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Agenda

Meeting: North Yorkshire Police, Fire and Crime Panel

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

Date: Thursday, 20 July 2023 at 10.30 am

Members of the public are entitled to attend this meeting as observers for all those items taken in open session. Please contact the Democratic Services Officer whose details are at the foot of the first page of the agenda if you would like to find out more.

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Business

1. **Election of Panel Chair**
To appoint a Chair from among the Appointed (local authority) Members sitting on the Panel. Guidance note provided by the Panel Secretariat.
(Pages 5 - 6)
2. **Welcome and apologies**
3. **Declarations of Interest**
4. **Minutes of the Panel Meeting held on 21st June 2023**
For approval by the Panel.
(Pages 7 - 12)
5. **Election of Vice Chair to the Panel**
To appoint a Vice Chair to the Panel from among the Appointed (local authority) Members sitting on the Panel. Guidance note provided by the Panel Secretariat under Item 1.
6. **Progress on Issues Raised by the Panel**
Update report from the Panel Secretariat.
(Pages 13 - 16)

Enquiries relating to this agenda please contact Diane Parsons Tel: 01609 532750 or email nypfcp@northyorks.gov.uk. Agenda and papers available via www.northyorks.gov.uk

- 7. 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, 17th July 2023 to Diane Parsons (contact details below).
 - The time period for asking and responding to all questions will be limited to 30 minutes. No one question or statement shall exceed 3 minutes.
 - Please see the rules regarding Public Question Time at www.nypartnerships.org.uk/pfcp.
- 8. Members' Questions**
- 9. The Commissioner's draft Annual Reports for Policing and Fire and Rescue 2022/23**
For the Panel to review and make recommendations on the Commissioner's draft Annual Reports.
- (a) Draft Policing and Crime Annual Report 2022/23** **(Pages 17 - 40)**
- (b) Draft Fire and Rescue Annual Report 2022/23** **(Pages 41 - 68)**
- 10. Review of the balanced appointment objective**
Report from the Panel Secretariat, for approval by the Panel. **(Pages 69 - 72)**
- 11. Annual Report of the Police, Fire and Crime Panel 2022/23**
Draft report for approval by the Panel. **(Pages 73 - 82)**
- 12. Governance changes to the Panel**
Information report from the Panel Secretariat highlighting recent changes agreed to the Panel Arrangements. **(Pages 83 - 86)**
- 13. Work Programme**
Report by the Panel Secretariat. **(Pages 87 - 90)**
- 14. Any other items**
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances.
- 15. Date of Next Meeting**
Thursday, 12th October 2023 at 10:30am – City of York Council West Offices.

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton
Wednesday, 12 July 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. The Panel Secretariat officer will be pleased to advise on interest issues. Ideally their views should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.
- (b) Members of the public may put questions or statements to the Panel and these must be submitted to the officer detailed below three working days in advance of the meeting, for consideration by the Chair. The full protocol for public questions can be found at www.nypartnerships.org.uk/pfcp

Contact Details:

Diane Parsons
Panel Secretariat
Tel: (01609) 532750
Email: nypfcp@northyorks.gov.uk

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NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

20 July 2023

Election of Panel Chair and Vice Chair

1.0 PURPOSE OF REPORT

1.1 To provide guidance for the elections of Panel Chair and Vice Chair.

2.0 This report is to be taken at Items 1 and 5 of the Panel meeting on 20 July 2023, alongside the elections of Chair and Vice Chair.

Election of Chair

3.0 The Panel's Rules of Procedure provide that "the Chair of the Panel will be appointed in July of each year by the Panel from amongst the Appointed [councillor] Members sitting on the Panel. The Panel shall determine the means by which the Chairman shall be appointed."

4.0 The procedure previously adopted in electing the Panel Chair has been that a nomination has been proposed and a seconder sought at the July meeting. Where there are multiple (seconded) nominations put forward at the meeting then these will go to a vote via a show of hands. The nominee with the most votes is duly elected. All Panel members are able to vote in these proceedings. The term of office is one year or until the Panel meeting taking place in July 2024.

Election of Vice Chair

5.0 The Panel's Rules of Procedure provide that "a Vice Chair will be appointed in July of each year from Appointed [councillor] Members sitting on the Panel and the Panel shall determine the means by which the Vice Chair shall be appointed. The Vice Chair will preside in the absence of the Chair and if neither are present the Panel will appoint a Chair from among the remaining Appointed Members for the purposes of that meeting."

6.0 The procedure previously adopted in electing the Panel Vice Chair has been that a nomination has been proposed and a seconder sought at the July meeting. Where there are multiple (seconded) nominations put forward at the meeting then these will go to a vote via a show of hands. The nominee with the most votes is duly elected. All Panel members are able to vote in these proceedings. The term of office is one year or until the Panel meeting taking place in July 2024.

General

7.0 The Rules of Procedure clarify that once the appointment of Chair is filled by one of the constituent Authorities (at Item 1), the Panel members must appoint a Vice Chair from the remaining constituent Authority (at Item 5).

8.0 Financial Implications

8.1 There are no significant financial implications arising for the Panel from this report.

9.0 Legal Implications

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

10.0 Equalities Implications

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

11.0 Climate Change Implications

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

12.0 Recommendations

12.1 That the Panel notes the guidance provided in relation to the election of both the Chair and Vice Chair of the Panel, for the purposes of the Panel meeting to be held on 20 July 2023.

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
11 July 2023

Report Author: Diane Parsons, Principal Scrutiny Officer.

North Yorkshire County Council

North Yorkshire Police, Fire and Crime Panel

Minutes of the Special Meeting held in the Brierley Room at County Hall, Northallerton, on Wednesday, 21st June, 2023, commencing at 2.30 pm.

Councillors Carl Les (North Yorkshire Council) in the Chair; Chris Aldred (North Yorkshire Council), Lindsay Burr MBE (North Yorkshire Council), Tim Grogan (North Yorkshire Council), Emilie Knight (City of York Council), Rich Maw (North Yorkshire Council), Heather Moorhouse (North Yorkshire Council), Danny Myers (City of York Council), Michael Pavlovic (City of York Council) and Peter Wilkinson (North Yorkshire Council).

Community Co-opted Members: Fraser Forsyth and Mags Godderidge

Chief Constable Lisa Winward QPM (North Yorkshire Police)

Chief Fire Officer Jonathan Dyson (Chief Fire Officer) (North Yorkshire Fire & Rescue Service) and Lisa Winward (Chief Constable) (North Yorkshire Police).

Officers from the Office of the Police, Fire and Crime Commissioner: Zoë Metcalfe (Police, Fire and Crime Commissioner for North Yorkshire), Michael Porter (Chief Financial Officer), Simon Dennis (Chief Executive & Monitoring Officer), Tamara Pattinson (Director, Delivery and Assurance), Amanda Wilkinson (Director of Public Confidence) and George Jabbour.

Officers present: Diane Parsons (Principal Scrutiny Officer).

In Attendance: Cllr George Jabbour (North Yorkshire Council).

Apologies: Martin Walker (Community Member).

Copies of all documents considered are in the Minute Book

665 Welcome and apologies

The Chair welcomed everyone to the meeting and introductions were made for the new Panel Members. The Chief Constable and Chief Fire Officer attended remotely. Apologies were noted.

666 Declarations of Interest

Mags Godderidge notified that she is CEO of Survive; a charity which is commissioned by the OPFCC to provide services to survivors of domestic abuse and sexual violence.

667 Minutes of the Panel Meeting held on 6th February 2023

Resolved –

That the minutes of the meeting held on 6th February 2023, having been printed and circulated, be taken as read and confirmed and signed by the Chair as a correct record.

668 Minutes of the informal Panel meeting held on 9th March 2023

That the minutes of the informal meeting held on 9th March 2023, having been printed and circulated, be taken as read and confirmed and signed by the Chair as a correct record.

669 Progress on Issues Raised by the Panel

Resolved –

That the progress report be noted with no further follow-up actions required.

670 Public Questions or Statements to the Panel

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

671 Members' Questions

In response to a query regarding the progress of the EnableNY programme and savings generated, the Commissioner agreed to bring back an update report to the Panel.

The Commissioner was asked about her level of confidence around the robustness of policies for the suspension and return of firearms licences where individuals are under investigation for serious sexual and violent offences. The Commissioner offered to follow up on this matter further outside of the meeting.

A Member highlighted asked a question on the back of a recent study of firefighters in London which identified that cancer is up to 320% more prevalent among that population as compared with the general population. The Commissioner was asked about health surveillance measures of firefighters in North Yorkshire. In response, the Commissioner highlighted that there is a lot of work underway around this and that a detailed report can be provided for the Panel.

In response to a query regarding how effectively County Lines is being tackled, the Commissioner felt that a good deal of progress has been made in partnership with the police and other agencies but that there is still much to do.

The Commissioner was asked about the Victims' Centre and it was clarified that this should be opened by the end of the year. The Commissioner will verify that the requirement for compliance with the FSR regulator will be extended from October 2023 to April 2024.

672 The Commissioner's monitoring of progress and improvements following recent inspection activity

Considered –

The Commissioner's report regarding how she is holding the Chief Constable and Chief Fire Officer to account in relation to ensuring adequate progress against

improvement plans following recent HMICFRS inspections, as follows:

- 'PEEL' inspection of North Yorkshire Police 2021/22
- National Child Protection Inspection: Post-Inspection Review of North Yorkshire Police
- Inspection of North Yorkshire Fire and Rescue Service 2021/2: Re-visit findings.

The Commissioner outlined from the report the various ways in which she provides challenge to both services and that she feels this challenge to be robust. In terms of giving assurance to the Panel, this included highlighting the following points:

- The Commissioner has launched an Assurance Framework against which delivery of outcomes from the key Plans will be continually monitored and assessed.
- The governance of EnableNY has been reviewed and a renewed plan put in place to re-focus its work around collaboration;
- With regards to the PEEL report on North Yorkshire Police (NYP), the Commissioner has obtained specific reassurance that the workforce plan is being reality-tested and challenged.
- The Commissioner expects to see a return on her investment into the Force Control Room and has been clear on this with the Chief Constable.
- The Chief Fire Officer is required to report to the joint Executive Board on a monthly basis. The Commissioner is confident that the new leadership team at the fire service (NYFRS) and the rollout of the new Risk and Resource Model (RRM) will see an increase in prevention and protection.

Members considered the Commissioner's response and asked questions on a number of aspects around the inspection reports, including the following:

- Members sought further detail on progress under the RRM and the Chief Fire Officer outlined elements which are well underway. The Panel were advised that delays to progress had been experienced following the recent fire strikes and the Chief Fire Officer outlined that dialogue continues with the trade unions around the proposals for Huntington. A report will be brought to the Panel in October.
- The Commissioner was asked whether trauma-informed approaches from elsewhere have been considered for adoption in North Yorkshire. The Chief Constable highlighted various elements of practice underway nationally around wellbeing and trauma-informed approaches which North Yorkshire will be tapping into. The Panel expressed concern that the position regarding staff vacancies in the force may be trauma-related. The Chief Constable agreed to share the results of a wellbeing survey, assuming the results are sufficiently anonymised.
- The Commissioner was asked about 101 call performance. It was noted that the abandonment rate had been unsatisfactory but that performance is on the right trajectory. The Commissioner highlighted that there has been a steep increase in demand for 999 and 101 too.
- In response to concern expressed regarding the need for rapid improvements in the police service and having adequate (visible) policing resource available, the Commissioner highlighted that a new organisational model is being developed, which will re-align resources and ensure focus on high-risk and high-demand areas.

- The Panel expressed concern at the child protection findings in relation to safeguarding and sought reassurance that additional measures have been put in place to ensure adequate safeguarding awareness. The Chief Constable highlighted in response the additional ongoing training for officers in this regard to ensure a greater professional curiosity and improvements around children missing from home.
- Members similarly sought reassurance of change and improvement around the management of known sex offenders. The Commissioner responded by outlining various measures such as ensuring that unannounced visits are undertaken and outing additional staffing into these teams. HMICFRS will be revisiting specifically on this issue in July 2023.
- As the inspectorate have raised concerns regarding the efficacy of arrangements for service collaboration and the Panel discussed its concerns at the rate of progress for the Enable programme in February 2023, the Panel requested that a further detailed update report be provided by the October Panel meeting. Members were particularly keen that this includes detail of quantifiable savings and efficiencies derived through the Enable programme. Simon Dennis outlined the focus on refreshing the Enable programme and recent actions put in place around leadership appointments and decision-making. The Commissioner's office agreed to work with the Panel's supporting officers to review the timeliness of reporting on this in view of the early stage that the performance management regime is at.
- On a more specific note, a Member asked if further information could be shared outside of the meeting in relation to how the case study investigation highlighted on page 111 of the pack (child protection arrangements re-visit) culminated, due it being of concern that this investigation had not been well-led.

The Panel noted the reports and comprehensive responses provided at the meeting and requested a further update following the anticipated re-visits of the services by the inspectorate, which will be taking place in the autumn.

Resolved –

That the Panel:

- (a) Notes the report provided by the Commissioner regarding recent inspection activity and the responses provided to the Panel's questions regarding monitoring against the inspection outcomes;
- (b) Will receive a detailed update report regarding progress of the EnableNY programme (to include performance data and linked savings information) at the earliest feasible opportunity (currently pencilled in for October 2023);
- (c) Will further consider the effectiveness of the Commissioner's arrangements for monitoring progress against inspection outcomes following the inspectorate's re-visits in the autumn;
- (d) Will receive an anonymised update from the recent wellbeing survey conducted at North Yorkshire Police; and
- (e) Will receive a written update on implementation of the Risk and Resource Model in October 2023.

The report of the Panel Secretariat outlining the Panel's forward work programme.

The Panel agreed that the following items would be helpful for inclusion on the programme:

- Cross-border collaboration for policing and between neighbouring PCCs;
- Rural crime and hunting/persecution of wildlife (*it was noted this is currently scheduled for April 2024*);
- Child sexual exploitation – to form part of the Commissioner's report on the Violence Against Women and Girls strategy update in October 2023.

Resolved –

That the Panel agrees its outline work programme.

674 Any other items

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

675 Date of Next Meeting

Thursday, 20th July 2023 at 10:30am (Annual Meeting) – County Hall, Northallerton.

The meeting concluded at 4.04 pm.
DP.

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NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

20 July 2023

Progress on Issues Raised by the Panel

1.0 PURPOSE OF REPORT

1.1 To advise Members of:

- (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.

2.0 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.

2.2 Appendix A provides an update from the Commissioner's office against each of the issues listed below. The Commissioner's office will be happy to respond to any further queries.

2.3 The Panel is asked to consider whether any further follow-up is required.

	Date	Minute number and subject (if applicable)	Panel resolution or issue raised	Comment / date required	Complete at publication?
1	21 June 2023	671 – Members' Questions	Query regarding PFCC's level of confidence around robustness of policies for the suspension and return of firearms licences.	20.07.23	√ (see Appendix A)
2	21 June 2023	671 – Members' Questions	Information sought on health surveillance of firefighters in NY and York.	20.07.23	X – report to be brought to Panel later in the year (see Appendix A)
3	21 June 2023	671 – Members' Questions	Victims' Centre - PFCC to verify requirement for compliance with FSR	20.07.23	√ (see Appendix A)

			regulator extended to April 2024.		
4	21 June 2023	672 – PFCC’s monitoring of progress following inspection activity.	Query regarding outcome of the case study on p25 of the child protection post-inspection review.	20.07.2023	√ (see Appendix A)

3.0 FINANCIAL IMPLICATIONS

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

4.0 LEGAL IMPLICATIONS

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

5.0 EQUALITIES IMPLICATIONS

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

6.0 CLIMATE CHANGE IMPLICATIONS

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

<p>7.0 RECOMMENDATIONS</p> <p>7.1 It is recommended that the Panel:</p> <ul style="list-style-type: none"> (a) notes the report; (b) considers whether any of the points highlighted in this report require further follow-up.

APPENDICES:

Appendix A – Updates against issues and queries from the Commissioner’s office.

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
11 July 2023

Report Author: Diane Parsons, Principal Scrutiny Officer.

	Query raised	Response from Commissioner's office
1	Member query regarding the PFCC's confidence about the robustness of police policies for the suspension and return of firearms licences where the individual is under investigation for serious sexual and violent offences.	This query pertains to correspondence that the Member has directed to the Commissioner's office. It has regard to a live complaint with the Professional Standards Department at NYP and as such the Complaints Team at the Commissioner's office will be confirming this status for the Member in question. The PFCC will as such be unable to comment further at this stage.
2	A report to be provided for Panel updating on the health surveillance of firefighters in North Yorkshire and York, following a study highlighting 320% greater prevalence of cancer among London firefighters as compared with the general population.	North Yorkshire Fire and Rescue service are commissioning a report which will explore this. Further information will be provided later in the year when the report is produced.
3	Victims' Centre – PFCC to verify that the requirement for compliance with the FSR regulator has been extended to April 2024 from October 2023.	Sexual Assault Referral Centres (SARCs) are required to achieve UKAS Accreditation within 24 months of the effective date of the new Forensic Science Regulator (FSR) Code. The new FSR guidance was delayed, and was not finalised and released March 2023 – this has delayed the new FSR Code effective date until 2 nd October 2023. As a result, we now have until October 2025 to achieve UKAS Accreditation – the application and accreditation process is anticipated to take

		<p>around 12-18 months to complete from pre-assessment planning to accreditation.</p> <p>Once the October 2025 deadline has passed, any SARCs who are not accredited must declare compliance or non-compliance in reports and statements for the criminal justice system and may be subject to FSR compliance notices or enforcement action (similar to CQC processes).</p>
4	<p>The PFCC was asked if any information could be provided by way of follow-up re: the case study on p25 of the child protection post-inspection review report. The case study regarding a vulnerable young person had been highlighted by HMICFRS to illustrate an investigation which did not appear to have been well led.</p>	<p>As outlined in the report, a suspect arrested for Child Sexual Offences whilst in custody commented to the custody officer that 'I wouldn't do that, I have children of my own'. This was raised with the Force due to this comment not having been explored or established whether the individual had access to children. After further investigation (following an immediate response) it was established the suspect did not have access to children. HMICFRS were informed at the time and were content.</p> <p>HMICFRS also made negative comment regarding forensic and digital examination not being submitted promptly in this case. These aspects have now been resolved but no further information can be provided as it is an ongoing investigation.</p>

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Policing and Crime Annual Report 2022-2023

(Space for Photo)

DRAFT

Helping you to be safe and feel safe in North Yorkshire and York

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Foreword



Welcome to the Police and Crime Annual Report for 2022/23.

