation with other officers and Members as appropriate and after taking into account any views of the relevant Committee Members. As the Panel is constituted as a committee of the council, those present were reminded that the meeting was as such being held informally and any formal decisions required would be taken by the Chief Executive Officer under the terms advised.

The Chair welcomed everyone to the meeting and noted that no apologies had been received.

#### 576 Declarations of Interest

Councillor Keith Aspden notified that he is a Member of the LGA's Fire Services Management Committee and Fire Commission, and the NJC for Local Authority Fire Services. Martin Walker notified that he is a Trustee of IDAS. Mags Godderidge

notified that she is the Chief Executive Officer of Survive.

**577 Consideration of Exclusion of the Press and Public**

The Chair highlighted that the Panel wishes to retain the right to consider moving into closed session at Item 11, but that he didn't think the Panel would be exercising that right today. However, this decision will be made after the reports at Item 10 have been presented.

**578 Co-option of Third Independent Member to the Panel**

Considered –

The report of the Panel Secretariat updating the Panel on the position regarding the application to co-opt a third independent member to the Panel.

Diane Parsons updated that the Home Office had given formal agreement to the co-option of a third member (Mags Godderidge) in January 2022. The Panel's Arrangements have been duly updated. The Panel must always have a minimum of two co-opted members but is now able to have three if it wishes. The Chair congratulated Mags on her formal appointment.

**Resolved –**

That the Panel notes the update provided regarding its membership arrangements.

**579 Minutes of the Panel Meeting held on 13th January 2022**

**Resolved – that the following be referred to the Chief Executive Officer for consideration under his emergency delegated powers:-**

That the minutes of the meeting held on 13<sup>th</sup> January 2022, having been printed and circulated, be taken as read and confirmed and signed by the Chairman as a correct record.

**580 Public Questions or Statements to the Panel**

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

**581 Members' Questions**

A concern was raised with the Commissioner following a recent meeting of the Richmondshire branch of the Yorkshire Local Councils Association, that there appears to be a significant amount of drug use and distribution in the small towns and villages of Richmondshire. The Commissioner agreed to attend a meeting of the Richmondshire branch to advise what the police are doing to tackle this issue.

**582 Force Control Room performance update on the 999 and 101 services.**

Superintendent Jason Dickson presented the key points from the report and highlighted that a business case will be going to the Commissioner shortly to look to finance further planned improvements to the service.

Members expressed concerns that some 999 calls have taken over two minutes to answer and asked for further detail about the business case. Members were advised that this would look at introducing software to help more accurately predict demand and as such support the better targeting of resources into the Force Control Room (FCR). Supt Dickson acknowledged that further work is needed to understand if the recent increase in 999 calls is going to be a sustained trend and, if so, how it could best be addressed.

Members were reminded that Single Online Home has been introduced and this should help to shift demand away from the 101 service, although the Panel were also keen to highlight the difficulties of relying on this method where there is a growing ageing population.

Supt Dickson agreed that further data could be brought to a future meeting on when many of the calls to 101 are abandoned (e.g. weekends, evenings)

#### **Resolved –**

That the Panel:

- (a) notes the performance update provided on the 101 and 999 services;
- (b) receives information in future reports to highlight when 101 calls are abandoned; and
- (c) seeks a further performance update at the beginning of 2023, to include a review of take-up of Single Online Home as a method of reporting.

**583**

#### **Tackling Hate Crime in North Yorkshire**

Considered –

The report of the Police, Fire and Crime Commissioner regarding hate crime reporting in North Yorkshire and York and how hate crime is being tackled.

Members were keen to understand what measures are put in place to decrease hate crime. A hate crime awareness course can be used as a possible catalyst for behaviour change in those who have perpetrated. A lot of partnership work is also undertaken in terms of prevention.

The Commissioner was asked what is being done proactively to tackle misogynistic behaviours in both the police and fire services, following the grossly misogynistic language and behaviour among some London police officers as reported through a recent IOPC investigation.

The Chief Constable and Deputy Chief Constable outlined various elements to this approach. There is a national Violence Against Women and Girls Strategy and North Yorkshire has its own strategic priorities in line with this. Clear standards are set around calling out inappropriate behaviour so that issues can be tackled at source before potentially developing into something worse. If a matter of concern is flagged up through Professional Standards then it is tackled robustly and quickly. There is also a confidential reporting line for staff where they do not feel able to overtly challenge others. The Commissioner's Chief Executive also chairs a monthly Appropriate Authorities Liaison Meeting, to ensure that the OPFCC is able to scrutinise how the police are interrogating these issues.

Jonathan Dyson outlined the importance of the Code of Ethics for the fire service; that it is a values-driven organisation which ensures that people have a voice at all

levels and feel able to challenge.

In response to queries regarding reporting centres in North Yorkshire, it was highlighted that NYCC libraries are reporting centres but that staff training has temporarily lapsed due to Covid-19. Members also asked about the Commissioner's proposal to set up an independent hate crime scrutiny panel and whether this could for part of an existing group. The Panel was advised that further work will need to be done to establish whether a new panel needs to be set up, but it will not replicate the work of other groups and independent expert advice will need to be brought in.

Members reflected that early intervention and prevention through education is most effective and also that vulnerable people do not always want to attend a public sector building to report a crime, but may be more comfortable with a voluntary/community organisation.

**Resolved –**

That the Panel notes the update report provided on hate crime.

**584 Panel Scrutiny of the Precept Proposals**

**Resolved –**

That the Panel notes the guidance provided by the Panel Secretariat in relation to the statutory decision-making process for the policing and fire precepts.

**585 Policing Precept Proposal 2022/23**

**Considered –**

The Commissioner's report outlining her proposal for the police element of the Council Tax precept for 2022/23.

