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Agenda

Meeting: North Yorkshire Police, Fire and Crime Panel

Venue: Hudson Room, City of York Council West Offices, Station Rise, York

Date: Thursday, 25 July 2024 at 10.30 am

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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**
All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.
- 4. Minutes of the Panel Meeting held on 12th June 2024**
(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. Consideration of Exclusion of the Public

To consider the exclusion of the public and press from the meeting during consideration of each of the items of business listed in column 1 of the following table on the grounds that it involves the likely disclosure of exempt information as defined in the paragraph(s) specified in column 2 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended by the Local Government (Access to Information)(Variation) Order 2006).

Item number on the agenda	Paragraph Number(s)
16 – confidential appendices	11 and 12

7. Progress on Issues Raised by the Panel

Report from the Panel Secretariat.

(Pages 13 - 18)

8. 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, 22nd July 2024 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.
- The full protocol can be found at www.nypartnerships.org.uk/pfcp.

9. Members' Questions

10. HMICFRS 'PEEL' inspection of North Yorkshire Police - outcomes and progress

Verbal update from the Mayoral office on the inspection report published in March 2024 and how the force are being held to account over their progress. A copy of the inspection report is provided for reference.

(Pages 19 - 66)

11. Draft Policing and Crime Annual Report 2023/24

For the Panel to review and make recommendations on the draft report of former Police, Fire and Crime Commissioner Zoë Metcalfe. The Panel must provide a statutory report with any recommendations made.

(Pages 67 - 94)

12. Draft Fire and Rescue Annual Report 2023/24

For the Panel to review and make recommendations on the draft report of the former Police, Fire and Crime Commissioner, Zoë Metcalfe. The Panel must provide a statutory report with any recommendations made.

(Pages 95 - 124)

13. Annual Report of the Police, Fire and Crime Panel 2023/24

Draft report for approval by the Panel.

(Pages 125 - 134)

14. Work Programme

Report by the Panel Secretariat.

(Pages 135 - 138)

- 15. EnableNY Progress Report**
Report presented by Simon Dennis on behalf of the programme, providing Panel with an overview and appraisal of its development and delivery.
(To Follow)
- 16. Closed Session - EnableNY progress update**
For the Panel to consider information exempted from publication as outlined at Item 6, should the Panel deem that this is required.
- 17. Any other items**
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances.
- 18. Date of Next Meeting**
Thursday, 10 October 2024 at 10:30am – City of York Council’s West Offices.

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton
Wednesday, 17 July 2024

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

25 July 2024

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 25 July 2024, 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 2025.

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 2025.

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 25 July 2024.

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
16 July 2024

Report Author: Diane Parsons, Principal Scrutiny Officer.

North Yorkshire Council

North Yorkshire Police, Fire and Crime Panel

Minutes of the meeting held on Wednesday, 12th June, 2024 in the Grand Meeting Room at County Hall, Northallerton, commencing at 10.30 am.

Councillors Danny Myers (City of York 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), Heather Moorhouse (North Yorkshire Council), Michael Pavlovic (City of York Council), Malcolm Taylor (North Yorkshire Council) and Peter Wilkinson (North Yorkshire Council).

Community Co-opted Members: Fraser Forsyth

David Skaith (Mayor of York and North Yorkshire)

Councillor Jo Coles (proposed appointee for Deputy Mayor for Policing, Fire and Crime)

Officers from the York and North Yorkshire Office for Policing, Fire, Crime and Commissioning: Simon Dennis (Corporate Director OPFCC and Deputy MO for Policing, Fire and Crime (MCA)), Tamara Pattinson (Director, Delivery and Assurance), Jenni Newberry (Director of Commissioning, Criminal Justice and Partnerships), Amanda Wilkinson (Director of Public Confidence),.

Officers present: Diane Parsons (Principal Scrutiny Officer).

In attendance: Councillor Carl Les OBE (North Yorkshire Council); Amanda Bowers (Media Officer, YNY OPFCC), Paul Clark (Governance and Assurance Manager, MCA), Simon Jones (Communications and Engagement Manager, YNY OPFCC).

Apologies: Councillors Steve Shaw-Wright (North Yorkshire Council), Mags Godderidge and Martin Walker.

Copies of all documents considered are in the Minute Book

1 Welcome and apologies

The Chair welcomed everyone to the meeting and apologies were noted. It was noted that Cllr Davis was attending as a substitute for Cllr Shaw-Wright. Those present were reminded of the need to be mindful of the meeting taking place within the pre-election period ahead of the General Election on 4th July and the attendant restrictions on councillors activities.

2 Declarations of Interest

In the interests of transparency, Councillors Pavlovic and Myers declared that the proposed candidate for Deputy Mayor for Policing, Fire and Crime is a colleague at City of York Council and further that Jo Coles was previously a colleague of Councillor Pavlovic's on the Executive at the council.