As your elected police, fire, and crime commissioner one of my duties was to publish a Police and Crime plan for North Yorkshire and York which I did last year. This was written, following consultation, to reflect what you told me mattered most and sets out five public priorities for change.

This year I have welcomed His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection was disappointing and highlighted that North Yorkshire Police required improvement in multiple areas, in particular strategic planning, organisational management, and value for money. The National Child Protection Inspection acknowledged the areas where improvement has been made, but identified there were areas to progress and this progress had been much slower than anticipated. As a result, I planned for an additional layer of scrutiny. I expect evidence in relation to any assurances I am given. To support this, I have implemented a new assurance framework, which clearly sets out how I will hold the Chief Constable to account for delivery.

In the past year I have worked closely with local communities to deliver on the priorities in my Police and Crime Plan. This annual report highlights some key accomplishments delivered by North Yorkshire Police and my office to improve public safety and contribute to helping you feel safe and be safe. I have also made significant changes within my office such as restructuring and the implementation of a new assurance framework so that I can effectively hold North Yorkshire Police to account for the delivery of my plan.

One of our greatest achievements is the publication of our Violence Against Women and Girls Strategy following extensive consultation with victims and survivors.

I joined the "NotMyChild" campaign with Kerry Roberts, who tragically lost her daughter, Leah, after taking drugs in 2019, to encourage parents, guardians, schools, and care givers to have positive conversations with teenage children about drugs, alcohol, and other substances. As a parent myself, I continue to be inspired by Kerry's determination to bring something so positive out of something so tragic.

I have passionately engaged with the community over this past year using my online public meetings and attending many community-focused events. A highlight was attending the Youth Commission's 'Big Conversation Conference' which reminded me how important the work and voices of young people are and how they are incredibly valuable when they contribute to community issues and suggest ways to resolve them.

I am immensely proud of the work that my office that has done throughout this year, and I also welcome my directors and staff who have helped change and streamline much of this work.

I hope that by reading this annual report you will see some of the positive things that I have achieved. I will continue to work with North Yorkshire Police so that they are able to become an exemplary service for the residents of North Yorkshire and York so that they can keep everyone safe and feeling safe.

Zoë Metcalfe, North Yorkshire Police, Fire and Crime Commissioner

North Yorkshire Police's Mission, Vision, and Values:

To keep people safe and feeling safe to deliver an exemplary police service with Impartiality, Integrity, and Respect.

Our values

Our values and culture - Making a positive difference for the public, every day.

With: Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

Our principles:

The four C.A.R.E. Principles set out what I believe is an exemplary police service for North Yorkshire and York based on what you have told me.

Caring about the vulnerable

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

Ambitious collaboration

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

Realising our potential

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

Enhancing our service for the public

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

Our Priorities:

We have considered what is achievable for North Yorkshire Police in working towards achieving the ambition set through the C.A.R.E. principles over the next two to three years and sets outcomes that progress will be assessed against. These are also the focus of this Annual Report.

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

Police and Crime Plan 2022-25 – Annual Progress Update Against Priorities

Priority 1

Actively engage with all communities to identify need and risk and to reassure

Outcome 1a

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

This year we have introduced more ways to gather the opinion of residents across North Yorkshire and York so that this feedback can inform how we shape our services. In October 2022 we launched the **Public Trust and Confidence** survey which invites the public to complete a set of questions to gauge trust and confidence in the policing response across North Yorkshire and York. The survey will remain on our website, and we encourage the public to participate in this, the responses are reviewed regularly and will inform future planning. You can respond to the survey here: [Trust and Confidence - Police - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/trust-and-confidence-police)



So far there has been 939 online responses to the survey. 262 were partially completed responses, and 677 responses were fully completed, with each question answered.

- 50% either agreed or strongly agreed they were fairly treated
- 53% either agreed or strongly agreed they were treated with respect

The top five areas respondents felt they had been affected by were: -

- 48.42% - Anti-Social behaviour
- 23.52% - Irresponsible Vehicle use
- 14.03% - Fraud in person, on the phone or online
- 13.64% - Burglary
- 12.45% - Theft of or from a car or bike

Numbers responding to the survey are limited, and we found that most responders to the surveys were aged 45+, white British, living in the York or Harrogate areas so more work is being done to capture the views from our wider communities and how we promote the surveys publicly. As a result, as response was initially low, we plan to launch again and aligning it with the Fire and Rescue service survey.

At the same time, we also launched a **Victims Voices** survey which invited victims and survivors of any type of crime to voice their experiences. This was to understand the impact that crime had on them, what support they needed, their engagement with any local support services and to identify any gaps in services for victims. A second survey, aimed at professionals who deliver victim support services in North Yorkshire and York, was conducted to capture what works well and what needs to be improved in the service provision. Focus groups were also held, and this was all part of the new **Victim Needs Assessment** which will help shape future services and improve outcomes for victims.



Following on from last year where it was identified that North Yorkshire had the lowest number of serious complaints submitted to the Independent Office for Police Conduct (IOPC). This year the **Complaints and Recognition** Team has gone above and beyond to manage complaints and ensure the public have confidence in their police service. Complaints against North Yorkshire Police are overseen independently by the Complaints and Recognition team within the Commissioner’s office, which covers justified, but minor issues that may require an apology or explanation that require work with North Yorkshire Police to resolve quickly in a more/or less formal way.

In 2022 the Commissioner’s team handled 1,400 complaints and expressions of dissatisfaction, 80% of which were resolved using a flexible, customer focused and effective approach, without the need to be escalated to North Yorkshire Police’s Professional Standards Department (PSD) or the IOPC national body. During the same period 214 expressions of appreciation were recorded.

Complaints and Recognition Data

Activity*	2021/2022	2022/2023
New Complaints	1326	1287
Service Recovery	1053	1021
New Appreciation	214	205

*Data from Centurion

Outcome 1b

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

When developing the Violence Against Women and Girls (VAWG) strategy, consultation took place with local organisations representing women and girls. Direct consultation was also undertaken with women and girls themselves from across North Yorkshire and York. This was achieved through focus groups and an on-line survey, to ensure their voices remain central to the development and delivery of this Strategy. Please see the Commissioner’s website for a summary of the feedback and findings from this consultation: [Our Strategy - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/our-strategy-police-fire-and-crime-commissioner-northyorkshire-pfcc)

North Yorkshire Police have continued to engage with local communities to understand their needs, listen and support them.

- In April 2022, Members of the local Muslim community, special guests and both Chief Constable Lisa Winward and Deputy Chief Constable Mabs Hussain, along with some officers and staff from North Yorkshire Police and OPFCC (Office of The Police, Fire and Crime Commissioner) came together in Skipton to share **Iftar**. Iftar is the meal that Muslim friends and family share together to break their fast at the end of the day during Ramadan.
- As part of ongoing efforts to identify and address suspected anti-social behaviour in **Chapelfields, York**, the Neighbourhood Policing Team and the Partnership Hub launched a community survey in August 2022 to help focus police activity in the area.
- In December North Yorkshire Police and members of the OPFCC were honoured to host members of the local Jewish community and special guests for a historic **Hanukkah celebration** in the centre of Clifford’s Tower in York.
- Residents in Northallerton in February 2023 and Bedale in April 2023 were invited to take part in **Community Action Days**. North Yorkshire Police, Broadacres Housing Association and the Town Councils joined together and invited other agencies to ensure that the communities came to get advice from a large one stop shop within each town. The day also includes getting residents to share their views, which will help shape how services are delivered in the towns over the next 12 months.

Priority 2

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

Outcome 2a

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

Our **Violence Against Women and Girls Strategy 2022-2025** is targeted to achieve meaningful and sustainable change at a local level to make a real difference to the lives of women and girls in North Yorkshire and York. This strategy is the overarching approach for many of our aims and outcomes.



This strategy identifies the challenges and crucially, how police, fire, and our community partners, alongside the OPFCC, work together to address them. Keeping women and girls safe, and ensuring they feel safe, is not something that one organisation, group or emergency service can deliver on their own. It is only by coming together, being honest about the problems and creatively finding solutions that will bring about the real change needed.

To improve the way police and fire work together, we looked at ways to share space and resources. From June 2023, the Office of the Police, Fire and Crime Commissioner relocated from Granby Road in Harrogate to the Police Station in Beckwith Head, Harrogate. This saves around £80,000 per year, which can be reinvested in our services.

- We have also identified areas where we can share space and resources. For example, we have agreed to move the police facilities in **Masham** to the fire station.
- We have also invested £1.2m to refurbish **Ripon's** fire and police station and create a police base in the city centre.

Solving problems as a partnership is often more effective than doing so as a single organisation. This is why the North Yorkshire Police, North Yorkshire Fire and Rescue Service, Yorkshire Ambulance Service, City of York Council, North Yorkshire County Council, National Highways, and the Office of the North Yorkshire Police, Fire and Crime Commissioner founded the **North Yorkshire Road Safety Partnership** which is now chaired by Assistant Chief Officer Elliot Foskett. [Organisational Activity Plan 2023/24 - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#) As a member of the partnership, we committed to working together and sharing resources and expertise to provide a co-ordinated, evidenced-led approach to prevent deaths and injuries on our roads. We have seen a steady reduction in serious injuries but acknowledge that more work is needed to reduce the number of those killed on our roads.

Outcome 2b

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

After consultation with the public the Community Remedy Document for North Yorkshire and York was published. The aim of **Community Remedy** is to enable victims of low-level crime and Anti-Social Behaviour to have a greater say in how offenders should be held account for their actions. The document lists the available sanctions that can be carried out by a person who has engaged in anti-social behaviour or committed an offence, when they admit to their involvement. This enables the individual to be effectively reprimanded for that behaviour.



In June 2022 North Yorkshire Police launched the **Initial Enquiry Team** (IET). This is designed to work alongside call handlers and the team pick up incidents, where it is appropriate, to deal with them remotely. The aim is to enable Police officers within the IET to resolve customer needs over the phone, commence a primary investigation or make an appointment for attendance by an officer. This provides a responsive service to customers, reduces the need for call backs or unnecessary appointments and frees up operational frontline resources to deal with other demands. This allows a greater focus on prevention and early intervention initiatives. An initial survey from customers has revealed a high number of satisfactions including the service they received, care shown and knowledge of the officer.

Outcome 2c

North Yorkshire Police Officers, PCSOs (police community support officers), PSOs (Public Safety Officers) and staff have confidence in their capability to solve problems effectively.

North Yorkshire Police have made improvements this year by introducing a centralised library where all problem-solving plans are stored. **Problem Solving Policing** is an approach to tackling crime and disorder North Yorkshire Police use the 'SARA' model which consists of four stages:

- **Scanning**, the identifying and prioritising of potential crime and disorder problems.
- **Analysis**, the analysis of potential problems, by gathering information and intelligence to identify underlying causes of the problem.
- **Response**, the development, and implementation of tailored activities to address the causes of the problem, as identified in the analysis phase.
- **Assessment**, the measurement of the impact of the response to test if it had the desired effect and to amend the response if required.

The **centralised library for problem solving plans** is used to populate a new dashboard which provides commanders and supervisors with an overview of current plans that are in place. This allows them to identify best practice and avoid duplicating plans for the same location. The use of this kind of approach enables officers to take ownership of a problem, target it, and see it through.

A **Community Conferencing** approach was developed with Restorative Solutions and the OPFCC and can be used alongside the criminal justice system where a reprimand, final warning or caution may be issued as part of the process. Referrals are identified via North Yorkshire Police Problem Solving Team and the Neighbourhood Policing teams amongst others, in Scarborough and York initially. It involves an initial meeting for local residents to raise their fears, experiences, needs and concerns whilst managing their expectations of outcomes. A secondary meeting then takes place with partners and local services to identify potential solutions, engagement strategies and a third meeting to feedback to residents and offenders to agree actions, ownership, and a forward plan.

Priority 3

Deliver the “Right People, Right Support” every time

Outcome 3a

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

I have approved £1.85M investment into North Yorkshire Police **Force Control Room** to transform how quickly calls are answered and re-instate confidence amongst the public. This followed an extensive proposal put forward by North Yorkshire Police detailing how a three phased approach aims to stabilise the current performance challenges for 999 and 101 calls over the next 12-18 months – whilst also ensuring the wider Customer Contact Function is fit for the future and continues to meet the needs of the public in the longer term. There are already benefits of this investment with an average of 72% of 999 calls being answered within 10 secs in Feb 2023 compared to 46% answered within 10 secs in July 2022.

In terms of tackling rural and wildlife crime, North Yorkshire Police are the only force to successfully roll out an ‘eyes on the ground’ **Rural WhatsApp Group** model. This model uses the rural community to support policing for intelligence gathering, disruption and detection of crime. Police are supported by 25 WhatsApp groups across the county which is made up of over 2000 members of the public. This process was developed under ‘Op Heartbeat’, and the groups really are the heartbeat of rural North Yorkshire. This has been a huge achievement, not only at a local level but at a national level. The model has been approved by the Independent Office for Police Conduct and recognised as best practice, meaning other forces have been advised to adopt our model. It is strengthening and protecting rural communities and means North Yorkshire Police are alerted to live incidents that need attending.

Outcome 3b

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



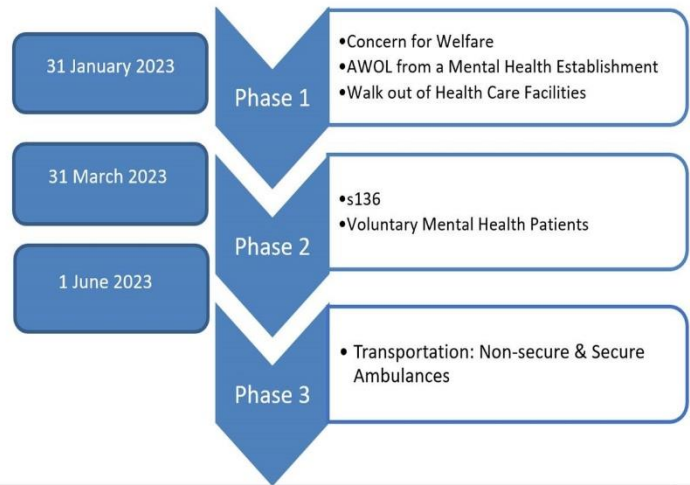
The **Pathways Service Directory** for officers was launched in June 2022 and provides a one-stop shop of contact details for all partner agencies, commissioned services and charities who can provide the right support, at the right time. Services are commissioned to provide the tools to keep people safe by intervening as early as possible for victims or perpetrators. September 2022 saw the launch of the Service Directory on Police mobile phones. The Service Directory is having a positive impact on officers providing support for victims and customers. Police Community Support Officers say the directory helps to generate a signpost email containing all the required details of the

agencies needed at the push of a button. In the coming year there will be a greater analysis of its use, and increased access for partners.

The Commissioner’s Communication Team and North Yorkshire Police have worked tirelessly throughout the year to **raise awareness** of campaigns to educate the public about specific issues relating to crime and victim support. Over the last year this has included attending the Mental Health Suicide Awareness Conference for both police and fire services in North Yorkshire for World Suicide Prevention Day, Hate Crime Awareness week, which was focused on Misogyny, VAWG 16 days of action and becoming a White Ribbon organisation. More details can be found here: [Commissioner Zoë's Newsletter and blog - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#)

CASE STUDY – Right Care, Right Person

In close collaboration with health and social care partners across North Yorkshire and York. North Yorkshire Police rolled out a significant new policy in January 2023. The **'Right Care, Right Person'** is a model designed to ensure that when there are concerns for a person's welfare linked to mental health, medical or social care issues, the right person with the right skills, training and experience will respond. Police officers have often been required to offer support to those who really require specialist medical or psychological care. Under 'Right Care, Right Person,' officers will no longer be taking on this responsibility when it is not appropriate to do so. Meaning they can focus on other policing issues which matter to communities.



Priority 4

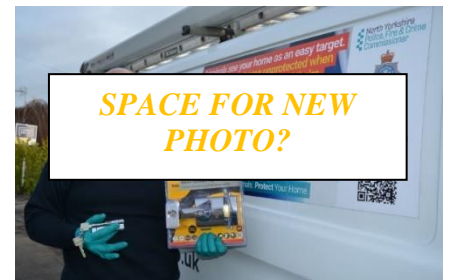
Maximise efficiency to make the most effective use of all available resources



Outcome 4a

North Yorkshire is outstandingly effective and efficient.

We have worked very closely with our commissioned service provider, **Independent Domestic Abuse Services (IDAS)** over many years, to make improvements in how we manage domestic abuse in North Yorkshire and York. In 2022, IDAS supported North Yorkshire Police to inform their Domestic Abuse Pledge to support officers or staff who are victims of Domestic Abuse. Five Domestic Abuse Practitioners (IDVAs (Independent Domestic Violence Adviser)) within our commissioned support services have received additional training jointly delivered by North Yorkshire Police's Safeguarding and Professional Standards departments and IDAS.