The Commissioner's proposal was to set the precept at £281.06, representing an increase of £10 (or 3.69%) over the 2021/22 level for a Band D property. The Panel heard that the income levied would not only support the policing budget by meeting anticipated increases in costs (pay and non-pay inflation) but would also ensure the recruitment and training of new officers under the national uplift programme, in addition to investment around victims' services.

Members sought further reassurance as to the rationale for setting the precept at the maximum permissible and that the impact of this levy would be discernible to the wider public. The Commissioner and Chief Constable spoke to the police service's plans for deploying the additional police officers to improving public contact, enhancing place-based neighbourhood problem-solving, victim engagement and roads policing (including prevention). The Commissioner also sought to reassure that she will hold the Chief Constable to account for a clear return on the investments made and that performance targets would be set to ensure that the service becomes more efficient, especially across its capital programme. The Commissioner also emphasised the importance for the force in taking up the opportunity of the precept flexibility to deliver these priorities, particularly where such flexibility cannot be guaranteed or recovered in the future.

Members noted that over 40% of the public who responded to the Commissioner's consultation had supported an increase of £10 and that 65% had supported some



level of increase on last year's levy.

The Commissioner was also asked about the increasing costs for the OPFCC and Panel were advised that this is not expected to be a sustained trend but linked more to planning around factors such as pay awards and National Insurance increases. Simon Dennis will provide further information for the Panel in due course around arrangements to ensure resilience within the OPFCC.

**Resolved – that the following be referred to the Chief Executive Officer for consideration under his emergency delegated powers:-**

That the Panel supports the Commissioner's proposal to increase the policing precept for 2022/23 to £281.06, thereby representing an increase of £10 (or 3.69%) over the 2021/22 level for a Band D property.

586

### **Fire and Rescue Service Precept Proposal 2022/23**

Considered –

The Commissioner's report outlining her proposal for the fire and rescue element of the Council Tax precept for 2022/23.

The Commissioner presented a proposal to set the fire and rescue element of the Council Tax precept at £75.61 for 2022/23, which represents a 1.98% increase (or £1.47) over the 2021/22 level for a Band D property.

The Panel heard that government funding is failing to keep up with the organisation's costs and investment needs, and that both pay and non-pay inflationary costs are expected to present a significant challenge moving forward. The Commissioner is seeking the maximum permissible increase for the service, before a referendum would be triggered.

The Panel noted that reserves are being drawn on to balance the planned budgets for 2022/23 and 2023/24 but that thereafter there is currently an unbalanced budget position. Members expressed their concerns at the precarious financial position that the service is currently forecasted to be in over the next few years and that planning assumptions around pay and non-pay costs are fairly tight for 2022/23.

The Panel noted the strong support from the public for a £5 precept increase (50%) and that 71% support some level of increase. Both the Commissioner and Panel Members expressed disappointment that in spite of the efforts of the Commissioner and other local partners, including the Panel Chair and Vice Chairs, the government has not afforded North Yorkshire's fire service the same £5 flexibility that has been awarded to some other fire and rescue authorities for 2022/23. The Panel offered its continued support for the Commissioner's efforts in seeking to influence future spending reviews in this respect.

Panel members were keen to understand how sustainable efficiencies can be delivered and welcomed the Commissioner's offer to engage with the Panel around the developing work on the Risk and Resource Model in a few months' time. It was also noted that work is underway to try to link up the police and fire IT systems and that once this is given Home Office approval this should afford greater efficiency too.

**Resolved – that the following be referred to the Chief Executive Officer for consideration under his emergency delegated powers:-**

That the Panel supports the Commissioner's proposal to increase the fire and rescue

precept for 2022/23 to £75.61, thereby representing an increase of £1.47 (or 1.98%) for a Band D property.

**587 Closed Session**

The Panel did not retire into closed session as business under Item 10 was concluded in public session. However, the Chair wished to note that the Panel would like to retain the ability to retire into closed session on future occasions, should it be deemed necessary.

**588 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 12.00 pm.

DP.

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## North Yorkshire Police, Fire and Crime Panel

16 March 2022

### Panel's review of the draft Police and Crime Plan and Fire and Rescue Plan

<b>1 Purpose of Report</b>
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1.1 To outline the legal framework and guidance around reviewing the Commissioner's draft Police and Crime Plan and Fire and Rescue Plan 2021/24.
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- 2 The Commissioner is required under the Police Reform and Social Responsibility Act 2011 to issue a Police and Crime Plan "as soon as is practicable" after taking office and, in any case, before the end of the financial year in which the election took place; hence by the end of March 2022 at the latest.
- 3 The Plan will determine and explain the Commissioner's priorities for her term of office and is a critical means of securing efficient and effective police, criminal justice and community safety services, holding the Chief Constable to account and setting the budget and strategic direction of police and other services under the Commissioner's remit.
- 4 As the Fire and Rescue Authority, the Commissioner is also required under the Policing and Crime Act 2017 to publish a Fire and Rescue Plan which similarly sets out the strategic vision, priorities and objectives for the Fire and Rescue Service.
- 5 These Plans act as planning tools for the Commissioner's office and are also an important mechanism for communicating the Commissioner's intentions to the public, police, fire and rescue service, partner agencies, Panel and other stakeholders. As such, consultation with the public and key partners is a key part of the development process for the Plans. A consultation with the public and other key stakeholders was held last year and ended on 7<sup>th</sup> November 2021. Panel members were invited to engage in a focus group session to help feed into the early development of the key priorities for both Plans on 14<sup>th</sup> October 2021. An outline framework for both Plans was also presented to the Panel in January 2022.
- 6 In terms of the core legal role around preparing and agreeing the Plans, the Commissioner's role is to:
  - Prepare a draft of the Plans or variation
  - Consult the Chief Constable and Chief Fire Officer in preparing the draft Plans or variations
  - Send the draft Plans or variations to the Police, Fire and Crime Panel

- Have regard to any report or recommendations made by the Panel in relation to the draft Plans or variations
- Provide a response to any such report or recommendations from the Panel; and
- Publish any such response given.