3 Minutes of the Panel Meeting held on 5th February 2024

Resolved –

That the minutes of the meeting held on 5th February 2024, having been printed and circulated, be taken as read and confirmed and signed by the Chair as a correct record.

It was also noted that a Progress on Issues Raised update will be brought to the next Panel meeting in July.

4 Consideration of Exclusion of the Public

Resolved –

That the public and press be excluded from the meeting during consideration of Item 7 – should the Panel determine that it wishes to move into closed session at that point on the agenda - on the grounds that discussion would involve the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

5 Public Questions or Statements to the Panel

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

6 Confirmation Hearing for Deputy Mayor for Policing, Fire and Crime - Procedure Note

Resolved –

That the Panel noted the guidance note provided regarding its role and responsibilities during the Confirmation Hearing for Deputy Mayor for Policing, Fire and Crime.

6a Supporting Information from the Mayor for York and North Yorkshire

Considered –

The supporting information provided to the Panel by the Mayor regarding the proposed appointment of a Deputy Mayor for Policing, Fire and Crime.

In proposing Jo Coles as the preferred candidate, the Mayor spoke to Jo's experience politically and within a crime and justice consultancy, which he felt would in the round bring strong insight to the role. The Panel were advised that Jo's background will enable her to provide strategic leadership and direction and that she would be adept at influencing at the highest level, collaborating with partners.

Resolved –

That the Panel notes the supporting information furnished by the Mayor in support of the proposed appointee to the role of Deputy Mayor for Policing, Fire and Crime.

Personal statement from the preferred appointee

Considered –

The personal statement provided by Jo Coles in respect of the proposed appointment for Deputy Mayor for Policing, Fire and Crime.

The Chair invited Jo to speak to her statement and outline her skills and experience for the role. Jo outlined the preparation she had undertaken for the role so far, speaking to various key partners. The Panel heard that Jo's professional background includes political roles in Westminster and voluntary sector roles including working in the youth sector. Jo felt it to be key that the public have confidence in the policing response and is keen to understand how a public health approach can help with early intervention and prevention. She also demonstrated her understanding of the current issues faced by both the police and fire and rescue services and that it will be important to keep on top of these.

The Panel then asked Jo a number of questions in order to be reassured that she would meet the minimum standards required for the role. These covered a range of issues relating to demonstration of professional competence and personal independence, as follows:

- Jo confirmed her understanding of the need to recognise the operational independence and both the police and fire and rescue services;
- The Panel reflected on media handling around operational policing matters and the appropriateness of the Deputy Mayor's involvement. Jo outlined that a balance must be struck in relation to communications around police investigations of scale but that operationally these are best led by the police themselves. Messaging must be clear on issues of public interest;
- Jo acknowledged the optics of being a York-based candidate working alongside a York-based Mayor but that she would ensure that she is able to listen to and represent the views of all communities from across York and North Yorkshire;
- In relation to handling potential differences in opinion between herself and the Mayor, Jo explained that she will have strong opinions on certain issues within her brief following on from relevant experience in her working life, however it is the Mayor who has the electoral mandate;
- The Panel asked about whether Jo has ever been resistant to change and were advised that Jo is open to change where this is data-led and evidence-driven;
- In terms of key challenges and opportunities within the proposed role, Jo identified that there is an opportunity to change and improve things within both services due to new and developing senior leadership. In particular she spoke to opportunities she perceived around preventative services to help reduce crime. In terms of challenges, Jo acknowledged the longevity of the Panel and that the MCA will be open to the Panel's views. Reference was also made to the budgetary challenges for both services and the fact that data and evidence will therefore be important in moving forward;
- Jo acknowledged that workforce morale in both services is very important, with a need to show appreciation as often as possible. The Panel were keen to understand how this married with ensuring that response and detection rates are optimal to enable early intervention or prevention. Jo underlined that the public need to have confidence in the response data although the data currently focusses on telephone response rates and there are broader aspects to consider;
- Members reflected on the relationship between the Panel and the Deputy Mayor role, which is about both support and challenge, and sought Jo's

views. Jo outlined that she will be open to the Panel's opinions and intends to arrange to meet Members in their communities. Jo also encouraged Panel members to raise issues with her outside of Panel meeting where helpful;