North Yorkshire Police deliver services in relation to Domestic Abuse in a multi-faceted way and are using HMICFRS recommendations to improve outcomes in safeguarding. North Yorkshire Police have established a **Multi-Agency Risk Assessment Conference (MARAC) and a Multi-Agency Tasking and Coordination (MATAC) Steering Group**. These groups meet regularly and report to the Domestic Abuse Partnership Boards and subsequently the Community Safety Partnership; North Yorkshire Police have employed A Coordinator to meet the increasing caseloads. This has stimulated more effective and appropriate referrals and now have numbers that are beyond the capacity and capability of the current process requiring additional support from a MARAC Coordinator.

Outcome 4b

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

In May 2022, North Yorkshire Police introduced **NY EYE**, a new tasking and briefing system. NY EYE is a bespoke system and has been built in-house by the information, communication, and technology department. It has been refined using feedback from operational officers and staff and aims to make the tasking and briefing process more streamlined, easier to use, and quicker. For the first time ever, it provides the ability for all police staff to create and share briefings through the system, and any targeted activity can be tasked directly from a briefing item.

Since its launch, the Intelligence project has seen quite a few milestones reached, which have now been successfully embedded. These included new area-based Tasking Intelligence Officers (TIOs) starting to support the new system and ways of working and the introduction changes including command priorities and a safeguarding register.



NY EYE was developed as part of the Early Action Together Programme to embed prevention and early intervention across North Yorkshire and York will be evaluated on its performance as it progresses.

Priority 5

Enhance positive culture, openness, integrity, and public trust

Outcome 5a

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

In May 2022, North Yorkshire Police introduced a new **Performance Management Framework** to help recognise where they are performing well and which areas they can further improve. With this framework, leaders are expected to set the tone and direction for the performance management culture. All North Yorkshire Police Officers and staff should expect to be held accountable for their individual performance and, where they are in a leadership role, the performance of the team they are responsible for.

Within North Yorkshire **Project Servator** has continued to be recognised as an outstanding scheme. In June 2022, North Yorkshire Police was visited by the National Project Servator Team (NPST), which is funded by Counter Terrorism (CT) policing, to provide oversight over the use of the Disruptive Effects (DE) approach across the UK and overseas, which includes Project Servator. North Yorkshire Police were one of the only teams to continue to maintain deployments throughout last year despite the challenges of the COVID-19 pandemic and subsequent lock down. The deployments witnessed by the NPST were both tactically astute and effective at detecting hostile activity. This has been illustrated in their statistics throughout the year with a fantastic positive stop search rate of 62.5 % and two notable arrests for counter terrorism offences. The NCALT package (North Yorkshire Police's training package) for all staff within the force is identified as a fantastic innovation which demonstrates the force's commitment to Project Servator. Other Project Servator forces are now using it as a method of raising awareness amongst their officers and staff.



Outcome 5b

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

In August 2022 North Yorkshire Police appointed Pearlcatchers, a leadership development company provided training to emergency services, to deliver their interactive **Diversity, Equality, and Inclusion (DEI) Training** to all employees across North Yorkshire Police, North Yorkshire Fire and Rescue Service and the Office of the Police, Fire and Crime Commissioner. Pearlcatchers have worked with several forces already and take a refreshing 'humanise not demonise' approach to DEI and the training involved two innovative half day sessions. The training uses real life scenarios and interactive sessions to get you talking freely and openly about these topics. The roll out of the training took place in a staged way to minimise the impact to your normal working day, with line managers and supervisors receiving the first wave. For those who have completed the first module, the second module is scheduled to begin very soon.

The feedback we have received from those who have attended the training has been positive with 94% of those who have attended agreed or strongly agreed that their knowledge and understanding has improved as a result of the training.

Outcome 5c

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

First line leaders play a pivotal role in serving our communities and protecting the vulnerable and in December 2022, North Yorkshire Police announced the roll out of a **First Line Leadership Programme** which has been designed to provide leaders with the skills needed to successfully lead their teams. The programme will be a blend of facilitated face-to-face sessions, spread over several months and self-managed learning with attendance being mandatory. The first element of the programme will be an interactive two-day session with sergeants, police staff leaders, staff leaders in enable and selected leaders in OPFCC.



Safer Streets Funding in 2022

In June 2022 the North Yorkshire Police, Fire and Crime Commissioner was successful in a bid to bring more investment to tackling cross-border crime in more parts of the county and improving the way in which stalking, and harassment is dealt with by North Yorkshire Police.

The £809,095 from the Home Office Safer Streets Fund is being invested into two schemes supporting the Commissioner priorities of preventing neighbourhood crime and addressing violence against women and girls, including providing more support for victims.

Over £700,000 is being used to prevent neighbourhood crime with an extension of the **Protect Your Home Scheme** which has already improved security at hundreds of homes and farms near Selby on the border with West, South and East Yorkshire. Separately, nearly £100,000 has been invested in a Review of the **response to stalking and harassment** across North Yorkshire and York in a partnership with The Suzy Lamplugh Trust.

Protect Your Home

As of March 2023, the scheme to prevent burglary, protect individuals, families, and businesses has taken place in over 1,000 homes and 90 farms along the borders of Craven District and Harrogate Borough with West Yorkshire. £719,950 is the total budget for improving security on homes and farms, Automatic Number Plate Recognition cameras and upgrade of Rural Watch Signage in specific locations to detect and deter potential burglars.

Following a security survey, homeowners can receive, new locks for vulnerable doors, windows, garages and sheds, and alarm systems for farms and small holdings. For homes with suitable Wi-Fi coverage the scheme also includes a RING video doorbell. Free security surveys and upgrades are available to homes in the parishes of Clapham cum Newby, Cononley, Lawkland, and Lothersdale areas of Craven and Allerton Mauleverer with Hopperton, Kirk Deighton, Kirk Hammerton, Leathley, Long Marston, North Deighton, Sicklinghall and Spofforth with Stockeld areas of Harrogate and has recently been expanded to include Bilton-in-Ainsty with Bickerton, Long Marston, Wighill, Tockwith with Wilstrop, Follifoot with Plompton, Scriven and Glusburn and Cross Hills.

For more details of the scheme, to check eligibility and to request a security upgrade please visit our website here: [Protect your home - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk)

So far:

- 581 homes have received a security upgrade
- 456 video doorbells have been installed
- 777 homes have already signed up to the scheme
- 84 Farms have signed up to the scheme
- 9 Farms have received their security upgrades



Commissioned Services

The Commissioning and Partnership team administers a budget of £5m which includes recurring ring-fenced national grant funding, locally allocated budgets, joint commissioning budgets and annual income generation.

The majority of this budget are services provided by third parties; a small proportion to in-house service delivery (Supporting Victims Team), partnership working, commissioning and contract management. Wherever possible, work is collaborative with local partners, pooling funding, and co-commissioning services to maximise outcomes / impact for individuals and local communities.

In 2021/22 services received over 51,000 referrals, worked directly with almost 18,000 individuals.

We have 25 key commissioned services.

- 11 for Victims - To support and recover after crime
- 9 for Offenders - Prevention and early intervention
- 2 for Vulnerable People – To protect and support
- 3 Community Safety and Engagement – To enable partners and communities to address issues

The full details of services can be found here:

[Commissioned services - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#)



Supporting Victims is a telephone-based service providing support for anyone affected by crime in North Yorkshire and York, whether reported to the police or not.

Supporting Victims in

North Yorkshire is open Monday – Friday, 9am to 5pm and can be called on: **01609 643100**.

This includes victims, bereaved relatives, those under 18 with consent, parents, or guardians of victims under 18 and members of staff where a business has been a victim of crime.

Supporting Victims is also the Independent Reporting route for victims of hate crime (whether reported to the police or not):

- Website: supportingvictims.org
- Email for victims: help@supportingvictims.org
- Secure email for agencies: supportingvictims@northyorkshire.police.uk
- To report a hate crime: <https://www.supportingvictims.org/advice/i-or-someone-i-know-is-experiencing-personal-abuse/>

Commissioned Services Examples – 2022-2023

- **Adult Sexual Assault Referral Centre (SARC) Mountain Healthcare Ltd, Funded £182,000**

The PFCC for North Yorkshire, NHS England, Humberside PCC, South Yorkshire PCC, and the Mayor for West Yorkshire have jointly commissioned a single Regional Adult SARC Service for the Yorkshire and Humberside region. Support is available for any victim of rape or sexual assault aged 16 years or over. Support is available for all genders and regardless of sexual orientation. The service offers:

- Immediate triage, advice, and support
- Specialist 1 to 1 Crisis Support
- Forensic Medical Examination if appropriate
- Onward referrals with other agencies and support services as appropriate
- **Change Direction: Young People's Diversion scheme, Funded £185,000**

Provided by North Yorkshire Youth, the scheme goal is to prevent or intervene early to divert young people from the criminal justice process by addressing the underlying causes of their offending behaviour.

- Reduce the number of first-time entrants into the Criminal Justice System
- Reduce re-offending and antisocial behaviour
- Assess the needs of those on the scheme across the criminogenic pathways and evidence positive progress to address those needs

The Change Direction Diversion scheme works with young people aged 10-17, to offer trauma-informed support to address underlying causes of offending.

- **Youth Commission: Leaders Unlocked, Funded £35,000**

North Yorkshire Youth Commission (NYYC) enables young people aged 10-25 to support, challenge and inform the work of the North Yorkshire Police, Fire and Crime Commissioner (PFCC), North Yorkshire Police, North Yorkshire Fire and Rescue and partner agencies, using a peer-research and engagement approach. NYYC offers young people the opportunity to influence decisions and direction of these agencies based on the key priorities young people have reported affect them.

Community Fund

Launched in May 2013, The Community Fund is specifically for local organisations, groups or individuals who need money to help fund a new community safety project or scheme. The fund is only available for new projects led by people based or operating solely or mainly within North Yorkshire and York. The Community Fund now incorporates the Police Property Fund.

Funds from £500 up to £20,000 can be awarded for specific projects that support communities within North Yorkshire and York to “Be Safe and Feel Safe”, including:

- Diversionary activities for children and young people
- Promoting safety and reducing the fear of crime and anti-social behaviour
- Support for victims
- Improving community cohesion
- Preventing crime and anti-social behaviour
- Supporting the purchase of specific pieces of equipment in key community locations

Project examples can be found on <https://www.northyorkshire-pfcc.gov.uk/for-you/fund/>

The Community Fund now incorporates the Police Property Fund. Each year, NYP seize property as part of criminal investigations or confiscate property by order of court. Where property remains unclaimed, the Police (Disposal of Property) Regulations 1975 enable auctioning to raise funds for community and voluntary initiatives – particularly projects which have a positive impact on reducing crime and disorder at a local level.

The Chief Constable of North Yorkshire Police and the Police, Fire and Crime Commissioner have identified an additional **£25,000.00** for the Community Fund annual budget to support smaller, community-based projects using the proceeds.

Financial Information

- **2022/23** - £291,677.14 was awarded to 28 projects.

Community Fund Project Examples – 2022-2023

- **SPARKS Project, Scarborough – awarded £10,000.00.**
A community-based organisation located in a priority area, offering a range of interventions for the local community. This includes life skills, parenting skills, health and wellbeing, support to improve mental & physical health, support for ex-offenders and addicts, debt support, education / training / employment support and counselling. This one-off funding will support 12-months' work towards these initiatives, enabling an accessible resource for the community and aiming to improve relationships with the police.
- **Settle Multi Use Pump Track, Settle Town Council – awarded £7,500.00.**
Funding will support development of multi-use tarmacked and landscaped track, creating a sports facility for use by bikes, BMX, scooters, roller blades, skateboards etc. It will be floodlit to increase safety and usage in the darker winter months and ensure the site can be naturally surveyed. A lack of provision in the local area and an increase in ASB have been identified as issues that this project aims to address, together with increasing feelings of safety and cohesion.
- **York Youth bus, Inspire Youth – awarded £19,200.00.**
Funding will enable 48-week mobile youth delivery project in York following a successful pilot. The project will be delivered in four locations across York, determined through local intelligence led by NYP and partners. The project will engage with 200 young people and be open to 8–14-year-olds, who may be at risk of entering the criminal justice system, whilst being open to all young people and offered free of charge. The partnership project will link with North Yorkshire Police, York Youth Justice Service, Community Safety Hub, and North Yorkshire Youth Change Direction.

Community Safety Funding – Non-Commissioned Services

The Community Safety Services Fund is available to any local community group or organisation in North Yorkshire or City of York.

The proposed project must benefit North Yorkshire communities directly and be supported by the appropriate Community Safety Partnership (Safer York Partnership or North Yorkshire Community Safety Partnership).

A panel that includes representatives from each Community Safety Partnership reviews all applications.

The maximum amount available for each application to this fund is £20,000.

Projects/initiatives must support a pro-active, sustainable, outcomes focused approach to diversion and early intervention, addressing (re)-offending, (re)-victimisation, and Community Safety priorities, using one of the following service delivery models:

- Community Based Volunteer Services
- Targeted Prevention and Early Intervention Services (Diversionary / Positive Activities)
- Targeted Early Intervention Emotional Health projects

Examples of projects can be found here:

<https://www.northyorkshire-pfcc.gov.uk/for-you/partnership/non-commissioned-community-safety-services/>

Financial Information

- For 2022-23, **£153,816.50** was awarded. This includes 10 grants awarded and the contributions towards Mediation and Anger Management Services.

Community Safety District Level Funding From April 2022 to March 2023, the Commissioner committed to providing community safety services funding through Safer York and the North Yorkshire Community Safety Partnerships (CSPs) This is to enable responsible authorities to react to emerging local community safety needs and demands for target hardening services, respond to emerging local community safety concerns or immediate crime and ASB reduction requirements and conduct planned targeted communications and social marketing interventions that link to local or strategic priorities.

The total funding available to the CSPs will be split by geographic area relative to the need and demand for community safety services, based on NYP data in relation to:

- Reported incidents of crime (volume).
- Reported incidents of anti-social behaviour (ASB volume).
- Reported incidents of public safety and welfare (PSW volume); Victims of crime; and
- Aggrieved / people reporting ASB or PSW.

Budget for Districts 2022/23: £38,199.40

Community Safety Strategic Level Funding

Budget for Strategic Partnerships to deliver planned, targeted, activities and interventions, including communications and social marketing, which align to CSP (Community Safety Partnership) strategic priorities.

Budget for 2022/23: £3,794.60

Community Safety Services Fund Project Example - 2022-23

North Mobile Provision – St Giles Trust – £17,190.00 awarded – Countywide

- **Mobile van outreach provision**
van will be used to provide a safe, gender specific, multi-agency service to women who are: victims/at risk of harm and hidden harms (including sexual exploitation); with multiple unmet needs; with substance misuse issues; at risk of entering, or currently involved with, the Criminal Justice System.

The mobile provision will work across North Yorkshire and York initially target women who face barriers to accessing services such as those in rural, isolated areas, starting in Scarborough and Ryedale.

Practical, outreach staff will provide emotional and well-being support alongside signposting into local services.

Women can self-refer or be referred through partner agencies. Links have been formed with key partners to help target areas of need.

Governance and Assurance

In March 2023 we launched a new assurance framework, which can be found here: [Assurance Framework - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk) To ensure that we make a positive difference to the public, every day it is important to continually monitor and assess delivery of outcomes against the Commissioner's priorities which are set out in the Police and Crime Plan, and the Fire and Rescue Plan.

Whilst the Office of The Police, Fire and Crime Commissioner (OPFCC) regularly seek assurance from the services, we will also scrutinise them to ensure that we can effectively and formally evidence that positive progress and outcomes are being achieved.

We will monitor the police and fire service in a range of ways which are detailed below.

Online Public Meetings	Bi-monthly, Five per year for each service (Break in August and December). At this meeting, the Chief Constable is held to account in their delivery of the Police, and Crime Plan and the Chief Fire Officer is held to account in their delivery of the Fire and Rescue Plan. Police complaints are monitored, and lessons learnt. Fire and Rescue complaints are monitored, and lessons learnt.
Executive Board (Monthly)	Monthly formal governance meeting between the commissioner, Chief Constable/Chief Fire Officer to ensure proper governance of the services and the OPFCC. This takes place through open, constructive debate of their respective statutory duties and the efficiency and effectiveness of their delivery against the Police and Crime Plan and Fire and Rescue Plan.
Chief Catchups	Closed briefings which enable dialogue and discussion monthly. This is an opportunity for the commissioner to discuss elements of the Police and Crime Plan delivery, and the Fire and Rescue Plan delivery based on themes and receive updates on current issues and operational matters.
Independent audit committee	The Audit Committee provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It advises the North Yorkshire Police, Fire and Crime Commissioner Fire and Rescue Authority, according to good governance principles and proper practices.
Joint independent audit committee	The Joint Independent Audit Committee (JIAC) provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It jointly advises the Commissioner and Chief Constable, according to good governance principles and proper practices.
Scrutiny Panels	Scrutiny Panels allow members of the public to hold North Yorkshire Police to account via review of incidents, policing powers, and tactics. Panel observations, feedback and recommendations facilitate continuous learning, improvement of police services and identification of best practice. We continually review and assess our scrutiny activity to ensure we bring focus to targeted areas within the force, with the potential, where appropriate, to add additional panels or scrutiny activity if so required.
Community Review Group	The community review groups will assess and provide feedback on areas which the scrutiny panels review. This includes, identifying good practice and areas for learning, making referrals and recommendations.
Independent Ethics advisory board	Under development with an independent chair. The Panel will provide independent and effective challenge and assurance around integrity, standards, and ethics of decision-making in policing and fire.