7 In terms of the role of the Panel in this process, the legislation guides that the Panel must review the draft Plans and make a report or recommendations on them to the Commissioner. This report must be published. In the national guidance for Panels published in 2019 by the LGA, CfPS and Frontline Consulting, it is highlighted that “*Panels are...able to make recommendations for priorities in the plan[s], on performance measures to be used around delivery of the plan[s] and for improvements in services to meet the commissioner’s objectives.*” Panel members are now invited to review the mature drafts of the Plans and consider aspects such as overall presentation of information/accessibility of information in addition to any aspects around the proposed content of the Plans.

8 Subsequent to any recommendations made within the meeting and finalisation by the Commissioner of her Plans, the Panel will wish to give further consideration as to how it will seek to review progress and performance against the Commissioner’s objectives and the kind of information that would assist.

## **9 Recommendations**

9.1 That the Panel notes the information provided.

Diane Parsons  
Principal Scrutiny Officer  
North Yorkshire County Council

7<sup>th</sup> March 2022

**Background Documents:** None.

## Police, Fire & Crime Panel Report

16 March 2022



## Draft Police & Crime Plan and Fire & Rescue Plan

Members will know that the Police, Fire and Crime Panel has a statutory duty to consider mature drafts of the Commissioner's statutory Plans and provide comments.

Work commenced on the planning process in June 2021, with a full public consultation and partnership focus groups held between August and November and a series of workshops held with the Services. It had originally been hoped that drafts would be provided to Panel in January, but due to the by-election in November, elements of the process had to be revisited and as such the timetable has had to shift.

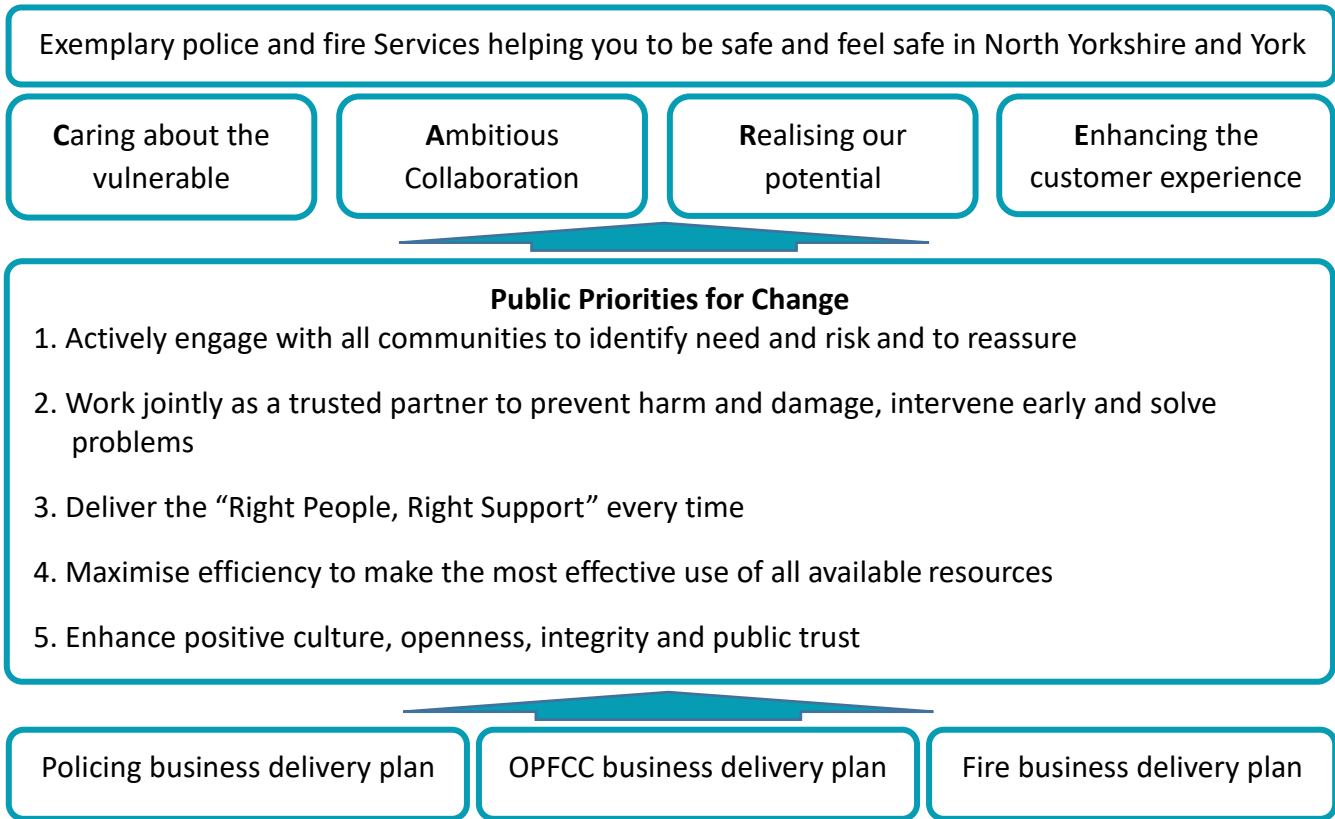
In October 2021, Members were invited to attend a focus group held for the Panel to contribute their views to the consultation. An outline framework for the Plans was then shared with Panel in January 2022 in advance of these mature drafts coming forward. It is the intention of the Commissioner to publish her Plans for the start of the new financial year, following the feedback provided by Panel.

### Overview

The Commissioner has set out two intentions for these Plans given the foreshortened nature of her term of office. First, that the Plans provide a degree of continuity for the Services to be able to continue to focus on the change and transformation plans that are underway which the Commissioner supports. Secondly, that the Plans set out both a longer-term vision (which is done through the ambition statements under the Principles) and realistic expectations for what will be achieved over the Plans' lifespans to 2024/25 (which is done through the Public Priorities for Change and their accompanying outcomes).