- In respect of how Jo perceives her role as Deputy Mayor, she underlined that she has been asked to serve and drive improvement due to her background, particularly in the youth sector and a crime and justice consultancy;
- The Panel paid tribute to the work developed under the previous Police, Fire and Crime Commissioner around tackling violence against women and girls and asked how Jo intends to continue this work. Jo provided illustration of her work in launching a joint domestic abuse strategy while serving as an Executive Member at City of York, her knowledge of the extent of recorded domestic abuse and the need to tackle misogyny more broadly;
- Jo acknowledged that she did not have experience of working on rural issues but that rural crime is significant and she intends to be out and about in communities as much as possible. She will put in place opportunities for both in-person and online surgeries to help overcome any geographical challenges;
- The Panel asked Jo to reflect on how she may work to ensure that the fire and rescue service has a more sustainable financial position over the longer term. Jo spoke to the challenges around the national funding formula and the need to ensure both firefighters and communities are not placed at unnecessary risk. She will seek to understand how central decisions have been formed and whether patterns have changed to help review what can be done;
- In terms of key priorities for the first twelve months in office, Jo felt it would be important to review the current Police and Crime Plan and Fire and Rescue Plan in terms of progress and the current position, identifying where there may be some differences in levels of focus. She explained that she would like to see a change in public confidence in twelve months and to have helped to stabilise the fire and rescue budget. Tackling violence against women and girls will continue to be a priority;
- Jo was asked about how she will work with the third sector. Jo acknowledged that there will need to be some stability and funding for the sector in terms of supporting early intervention and prevention so that organisations can plan adequately and employ staff. However at this stage she is keen to focus on any commissioning that is imminently required.

Resolved –

That the Panel notes the personal statement provided by Jo Coles and her responses to the questions posed by the Panel at the Confirmation Hearing.

8

Closed Session

The Chair invited the Panel to consider whether it wished to retire into closed session to deliberate on its recommendation following the Confirmation Hearing. Members spoke to moving straight into recommendations and as such the Panel did not retire into closed session.

A recommendation was proposed by Councillor Wilkinson, seconded by Councillor Burr, that Jo Coles be recommended for the appointment to Deputy Mayor for Policing, Fire and Crime with the Panel's full endorsement. The Panel voted unanimously in favour via a show of hands. Members added that they felt Jo to be a strong candidate and were impressed at her commitment to working with the Panel.

Resolved –

That the Panel:

- (a) does not need to retire into closed session to consider its recommendation regarding the proposed appointment; and
- (b) recommends that Jo Coles be appointed to the role of Deputy Mayor for Policing, Fire and Crime.

9 Work Programme

Considered –

The report of the Panel Secretariat providing the Panel's outline work programme for 2024/25.

It was agreed that the outcomes of the HMICFRS 'PEEL' inspection report into North Yorkshire Police, including progress against findings, should be brought tot the next Panel meeting in July.

A discussion was held regarding the collaborative work among emergency service partners including the ambulance service and particularly working with the NHS and supporting vulnerable people. It was suggested that this could be incorporated into a paper on collaboration by the fire service which is currently on the programme for October. The Chair also recommended that a separate update on the Right Care, Right Person model would be helpful to schedule in. Other outstanding matters on the schedule will be directed as needed following discussions with the Mayor's office and OPFCC.

Resolved –

That the Panel notes the work programme and incorporates those items suggested.

10 Date of Next Meeting

In bringing the meeting to a close, the Chair welcomed Cllr Malcolm Taylor as a new Member to the Panel and acknowledged the contribution of Councillor Rich Maw, who has recently stood down from the Panel. The Chair also wished to thank Councillor Carl Les for his stewardship of the Panel over a number of years. It was agreed that letters of thanks would be sent to both councillors from the Chair.

The Panel were notified that the next meeting will be held on Thursday, 25th July 2024 at 10:30am at City of York Council's West Offices.

The meeting concluded at 12.07 pm.
DP.

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NORTH YORKSHIRE POLICE, FIRE AND CRIME PANEL

25 July 2024

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 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	Information sought on health surveillance of firefighters in NY and York.	When available	√ (information circulated to Panel)
2	11 Jan 2024	720 – Members' Questions	Info sought on savings under Enable for 2023 and forecast for 2024.	ASAP	√ (further information provided for Items 15 and 16)
3	5 February 2024	735 – Progress on Issues Raised	Panel to receive additional detail regarding the number of investigations into police officers and PCSOs relating to potential sexual/domestic abuse offences which resulted in disciplinary action.	Prior to June meeting	√ (see Appendix A)

4	5 February 2024	737 – Members' Questions	Panel to receive clarity on the NYP policy regarding e-scooters and in addition any data available around dangerous use / use in crime.	Prior to June meeting	√ (see Appendix A)
5	5 February 2024	737 – Members' Questions	Panel to receive data regarding dangerous use of mobility scooters.	Prior to June meeting	√ (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.

7.0 RECOMMENDATIONS

7.1 It is recommended that the Panel:

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

APPENDICES:

Appendix A – Updates against issues from the York and North Yorkshire Office for Policing, Fire, Crime and Commissioning.

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
16 July 2024

Report Author: Diane Parsons, Principal Scrutiny Officer.

Updates against issues from the York and North Yorkshire Office for Policing, Fire, Crime and Commissioning.