Independent custody visitors	Independent Custody Visitors are members of the local community who visit police stations unannounced to check on the welfare of people in police custody.
Violence against women and girls' strategic governance board.	6-monthly Joint Violence Against Women and Girls Strategic Governance Board meetings, chaired by the Commissioner to monitor overall progress against our joint violence against women and girls' strategic objectives and provide greater transparency and accountability to increase public confidence in how we are improving the overall safety of women and girls.
Frequent interactions	Informal interactions between the services and OPFCC staff. This enables and encourages spontaneous face-to-face discussions between Chief Officers, Senior OPFCC staff, who may receive: <ul style="list-style-type: none"> • Updates on significant issues • Notification of significant/critical incidents OPFCC staff will also conduct site visits across North Yorkshire and York.
Complemented by	Bespoke briefings from Chief Constable/Chief Fire Officer on significant or sensitive issues. <ul style="list-style-type: none"> • Senior OPFCC staff attending key meetings within the services (e.g., HMICFRS* Governance Board, Gold Groups, Risk and Assurance Boards, Performance boards, etc.) • OPFCC staff conducting further checks and audits. • Routine liaison between Senior OPFCC staff Senior Staff/Officers. • Feedback from Independent Custody Visitors and Appropriate Adults. • Regular meetings with public bodies and Inspectorates (e.g., HMICFRS). • Independent review of complaints.

To underpin improvements in the services, so that they can be the best they can at protecting us and keeping us safe and feeling safe, we will utilise the frameworks set out by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to support our scrutiny. For example, we will use questions that HMICFRS use to establish how the services are performing and improving outcomes.

We will evaluate what the public tell us in our trust and confidence surveys and through information we receive into our office. At our Delivery and Assurance Board we will regularly assess our performance against our own OPFCC Organisational Activity Plan, which can be found here: [Organisational Activity Plan 2023/24 - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk). Additionally, the Commissioner conducts several consultations with the public and partners throughout the year. We will review reports from external inspections such as HMICFRS and monitor the services delivery against any action plans developed as a result of these inspections.

Live streamed, Online Public Meetings (OPMs) are one of the ways the Commissioner holds the Police Chief Constable to account for the service to the public. The Service is required to demonstrate the quality of the service in different areas and is its progress against the Police and Crime Plan.

This year's police OPM assurance presentations included HMICFRS Child Inspection Report Scrutiny, Follow Up and Learning, Prevention and Early Intervention, Out of Court Disposals, Stalking, Criminal Justice Case Progression, Customer Contact/Force Control Room, Offender Management, Rural Crime and PEEL Inspection Report findings.

Performance

The North Yorkshire Office of the Police, Fire and Crime Commissioner and North Yorkshire Police are committed to providing a high-quality service to the public. To ensure that we hold them to account on this performance is reviewed in several ways.

- **His Majesty's Inspectorate for Constabularies and Fire and Rescue Services Inspections:** We welcome regular inspections from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), because the reports are an independent and rigorous assessment which I can use to intensify the level of scrutiny required to ensure North Yorkshire Police are aspiring towards becoming an outstanding service. The results of these inspections and our response can be found here: [HMICFRS Inspections - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/hmicfrs-inspections-police-fire-and-crime-commissioner-northyorkshire-pfcc.gov.uk)
- **Office of the Police, Fire and Crime Commissioner:** We publish NYP's performance report dashboard on the OPFCC website located here: [Performance dashboard - Police - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/performance-dashboard-police-police-fire-and-crime-commissioner-northyorkshire-pfcc.gov.uk)
- **National Policing Website:** The National Policing Website provides information about police performance across England and Wales. This information includes crime statistics, data on how quickly police respond to calls, and information about the force's use of resources: [North Yorkshire Police | Police.uk \(www.police.uk\)](https://www.police.uk/northyorkshire)
- **Online Public Meetings:** The Police, Fire and Crime Commissioner holds regular online public meetings where you can ask questions about the force's performance. These meetings are held every other month and are streamed live on the Commissioner's website: [Remit of the Online Public Meeting - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/remit-of-the-online-public-meeting-police-fire-and-crime-commissioner-northyorkshire-pfcc.gov.uk)

Independent Scrutiny Panels

The Commissioner has three established Independent Scrutiny Panels that meet quarterly to assess specific areas of police business to make sure the public are receiving a high-quality service. These three Panels are

made up of representatives from NYP, partners organisations and members of the public to review Out of Court disposals, Domestic Abuse and Stop and Search and Use of Force, including the use of Taser. The panels are supported by Community Review Groups who review use of stop and search and use of force and can refer cases to the scrutiny panel for further scrutiny in needed.

Over the last year the scrutiny panel process has been under review to improve the effectiveness and efficiency of the panels to ensure key learning and best practise for the force is highlighted and that this learning is actioned by the force to improve response in future. Key learning points from the panels held this year include:

- **Domestic Abuse Scrutiny Panel** - ensuring officers always record a clear rationale for decision making especially around safeguarding, evidence-based prosecutions should always be considered where appropriate and that all vulnerabilities are identified such as mental health
- **Stop and Search Scrutiny Panel and Community Review Group** - officers should ensure they provide all key details in the recording of a stop and search so it easy for someone to review the case and be satisfied all the correct procedures were followed and decision making rational is clear
- **Out of Court Disposal Scrut Panel** - Officers should always consider if a referral into support service is appropriate as part of an out of court disposal, especially for young people

Community Review Groups have been reinvigorated to focus on county wide cases, with meetings hosted on a quarterly basis. Any matters arising from these groups are escalated into the relevant scrutiny panel(s).

Funding and Spending

Funding breakdown 2022/23	Actual £'000s	%
Core Grant (including legacy grants)	-91,374	45.8%
Precept (including collection surplus)	-87,591	43.9%
Grants (ringfenced)	10,723	5.4%
Non-Grant income	-9,918	5.0%
Total funding	-199,606	100.0%
Expenditure Breakdown 2022/23		
Expenditure Breakdown 2022/23	Actual £'000s	%
Salary Costs	144,442	71.9%
Other non-Salary employee costs	3,532	1.8%
Police Injury Pension Costs	3,894	1.9%
Premises costs	5,511	2.7%
Supplies and services	23,261	11.6%
Transport costs (including fuel)	3,536	1.8%
North Yorkshire Police Total	184,176	91.6%
Office of the Police Fire and Crime Commissioner	1,293	0.6%
Commissioned Services	6,078	3.0%
Financial Costs	591	0.3%
Total expenditure	192,139	95.6%
Budgeted transfers to earmarked reserves	8,891	4.4%
Total expenditure and budgeted reserves transfers	201,030	100.0%
Deficit on the Provision of Services	1,424	0.7%

Financial Position

<p>In 2022/23 the overall budget available to the Commissioner overspent by £1.4m, which is 0.7% of the overall expenditure in the year.</p> <p>This is after required transfers into reserves and what was needed to be set aside to fund capital expenditure.</p> <p>In addition to this, as part of the budget setting process for 2023/24 the Force had planned to make an under spend of £1m during 2022/23 to contribute towards balancing the 2023/24 budget. In overall terms therefore the organisation is £2.4m short of where it planned to be moving into 2023/24.</p>	<p>The 2022/23 overspend has been funded from reserves however plans are being assessed to replace these reserves where necessary.</p> <p>This Annual report covers a period that have seen interest rates increase from 0.75% to 4.25% at the start and the end of the financial year.</p> <p>There were just over £43m of 'non-pay' budgets in 2022/23, and the higher than expect levels of inflation referred to above resulted in overspends across these areas of £3m during 2022/23.</p> <p>Despite the overspend the organisation remains in a strong position financially and the Commissioner will continue to hold to the Chief Constable to account to further enhance service delivery.</p>
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**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Fire and Rescue Annual Report 2022-2023

PICTURE

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Helping you to be safe and feel safe in York and North Yorkshire

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Foreword

Welcome to my Fire and Rescue Annual Report for 2022-23.

The past year has seen significant transformational change, alongside challenges. We consulted on changes to the way North Yorkshire Fire and Rescue Service (NYFRS) uses its resources to mitigate risk, planned for the impact of likely firefighter strike action and received local and national assessments by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), highlighting the need for improvements in NYFRS and across the fire and rescue sector.



In April 2022, we welcomed the second inspection from HMICFRS and their report, published later that year, provided an independent assessment of NYFRS's efficiency, effectiveness and how it looks after its people. The report concluded that NYFRS requires improvement in its effectiveness and was deemed inadequate in its efficiency and how well it looks after its people. However, positively the report confirmed that NYFRS Service was good at preventing fires and other emergencies and good in its response to major and multi-agency incidents.

Together, the Chief Fire Officer and I have implemented a rigorous ongoing programme of improvement. The Chief Fire Officer did not wait for the report, but immediately following the inspection, put into place plans to address the two causes of concern raised. I was delighted when the Inspectorate's revisit in January 2023 recognised the progress made. I am assured by this, and a robust action plan to address the areas for improvement.

In March 2023, HMICFRS published a report into the values and culture of all 44 fire and rescue services in England. The report found that bullying, harassment, and discrimination are, to varying degrees, still problems across the fire sector. The Chief Fire Officer and I are united in our focus to help address each of the report's 35 recommendations as quickly and robustly as possible. I have made it clear that I expect NYFRS to be an employer of choice with a people focus and welcoming culture that develops leadership, integrity, and inclusivity. The CFO's strategic vision is to create a pro-inclusion culture, though values-based leadership.

To support the improvements needed I have deepened my scrutiny and accountability. I have restructured my Office to ensure resilience and ensure my Fire and Rescue Plan outcomes are achieved. A new assurance model and framework sets out the ways I will hold NYFRS to account. It also describes how we will identify areas (because of public importance, risk, opportunity, or other drivers) that will be subjected to closer scrutiny, to ensure that we can effectively and formally evidence that positive progress and outcomes set out in my Fire and Rescue Plan are being achieved.

Between May and August 2022 my Office held a substantial public consultation on the Chief Fire Officer's proposed changes to how the Service uses its resources to identify and reduce risk. We engaged with over 1400 residents through 12 events across the County and City and received responses from over 1300 people and organisations through an online consultation survey. This provided understanding of the public's concerns and priorities. In September 2022, following the consultation, I approved the implementation of these proposals to include in the Services new Risk and Resource Model. This will continue to keep the public safe whilst enabling sustainable investment in increased prevention and protection work across our communities, and transformation of the On-call model.

The Service had an Incredibly busy summer in 2022 with an increase in fire incidents and calls due to the very hot weather. Staff put in a huge effort to keep our County and City, and the people who live and visit here, safe. The dedication of our On-call firefighters and of their employers, who released their staff for

consecutive days throughout July in particular, was outstanding. Although our resources were stretched, we were able to respond effectively to these incidents.

Months of complex planning throughout 2022 was necessary to ensure that, should national strike action take place, robust contingency plans devised through a data led approach, aligned to the RRM, would ensure a response to all emergencies across the County and City.

This Annual Report, which also serves as the Fire and Rescue Statement within the meaning of Paragraph 5 of Schedule A2 to the Fire and Rescue Services Act 2004, provides a good understanding of how the Service has delivered during the period April 2022-March 2023 against the outcomes set out in my new Fire and Rescue Plan 2022-25 and the areas where there is still room for improvement as the Service looks towards delivering against my new Plan.

Zoë Metcalfe, North Yorkshire Police, Fire and Crime Commissioner

This report highlights how NYFRS has progressed each of the outcomes under the five Fire and Rescue Plan priorities during 2022-23 and meets the requirements of the Fire and Rescue Statement, confirming the adequacy of arrangements and effective management of financial, governance and operational matters, as well as overall adherence to the Fire and Rescue National Framework for England.

Vision, Values, Principles and Priorities

Mission and Vision:

To keep people safe and feeling safe to deliver an exemplary fire and rescue service.

Our values:

Our values and culture - Making a positive difference for the public, every day.

With: Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

Our principles:

The four C.A.R.E. Principles set out what I believe is an exemplary fire and rescue service for our county based on what the public has told me.

Caring about the vulnerable

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

Ambitious collaboration

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

Realising our potential

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

Enhancing our service for the public

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

Our priorities:

The Fire and Rescue Plan considers what is achievable for NYFRS in working towards achieving the ambition set through the C.A.R.E. principles and sets outcomes that progress will be assessed against. This is the focus of this Annual Report.

- 1. Actively engage with all communities to identify need and risk and to reassure.**
- 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems**

3. Deliver the “Right People, Right Support” every time
4. Maximise efficiency to make the most effective use of all available resources
5. Enhance positive culture, openness, integrity, and public trust

Fire and Rescue Plan 2022-25 – Annual Progress Update Against Priorities

Priority 1

Actively engage with all communities to identify need and risk and to reassure

Outcome 1a

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

This year, we introduced more ways to gather the opinion of residents across our county so that feedback can inform how we shape our services. In January 2023 the Commissioner launched the **NYFRS Public Trust and Confidence survey** which invited the public to complete a set of questions to gauge trust and confidence in the Service. While the number of responses to the survey has been limited, with only 16 responses, those who did participate report high levels of confidence in the Service to treat people with respect and dignity, put the interests of the public and the community first and be there when they need them (in an emergency). The overall response rate has been too low to be able to fully understand public confidence and satisfaction in NYFRS so we will relaunch the survey later in 2023. This will include widescale promotion across our social media channels and at all OPFCC public and community engagement events, to ensure participation levels are sufficient to inform future planning. You can respond to the survey here: [Trust & Confidence Survey - North Yorkshire Fire & Rescue Service \(smartsurvey.co.uk\)](https://smartsurvey.co.uk)



By the end of the financial year 2022-23, the Commissioner's Complaints and Recognition Team had received **23 new complaints and 42 compliments**. Whilst the number of complaints received remains low, themes across all complaints are identified and analysed to learn lessons and reduce the likelihood of it happening again. The themes are reported to the Service's monthly Tactical Leadership Team meetings, the top two over the last year being; inconsiderate driving (5 complaints) and damage to land or property-not driving related (4 complaints). The reason for sending compliments was mostly to thank crews for attendance at an incident (26 compliments).

Outcome 1b

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

The Community Risk Profile (CRP) was published May 2022 and provides a deep understanding of the three main risks of accidental home fires, road risk (fatalities and serious injuries) and water (risk – flooding, rescues, and other water-related risk) in the Service area. It uses a range of data and information, such as local authority insights, county council data, indices of deprivation and historic incident data to provide an assessment of risk across our county. The HMICFRS inspection report noted that **the CRP has helped the**

Service improve its understanding of the risks it faces. It has informed the development of the Risk and Resource Model, which was introduced in November 2022. Work is ongoing to ensure the CRP is used to effectively target prevention and protection activities to the areas of greatest risk and where emergency response times are longer. The Service used the National Fire Chiefs Council guidance and Fire Standard when developing their CRP and is reviewing the process to make improvements to its next iteration, which includes incorporating further data held by our partners, for example, health providers.

The Service has also reviewed its **processes and systems to gather and record site-specific risk information**. This is where information is gathered about the use of the building, the hazards and risks, construction, operational and environmental considerations and assists in fighting a possible fire at the site and can be used to ensure firefighters safety. New templates have been introduced to collect the risk information and when the HMICFRS inspection team sampled a range of risk-information records, the information was found to be up to date and detailed and could be easily accessed and understood by staff. **The template for gathering risk information has been extended to include additional sites (not just buildings) such as water risk sites.** This has increased the awareness of potential sites-specific risks firefighters may face when responding to different types of emergencies.

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Priority 2

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

Outcome 2a

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

The Public Safety Service (PSS) trial continued over the year with four Public Safety Officers (PSO) in Craven carrying out prevention activities with vulnerable members of the community on behalf of the fire and rescue service, police, and health partners. These roles were established to **address the underlying causes of vulnerability**, that could lead to harm, whether that be from crime, fire, or health related matters, acknowledging that this benefits other partner organisations. Every time a PSO visits a home, the occupant's vulnerability and needs are assessed from all service perspectives, regardless of the original reason for the visit. This holistic approach to preventing vulnerability and reducing harm and has been acknowledged as promising practice by HMICFRS.



The PSS pilot was independently evaluated for the third time last year. The social value analysis identified the costs associated with delivering the PSS and compared that with the savings made to the community if the service did not exist. For every £1 invested in the costs of the service, there would be a return of £7.80 in social value benefits including a reduction in incidents requiring an emergency service response and in hospital admissions and health social care for instance. The scheme, therefore, indicates a significant return on investment as well as good value for money.

In July 2022 the Police, Fire and Crime Commissioner's Executive Board **agreed to fund the existing PSO contracts for at least a further two years**. Based on the independent evaluations and the experience of the PSOs, from April 2023, a new shift pattern that aligns the PSOs to the Police Neighbourhood Teams will be introduced and the geographical areas covered by each PSO widened, to ensure equality of access to the Public Safety Service for all communities within the Craven area.

The Service's Prevention Team announced the creation and **launch of a water safety flume and video presentation** to use in schools and other educational settings. Water is one of the three greatest risks in the Service area (accidental home fire and road risk being the other two), identified in the Service's Community Risk Profile. This new resource can simulate different water hazards, to show people the hydraulics and dangers near weirs, waterfalls and much more. The flume was funded by partners at JBA Trust, a charitable organisation that aims to educate on the management of water risk. Over the last year, over 60 Water Safety Flume sessions were delivered at various locations across the City and County including the Great Yorkshire Show, York Pride, Whitby Regatta, Skipton Pride, and at Fire Station open days. These were held mostly over the summer when people are more likely to enter water.