To that end, the Commissioner has adopted the overarching framework model shared with the Panel previously and set out below. The joint mission and vision for the Services remains the same – to be *exemplary Services that help us to be safe and feel safe in North Yorkshire*. The overarching C.A.R.E. Principles are also carried through to describe the overall direction and longer-term ambition for the Services. This ambition has been updated to reflect the concerns and priorities of the public for each Service and provides a picture of what the Commissioner considers exemplary Services to be.

The Commissioner has then set five shorter-term priorities for the Services over the next two years based on the public's priorities, as reflected through her engagement during her campaign and the consultation, and through workshops with the Services. These priorities, and the outcomes listed under them, essentially set out practical markers for how the Commissioner will ensure the Services are moving towards achieving the public's ambition during the lifetime of this Plan.



## Consultation

A full public consultation was conducted in the summer of 2021 over a three month period. This gathered views, concerns and priorities for the future direction of policing and fire and rescue services from the public, partners and employees which have all fed into the development of the Plans.

The OPFCC ran an open online survey and conducted a representative telephone survey using Open Research Services (ORS), an independent market research company. Over 2,000 responses were received.

The OPFCC held 16 public events across the seven districts within North Yorkshire and in the City of York, engaging with over 3,500 people. It also conducted focus groups, involving over 20 partner organisations, with a similar number providing written responses as well.

A full consultation report, including an independent report by ORS, will be published with the Plans.

## Aligning with national strategy

In setting her Plans, the Commissioner must have due regard to national strategies for each Service. For the Police and Crime Plan, this is the Strategic Policing Requirement and the Police and Crime Measures. For the Fire and Rescue Plan, this is the National Standards framework and the Fit for the Future reform priorities. A section of each plan is set aside to demonstrate how the Plans align with these strategies.

In addition, the Commissioner is cognisant that HM Inspectorate of Constabulary and Fire and Rescue Services inspects both Services on a regular basis. The Commissioner has set out in each Plan how she sees the Plans relating to the inspection framework and has referenced the HMI ratings within her progress indicators where they are relevant.

## Accompanying documents

Alongside the final published Plans, the Commissioner will publish three supporting documents – a Consultation Report as referenced above, a Strategic Commissioning Plan and an Assurance Plan.

### Commissioner's Strategic Commissioning Plan 2022-24

The Strategic Commissioning Plan 2022-24 outlines the Commissioner's objectives in relation to commissioning new, and re-commissioning existing services over the period of the new Police and Crime Plan. We currently invest in the region of £5m per annum to commission 25 key services: <https://www.northyorkshire-pfcc.gov.uk/for-you/services/commissioned-services/> - 11 Victim services to support cope and recovery after crime; nine Perpetrator services to enable behaviour change and address root causes; two services focused on protecting Vulnerable People from harm; and three services focused on improving Community Engagement and Safety.

### Assurance Plan

The Assurance Plan will set out, in conjunction with the Services, the measures that will be assessed to judge progress against achieving the outcomes and Priorities set out in the Plans. These measures will draw from Service data as well as inspection and national data. It will also set out the Assurance Framework, setting out the structure of assurance processes and mechanisms, such as Public Accountability Meetings, and the expectations of the Commissioner as to how information will be brought forward. The OPFCC will work closely with the Services to develop the Assurance Plan alongside the Services' delivery plans and to agree specific measures.

Furthermore, several new pieces of legislation and reporting mechanisms have been created since the last Plans and these are referenced throughout the Police and Crime Plan in particular. They provide new context, standards or measures which the Commissioner will draw upon through her Assurance Plan to assess performance and progress. For Panel's information these are listed below.

### Code of Practice for Victims of Crime – Victims Rights

The new Code of Practice for Victims of Crime in England and Wales: <https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime> came into force on the 1<sup>st</sup> of April 2021. The new code brings together 12 overarching Victims Rights: <https://www.gov.uk/government/news/new-victims-code-comes-into-force> which set out the minimum level of service victims can expect from criminal justice agencies. A compliance framework is currently in development.

### Victims' Bill – Delivering justice for victims: A consultation on improving victims' experience of the justice system

The Government recently ran a consultation, 'Delivering Justice to Victims' to seek to understand how they can improve victims' experience of the criminal justice system: <https://consult.justice.gov.uk/victim-policy/delivering-justice-for-victims/>. Feedback is currently being analysed. The consultation is considered to be the first step towards a 'Victims Law' – a Bill which will build on the foundations provided by the Victims' Code to substantially improve victims' experiences of the criminal justice system.

### DA Act 2021

The Domestic Abuse Bill was brought into law in April 2021: <https://homeofficemedia.blog.gov.uk/2021/04/29/domesticabuseactfactsheet/>. The Act provides

further protections to those who experience domestic abuse and strengthens measures to tackle perpetrators.

### **Criminal Justice Scorecard**

In December 2021, the Government published the first national Criminal Justice Scorecards. These scorecards bring together data from across the system on priority areas to increase public transparency and help identify performance issues. There are two scorecards. The all crime scorecard: <https://data.justice.gov.uk/cjs-scorecard-all-crime>; and recorded adult rape offences scorecard: <https://data.justice.gov.uk/cjs-scorecard-adult-rape>. They both reflect performance across three stages: crime recorded to police decision; police referral to Crown Prosecution Service (CPS) decision to charge; and CPS charge to case completion. Work is underway to develop local scorecards.

### **Digital Crime and Performance Pack (DCPP)**

The newly established Digital Crime Performance Pack (DCPP) provides data on police performance against the National Crime and Policing Measures, referenced in the Beating Crime Plan. The DCPP provides a single repository of data to support planning and performance monitoring against the National Crime and Policing Measures and to identify areas of best practice.