Item No.	Query raised	Response from Commissioner's office
3	Info sought on numbers of police officers investigated for potential sexual and/or domestic abuse offences, plus training and auditing, investigation of PCSOs etc.	1 st April 2020 to 5 th April 2024 = 6 cases resulting in disciplinary or criminal action.
4	Panel to receive clarity on the NYP policy regarding e-scooters and in addition any data available around dangerous use / use in crime.	<p>Over the last few years NYP Spoc has done a significant amount of work regarding E-Scooters both in terms of training NYP staff and educating the public. NYP has done quite a few educational style press/social media releases and written guidance for the external NYP website - Advice on e-scooter usage North Yorkshire Police</p> <p>Online training sessions have been delivered to a number of the Neighbourhood Policing Teams (Including York and Scarborough where scooters are particularly prevalent). All RPG staff have been provided with the training too. There is also an e-scooter guidance page on the intranet for colleagues which has copies of all of the training documents attached.</p> <p>In terms of a specific NYP policy, as E-Scooters are classed as motor vehicles, there is no specific policy as everything that applies to other kinds of motor vehicles applies to E-Scooters. That said because it is recognised that there can be some benefits to using one over traditional vehicles and despite the information NYP has released to the public many people may not realise what the rules are. For this reason NYP have developed educational literature for teams to utilise. The idea behind this was that officers could use their discretion and adopt an educational approach for first time offenders rather than prosecuting them for insurance/licence offences. When officers deal with an E-Scooter incident, they should be submitting a return. This has two main purposes. For incidents involving the TIER rental scooters, the form goes to them and they have been very supportive in banning users suspected/charged with offences such as OPL. The form also adds a report to a person's niche record. This means that if they are stopped a second time a check would show that they had previously been warned and this information could be used to help the officers decide how to deal with the offender.</p>

APPENDIX A

		<p>For information, NYP were also asked to contribute some data to the PACTS prior to the report being published in 2021 - PACTS-The-safety-of-private-e-scooters-in-the-UK-Final-Report.pdf</p>
5	<p>Panel to receive data regarding dangerous use of mobility scooters.</p>	<p>With regards to mobility scooters there are very few incidents reported. In 2023 there was one fatal collision involving a mobility scooter and a car. There was one collision which was recorded with a Dispatch type as RTC Serious which involved a mobility scooter v SUV and a further collision recorded with a Dispatch Type as RTC Minor which involved a mobility scooter v pedestrian.</p> <p>Using an analytical tool to extract data from Niche looking for any occurrence from 2023 which involves a vehicle type of 'mobility scooter', there were very few results. If there is a problem with mobility scooters being used dangerously on a highway then this is either not being reported to the police or is being recorded on Niche with data constraints which would make it very difficult to extract.</p>

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PEEL 2023–25

Police effectiveness, efficiency and legitimacy

An inspection of North Yorkshire Police

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Overall summary

Our judgments

Our inspection assessed how good North Yorkshire Police is in ten areas of policing. We make graded judgments in nine of these ten as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Preventing crime	Investigating crime		
	Recording data about crime	Responding to the public		
	Police powers and public treatment	Developing a positive workplace		
	Protecting vulnerable people	Leadership and force management		
	Managing offenders			

We also inspected how effective a service North Yorkshire Police gives to victims of crime. We don't make a graded judgment for this area.

We set out our detailed findings about things the force is doing well and where the force should improve in the rest of this report.

We also assess the force's performance in a range of other areas and we report on these separately. We make graded judgments for some of these areas.

Data in this report

For more information, please [view this report on our website](#) and select the 'About the data' section.

PEEL 2023–2025

In 2014, we introduced our police efficiency, effectiveness and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, we have been continuously adapting our approach.

We have moved to a more [intelligence](#)-led, continual assessment approach, rather than the annual [PEEL inspections](#) we used in previous years. Forces are assessed against the characteristics of good performance, set out in the [PEEL Assessment Framework 2023–2025](#), and we more clearly link our judgments to [causes of concern](#) and [areas for improvement](#).

It isn't possible to make direct comparisons between the grades awarded in this PEEL inspection and those from the previous cycle of PEEL inspections. This is because we have increased our focus on making sure forces are achieving appropriate outcomes for the public, and in some cases we have changed the aspects of policing we inspect.

Terminology in this report

Our reports contain references to, among other things, 'national' definitions, priorities, policies, systems, responsibilities and processes.

In some instances, 'national' means applying to England or Wales, or England and Wales. In others, it means applying to England, Wales and Scotland, or the whole of the United Kingdom.

HM Inspector's summary

I am pleased with the performance of North Yorkshire Police in keeping people safe, reducing crime and giving victims an effective service.

I have been impressed with the force's response to the findings of [our last inspection in 2022](#). The force has worked quickly to improve the policing service it provides to the communities of North Yorkshire. Because of this, it has made progress in all the areas of improvement identified in our last inspection. I recognise that it has been challenging for officers and staff to make these changes. The force has plans to better engage with its officers and staff so that they feel a part of plans to make improvements.