In June 2022 the Commissioner's Executive Board approved a £300,000 funding request from North Yorkshire Police (NYP) and NYFRS on behalf of the York and North Yorkshire **Road Safety Partnership (RSP)**. The fund was divided across three years with £100k allocated each year. The money will be used for:

- An academic review of road safety enforcement enabling the Road Safety Partnership to understand the effectiveness of current and alternative enforcement opportunities.

- A two-year funded Road Safety Partnership Coordinator role to support partners in delivering the action plan.
- Additional communication and engagement materials.
- Improvements to the Fire Bike initiative (including the delivery of the [Biker Down courses](#)).
- A Safer Neighbourhood/Road Safety Team to deliver community speed watch initiatives.
- Drugs testing training for roads policing.
- Health and wellbeing support to police staff involved in investigating road crashes.
- Software to support the enforcement of driver's hours.

CASE STUDY – Fire Bike

The 2021-26 [York and North Yorkshire Road Safety Strategy](#) highlights that motorcyclists are vulnerable road users with a much higher likelihood of fatalities and serious injuries. Fire Bike, introduced in April 2022, is an exciting project for NYFRS supported by the RSP and funded by the Commissioner. Fire Bike aims to reduce injuries by direct engagement with motorcyclists and other road users by being at the very heart of community events and connecting directly with bikers at specific motorcycle meeting points. 106 Fire Bike engagements were delivered last year. In addition, 15 Biker Down courses have been delivered to over 178 individuals (delivered at targeted Stations and biker 'meet ups').



Outcome 2b

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

Preventing fires and other emergencies are at the heart of the Service's new Risk and Resource Model (RRM). The **ambition is to prevent emergencies from happening in the first place through education, advice, and support.** The Service aims to prioritise and increase the amount of prevention work it does, to reduce the risk of harmful fire, road, and water emergencies in our communities. There will be significant investment over the next two years to permanently increase the number of roles in the prevention department, including the introduction of specialist roles to strengthen safeguarding practices, partnership working and work with children and schools. Positively, the **HMICFRS inspection assessed NYFRS as good at preventing fires and other risks.**

NYFRS has a responsibility to protect workplaces and premises to which the public have access. HMICFRS said the risk-based building inspection programme needs to include proportionate activity to reduce risk and the Service has worked to address this. The RRM consultation has reviewed and redesigned the current protection staffing structure, to incorporate an inclusive and fair progression pathway for all existing personnel. This has been complimented by temporary new roles funded by Government grants to offer opportunities for additional staff for development and academic professional qualifications to bolster future succession and career enhancements. This has proven to show a tangible increase in regulatory and consultation activity since inception, whilst investing in staff within the protection section.

Extract - NYFRS Risk and Resource Model 2022-25

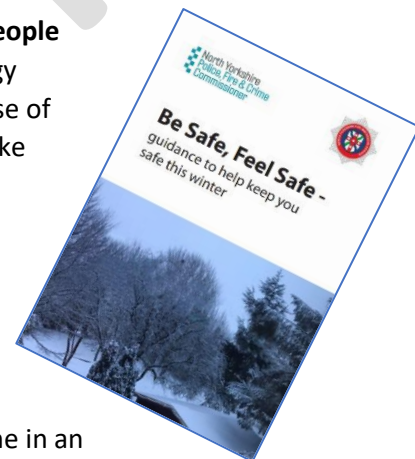
Through this RRM we will:

- implement a new structure for prevention with new roles that provides career progression for staff;
- introduce and develop existing and future specialist role capabilities;
- provide more even access to prevention services across the county and more targeted delivery;
- utilise the Community Risk Profile to influence delivery plans and target activity to the right place and the right people;
- increase the use of On-call staff to deliver prevention activity in our more rural areas;
- develop the Public Safety Service across the service area in conjunction with partners;
- utilise the National Fire Chiefs Council workstreams and Fire Standards to identify and adopt best practice.

NYFRS now use a nationally recognised partnership tool called the Online Home Fire Safety Check which was developed by the National Fire Chiefs Council (NFCC) Fire Kills and Safelincs. Using this online tool, anyone across the country can complete a room-by-room home fire risk check themselves and are provided with tips and advice on the steps to take to reduce the risk of a fire. At the end, a personalised fire safety action plan is issued and, dependant on the information provided, a visit from the local fire and rescue service may be recommended. The customer's contact details, with consent, are passed to the local Service to follow up. NYFRS have started to use this as a tool to create a recognised and simple referral pathway for members of the public and our partners. A risk score is allocated to a person/household which the Service uses to prioritise its home visits and ensure that their focus is based on risk and the most vulnerable.



Be Safe, Feel Safe campaign and prevention booklet was launched to help keep people safe in the winter by NYFRS and OPFCC. With the increased cost of living and energy prices, this booklet, published online, aimed to help people make safe choices on use of heating devices, cooking methods, electrical safety, candles, fire detection and smoke alarms. It outlined a range of prevention techniques to ensure personal safety and that of families, neighbours, and friends with links to enable people to reach out to support services such as Warm and Well and York Energy Advice who offer practical solutions to reduce fuel poverty.



Supported by the Commissioner's Community Fund, the Local Intervention Fire Education (LIFE) course works with small groups of young people who have been referred by professional or educational agencies. Young people can spend some time in an alternative educational environment to help them develop self-confidence, improve resilience, develop skills around decision making and consequences of actions as well as teamwork. **The LIFE course** includes practical activities as well as interactive educational sessions covering home fire safety, water safety, road safety, first aid, online safety, and mental health. Each course is delivered by a team of four instructors who supervise, coach, and encourage the young people to go beyond their comfort zones and challenge themselves.

The Service has received a lot of positive feedback from the young people who have attended a LIFE course, as well as from parents and schools. A school wrote to the Service about a young male LIFE course attendee who was regularly becoming excluded from school due to reacting aggressively and fighting, and who was lacking motivation and getting involved with negative influences.

"He has demonstrated he can help others and can walk away from situations instead of reacting badly. He has come back so positive and happy in school and is really proud of himself. This course has given him something to focus on and work with and will help him avoid further suspensions in school. This is a real success story for this young man, and I really can't thank you enough."

Priority 3

Deliver the “Right People, Right Support” every time

Outcome 3a

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

The Risk and Resource Model (RRM) document has been produced by the Chief Fire Officer and published following approval by the Police, Fire and Crime Commissioner. The document sets out the future direction of the service to reduce the risk from fire, road and water related emergencies in our communities. There are several changes to how the Service uses its resources (including its fire engines and people) to best reduce the risk in the Service area and respond effectively to emergencies. The changes outlined in the diagram below have started to be implemented in phases over the next two years.

The changes were presented to the public and consultation took place over a 12-week period from 23 May to 14 August 2022. This enabled the public to give their views on seven proposals for change which had been developed by NYFRS.

Proposals for consultation

- 1 Improving our prevention and protection work**
Permanently increase the specialist staff in our prevention and protection departments and increase prevention and protection activities across the Service.
- 2 Managing attendance to Automatic Fire Alarms**
Reduce response to low-risk Automatic Fire Alarms (AFAs) which are often unwanted fire signals (an alarm activated by something other than a fire).
- 3 Response resource in the York area**
Change Huntington to an On-call fire station to rebalance the emergency response resource with the risk that exists in the York area.
- 4 Response resource in Harrogate and Scarborough**
Replace the Tactical Response fire engines with Emergency Rescue fire engines, crewed during the time when emergencies are most likely to happen.

Other Service changes for feedback

- 1 Specialist water rescue resource capability in Craven**
- 2 Introduction of emergency response principles**
- 3 Introduction of alternative duty systems**

Commissioner Zoe said:

“I have made these decisions to support the transformation of our Fire and Rescue Service based on extensive evidence and from listening to what is important to you, which you said was increasing and enhancing prevention and protection work to stop incidents from happening in the first place”

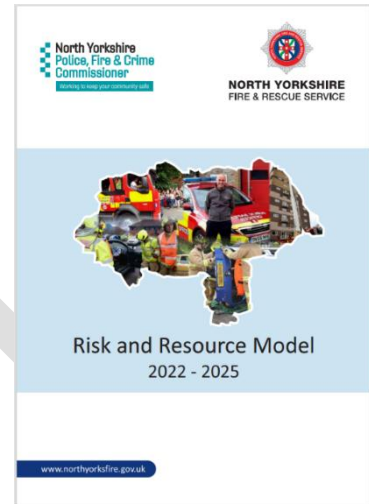
Consultation with the public consisted of 12 public events at which 1400 people actively engaged. Three resident focus groups were held, and we hosted and an online survey receiving 1300 responses. Throughout this period the Commissioner put the questions asked by the public to leaders of the Fire and Rescue Service and interrogated their response at regular meetings, including at the Commissioner’s Executive Board.

Following the consultation, the Commissioner made the decision to approve all the proposals with any savings from the changes being re-invested into vital areas including permanent investment into prevention and protection teams and concentrating on improving the availability of On-call fire engines in rural areas.

Amongst the approved proposals is to change Huntington to an On-call station with the requirement for the Chief Fire Officer to implement an ongoing assurance review of On-call response times – this is undertaken via the Service’s Service Delivery Performance Group and reports monitored periodically at the Strategic Leadership Team. The decision is based on evidence that there is more emergency response resource in the York area than the risk or demand requires, and therefore changing Huntington station is aligned to risk and will enable capacity for more prevention and protection work.

The proposal to replace the Tactical Response fire engines at both Harrogate and Scarborough with larger Emergency Rescue fire engines has been approved and will be staffed only during peak hours of demand. This will increase the capacity and capability to respond to an emergency when demand is at its greatest, improve resilience across the service area and increase the opportunity to undertake prevention and protection activities during these hours. This change will take place at Harrogate first and, on completion of a full review of the implementation of the change, be extended to Scarborough.

Other decisions to be progressed include the reform, improvement, and enhancement of the On-call service in our county and the introduction of a new specialist water rescue capability in Skipton.



Full details on the Commissioner’s decisions can be found in the Decision Notice published here: [DN 16/2022 – Risk and Resource Model](#)



Outcome 3b

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

NYFRS needs to increase its prevention and protection capability in our rural areas. Currently, most prevention and protection activity is delivered by full-time firefighters, mainly in the more urban areas because that is where the full-time fire stations are located. Over the last year the Service continued to **increase the use of On-call firefighters to deliver more prevention and protection activity in our rural areas.**

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 has been introduced to assist candidates' access into NYFRS and the flow of communication between NYFRS and the applicants has improved considerably. Common points of delay 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 quicker, and the consolidation of the practical sessions has reduced the burden on applicants of multiple site visits and on the resources of the Service.

CASE STUDY – Fire Watch application

A new **Fire Watch mobile application has been trialled successfully at three stations and rolled out** across all On-call stations. The app allows On-call firefighters to remotely submit and update their availability from their smartphones. Feedback from On-call firefighters has been extremely positive with less time spent travelling to their station to update their availability.

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Priority 4

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

Outcome 4a

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

In addition to the introduction of the Risk and Resource Model which is transforming and modernising NYFRS to become an exemplary service, a Fire and Rescue Service Change Board has been established and business critical areas requiring change identified and prioritised, including upgrades to incident activity, risk and training recording systems, breathing apparatus as well as upgrades to several fire station buildings.

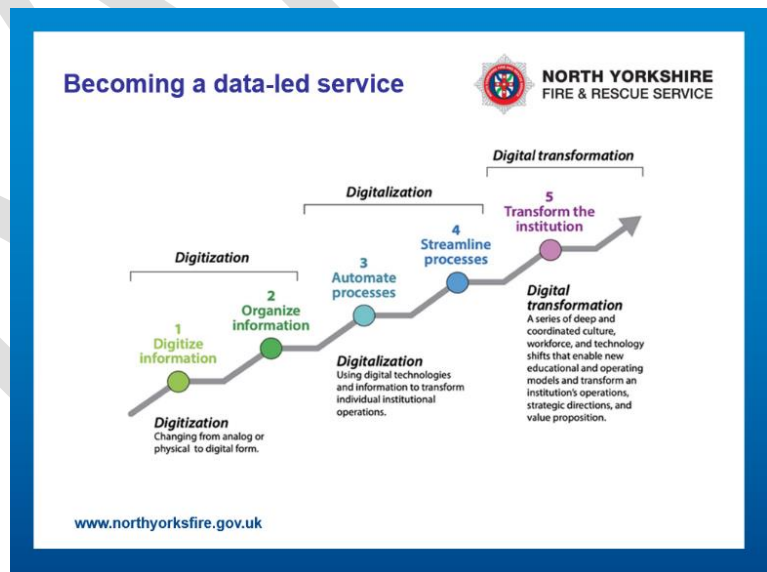
Fire and Rescue Authorities (FRAs) must produce and publish annual efficiency plans that should now also include their plans for increasing productivity. **A comprehensive Productivity and Efficiency Plan for 2023-24 has been developed.** The Commissioner and the public can see both the progress made to date and the plans that the Service has in place to increase efficiency and productivity over the next two years. The Productivity and Efficiency Plan for 2023-24 can be viewed here: [Link to be provided.](#)

Outcome 4b

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

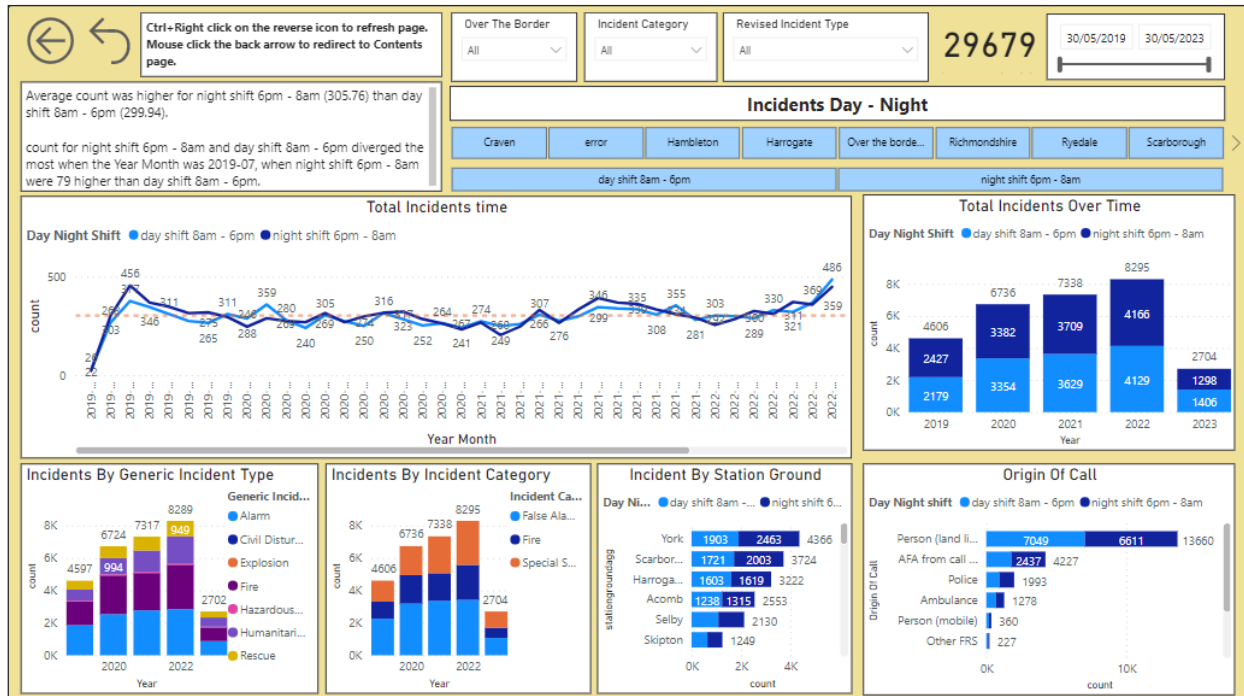
In March 2023, NYFRS provided a **Business Insight and Data presentation at the Commissioner’s Public Online Meeting.** It set out how it will become a data-led service. Focus over the last year has been on ensuring consistent, secure, complete, and accurate collection and recording of data and maintenance records.

NYFRS is in the process of undertaking a **gap analysis to see how it is performing against the national Fire Standard on Data Management**, introduced in July 2022. The Fire Standard sets out explicitly “What good looks like”. An Action Plan is being developed to close any gaps and meet the desired outcomes of the Fire Standard and areas for improvement relating to data management raised in the recent HMICFRS inspection report.



CASE STUDY – Performance Dashboards

Incident data and prevention and protection dashboards have now been provided internally at district level, which are enabling staff to measure and monitor their performance and drive local decision making. Subsequently, this will allow for greater discussion and context through the governance model via Service Delivery Performance Group and the Commissioner’s Online Public Meetings.



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

Significant issues in relation to behaviours and culture have been raised in fire and rescue services around the country, brought to light initially by the independent cultural review of London Fire Brigade, published in November 2022. Subsequently, in March 2023, **HMICFRS published a report into the values and culture of all 44 fire and rescue services** in England. The report found that bullying, harassment, and discrimination are, to varying degrees, still problems in all services. The Chief Fire Officer and Commissioner are united in their focus to review NYFRS against the report's findings and address each of the 35 recommendations as quickly and robustly as possible. The Service has started to develop a cultural roadmap, in line with local values and the national Core Code of Ethics, to ensure a positive culture and maintain public trust and confidence in the Service. The Commissioner seeks regular assurance of progress, as part of her scrutiny.

A Public Confidence function has been established within the OPFCC with the appointment of new Director of Public Confidence and Inclusivity. The new Director of Public Confidence role is driving 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.