## Police, Fire & Crime Panel Report

16 March 2022



## Update on establishing, embedding and benefits of enable North Yorkshire



This report sets out the progress made to establish and embed enableNY since the last report to the Panel on this topic in January 2021. The Commissioner is assured that the benefits set out in this report demonstrate that the assumptions and aspirations contained within the Local Business Case (LBC) on fire governance in respect of the potential for shared support service provision are holding true and being realised.

### Overview

As part of the LBC, an ambition was set to create a joint structure for the delivery of business support functions to police and fire services, and the Commissioner's Office, that would drive efficiency and generate savings that could be reinvested in frontline services.

Following transfer in November 2018, and the Commissioner's announcement of the new service in January 2019, enableNY was launched in April of that year and became functional in April 2021, establishing full operational control as of July 2021.

enableNY was created to exploit the principles of simplification, standardisation and sharing to drive greater efficiency and effectiveness of enabling functions. These benefits and savings are being realised as detailed below and the Commissioner will continue to regularly monitor progress.

While progress has clearly been made in the implementation and establishment of enableNY, the Commissioner expects to see accelerated development in the embedding of the support it provides and further demonstrable commitment to the quality of the delivery of its services to its clients.

The Commissioner is also encouraging the delivery of further enhanced collaborations and ambitious plans moving forwards, particularly for greater shared estate.

The next stage of strategic development from enableNY, which the Commissioner has requested is brought forward sooner than planned, is the Joint Strategic Asset Management Strategy for estate that will be presented later this month at the Executive Board. The Commissioner encouraged the earlier than planned introduction of the Strategy as it is felt there is enough information available from both the Risk and Resource Model development and the Early Action Together Programme of work. The Joint Strategic Asset Management Strategy will detail the plans for advancing the efficiency and savings for both policing and fire and rescue services, continuing the ambition set out in the LBC.

## Establishing enableNY and early benefits

Progress on implementing enableNY has been formally reported through the Commissioner's Executive Board. As of mid-2021 the new services had become fully operational. And change processes had been completed to combine police and fire staff teams together. While police and fire employees continue to be employed by their respective employer, they fill roles under enableNY and deliver services across all three organisations and to themselves as well.

By mid-2021, Enable had also assumed control of all day-to-day business across the different functions and significantly developed its Portfolio Programme Management function to progress significant programmes and projects such as the Risk and Resource Model for NYFRS, Prevention and Early Intervention Strategy and the Force Control Room for NYP.

By delivering the new headquarters, saving over £200k p/a, and a new agile working arrangement, further efficiencies had been achieved, and this approach had also enabled a far quicker response as the country moved into lockdown. £550k had been saved through a realignment of duplicated roles and through improved shared procurement and purchasing opportunities. Major work had already commenced to design and agree national sign-off for a shared technical infrastructure.

Along with these key benefits, further notable milestones in establishing enableNY had been achieved, which included:

- The signing of the Collaboration agreement and attendant protocols
- Evolved governance arrangements to support the enableNY model
- A new Senior Management Team in place and maturing
- enableNY Strategy and objectives developed including the adoption of an Agile Approach
- Agreement of the operating models for each of its five functions
- A business planning approach underpinning NYP and NYFRS service commissioning to help understand future requirements
- Launch of enableNY values
- Detailed structural establishments across enableNY developed and costed for client consideration
- Agreement of structural proposals for departments and progress to consultation stage.

A range of further assessments, working arrangements and collaborative opportunities to drive further efficiency had been identified:

- establishing current and future client demand for enableNY services to identify overlap – and how this is being affected by developing new operating models
- in-built agility to enableNY structures to cope with the uncertainty inherent in the emerging operating models
- the opportunities, benefits and savings of investing in the enableNY model to power greater efficiency and effectiveness once established including:
  - Northallerton Fire Station

- Use of estate for training and development
- York estate review
- Increased presence and reduce footprint across the estate
- Merging ICT infrastructure
- Fleet and Transport
- Fleet Management Business System
- Corporate Workwear.
- wider benefits of all enableNY clients through improved workforce capability, logistics, procurement, increased resilience, business planning, access to support services and systems and functionality.

## Financial Comparison

A financial comparison was made in March 2021, between the investment required for the development of the enableNY model and that which would have been required if NYFRS and NYP enabling services were to be developed separately to meet the demand for support identified by enableNY.

Function	Recurrent from 21/22		One-off investment 21/22–22/23*	
	NYP	FRS	NYP	FRS
<b>People</b>	78,890	20,971		
<b>Assets</b>	5,214	5,241		
<b>Finance</b>	0	0		
<b>ICT</b>	0	0		
<b>BDA</b>	73,042	22,998	547,697	201,876
<b>Total</b>	<b>157,146</b>	<b>49,183</b>	<b>547,697</b>	<b>201,876</b>
<b>Growth</b>	<b>1.3%</b>	<b>1.69%</b>		

\*from Transformation Fund - for provision of change resource to support the delivery of the new operational models within FRS and NYP – one-off capital spend.

Table 1: Implementing the enableNY Model

Function	Recurrent from 21/22		One-off investment 21/22–22/23*	
	NYP	FRS	NYP	FRS
<b>People</b>	78,890	142,000		
<b>Assets</b>	30,000	71,000		
<b>Finance</b>	0	30,000		
<b>ICT</b>	37,000	37,000		
<b>BDA</b>	73,042	417,000	547,697	201,876
<b>Sub Total</b>	<b>218,932</b>	<b>697,000</b>	<b>547,697</b>	<b>201,876</b>
<b>Less recharge adjustment</b>		<b>51,500</b>		
		<b>645,500</b>		
<b>Growth</b>	<b>1.8%</b>	<b>24%</b>		

Table 2: Developing separate enabling services

The costs in Table 2 set out the developments needed to the separate teams to plug resource capacity gaps, mitigate risks, and support development of the new operating model, were enableNY not to be put in place.

Whilst the solution enableNY proposed required investment versus the inherited position, it is a lower level of investment than adding capacity to the status quo teams. The enableNY proposal also opens up the opportunities for delivering savings that the separate models could not, through more efficient and effective services.