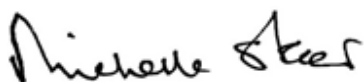
I am pleased that the force now has adequate governance in place. It has clear strategic plans that are informed by accurate information and a detailed performance framework. The force now has adequate oversight of its enabling services, such as human resources, finance, IT, estates and vehicle fleet. The force now benefits from a workforce plan, which helps it to provide a service that meets the policing needs of the community.

There has been significant investment in the force's control room. In this inspection, we found improvements in call handling and the way the force assesses risk as part of its response to the public. The force has also improved how quickly it arrives at emergency and priority incidents. It should continue to focus on making improvements in these areas.

I was pleased to find an improvement in the overall management of criminal investigations. The force has invested in its governance and performance processes to improve and maintain the quality of its investigations. However, there is more to do to achieve better outcomes for victims.

The force has improved its approach to protecting [vulnerable people](#). It is confident that the development of [safeguarding](#) investigation teams will improve its services to [victims](#). I am pleased to see that the force is making good use of the [Domestic Violence Disclosure Scheme](#) and [Domestic Violence Protection Notices](#) and [Orders](#) to protect people.

Chief officers have made well thought out changes and investments to make sure the force has the resources to meet the public's demands. The force's leadership and management have significantly improved its services to the public. There are still areas in which North Yorkshire Police must do better. However, I am optimistic that the force's leadership and management will continue to build on the improvements that we have seen during this inspection.



Michelle Skeer

HM Inspector of Constabulary

Leadership

Using the [College of Policing leadership standards](#) as a framework, in this section we set out the most important findings relating to the force's leadership at all levels.

North Yorkshire Police has clear plans and priorities, which its operational activity focuses on. This is reflected in the force's 'plan on a page', which the chief officer team has presented to all officers and staff. We found that the force's investment is now concentrated on making sure that it has the right people in the right places, and its activities are aligned to its strategic plans and stated priorities. The force has improved its workforce planning. It understands the impact of anticipated leavers and joiners, their roles and responsibilities, and how this links to performance.

The force now has effective governance processes in place to manage its performance. We found greater scrutiny of performance, with a focus on improving services. The force has quickly responded to the areas for improvement identified in our previous inspection. However, it needs to better engage with its officers and staff so that they feel part of the plans to make improvements.

When making decisions, leaders think through plans and consider the potential impact on other areas of the force's work. There is clear ownership of workstreams, including the force's digital strategy, and its collaboration and performance framework.

North Yorkshire Police is investing in the capability and capacity of its leadership to support the workforce and improve performance. Support is available to officers, police staff and volunteers entering leadership roles for the first time. This practice is relatively new, but we have seen evidence of how leaders responsible for the performance and management of officers and staff are focusing on development opportunities.

More detail on North Yorkshire Police's leadership is included in the main body of the report.

Reducing crime assessment

The reducing crime assessment sets out what North Yorkshire Police is doing to reduce crime and how effective this action is. This assessment doesn't include police recorded crime figures. This is because they can be affected by variations and changes in recording policy and practice, making it difficult to draw comparisons over time.

Problem-solving is a priority for the force and it helps to reduce crime. The force is investing in early intervention to reduce and prevent crime at the earliest opportunity.

The force works well with other organisations. This helps it to develop long-term, sustainable plans to find the root cause of repeat problems and to make changes that will help communities and prevent crime. When crimes take place, officers and staff generally take positive action to arrest offenders, and investigations are generally well supervised. However, there is still more to be done to consistently achieve appropriate outcomes for victims.

The force makes effective use of ancillary orders, such as Domestic Violence Protection Notices and Orders and the Domestic Violence Disclosure Scheme to reduce crime.

The force's neighbourhood policing teams work well with communities to understand and meet their needs. They are building the public's trust and confidence, encouraging them to share information to help deter and detect crime.

The overwhelming majority of recorded grounds for stop and search are reasonable. This helps the force reduce crime. The force understands and improves the way it uses [stop and search powers](#), through analysis and monitoring at force-level meetings. It can show that its use of stop and search is fair and effective, helping to reduce crime.

The force should continue to improve how quickly it answers 999 calls from the public.

More detail on what North Yorkshire Police is doing to reduce crime is included in the main body of the report.

Providing a service to victims of crime

Victim service assessment

This section describes our assessment of the service North Yorkshire Police provides to victims. This is from the point of reporting a crime and throughout the investigation. As part of this assessment, we reviewed 100 case files.

When the police close a case of a reported crime, they assign it an 'outcome type'. This describes the reason for closing it.

We selected 100 cases to review, including at least 20 that the force had closed with the following outcome:

Further investigation to support formal action not in the public interest – police decision.

Although our victim service assessment is ungraded, it influences graded judgments in the other areas we have inspected.

The force needs to improve the time it takes to answer emergency and non-emergency calls

North Yorkshire Police needs to improve how quickly it answers emergency calls and reduce the number of non-emergency calls that the caller abandons because they aren't answered.