In May 2022, the National Fire Chiefs Council (NFCC) and the Association of Police and Crime Commissioners (APCC) worked together to draft a letter to the Home Office to seek changes to the 'Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 ('the Exceptions Order') which would see inclusion of the Order for all Fire and Rescue Authority Employees. This would mean that **all Fire and Rescue staff members undertake an appropriate level of DBS check.**

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

The Service is committed to becoming pro-inclusion employer, with commitments detailed in the **People Strategy and Equality, Diversity and Inclusion (EDI) Strategy**. The EDI 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*). The Chief Fire Officer has refreshed the

strategic and tactical governance, alongside the EDI Framework and Delivery Plan, to incorporate the HMICFRS Values and Culture Review recommendations and the Independent Culture Review of London Fire Brigade recommendations.

This ensures the Commissioner and Chief Fire Officer have a robust assessment of progress against the Strategy and in achieving the priorities outlined in the Fire and Rescue Plan. This will be reviewed regularly at both the Service's Strategic EDI Board and the Commissioner's joint Executive Board.

A budget was identified to deliver **interactive equality, diversity, and inclusion staff training**, commencing with those in supervisory roles. The supervisory training was completed by the end of January 2023 and will be revisited every three years.

Over the course of 2022, **the Service introduced Diversity Champions to help create a more inclusive working environment** and to improve communications across the Service area including raising awareness of the Service's values and code of ethics. Open days and awareness days were held Service-wide to establish and build relationships with our local communities and to encourage underrepresented groups to consider a role with NYFRS.

The Service has an aging estate which has proved challenging to adapt. However, the Service has committed to a programme of improvement works to ensure that stations are more suitable for a diverse workforce. **Work across the estate to improve the facilities has been slower than projected.** The scale and scope of improvements has been revisited to focus on essential work. The importance of delivering the improvements to the fire estate to ensure better access to all are essential and forecasted completion of the works by December 2023 will be closely monitored by the Commissioner.

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 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.

Outcome 5c

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

Open to Police, Fire and Rescue and OPFCC staff, **daily online wellbeing workshops** were run every six-months. They included topics such as stress, back care, self-care, diet, sleep, mental health workout, boundaries, relaxing and the wellbeing passport (designed to focus on prevention, early intervention, and provision of support for the whole workforce to improve wellbeing).

To support leadership development, a **First Line Leader course** has been developed in conjunction with enableNY, to deliver cross service (Police and Fire) leadership training, aligned to the National Fire Chiefs Council Leadership Framework.

CASE STUDY – Strengths Based Assessments

Endorsed by the Commissioner, ongoing development of recruitment processes has seen a commitment to move away from competency-based processes to a strengths-based approach which looks at abilities, interests, and potential, as well as competence. This has been introduced in consultation with the Trade Unions and will conclude with a formal review before full implementation.

North Yorkshire became the first fire and rescue service to implement strengths-based assessments last year, starting with the recruitment of the Chief and Deputy Chief Fire Officer. This approach has also been used for both Area Manager and Group Manager recruitment and will be used for Station Manager

recruitment in 2023-24. A strengths framework has been developed over the last year using psychological research, the Service values and Core Code of Ethics and Service ambition and vision outlined in Ambition 2025 and the Commissioner’s Fire and Rescue Plan.

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Governance, Assurance and Scrutiny

The Commissioner, in their capacity as the Fire and Rescue Authority, is assured of adequate arrangements for the effective management of financial (see section on 'Funding and Spending'), governance and operational matters, as well as overall adherence to the Fire and Rescue National Framework for England.

New Assurance Framework

In March 2023 we launched a new assurance framework. To ensure that we make a positive difference to the public, every day it is important to continually monitor and assess delivery of outcomes against the Commissioner's priorities which are set out in the Police and Crime Plan, and the Fire and Rescue Plan. Whilst the Office of The Police, Fire and Crime Commissioner (OPFCC) regularly seeks assurance from the services, we will also scrutinise them to ensure that we can effectively and formally evidence that positive progress and outcomes are being achieved.

We will monitor the police and fire and rescue service in a range of ways which are detailed below.

Online Public Meetings	Bi-monthly, Five per year for each service (Break in August and December). At this meeting the Chief Constable is held to account in their delivery of the Police, and Crime Plan and the Chief Fire Officer is held to account in their delivery of the Fire and Rescue Plan. Police complaints are monitored, and lessons learnt. Fire and Rescue complaints are monitored, and lessons learnt.
Executive Board (Monthly)	Monthly formal governance meeting between the commissioner, Chief Constable/Chief Fire Officer to ensure proper governance of the services and the OPFCC. This takes place through open, constructive debate of their respective statutory duties and the efficiency and effectiveness of their delivery against the Police and Crime Plan and Fire and Rescue Plan.
Chief Catchups	Closed informal briefing's which enable dialogue and discussion monthly. This is an opportunity for the commissioner to discuss elements of the Police and Crime Plan delivery, and the Fire and Rescue Plan delivery based on themes and receive updates on current issues and operational matters.
Independent audit committee	The Audit Committee provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It advises the North Yorkshire Police, Fire and Crime Commissioner Fire and Rescue Authority, according to good governance principles and proper practices.
Joint independent audit committee	The Joint Independent Audit Committee (JIAC) provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It jointly advises the Commissioner and Chief Constable, according to good governance principles and proper practices.
Scrutiny Panels	Scrutiny Panels allow members of the public to hold North Yorkshire Police to account via review of incidents, policing powers, and tactics. Panel observations, feedback and recommendations facilitate continuous learning, improvement of police services and identification of best practice

Community Review Group	The community review groups will assess and provide feedback on areas which the scrutiny panels review. This includes, identifying good practice and areas for learning, making referrals and recommendations.
Independent Ethics advisory board	Under development with an independent chair. The Panel will provide independent and effective challenge and assurance around integrity, standards, and ethics of decision-making in policing and fire.
Independent custody visitors	Independent Custody Visitors are members of the local community who visit police stations unannounced to check on the welfare of people in police custody.
Violence against women and girls' strategic governance board.	6-monthly Joint Violence Against Women and Girls Strategic Governance Board meetings, chaired by the Commissioner to monitor overall progress against our joint violence against women and girls' strategic objectives and provide greater transparency and accountability to increase public confidence in how we are improving the overall safety of women and girls.
Frequent interactions	Informal interactions between the services and OPFCC staff. This enables and encourages spontaneous face-to-face discussions between Chief Officers, Senior OPFCC staff, who may receive: <ul style="list-style-type: none"> • Updates on significant issues • Notification of significant/critical incidents OPFCC staff will also conduct site visits across York and North Yorkshire.
Complemented by	Bespoke briefings from Chief Constable/Chief Fire Officer on significant or sensitive issues. <ul style="list-style-type: none"> • Senior OPFCC staff attending key meetings within the services (e.g., HMICFRS* Governance Board, Gold Groups, Risk and Assurance Boards, Performance boards, etc.) • OPFCC staff conducting further checks and audits. • Routine liaison between Senior OPFCC staff Senior Staff/Officers. • Feedback from Independent Custody Visitors and Appropriate Adults. • Regular meetings with public bodies and Inspectorates (e.g., HMICFRS). • Independent review of complaints.

To underpin improvements in the services, so that they can be the best they can at protecting us and keeping us safe and feeling safe, we will utilise the frameworks set out by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to support our scrutiny. For example, we will use questions that HMICFRS use to establish how the services are performing and improving outcomes. We will evaluate what the public tell us in our trust and confidence surveys and through information we receive into our office. At our Delivery and Assurance Board we will regularly assess our performance against our own OPFCC Delivery Plan which can be found here: [Organisational Activity Plan 2023/24 - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#) Additionally, the Commissioner carries out a number of consultations with the public and partners throughout the year. We will review reports from external inspections such as HMICFRS and monitor the services delivery against any action plans developed because of these inspections.

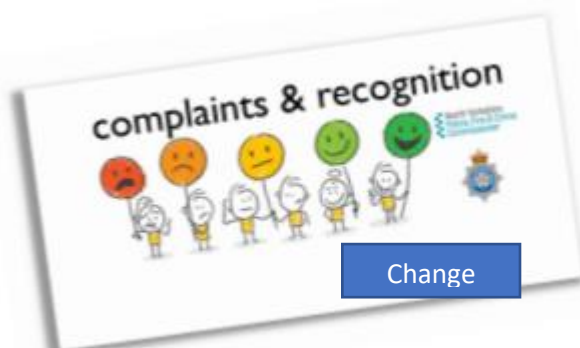
Last year's fire and rescue Online Public Meeting (OPM) assurance presentations included Service response to HMICFRS's second inspection report, false alarm attendance, development of business Insight and use of data, fire investigations, Risk and Resource Model proposals, safeguarding, implementation of the national

Fire Standards, prevention, and protection (business fire safety) in rural communities, response principles and equality, diversity, and inclusion. The meetings also consider fire and rescue performance data, allowing the Commissioner to assess performance against public priorities. The OPM presentations can be found here: [Online Public Meeting - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk)

Complaints and Recognition

From 1 April 2021, the Complaints and Recognition Team (CRT) within the Office of the Police, Fire and Crime Commissioner became the main contact for all fire and rescue related complaints and compliments.

Like last year, by end of the financial year, the Commissioner's CRT had received 23 new complaints and 42 compliments. The themes of all complaints are identified and analysed to ensure organisational learning and any topical issues are raised at the Commissioner's Online Public Meetings.



The Independent Audit Committee

The Committee proactively supports the Commissioner and Chief Fire Officer in ensuring the right governance and control mechanisms are in place to support a well-run fire and rescue service. The Committee reviews and scrutinises the adequacy and effectiveness of risk management, internal audit and control, and corporate governance arrangements of the Fire and Rescue Service, as well as reviewing financial management and reporting.

In April 2023, the Corporate Governance Framework was reviewed by OPFCC statutory officers and senior officers of the Service and subject to several changes, predominantly concerning changes to procurement processes, was considered fit for purpose, and reported to the Independent Audit Committee.

Following a review, governance and decision-making arrangements continue to be regarded as fit for purpose in accordance with the governance framework. There are however several issues of a significant nature that need to be urgently addressed during 2023-24, along with several areas that require continued focus to ensure that they do not become significant issues in future years. The Commissioner's draft Annual Governance Statement can be found at: [Link to be provided](#)

Operational assurance

The Commissioner, as Fire Authority must outline the way in which the authority and its fire and rescue service has had regard to the National Framework and the local Integrated Risk Management Plan (known locally as the Risk and Resource Model) over the last year. This is called operational assurance and an assurance statement has been provided by the Chief Fire Officer - [Link to be provided](#)



HMICFRS - Inspection of North Yorkshire Fire and Rescue Service

National assessments including His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reports are used to assess performance of the Service compared to other services.

In February 2023, the Commissioner welcomed the latest assessment by HMICFRS of NYFRS's effectiveness, efficiency and how it looks after its people. The report is an independent and rigorous assessment which the Commissioner can use to ensure NYFRS becomes an exemplary service. The full inspection report can be found at <https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/north-yorkshire-fire-and-rescue-service-report-2021-22.pdf>



The extent to which the service is effective at keeping people safe and secure from fire and other risks **requires improvement**.



The extent to which the service is efficient at keeping people safe and secure from fire and other risks is **inadequate**.



The extent to which the service looks after its people is **inadequate**.

The Commissioner was pleased that NYFRS was recognised as being good at keeping people safe, preventing fires and other emergencies and good in their response to major and multiagency incidents.

The Chief Fire Officer and Commissioner are united in their focus to improve upon the Inspectorate's findings. Necessary improvements are already being driven forward, to build a more inclusive working culture. For example, there is investment to improve how our people are looked after and the environment in which they work. Prevention work will be further strengthened by investment in 2023 with an increase in roles which tackle the root causes of danger to communities and deliver targeted activities to help stop emergencies from happening. This is in line with the priorities in the Commissioner's Fire and Rescue Plan.

Following the HMICFRS inspection earlier this year, two Causes of Concern (CoC) were identified.

HMICFRS wanted assurance that the Service:

- makes sure it has the right workforce skills and capabilities it needs.
- plans to maintain a balanced budget without relying on its reserves.

Detailed discussions with the Inspectorate have taken place to clarify the basis for their concerns and the sources of their evidence. Following these discussions, an action plan was submitted to HMICFRS, and a revisit conducted between 30 January and 1 February 2023, to review progress against the action plan and the arrangements for overseeing it. The revisit team was *"pleased to see the service had started to make headway on both causes of concern. We recognise the service has invested time and resources to develop its improvement plans and establish robust monitoring and governance arrangements."*

In September 2023, the Inspectorate will return to NYFRS to make sure it has made satisfactory progress with their action plan and the service provided to the public has improved.

A robust action plan is in place and commitment from the Chief Fire Officer to address all areas of improvement. The Commissioner will continue to hold the Service to account for delivery.

Performance

The Office of the Police, Fire and Crime Commissioner and NYFRS are committed to providing a high-quality service to the public. You can review the Service's performance in several ways:

- **Office of the Police, Fire and Crime Commissioner:** We publish NYFRS's performance report dashboard on the OPFCC website located here: [Performance dashboard - Fire - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://northyorkshire-pfcc.gov.uk/performance-dashboard)
- **Online Public Meetings:** The Police, Fire and Crime Commissioner holds regular online public meetings where you can ask questions about NYFRS's performance. These meetings are held every other month and are streamed live on the Commissioner's website: [Remit of the Online Public Meeting - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://northyorkshire-pfcc.gov.uk/remit-of-the-online-public-meeting)
- **North Yorkshire Fire and Rescue Service:** The Service publishes details of all incidents attended over a 24-hour period on its website. The incident details are updated daily and can be found here: [Incidents - North Yorkshire Fire & Rescue Service \(northyorksfire.gov.uk\)](https://northyorksfire.gov.uk/incidents)
- **Home Office Website:** Information collected by the Home Office from fire and rescue services across England and Wales, covers fires, false alarms and other incidents attended by fire crews, and the statistics include the numbers of incidents, fires, fatalities, and casualties as well as information on response times to fires. This information can be accessed here [Fire statistics data tables - GOV.UK \(www.gov.uk\)](https://www.gov.uk/fire-statistics-data-tables)
- **His Majesty's Inspectorate for Constabularies and Fire and Rescue Services (HMICFRS):** HMICFRS is an independent body that inspects fire and rescue services in England and Wales. HMICFRS publishes reports on each fire and rescue service that assess their performance in several areas, including effectiveness, efficiency and how the service looks after its people. Further details about the inspections can be viewed here: [HMICFRS Fire Service Inspections - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://northyorkshire-pfcc.gov.uk/hmicfrs-fire-service-inspections)

Funding and Spending

Funding Breakdown 2022/23	Actual £000s	%*
Core Grant	(8,006)	21%
Precept (including Collection Surplus)	(23,382)	61%
Grants (Ringfenced)	(5,849)	15%
Non Grant Income (including project income)	(935)	2%
Total Funding	(38,173)	100%
Expenditure Breakdown 2022/23	Actual £000s	%*
Salary Costs (including NI and Pensions)	27,076	71%
Injury and Medical Pensions	795	2%
Other non salary employee costs	580	2%
Premises costs	2,166	6%
Supplies and Services	3,585	9%
Transport costs (including fuel)	1,037	3%
Financial costs	1,778	5%
PFI	1,624	4%
Budgeted transfers from reserves	(723)	-2%
Total expenditure	37,917	99%
Underspend transferred to Reserves	256	1%

* Due to rounding, percentages may not add up to 100%

Financial Position

2022-23 has been another challenging year from a financial perspective, for many obvious reasons including that interest rates have increased from 0.75% at the start of the financial year to 4.25% by the end of the financial year.

These increases are aimed at reducing inflation which during the 12 months to March 2023 was reported as increasing by:

- Consumer Price Index – 10.1%
- Consumer Prices Index including owner occupiers' housing costs - 8.9%
- Retail Price Index – 13.5%

Despite these high levels of inflation, which did create overspends in certain areas of the £12m of 'non-pay' budgets in 2022-23 the non-pay budgets were well set and expenditure was restrained resulting in a small underspend during 2022-23.

The vast majority (70%) of the funding available to NYFRS is spent on employment costs (i.e., Pay, National Insurance, Pensions etc.). The 2022-23 pay budgets included a 3% pay award during 2022-23. However, given the significant increases in inflation that are referred to above, both pay awards, for staff and firefighters, were agreed significantly higher than this.

The agreed staff pay award saw an increase of £1,925 per person, with effect from the 1st of April 2022, which equated to an increase of 6.5% across the roles. The firefighters pay award was agreed at 7%, with effect from the 1st of July 2022.

The significantly higher than expected pay awards added around £800k to the expenditure on pay during 2022-23. The annual costs of these awards were almost £1.1m and created a significant additional pressure in the 2023-24 budget setting process.

Despite these challenges expenditure was well contained and managed leading to a small underspend of £256k for the year and therefore this doesn't create any additional challenges on the budget and medium-term financial plan that was set in February 2023.

The under spend of £256k has provided an opportunity to set some funding aside to fund some important areas of development work in 2023-24.

The annual Statement of Accounts shows the annual costs of providing the Service and is determined by a Code of Practice which aims to give a 'true and fair' view of the financial position and transactions of the Authority. At the end of the 2022-23 financial year, requirements associated with the appropriate management of financial matters were fully met (subject to conclusion of the external audit of the Statement of Accounts 2022-23). The Annual Statement of Accounts and auditors' reports can be found at [Link to be provided](#)

Fire and rescue precept

Most of the funding comes via the local precept, the amount people pay through their council tax for their fire and rescue services. Between December 2022 and January 2023, the Commissioner consulted on setting the fire and rescue precept and received over 2300 responses from the public. The majority (52%) supported the maximum increase of £5 set by the Government, bringing the total fire and rescue precept for 2023-24 to £80.61 for an average Band D property. The extra precept flexibility was something campaigned on by the Commissioner to provide the opportunity to invest into the Fire and Rescue Service within our county.