## Embedding enableNY, emerging and ongoing benefits

Since assuming full operational control, enableNY has continued to develop its functions and service offer to further realise its benefits. Between July 2021 and now, the following has been achieved.

**Business Planning:** enableNY facilitated the development of Service Delivery and Costed Plans across NYP functions and is in progress with NYFRS. These plans establish client demand and provide the information to prioritise enableNY operational activity. They also aid understanding of the broad financial implications of planned activity, inform financial decision making, reduce the risk of unplanned events, and provide greater certainty of delivery.

**Governance:** Further collaborative and joined up governance arrangements between NYFRS and NYP have streamlined decision making and increased collaborative opportunities. The growth in the number of joint arrangements should be noted in the context of them supporting the delivery and sustainability of the aims of the LBC.

**Change:** The introduction of the Portfolio Programme Management function and the attendant thematic approach to the categorisation of change is now in the process of maturing. A Portfolio Programme Manager and Benefits Manager roles have been introduced to bring capability and capacity to better exploit this key initiative. One of the principal benefits of this work is that it allows a forward view of change and provides the framework to generate insight that informs the commissioning of change assuring that it is aligned with strategic priorities and resource availability. The three themes of change within both NYP and NYFRS each have a Senior Responsible Owner and have been populated with projects.

**Benefits Management:** A Benefits Management framework has been developed and introduced across each of the client services. Whilst this is predominantly to demonstrate how the benefits associated with the significant investment made by the Commissioner into change initiatives will deliver improvements to service delivery to the public, it has also been adopted into service planning. A recent internal audit on Benefits Management reported that the framework is 'best in class', not only within policing and fire services but across the public sector. This is testament to the hard work that has gone into developing the framework and sharing it across each of the organisations.

**Agility:** The enableNY strategic approach to working in an agile manner is maturing well. Jobs have been redesigned to ensure staff can work across all of enableNY client groups. Following further engagement with staff and Unison, new contractual arrangements have been implemented that reflect agile working. This has seen 279 enableNY staff volunteer to work from home (79% of the enableNY workforce).

The space that this has created in the estate has been put to good use. The opportunity was identified early in 2021 following lockdown, and it has now been turned into reality. Two purpose-built training rooms have been created on the second floor of HQ to facilitate the training of NYP officers. This much needed space will provide a home for officers during training and will significantly assist with the professional development of the officers joining the force through

Operation Uplift. In the past HQ meeting rooms have been used for this purpose, supplemented by external facilities at a cost of c £50k pa., which can be avoided going forward. The HQ meeting rooms can now be put back into the use that they were initially intended; the introduction of new technology to make them more easily used for mixed media meetings (face to face and via MS Teams) will be introduced in the early part of the next financial year. This will see, amongst other benefits, further reductions in travelling by officers and staff between NYP and NYFRS sites, and greater opportunities for collaborative working.

**People:** Work is underway to standardise and integrate the full range of people practices covering job design, talent acquisition, selection tools, training, development, appraisal, reward & recognition, employee engagement and two-way communication. The aim is to curate a positive colleague experience, increasing engagement and productivity.

- Inclusive workplace – a detailed solution has been approved by the Executive Board and is in the progress of procurement which should be completed by the end of this financial year
- Service provision – the people services function has shared key aims and commitments with managers and leaders, and these have shaped the design of Service Catalogues which are in the process of being co-created and published. The aim is to have one people service, offering the same level of service to all three clients, managed via an effective client relationship
- Successful roll of new joint Applicant Tracking System – simplifying the candidate experience for NYP and NYFRS
- Implementation of new Occupational Health System to simplify the referral and outcomes process for all touch points with Health and Wellbeing services
- Work is underway to implement a new ICT tool, with a dedicated HR module, which will enable the development the templates and/or Eforms for use across all organisations, as it is cloud based, and will facilitate client self-service
- Restructure and launch of new operating model – sharing of resources across all clients has increased resilience, removed single points of failure, and improved the timeliness and quality of service provision. This has been demonstrated through:
  - Effective outcomes of employee relations cases;
  - Greater access to wellbeing services;
  - Launch of the ‘Leading the Way’ Programme for Station Managers and Inspectors
  - Positive Psychology workshops.

The results of a staff survey, which was run during December 2021, have now been evaluated. These indicate that good progress is being made with some clear areas for continuous improvement. Key highlights include:

- Colleagues have a good understanding of the vision and aims of enableNY
- Average score for feeling valued at work is 8/10
- Average score for feeling supported by management is 8/10
- Average score for being able to contribute and have ideas heard is 8/10
- Average score for feeling supported to reach full potential is 7/10

- Average score for feeling motivated to achieve objectives 9/10.

**Risk management:** The potential use of a single risk management tool for both NYP and NYFRS is actively under investigation to standardise the management and reporting of risk where it is appropriate to do so.

**Data and Information Management:** A standard approach has been introduced to the development of a data culture that aids service improvement, accessible information and informed decision making. This approach has supported the costed service planning and is also supporting the development of the NYFRS Risk and Resource Model.

A review is underway to simplify the complex data architecture that currently exists and make it easier to access and manipulate data in order to gain the insight that our clients need. This will result in greater certainty of insight from data to underpin decision making.

enableNY is moving towards a shared approach to the area of information management and data processing as the requisite standards (GDPR) are not organisationally specific, which will increase resilience and consistency of compliance. At the beginning of January 2021, the responsibility for data protection matters transferred from NYCC to the enableNY Information Management Team and the Legal Services Team for civil disclosure matters. This has allowed enableNY the opportunity to standardise and share best practice in this regard. Further opportunities exist to further align some of the wider services offered by the Legal Services Team including litigation and insurance services.