The force effectively identifies and records vulnerable and repeat victims

When the force answers a call, it uses a structured process that considers [threat, harm, risk and vulnerability](#). It identifies repeat and vulnerable victims, meaning that it is fully aware of the victim's circumstances when considering what response it should give. Call handlers are polite and give victims advice on crime prevention and how to preserve evidence.

The force doesn't always respond promptly to calls for service

North Yorkshire Police doesn't always respond to calls for service within set timescales and it doesn't always inform victims of delays, meaning that victims' expectations aren't always met. This may cause victims to lose confidence and disengage from the process.

The force's crime recording is of a good standard

The force has effective crime recording processes in place to make sure that all crimes reported to it are recorded correctly and without delay.

We set out more details about the force's crime recording in the [crime data integrity](#) section below.

The force's investigations are mostly effective

In most cases, the force carries out investigations in a timely way. But it doesn't always complete all relevant and proportionate lines of enquiry. The force supervises most investigations well and regularly updates victims. Victims are more likely to have confidence in a police investigation when they receive regular updates.

A thorough investigation increases the likelihood of perpetrators being identified and arrested, providing a positive end result for the victim. In most cases, victim personal statements are taken. These give victims the opportunity to describe how that crime has affected their lives.

When victims withdraw support for an investigation, the force considers progressing the case without the victim's support. This can be an important method of safeguarding the victim and preventing further offences from being committed. In some cases, the force doesn't record whether it has considered using orders designed to protect victims, such as a Domestic Violence Protection Notice or Order.

The [Code of Practice for Victims of Crime](#) requires forces to carry out a needs assessment at an early stage to determine whether victims need additional support. The force doesn't always carry out this assessment and doesn't record the request for additional support.

In most cases the force assigns the right outcome type to an investigation and considers victims' wishes, but it doesn't always hold auditable records of them

The force closes crimes with the appropriate outcome types and records a clear rationale for using a certain outcome. This is effectively supervised. But the force doesn't always seek victims' views when deciding which outcome type to assign to a closed investigation. An auditable record of the victim's wishes isn't always obtained when required. In most cases the force does tell victims which outcome code was assigned to the investigation.

Crime data integrity

Good

North Yorkshire Police is good at recording crime.

The Home Office Counting Rules, which provide the standard for crime recording in England and Wales, have changed since the last time we inspected the force for crime data integrity.

This change mainly relates to the way forces record violent crime. This means we can no longer compare the findings from this audit to those from previous audits.

We estimate that North Yorkshire Police is recording 93.9 percent (with a confidence interval of +/- 2.4 percent) of all reported crime (excluding fraud).

We estimate that the force is recording 95.2 percent (with a confidence interval of +/- 3.7 percent) of violent offences.

We estimate that the force is recording 96.2 percent (with a confidence interval of +/- 3.2 percent) of sexual offences.

Areas for improvement

The force needs to improve how it records crime when antisocial behaviour personal is reported

The force is failing to record all crimes when [victims](#) report [antisocial behaviour personal](#). We examined 50 incidents and found that, of the 16 crimes that should have been recorded, only 9 were. Victims of antisocial behaviour are often subject to abuse and torment for substantial periods, and this crime is often committed by neighbours. Failing to record crimes and effectively tackle antisocial behaviour can mean victims live in fear in their own homes while being subjected to long-term abuse and torment by people living next door or in the local community.

The force needs to improve how it records equality data

The force's data for victims of crime shows that age and gender are well recorded. However, ethnicity is much less well recorded, and other [protected characteristics](#) are hardly ever recorded. The force should be collecting this information to understand the extent to which each protected group is affected by crime, how this differs from those without the protected characteristics, and whether a different approach is needed for these victims.

Main findings

In this section we set out our main findings that relate to crime data integrity.

The force effectively manages crime recording

The force has improved the crime-recording expertise of its crime recording and occurrence management unit. Trained staff are responsible for the recording, confirmation and classification of crime, cancelling crimes (where it is judged that a crime didn't take place, or was recorded in error), crime finalisation and outcomes. They are also responsible for quality assuring and [dip sampling](#) crime-recording decisions. This makes sure that a crime is recorded in those incidents where a crime is identified. Although there are some gaps where the standards around crime-recording may not be fully understood, these will be easy to correct. The crime recording and occurrence management unit is an effective example of how the force has improved its crime-recording performance by concentrating crime-recording specialists in a single unit.

The force doesn't always record reported incidents of rape correctly

The force doesn't always have a clear understanding of when to record an [N100](#) (reported incident of rape or attempted rape). We found four rape crimes that had been incorrectly recorded as N100s, and three N100s that weren't recorded at all. Rape is one of the most serious crimes a victim can experience. Therefore, it is especially important that reports are recorded accurately to make sure victims receive the service and support they expect and deserve.