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NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

20 July 2023

Review of the balanced appointment objective

1.0 PURPOSE OF REPORT

- 1.1 To update the Panel on the latest position regarding political proportionality of the Panel's membership following recent appointments by the constituent authorities.
- 1.2 To recommend that no further adjustments are made to Panel membership for 2023/24;

2.0 BACKGROUND

- 2.1 Under the Police Reform and Social Responsibility Act 2011, Police (Fire) and Crime Panels ("Panels") are required to ensure that their membership reflects, as far as is practicable, both political and geographical proportionality, as well as necessary skills and experience. Specifically, local authority membership should represent all parts of the force area and "represent the political make-up of the relevant local authorities (when taken together)". A Panel should keep this under review and decide whether a variation in their numbers, by co-option, would assist in meeting what is referred to as "the balanced appointment objective".
- 2.2 Following the advent of Local Government Reorganisation in North Yorkshire on 1st April 2023 and further to the Panel appointments made in May 2023 by both North Yorkshire Council and City of York Council, it is timely that the Panel reviews the balanced appointment objective and considers whether any adjustment is needed.

3.0 CURRENT MEMBERSHIP POSITION

- 3.1 The Panel's core (statutory) elected membership is 10. Following formal agreement by both North Yorkshire Council and City of York Council in May 2023, the seat weighting between both authorities on the Panel has been adjusted in order to better reflect the balance of population across the force area. As such, North Yorkshire Council now has seven of the ten councillor appointments and City of York has three seats; the prior balance being represented as 8/2 between the councils of North Yorkshire and City of York.
- 3.2 Proportionality is calculated separately for the North Yorkshire Council seats on the Panel and for the City of York Council seats in order to best represent the political balance of those authorities, although there is currently only a very marginal differences in the overall result if Panel were to calculate on a combined picture across the force area.

3.3 The current make-up of the Panel is: **Conservative – 4; Labour – 3; Liberal Democrat – 2; NY Independent – 1**. These allocations provided the best representation of the entitlement in May 2023. There have been a few political changes within North Yorkshire Council since that time but these have had little effect on the group entitlements on the Panel and the below tables demonstrate the current position (as at 6 July 2023).

Fig. 1 Seat entitlement for City of York Council and North Yorkshire Council appointments to PFCP

City of York Council (Party)	Seat entitlement	Actual allocation
Conservative	0.19	0
Green	0.00	0
Independents (ungrouped)	0.06	0
Labour	1.53	2
Liberal	0.00	0
Liberal Democrat	1.21	1
York Independent Group	0.09	0
Total Panel Seats	3.00	3
North Yorkshire Council (Party)	Seat entitlement	Actual allocation
Conservative	3.73	4
Green	0.39	0
Independents (ungrouped)	0.39	0
Labour	0.86	1
Liberal	0.08	0
Liberal Democrat	0.93	1
North Yorkshire Independents	0.62	1
Total Panel Seats	7.00	7

3.4 While there are some slight variances between entitlement and allocation for some groups, these are fairly marginal and suggest that the Panel is currently in a robust position as regards meeting the objective on political proportionality grounds. It should be pointed out that the only means available to Panel for adjusting the balance would be either to seek an alternative appointment from a constituent authority or to apply to the Home Office for an additional (political) co-optation to the Panel which can often be a

lengthy process. In view of the arguably fair distribution of allocation highlighted in Figure 1, the Panel is not recommend to consider either of these options and is recommended to agree that it is satisfied with the current political position.

- 3.5 In terms of representing the geography of the area, the biggest challenge arguably lies with North Yorkshire Council, in ensuring that its allocations to the Panel provide for a fairly wide distribution across the North Yorkshire patch. The current membership provides representation across each of the parliamentary constituency areas located within North Yorkshire, with the exception of Skipton and Ripon. However, clearly North Yorkshire Panel Members would be able to put forward views and concerns local to that area if they arise and it's also intended that the North Yorkshire membership bring a strategic focus to issues affecting potentially a wider spread than their own constituency in any case.
- 3.6 Additionally, in view of the fact that the Panel has achieved a very robust political representation and has also provided for other important aspects within the balanced appointment objective – such as securing continuing expertise and knowledge – in addition to providing for a slightly better gender balance in its current membership, then the Panel may wish take the view that this matter is within tolerance for the time being as it meets the threshold for being “as far as is practicable” an arrangement.
- 3.7 As always, the balanced appointment objective will need to be reviewed periodically and certainly following elections and/or where new appointments are made by a constituent authority.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no significant financial implications arising from this report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no significant legal implications arising from this report.

6.0 EQUALITIES IMPLICATIONS

- 6.1 There are no significant equalities implications arising from this report.

7.0 CLIMATE CHANGE IMPLICATIONS

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

8.0 RECOMMENDATIONS

- 8.1 That the Panel notes the update provided on the current position regarding political proportionality on the Panel;
- 8.2 That the Panel agrees that no further adjustments are required to the Panel's membership for 2023/24 in order to meet the balanced appointment objective.

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
11 July 2023

Report Author: Diane Parsons, Principal Scrutiny Officer.

North Yorkshire Police, Fire and Crime Panel

Annual Report 2022/23

Foreword from the Chair

As Chair of the North Yorkshire Police, Fire and Crime Panel I am pleased to introduce the Panel's Annual Report for 2022/23.

Panels are here to provide both support and challenge to their Commissioner, on behalf of the public, as Commissioners take forward their plans to develop efficient and effective policing and fire services. I believe that over the last year, we have continued to demonstrate both of these aspects to best effect, reflecting the views and concerns of residents and working to bring some positive influence to bear around how these services are run.

In terms of our support for our new Commissioner, we have been particularly pleased to endorse the development of a much-needed new Victims' Centre in York and to see the evolving work to tackle violence against women and girls in the force area. We have also, however, been keen to direct appropriate challenge on behalf of the public; for example around the Commissioner's proposal for the development of a new Risk and Resource Model for the fire and rescue service and also in ensuring that the Commissioner is continuing to ensure adequate progress within both services following recent challenging reports from the inspectorate. All of these issues will continue to be a focus for us – as too for the Commissioner and her team - over the coming months.

It has been a period of some change for the Panel itself, too. With the advent of local government reorganisation from 1st April 2023, the Panel shifted from being a body which has comprised nine different local authorities since 2012 to comprising just two; North Yorkshire Council and the City of York. I would like to take this opportunity to thank all of those Members – from both North Yorkshire and City of York – who stood down from the Panel in the last few months for their invaluable contribution to our work over the last few years. We have a number of new Members now from both authorities whom I know are keen to continue this important support and challenge role and I look forward to working with them.

Cllr Carl Les
Chair

July 2023

1. What is the Police, Fire and Crime Panel?

Police and Crime Panels were established in England and Wales in 2012 to provide a check and balance function in relation to the performance of Police and Crime Commissioners, who also came into being at that time. Panels have a wide remit to review or scrutinise decisions made, or other actions taken, by the Commissioner in connection with the discharge of the Commissioner's functions. Panels have oversight of some of the Commissioner's key documents, decisions and reports, requiring them to provide information and answer any questions which the Panel considers necessary.

Police and Crime Panels are joint scrutiny bodies of the local authorities in the police service area. They are mainly comprised of elected members from these authorities, with normally at least two independent members who are co-opted to bring additional or complementary skills and knowledge. Councillor membership of a Panel must be geographically and politically proportionate. The Panel's membership in this reporting period is outlined in section 8 below.

With the transfer of fire and rescue governance to the Commissioner in 2018, the North Yorkshire Panel duly became the Police, Fire and Crime Panel ("the Panel"), to reflect a broadening out of its scrutiny functions.

The Panel does not scrutinise the Chief Constable or Chief Fire Officer or hold them to account. They are not required to attend Panel meetings but can be asked to attend with the Commissioner where it is felt that providing further operational context or clarification to a discussion would be helpful.

The Commissioner has responsibility for setting the direction, objectives and budgets of North Yorkshire Police and North Yorkshire Fire and Rescue Service, and for holding the Chief Constable/Chief Fire Officer to account. The Panel's role is to scrutinise and support the performance of the Commissioner and specifically to conduct the following statutory functions:

- To review the Commissioner's draft Police and Crime / Fire and Rescue Plans and make a recommendations on these;
- To review and make recommendations on proposed appointments for the roles of Chief Constable and Chief Fire Officer, in addition to some other senior roles – the Panel also has the power to veto proposed appointments for Chief Constable and Chief Fire Officer.
- To review and make recommendations on the Commissioner's proposed level of Council Tax precept for policing and fire – the Panel has a power of veto for the Commissioner's first precept proposal.
- To review and make recommendations on the Commissioner's draft Annual Reports for Policing and Fire and Rescue;
- To consider non-criminal complaints made against the Commissioner.

Further details about the Panel's governance and recent publications can be found at <https://nypartnerships.org.uk/pfcp> Meeting papers and agendas can be found on the [North Yorkshire Council website](#).

Panel meetings take place roughly five to six times per year and are held in public. Support to the Panel is provided by the host authority which from 1st April 2023 is North Yorkshire Council.

2. Meetings held during 2022/23

The Panel has returned to holding its meetings in person during this reporting period, rotated between Northallerton, York and Selby. The Panel convened in person and in public on five occasions to undertake Panel business; on 25 May 2022, 21 July 2022, 13 October 2022, 12 January

2023 and 6 February 2023. One meeting was also held as an informal meeting, which was held remotely and live broadcasted on 9th March 2023, due to forecasting of exceptionally bad weather. Panel meetings are live broadcasted and recorded where possible to do so and recordings can be viewed at <https://www.northyorks.gov.uk/your-council/councillors-committees-and-meetings/live-meetings>.

One Panel meeting scheduled for April 2022 was cancelled due to observance of the pre-election period restrictions placed on local authority Members, prior to the elections for North Yorkshire County Council in May 2022.

The Panel remains keen to hear from and engage with the public in its role. While there were no public questions or statements submitted to Panel meetings in this reporting period, it is notable that as at end of March 2023, the average viewing figures for live-broadcasted Panel meetings in the 2022/23 financial year were 123 views per meeting.

Panel members have also continued to meet remotely for more informal briefings and development sessions during the period and these are outlined through this report.

3. Key Areas of Focus for the Panel in 2022/23

a) Scrutiny of proposals for, and implementation of, a new Risk and Resource Model for the fire and rescue service

The Commissioner consulted on her proposals for a new Risk and Resource Model (RRM) for the North Yorkshire Fire and Rescue Service in the summer of 2022. The RRM has already seen – and will see - a number of significant changes to the operational service model. The Panel responded formally to this consultation in August 2022 and has also considered the RRM on three occasions at its meetings over this reporting period due to its significance and the need to keep implementation and review of its impact under review.

The Panel welcomed the Commissioner's planned improvements to prevention, such as an investment in specialist staff to focus on the prevention agenda. However, the Panel expressed its concern that the service's capability to adequately protect and respond to communities – especially in York (Huntington), south Ryedale, Harrogate and Scarborough – could potentially be undermined through changes which will see shifts towards becoming an On-Call fire station (Huntington) and loss of full-time shift fire engines during the night (Harrogate and Scarborough).

Having reviewed all input from the public and other stakeholders, the Commissioner approved the proposed changes in the autumn of 2022. The Panel has requested to see data regarding the response times for Huntington once the changes have fully bedded in, to be able to better understand any impact they may have. There has been a delay to changes being fully implemented in the York area due to ongoing dialogue between the service and the trade unions so the Panel will continue to keep a watching brief.

The Panel has also been keen to get assurance that the plans for prevention will not be impacted by the challenging and uncertain budget position for the fire service. At the Panel's March 2023 meeting, the Chief Fire Officer advised that while he may not be able to invest as significantly in this area as originally hoped, he nevertheless intends to drive forward necessary changes to enhancing prevention.

b) Scrutiny of the Commissioner’s performance in relation to ensuring that adequate progress is made within the policing and fire services following the outcomes of inspection reports by HMICFRS

During this reporting period, the Panel has considered the outcomes of:

- an inspection into child protection arrangements at North Yorkshire Police (considered July 2022); and
- an inspection on ‘effectiveness, efficiency and people’ at North Yorkshire Fire and Rescue Service (considered February 2023)

The Panel’s role is not to scrutinise the performance of those services or their operational leaders but to seek assurance that the Commissioner is ensuring an adequate level of progress and improvement is being reached within both services. Both of the above reports found areas that were considered to be inadequate or requiring improvement and as such will remain as key areas of focus for the Panel in the next year.

Child Protection Arrangements

As part of the HMI assessment, 73 child protection cases were selected; of these 13 were determined as ‘good’, 34 ‘require improvement’ and 26 ‘inadequate’. Members highlighted concern at the low standards of some of the investigations referenced in the report and that some were also supervised badly. The Commissioner acknowledged gaps in resourcing but that every effort is being made to ensure this is the focus. The Chief Constable highlighted that around a third of detective posts are currently vacant in the service, but that officers can retire and re-join the service and they are looking at ways to retain people in the organisation. It is no longer possible to allocate someone to an investigation without the requisite skills.

The Commissioner was asked about how the inspectorate’s recommendations regarding embedding the voice of the child more in investigations is being taken forward. The Panel heard that the Youth Commission have been part of this process. The police now ensure that it is not only specially-trained officers who interview a child but that all officers receive training and have an aide memoire on signs to look out for in a house call generally that might suggest neglect or abuse for example.

The Panel has since reviewed this matter again, in June 2023, and will be reviewing the outcomes of a re-visit in the autumn of 2023.

Efficiency, effectiveness and people at NYFRS

The service was rated as ‘inadequate’ in two areas and the third (effectiveness) as requiring improvement. Members expressed concern at the downward trend of the service in comparison with the previous inspection report outcomes in 2018/19. In particular, concern was raised that standards have deteriorated since the transfer of governance; particularly around estates and cultural implications, which were seen as ‘known issues’ prior to the change taking effect. It was, however, acknowledged that the Risk and Resource Model had superseded the 2016 model of risk and resource planning against which the inspectorate had assessed the service.

The Commissioner acknowledged the concerns raised and offered to brief Panel on the Delivery Plan and timescales for planned improvements. The Commissioner highlighted her confidence in the improvements made since the inspection and that robust plans are in place to tackle the major issues identified as of concern by HMICFRS.

The Panel has since reviewed this matter again, in June 2023, following publication of re-visit findings by the inspectorate and will review further in the autumn of 2023.

c) Scrutiny of how effectively wildlife crime is tackled in North Yorkshire

As North Yorkshire remains one of the worst areas in the country for wildlife crime – particularly raptor persecution - the Panel has been keen to review the matter of how effectively this type of crime is being tackled and whether the Commissioner is sufficiently holding the Chief Constable to account for activity to prevent, detect and prepare files for prosecution. The Panel were apprised of the difficulties in getting an accurate picture from crime reporting data as crimes are often recorded as ‘theft’ or other offences and there is no easy way on the central system to categorise as ‘wildlife crime’ for example. The Panel were keen to understand how many successful prosecutions there have been. Securing a prosecution can be difficult and the Panel heard that North Yorkshire Police have now shifted to using anti-social behaviour legislation. The Commissioner is hopeful that a more creative approach in this way will enable better tracking of the behaviour of offenders and the ability to impose more robust sanctions based on behaviour as it escalates, resulting in ‘breaches’.

The Chief Constable has invited the Panel to meet with the Rural Task Force to get a better understanding of their work and the Panel is in the process of arranging visits for its members. The Panel has agreed to keep this issue under review on an annual basis to ensure that adequate progress is being made in terms of prevention, detection and appropriate sanctions being put in place.

d) Review of the Commissioner’s Council Tax precept proposals for policing and fire 2023/24

Policing Precept

The Commissioner put forward a proposal to the Panel on 6 February 2023 to set the policing precept at £295.08, representing an increase of £14.03 (or 4.99%) over the 2022/23 level for a Band D property. The Panel heard that the income levied would underpin much-needed investment in a number of areas of the service, particularly where the service needs to evolve to keep up with the changing nature of crime. Investment will be made into areas such as the digital forensic unit, expanding the number of detectives, ensuring a uniformed response presence in communities and further investment into the Force Control Room, to help improve the 101 and 999 services.

The Panel were concerned to emphasise that communities will need to be reassured of visible improvements in policing if they are being asked to pay more. The Commissioner highlighted that the Chief Constable will be conducting an organisational and operational review to restructure the organisation and improve delivery of frontline services and that visible neighbourhood policing remains a key commitment. Members noted that 44% of the public who responded to the Commissioner’s consultation had supported an increase of at least £10 and that 62% had supported some level of increase on last year’s levy. Following consideration of all these points, the Panel gave its support to the Commissioner’s proposal to increase the policing precept for 2023/24 to £295.08. The Panel will receive a report on the organisational review during 2023/24.

Fire and Rescue Precept

The Panel considered the Commissioner’s proposal to set the fire and rescue element of the Council Tax precept at £80.61 for 2023/24, which represented a 6.6% increase (or £5) over the 2022/23 level for a Band D property. This was the maximum permissible increase for the service before a referendum would be triggered. The Panel welcomed the flexibility afforded this year to North Yorkshire Fire and Rescue Service to be able to seek up to a £5 increase on a Band D property, following

efforts in the last year by the Commissioner, Panel, local MPs and others to seek greater flexibility. However, it will be key for the Commissioner to continue to lobby for fair funding. The Panel are aware of the increasingly urgent need for investment and renewal for parts of the fire estate and fleet and that this will present a challenge going forward with budget and inflationary uncertainties.