**Technology:** Combining ICT departments has filled gaps in technical coverage for NYFRS and strengthened other teams to the benefit of all clients. For example, GIS and Mapping resources are shared across NYP and NYFRS. This has facilitated meeting objectives of the NYFRS Risk and Resource Model project and supported plans to bring key NYFRS systems up to date and introduce new functionality. The restructured department has also provided skills and availability of resource to undertake some in-house application development, where appropriate, producing real benefit to the work force and more cost-effective solutions.

Moving forward, software, support agreements, licensing and services where possible will be standardised potentially reducing costs/ cost avoidance. This work, and all things associated with procurement and contract management in general, is supported by the Strategic Commercial Board the role of which is to ensure that commercial arrangements are reviewed to maximise their efficiency, effectiveness, and strategic alignment. Improvements in how standard ICT equipment is ordered will be available from April 2022, utilising a new self-service portal with inbuilt workflows for approvals simplifying the effort to request equipment.

A pilot is underway to test role-based profiles whereby all required equipment and ICT access is provided on a role level basis, for example Station Manager, PCSO etc. making ordering, provisioning, and planning of ICT services simpler for all.

A standard approach for the provision of support for existing systems and the development of future systems from ICT is now in place. Although two case management tools are still in use, the ICT Service Desk is running as a single entity managing issues from all clients.

Work is ongoing to implement a new case management system and provide a single support number to access the services of enableNY for all clients. This will give ICT a single platform to manage workload from and will result in further service improvements for clients.

**Improving Cyber Security:** The volume and complexity of cyber-attacks is increasing. The ICT department deals with at least one new threat per week.

During 2021, ICT Security Vulnerability Management was introduced. This involves regular proactive scanning of the ICT infrastructure to identify and address any vulnerabilities detected. In the most recent health check no critical vulnerabilities were found when trying to attack the network over the internet. The proposed service plan for ICT includes a request for a system to automatically patch low risk systems, which will help keep this number at an acceptable level.

**Compliance with National Initiatives:** The National Enabling Programme (NEP), has migrated computer systems and data into the Microsoft 365 environment introducing applications such as MS Teams to facilitate collaboration and interaction. NYP have completed the rollout with the exception of the Force Control Room who are unable to migrate until the stabilisation project is complete, which will be in Q2 of 2022.

Work is ongoing to move to the latest design of the NEP which has additional functionality to improve support to remote workers and reduce the number of times people are required to visit ICT in person to get issues resolved.

Where possible lessons learned from the new NEP design will be incorporated into NYFRS devices to realise similar benefits.

The ICT department has made a strategic decision to become early adopters of national systems. This offers benefits as greater support is available and, in some cases, additional funding is provided by the National programmes.

**Stabilising the ICT Landscape:** Following a design review exercise covering the ICT server infrastructure over 30 servers were able to be removed from the network. This will have the benefit of reducing future support and maintenance costs, exact numbers will not be known until the support contract is renewed during 2022.

Additionally, the exercise enabled the delay of the replacement of the NYP main storage system to allow cloud archiving and strategy to be reviewed; this has cost benefits as there are some projects in-flight that could potentially reduce future storage requirements. The delay allows the storage replacement to be “right sized” for NYP. For clarity, NYFRS has a cloud storage solution in place.

Work is ongoing to stabilise and bring the NYFRS safety management system, CFRMIS, to the latest version. This will make the platform easier to support and allow the introduction of new improved functionality to the service.

Across NYP and NYFRS all telephone lines, with the exception of a few emergency lines, have been migrated to new digital technology, SIP, ahead of the British Telecom 2025 deadline when the analogue service, ISDN, will be terminated.

**Supporting Business Projects:** The ICT development team produced and deployed a mobile incident application, which allows Storm information to be viewed on computers or mobile phones giving NYP officers access to information on the move. This and some other in house developed applications were introduced to bridge gaps between the outgoing product and Niche Universal supporting the removal of a business risk and introducing cost savings in the order of £160,000 pa. This is the difference between license and support costs for the outgoing product and the applications procured to bridge functionality gaps.

A new data platform was developed to support the NYFRS Risk and Resource Model project. This platform allows data from multiple sources to be gathered and reported on, increasing the flexibility of data modelling.

**ICT Collaboration:** As identified and reported in March 2021, the opportunity to merge NYP and NYFRS networks and implementation of this opportunity is taking place. The Network merger project will deliver staged improvement in collaboration capability not only between NYP and NYFRS but also with trusted third parties.

The project is now underway and has three stages:

- Stage 1: Enable basic data sharing between police and fire

This stage delivers a common storage area accessible by both NYP and NYFRS clients and the ability to communicate across the Microsoft Teams platform. This stage is partially complete with the shared storage being live, however the Microsoft Teams integration cannot complete before the police force control room stabilisation project is complete. A target completion date is Q2 2022.

- Stage 2: Access to specific systems across networks

This stage has been approved by the Home Office and NYP and NYFRS information management functions. It will allow access to specific systems for specific people and computers across networks in some cases reducing the need to have two accounts and two computers. This work is dependent upon Stage 1 completion. A target completion date is October 2022.

- Stage 3: Full integration

This stage collapses the two networks into a single network and offers the savings potential detailed as at March 2021. Whilst approved in principle by the Home Office detailed design work needs to be undertaken and this stage will follow on after stage 2. Until the detailed design is complete and approved it is difficult to estimate a completion date, but the exercise is expected to take around six to nine months to complete.

The high-level details are that merging networks could save up to £808,000 over five years which include:

- £246,000 from rationalising contracts proportionately split between organisations
- £239,000 from infrastructure costs mostly from fire and rescue service
- £323,000 from common telephony and control room infrastructure split equally between organisations.

**Assets:** enableNY approach to agile working has seen the development of a toolkit and methodology to aid its further roll out across NYP and NYFRS as appropriate. Developing a standardised approach to assessment and planning for the adoption of agile working ensures that the same standards are applied to ensure collaborative working is 'designed in' through this process.