Police powers and treating the public fairly and respectfully

Good

North Yorkshire Police is good at using police powers and treating people fairly and respectfully.

Area for improvement

The force should improve its recording of use of force, particularly the use of handcuffs for stop and search

During our audit of ten [body-worn video](#) recordings of [stop and search](#) incidents, half involved the use of handcuffs, and all were concluded without complaint from the searched person. The force needs to enhance its quality assurance process to make sure that it understands whether the use of handcuffs was needed, and that any learning is shared.

Main findings

In this section we set out our main findings that relate to police powers and treating people fairly and respectfully.

The force understands the importance of treating the public fairly and respectfully when using police powers

The force has a use of police powers board. This has strategic oversight of the use of police powers including [stop and search](#) and use of force. It considers how powers are used and the impact this may have on the communities in North Yorkshire.

All officers have received [unconscious bias](#) training. This helps officers to identify stereotypes and cultural influences and avoid allowing them to affect their behaviour and decisions. They have also received training in the use of stop and search powers, effective communication and the use of force. The training emphasises the importance of explaining each stop and search and considering how the search was carried out. Our audit of ten [body-worn video](#) recordings of stop and searches found that each search concluded positively and without complaint from the person searched.

During the year ending 31 March 2022 the force carried out 2,518 stop and searches, compared to 3,797 the preceding year. This is a decrease of 33.7 percent. This is a larger decrease than the 25.9 percent reduction across all forces in England and Wales. The force provided additional training to officers to increase their confidence in using these powers. The force told us that it recorded 1,756 searches between April and September 2023. If this level of searches continues for the remainder of the year ending 31 March 2024, this will be an increase compared to the previous year.

During our inspection, we reviewed a sample of 159 stop and search records from 1 January 2022 to 31 December 2022. On the basis of this sample, we estimate that 85.5 percent (with a confidence interval of +/- 5.1 percent) of all stop and searches by the force during this period had reasonable grounds recorded. This is broadly unchanged compared with the findings from our previous review in 2021, when we found 86.8 percent (with a confidence interval of +/- 4.4 percent) of stop and searches had reasonable grounds recorded.

We found that officers were confident in the use of the stop and search powers, which may explain the increase in its use in the first six months of 2023/24. Our audit of how stop and search is used shows that officers understand the right circumstances in which to use this power.

The 'linked find rate' is where the stop and search results in finding a particular item or items that formed the officers' suspicion and grounds for the interaction in the first instance. Linked find rates should proportionately mirror the force's levels of stop and search use. In the year ending 31 March 2022, North Yorkshire Police's linked find rate was 22.6 percent. The find rate for all forces in England and Wales during the same time period was 22.2 percent.

The force scrutinises the use of force and stop and search powers well

Officers are aware that they must use body-worn video for all stop and search encounters and when they use force. The video is used as part of ongoing monitoring. The force has an automated system for monitoring both use of force and stop and search. The officer submits a record, and the system then notifies a supervisor to review the circumstances. This notification has a link to the record of the search and/or use of force, and the body-worn video footage. Once it has been reviewed, feedback is sent to the officer. Stop and search 'champions' select random samples to check the quality of the supervisory reviews. Any common themes that emerge are shared with the stop and search working group and the new use of powers board. The force is currently identifying champions to bring this additional scrutiny to the use of force.

The force has established area-based community review groups, which review stop and search and use of force and then share cases with the force-wide strategic scrutiny group. The scrutiny and community review groups are independently chaired and their membership is a good representation of the community. All attendees have received training in stop and search and have been offered the opportunity to go on patrol with officers. Both groups review documents connected to the incident, view the body-worn video footage and give feedback to officers. There is duplication in some of the meetings, which presents an opportunity for members of the strategic group to examine broader issues associated with use of police powers.

The community review groups and strategic review group provide feedback to individual officers and to the force as a whole, so that improvements can be made. We found that the panels reviewed the circumstances of each case thoroughly and offered effective challenge. They provided the force with meaningful insight to make improvements.

The force understands levels of disproportionality in its use of police powers

'Disproportionality' is when a particular group of people is affected by police action in a way that is substantially different from people not of that group. When examining disproportionality data for stop and search rates between people from ethnic minority backgrounds and White people, a value of less than 0.8 shows that a person from an ethnic minority background is less likely than someone who is White to be stopped and searched. A value higher than 1.25 shows that someone from an ethnic minority background is more likely to be stopped and searched.

In North Yorkshire, Asian or Asian British people were 3.5 times as likely to be stopped and searched compared to White people. The likelihood of a person who is Asian or Asian British being searched across England and Wales is 1.6. This is based on local population data from the 2021 census. The force has developed a detailed understanding of this information. It has identified where the searches have occurred and where the person searched resides, be that in North Yorkshire or elsewhere. The force told us that 25 percent of its searches involve people who aren't resident in North Yorkshire. Our audit showed that nine out of ten cases involving people from ethnic minority backgrounds had reasonable grounds recorded.