The Panel sought reassurances around the intentions of the Risk and Resource Model; particularly that prevention and protection work, along with the planned investments in On-Call, will still be implemented. Having taken into account all of the above factors and discussion points, the Panel gave its support to the Commissioner's proposal to increase the fire and rescue precept for 2023/24 by £5 for a Band D property.

e) Scrutiny of the performance of the Force Control Room in relation to handling of 101 and 999 calls

The Panel has continued to request an annual update on performance levels in the police Force Control Room (FCR) in relation to the 999 and 101 non-emergency numbers.

At the Panel's review of performance data in February 2023, the Commissioner acknowledged that response times for the 101 and 999 services have been unacceptable and outlined measures put in place to help tackle this, including her staff attending 'Gold' and 'Silver' level police meetings. An investment of £1.9m per year has also been taken forward for the FCR, principally to recruit more staff and ensure greater resilience. The Panel were also advised that improvements to handling are being modelled around the Right Care Right Person initiative as adopted by the force in Humberside.

The Panel considered the issue that a significant number of calls received by the FCR are not for the police to deal with, for example mental health and welfare calls. The Chief Constable acknowledged that there is often a cyclical requirement on the FCR where someone should have been supported by another agency such as mental health services and that a piece of productivity work is underway nationally to examine this further. The Commissioner highlighted the increase in funding for mental health triage in the FCR. She has also raised concerns with the Policing Minister on this matter and will be speaking to the Integrated Care Board soon to look at how the agencies can come together to tackle these difficulties.

A further update report will be taken early in 2024.

f) Review of measures to enhance diversity and inclusivity in the police and fire services

The Panel requested a report on measures to enhance diversity and inclusivity within North Yorkshire Police and North Yorkshire Fire and Rescue Service. The Panel were apprised that within the police service, positive action teams are reaching out to communities, there is monitoring and support for diverse members of the workforce and inappropriate behaviour is picked up quickly. For the fire and rescue service, confidential conversations will be held with staff from under-represented groups, to pick up on the lived experience of staff and draw on this to shape how the service gives a greater voice to staff and better understands communities.

Members referred to the fire and rescue service's response to the London Fire Brigade report and asked about mechanisms in place for people to report conduct issues locally. The Chief Fire Officer acknowledged that a lot of work is still needed to ensure staff understand the impact of their conduct and language. The Panel requested further statistics on recruitment for under-represented groups across both services and it was identified that it would also be helpful to have more

information on what actions and improvements the fire service had identified following the London Fire Brigade report.

The Panel will be returning to this issue for an update on progress within the fire service specifically in October 2023.

g) Review of progress against the strategy to tackle Violence Against Women and Girls (VAWG) and the development of a new Victims' Centre in York

The Panel takes an annual progress report from the Commissioner in relation to the Violence Against Women and Girls (VAWG) Strategy published in 2022, which sets out a collective commitment by the Commissioner and other groups and organisations to tackle VAWG. Members discussed with the Commissioner how third sector partners might be best supported to help deliver services as a result of the likely increase in demand flowing from the work in the strategy's Delivery Plan. It is helpful that a number of third sector partners have been included in the strategic oversight arrangements thus far but it was recognised that providing adequate support for the third sector will play a significant role in delivery against the strategy.

The Panel also highlighted the low number of detectives nationally and locally against the high number of sexual offences being reported and questioned the Commissioner as to whether there were sufficient detectives in place to adequately handle this. The Panel were apprised of a resilience action plan which is ensuring that more detectives are being brought into the service and others are also being upskilled.

The Panel were pleased at the headway made by the Commissioner to develop a new Sexual Assault and Rape Victims' Centre (SARC) on the outskirts of York, to house North Yorkshire's Sexual Assault Referral Centre and Child Sexual Assault Assessment Services alongside a Video-Recorded Interview suite for vulnerable victims and witnesses. It is anticipated that the Centre will be open later this year.

The Panel will continue to review progress against the Delivery Plan on an annual basis.

h) Review of progress under the Enable North Yorkshire programme

The EnableNY programme is a formal collaboration which brings together the business support functions for North Yorkshire Police and North Yorkshire Fire and Rescue Service with the aim of driving efficiency and delivering savings that could be re-invested in frontline services. The Panel requested an update on the programme at its informal meeting in March 2023. The Commissioner highlighted that there had been issues embedding the programme correctly and that Covid-19 had disrupted progress but that she has supported an evaluation of relative demand and process efficiency and effectiveness, with proposal due to come to her for a revised approach in April 2023. The Panel expressed disappointment that there was a lack of evidenced savings or benefits outlined from the programme, particularly in view of the collaboration having formed the cornerstone of the business case for transfer of governance of the fire and rescue service in 2018.

The Panel has requested that this issue be brought back for further scrutiny in October 2023.

i) Considering the Commissioner's proposed appointment for Chief Fire Officer

The Panel was required to meet to review the proposed appointment of Mr Jonathan Dyson as Chief Fire Officer – following the retirement of the Interim Chief Fire Officer – in May 2022. Following a confirmation hearing (held in public), the Panel were pleased to recommend Mr Dyson's appointment.

4. Responses to consultations

The Panel has formally responded to the following local/national consultations during the 2022/23 financial year:

- Risk and Resource Model for North Yorkshire Fire and Rescue Service (Office of the Police, Fire and Crime Commissioner for North Yorkshire) – August 2022.
- Fire Reform White Paper (Home Office) – July 2022.

5. Forward Plan – Key Issues for 2023/24

The Panel has a number of issues on the forward work programme for the 2022/23 municipal year, including statutory and non-statutory business such as:

- Consider the efficacy of the Commissioner’s monitoring of progress in both policing and fire services, against the findings of the inspectorate following planned ‘re-visits’ in autumn 2023;
- Scrutinise the performance of the EnableNY programme of service collaboration;
- Review progress on the implementation of the Risk and Resource Model for the fire and rescue service;
- Review and make recommendations on the Commissioner’s draft Annual Reports for Policing and Fire and Rescue 2022/23;
- Review and make recommendations on the Commissioner’s proposed Council Tax precept levels for 2024/25 for both policing and fire and rescue;
- Consider progress made to tackle violence against women and girls;
- Review work being undertaken and planned to tackle hate crime;
- Scrutinise how rural crime is being tackled, including wildlife crime.

6. Development of the Panel

The Panel has continued to seek opportunities for informal briefings, training opportunities and development workshops to help continue members’ awareness of regional and national issues and to enhance their scrutiny role. Panel Members and supporting officers have been involved in the following during 2022/23:

- **Briefings on VAWG** – IDAS provided three remote briefing sessions for the Panel, culminating in April 2022, on the work that they do and to provide further awareness-raising around domestic abuse and sexual violence.
- **Finance Sub-Group** – the Panel continues to make use of informal opportunities to meet remotely with the Commissioner’s Chief Financial Officer, particularly prior to the precept-setting, to gain further insight into the budget position. This group is open to all Panel Members and helps to develop lines of enquiry for Panel meetings. The Sub-Group met in February 2022.
- **Regional Yorkshire and Humber Panel Network** – the Panel subscribes annually to membership of a Member and officer network of Panels in Yorkshire and the Humber. Meetings were held in September 2022 and March 2023; with the former meeting attended by both a Panel Vice Chair and the Panel’s supporting officer.
- **Annual Fire and Rescue Conference 2022** – One of the Panel’s Vice Chairs attended the LGA’s annual Fire Conference in person in March 2023.
- **LGA Annual Panel Conference** – The LGA held its annual workshop for Panel officers, Members and partners as a remote meeting on 27 September 2022. The Panel was represented by both Vice Chairs and the Panel’s supporting officer, who led a presentation and discussion session on how the North Yorkshire Panel has handled some complex

complaint matters. The workshop also included an update from the Home Office and from the Association of Police and Crime Commissioners.

Further induction / familiarisation visits are planned for the Panel in 2022/23, including a visit to the Force Control Room and the Rural Task Force.

7. Complaints handling by the Panel

The Panel has a statutory role to consider non-criminal complaints made regarding the conduct of the Commissioner.

During the financial year 2022/23:

- Three complaints were received by the Panel.
 - One complaint had regard to North Yorkshire Police and as such was not recorded or considered by the Panel but was re-directed as appropriate.
 - One complaint was determined to pertain to the Commissioner's staff and as such was diverted from the Panel and not recorded.
 - One complaint was recorded regarding the Commissioner (October 2022) but was considered by the Panel's Lead Officer to not require any further action.

Further information about the Panel's complaints handling process and complaints publications can be found at <https://nypartnerships.org.uk/pfcpcomplaints>

8. Panel budget for 2022/23

As host authority, North Yorkshire County Council receives an annual grant from the Home Office to support the administration of the Panel. For the 2022/23 financial year the Home Office grant was **£65,260**. The Panel is required to report biannually to the Home Office as to how the grant has been spent, including provision of a performance report against Key Performance Indicators.

North Yorkshire Council submitted a year-end return in May 2023 to claim the full amount of £65,260 for 2022/23.

The Panel also received **£11,428** from Hambleton District Council and City of York Council for the 2022/23 financial year, to contribute towards both administration costs and Member allowances.

For the 2022/23 financial year, North Yorkshire County Council absorbed an estimated **£4,500** in costs for the running of the Panel, in addition to the grant and income received. This represents a reduction of almost 50% on the previous year; this is principally because in 2021/22 there was an increased staffing cost related to the handling of the exceptional level of complaints and additional support work needed for the Panel in October 2021.

North Yorkshire Council anticipates that it will be offered a grant of £65,260 for the 2023/24 financial year by the Home Office. However, the award will not be confirmed until August 2023. The Panel will need to be aware that there will be a loss of discretionary income for 2023/24 owing to the cessation of Hambleton District Council from 1st April 2023. City of York Council is currently also reviewing its contribution to the Panel for 2023/24. There may therefore be a greater amount to be absorbed by the host authority for 2023/24.

The following table highlights actual spend for 2022/23.

Expenditure Breakdown 2022/23 financial year (£)**81,195**

made up of:

Support to the Panel (inc on-costs) Secretariat, Legal, Finance, Business Support & Communications staff	56,262
Printing / Postage / Admin / Meeting costs	970
Subscriptions, training and conferences	770
Panel Member expenses (inc training, Member allowances, expenses)	23,193
Total Expenditure	81,195
Home Office total grant 2021-22	65,260
Income received from City of York and HDC 2021-22	11,428
Total Income Received	76,688
Total overspend incurred by NYCC	4,507

9. Membership

Membership of the Panel during the 2022/23 municipal year was as follows:

Craven District Council	Cllr Eric Jaquin (term ended 31 March)
Hambleton District Council	Cllr Peter Wilkinson (Vice Chair) (term ended 31 March) – re-appointed for North Yorkshire Council 17 May 2023
Harrogate Borough Council	Cllr Mike Chambers MBE (term ended 31 March)
North Yorkshire County Council	Cllr Carl Les (Chair) – re-appointed for North Yorkshire Council 17 May 2023
Richmondshire District Council	Cllr Helen Grant (term ended 31 March)
Ryedale District Council	Cllr Lindsay Burr MBE (term ended 31 March) – re-appointed for North Yorkshire Council 17 May 2023
Scarborough Borough Council	Cllr Carl Maw (term ended 31 March)
Selby District Council	Cllr Tim Grogan (term ended 31 March) – re-appointed for North Yorkshire Council 17 May 2023
City of York Council	Cllr Keith Aspden (Vice Chair) (term ended 5 May)
City of York Council	Cllr Darryl Smalley (term ended 25 May)
Co-opted independent member	Fraser Forsyth
Co-opted independent member	Mags Godderidge
Co-opted independent member	Martin Walker

NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

20 July 2023

Changes to the Panel Arrangements / Substitute Member Scheme

1.0 PURPOSE OF REPORT

- 1.1 To highlight recent updates agreed by the Panel's constituent authorities to the Panel Arrangements, including provision for a Substitute Member scheme.

2.0 PANEL ARRANGEMENTS

- 2.1 Following Local Government Reorganisation (LGR) in North Yorkshire on 1st April 2023, there were immediately some changes which needed to be made to the governance documentation and policies for the Panel, in particular to update details for North Yorkshire Council/Secretariat but also to ensure that the Panel Arrangements were brought up-to-date. See an updated version of the full Arrangements [on the NY Partnerships web site](#).
- 2.2 As part of updating the Arrangements, it was agreed by both constituent authorities that they would take this opportunity to introduce a Substitutes scheme for the Panel, to help provide for greater resilience around meeting attendance and in line with the practice of other council committees. As each of North Yorkshire Council and City of York Council have differing arrangements for agreeing substitute Members, specific guidance was agreed for the approach to be taken by each authority on the Panel, as outlined below. This guidance has been written into the updated Arrangements under section 4 (Membership). The Substitutes scheme specifically was agreed by each authority at their Annual Meetings in May 2023.
- 2.3 Substitutes Scheme for Panel Members – as written into the Panel Arrangements (May 2023)

Each constituent Authority will agree its own arrangements for the appointment of Substitutes to the Panel. The proper officer of each constituent Authority shall have authority to give effect to those nominations.

For North Yorkshire Council

Political groups of North Yorkshire Council may nominate some or all their Members to be substitutes for appointed Members of the Police, Fire and Crime Panel.

Arrangements for any substitute Member shall be made by the Member for whom the substitution is being sought or if that Member is unavailable or it is not practical for them to do so then by their political group leader by giving

notice to the proper officer as soon as practicable before the meeting to which the substitution relates.

For City of York Council

In line with the Authority's Constitution, up to three named substitutes shall be allowed for each political Group. Independent Councillors may also be appointed to act as named substitutes for other Independent Councillors within this rule.

Where no named substitute is available a political group may instruct the Chief Operating Officer or the Monitoring Officer to replace for the duration of particular meeting, an existing Member with another substitute identified by the political group.

If a meeting which is attended by a substitute is adjourned, then the substitute will have the right to attend on the adjourned date in place of the original Member. If the substitute is unable to attend, then the original Member or another named substitute may attend.

General

In the event of notification not being provided/received before the start of the meeting then the substitute shall not be treated as a member of the Panel for the purposes of being able to speak or vote.

Substitute members will have all the powers and duties of any ordinary member of the committee but will not be able to exercise any special powers or duties exercisable by the person they are substituting.

3.0 FINANCIAL IMPLICATIONS

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

4.0 LEGAL IMPLICATIONS

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

5.0 EQUALITIES IMPLICATIONS

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

6.0 CLIMATE CHANGE IMPLICATIONS

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

7.0 RECOMMENDATIONS

- 7.1 That the Panel notes the information provided regarding changes to the Panel Arrangements including the introduction of a Substitute Member scheme.

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
11 July 2023

Report Author: Diane Parsons, Principal Scrutiny Officer.

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NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

20 July 2023

Work Programme

1.0 PURPOSE OF REPORT

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

- 2.0 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](#).
- 3.0 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.
- 4.0 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.
- 5.0 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.
- 6.0 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.

7.0 All full Panel meetings will be held in person and venues are highlighted on the programme where these have been confirmed.

8.0 FINANCIAL IMPLICATIONS

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

9.0 LEGAL IMPLICATIONS

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

10.0 EQUALITIES IMPLICATIONS

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

11.0 CLIMATE CHANGE IMPLICATIONS

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

12.0 RECOMMENDATIONS

12.1 That the Panel agrees its outline work programme.

APPENDICES:

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

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive Legal and Democratic Services
County Hall
Northallerton
12 July 2023

Report Author: Diane Parsons, Principal Scrutiny Officer.

<p>October 2023</p>	<p>Thursday 12th October 2023 at 10:30am City of York Council West Offices</p>	<p><i>Possible updates following NYP/NYFRS HMICFRS re-visits (dependent on timing).</i></p> <p>Focus on: Caring about the vulnerable</p> <ul style="list-style-type: none"> • Making all women and girls safer / Increase in CSE • Tackling hate crime – annual update. <p>Other reports:</p> <ul style="list-style-type: none"> • EnableNY progress report, with identified savings and efficiencies (tbc) <p><u>Fire and Rescue</u></p> <ul style="list-style-type: none"> • Progress update against the recommendations of HMICFRS (following inspection report published Jan 2023) • Update on Equality, Diversity and Inclusivity, including third-party review of the service. • Update on implementation of the Risk and Resource Model.
<p>January 2024</p>	<p>Thursday 11th January 2024 at 10:30am County Hall, Northallerton</p>	<p>Focus on: Realising our potential</p> <ul style="list-style-type: none"> • ‘Pre-precept’ reports for policing and fire and rescue. • Update on organisational review of North Yorkshire Police. • Enhancing neighbourhood and response policing.
<p>February 2024</p>	<p>Monday 5th February 2024 at 10:30am County Hall, Northallerton</p>	<p>Precept proposals for policing and fire and rescue.</p> <p>Focus on: Enhancing our service for the public</p> <ul style="list-style-type: none"> • Report updating on Force Control Room performance, including impact of the PFCC’s investment in early 2023.

	<p>Monday 19th February 2024 at 1:30pm County Hall, Northallerton</p>	<p>Precept reserve meeting (if needed).</p>
<p>April 2024</p>	<p>Thursday 25th April 2024 at 10:30am Venue tbc</p>	<p>Focus on: Tackling hidden harms</p> <ul style="list-style-type: none"> • Wildlife and rural crime – annual update, to include trail hunting. <p>Focus on: Ambitious collaboration</p> <ul style="list-style-type: none"> • Cross-border collaboration for NYP and PFCC