A standard methodology to enable co-location has been developed using Ripon estate as a case study/test environment, consisting of a suite of documents and an approach to assist in the



development of the sharing of our joint estates in the future. This will inform the evolving Joint Estates Strategy which is currently in development and should be ready during the summer 2022.

Several processes have been introduced within Logistics to reduce internal administration with further simplification planned around ordering process for users and easier access to services. This includes batching-up of orders. This has allowed enableNY to deliver its clients requirements with greater efficiency and avoid the need for additional resources to process and fulfil orders.

**Fleet and Transport:** enableNY clients operate around 836 vehicles of varying types between them. Of these, the grey fleet (non-operational vehicles) represents about 21%, (approximately 180 vehicles). There are several opportunities to rationalise this fleet, which will come about through the enableNY sharing of services. These include:

- Deliveries – rationalisation of delivery routes to share should result in up to a 20% reduction in vehicles in this area (four vans at an average cost of £15k per van dependent on size). The operational annual revenue cost of a van is c12% of its initial capital value or £1,800 per annum. Therefore, the potential saving of this opportunity area is £60k capital and revenue of £7,200pa
- Pool Cars - a joint fleet of around 53 pool cars of various designations could be reduced significantly through agile, remote working and sharing of fleet, especially in co-location spaces. Potential of up to ten cars could be removed initially, reducing annual running costs and avoiding replacement costs. Again, an average vehicle cost of £15,000 with revenue costs calculated at 12% of the initial capital value would see savings of £150k capital and revenue of £18kpa.

A “One fleet” approach also allows standardisation of make and model across some areas, leading to efficiency in servicing and maintenance, more interoperability and higher purchase discounts for vehicles and parts.

**Finance and procurement:** Finance is currently working to standardise the approach and access to procurement services and improve compliance. This is part of addressing organisational shortfalls in this area and also build skills and knowledge in budget/contract managers across the organisation.

Procurement and third-party expenditure have been developed to increase efficiency, for example already in place are arrangements to supply from existing contracts to meet need (e.g. recent purchase of uniform from NYP contract was recharged to NYFRS at cost) in this case the outcome being less expensive with a faster delivery time on certain items. Moving forward key areas of focus and risk will be higher value or low performance contracts such as clothing. NYP and NYFRS procurement processes are being aligned, and temporary additional support is provided to NYFRS to address recent internal audit report actions and support transition to a full joint procurement function as part of the Finance structure review.

Key to increasing efficiency and facilitating greater standardising and sharing within finance is the move to a single core financial system. Finance staff currently manage across four systems - two ledgers and two payrolls. This work is progressing with the evaluation of a joint system, which is integral to enable the finance team structural review stage 2. It will also enable the automation of transactional processes and free up capacity for value adding analytics, enhanced reporting and relationships.

With respect to financial accounting, regular joint meetings now take place between NYP and NYFRS finance team Senior Managers to agree and design common approaches to technical issues and the management of external audit relationships. This greatly improves resilience.

Some key processes relating to payroll, accounting and procurement are currently under review, which will help establish new and more efficient ways of working to inform the phase 2 finance function structural review.

**Corporate:** In the area of Business Continuity (BC) the infrastructure for NYFRS continues to be developed and a shared BC methodology has been introduced. Joint BC exercises were arranged during the BC Awareness week in May 2021, and will be repeated in May 2022, these included colleagues from ICT, Estates and the NYFRS Assurance team. This included a 'Dark Start' exercise which tests BC (generator availability, access and durability, access to premises and records etc.) during a power outage at a local, county wide or more extensive level.

Work is also ongoing to collate all relevant information on NYP and NYFRS premises to gain a better understanding of each organisation's resilience in such circumstances.

Executive Support now has improved resilience and provides a range of standardised services to Senior Leaders across NYFRS and NYP, for example in the organisation and support of the range of NYFRS and NYP Award ceremonies.

## North Yorkshire Police, Fire and Crime Panel

16 March 2022

### 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.

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 Members are invited to provide further suggestions for the work programme.

#### **5 Recommendations**

5.1 That the Panel agrees its outline work programme.

Diane Parsons  
Principal Scrutiny Officer  
North Yorkshire County Council

8<sup>th</sup> March 2022

#### **Background Documents:**

Appendix A – Police, Fire and Crime Panel Work Programme and Calendar of Meetings for 2022/23

## POLICE, FIRE &amp; CRIME PANEL MEETINGS SCHEDULE AND WORK PROGRAMME 2022/23

<b>July 2022</b>	Thursday 21 <sup>st</sup> July 2022 at 10:30am <i>Venue tbc</i>	<i>[Election of Panel Chair and Vice Chairs]</i> Confirmation hearing for Chief Fire Officer (tbc) Risk and Resource Model (FRS) Focus on enhancing diversity in NYP and NYFRS, including work around recruitment and retention ( <i>deferred from March 2022</i> ) Memorandum of Understanding between Panel and OPFCC.
<b>October 2022</b>	Thursday 13 <sup>th</sup> October 2022 at 10:30am <i>Venue tbc</i>	Violence against women and girls – annual update (tbc) Rural crime (inc wildlife crime) Complaints and Recognition Service – update report. Complaints to the PFC Panel – annual update
<b>January 2023</b>	Thursday 12 <sup>th</sup> January 2023 at 10:30am <i>Venue tbc</i>	'Pre-precept' reports for policing and fire and rescue. PFCC's work around criminal justice.
<b>February 2023</b>	Monday 6 <sup>th</sup> February 2023 at 10:30am <i>Venue tbc</i>	<b>Precept proposals</b> for policing and fire and rescue. Force Control Room – annual performance update
	Tuesday 21 <sup>st</sup> February 2023 at <b>1:30pm</b> <i>Venue tbc</i>	<b>Precept reserve meeting</b> (if needed).
<b>April 2023</b>	Thursday 27 <sup>th</sup> April 2023 at 10:30am <i>Venue tbc</i>	Enable programme update. Tackling drug crime – update report.