The recorded use of force by officers shows low levels of disproportionality. In the year ending 31 March 2022, 1.9 percent of all use of force incidents were against people from a Black or Black British background and 2.2 percent against those from an Asian or Asian British background. This is in comparison to the England and Wales figures of 13.6 percent for Black or Black British and 6.9 percent for Asian and Asian British.

The force has increased its recording of when it uses force

Officers are required to complete a use of force form when they use force on a person in the course of their duties. This record is reviewed by a supervisor who provides feedback to the officer. The force uses this information to identify themes in the use of force, and this contributes to the training officers receive. To improve the recording of use of force, North Yorkshire Police has developed a reminder system to alert officers to complete a use of force form. In the year ending 31 March 2022, the number of these forms that were completed was 52.3 percent higher than the previous year.

North Yorkshire Police was the fourth lowest force in England and Wales in recording an injury to the subject in the year ending 31 March 2022, at 2.8 percent. The England and Wales rate in the same period was 4.8 percent. The force was also the sixth lowest in recording an injury to the officer in the same year, at 2.1 percent of incidents. The rate across England and Wales was 3.2 percent.

Preventing and deterring crime and antisocial behaviour, and reducing vulnerability

Good

North Yorkshire Police is good at prevention and deterrence.

Promising practice

The force has focused on reducing vulnerability in rural areas

In isolated rural areas, it can be harder to access support services than in urban areas. The rural task force has worked closely with independent [domestic abuse](#) services to make sure they can spot the signs of abuse and can provide support to victims of domestic abuse.

The task force, in partnership with local farmers and nine other police forces, targeted poaching offences. The force told us that this operation saw a 34 percent reduction in offences between 1 January 2022 and 31 December 2022 when compared with the previous year. During this operation they identified the risk of harm to a child who was poaching with adults. Due to the nature of what the child had witnessed, this was immediately shared with children's social care, to protect the child.

Main findings

In this section we set out our main findings that relate to prevention and deterrence.

The force prioritises prevention and early intervention

An assistant chief constable is responsible for the force's neighbourhood policing strategy, which prioritises preventing and deterring crime and [antisocial behaviour](#), and reducing vulnerability. The neighbourhood policing performance framework gives a greater insight into the force's problem-solving activities.

Using our [value for money profile](#), published in February 2023, we can see that when compared to the most similar forces, North Yorkshire Police spends more on neighbourhood policing. The net spend in North Yorkshire is £17.22 per member of the population compared to £15.75 in similar forces. We found that there were more officers working in neighbourhood policing than are shown on the value for money profile. The proportion of resources allocated to neighbourhood policing demonstrates the priority the force gives to neighbourhood policing and that its approach is sustainable.

The investment in problem-solving 'tactical advisers' gives frontline staff access to advice on how best to resolve a problem. The tactical advisers evaluate all problem-solving plans, identifying good practice and areas for improvement. Their findings are used in monthly briefings and the annual problem-solving conference. The force plans to create an intranet portal to record what works well in problem-solving.

Problem-solving training has been given to officers and staff across differing areas of policing, to promote a problem-solving culture. The roads policing group, working with local councils and road safety groups, has successfully used the problem-solving approach to reduce the number of people killed and seriously injured on the roads in North Yorkshire.

The force has a good understanding of antisocial behaviour and vulnerability, and works well with partner organisations to address them

In the year ending 31 March 2023, North Yorkshire Police recorded 16,786 incidents of antisocial behaviour. This is a rate of 20.5 per 1,000 population and is similar to other forces across England and Wales. It is a reduction from the 20,918 incidents recorded in the year ending 31 March 2022.

In the year ending 31 March 2023, the force issued 18 community protection notices, 12 [Criminal Behaviour Orders](#) and used dispersal powers 151 times. The force works well with partner organisations, including local councils and health and fire services, and it shares information to prevent crime, antisocial behaviour and vulnerability. Its approach focuses on a location where problems occur, those likely to be victims and seeks to identify offenders who cause harm.

An example of this is Operation Beat (Bespoke Early Action Together), a partnership approach to tackling antisocial behaviour in Scarborough town centre. Young people accounted for 34 percent of reported incidents of antisocial behaviour. These young people were identified and worked with through a co-ordinated partnership approach. Key locations in the town centre were identified and supported with increased multi-agency patrols. Enforcement action using police and other agency powers was taken when required, including Criminal Behaviour Orders and health and safety legislation. This operation resulted in a 31 percent reduction in crime and antisocial behaviour reports involving young people.

The rural task force identified a growing trend in theft of high-value GPS systems from tractors. Through Operation Walrus, it worked with local farmers, the National Farmers' Union, the National Vehicle Crime Intelligence Service, the national rural crime unit and other police forces to focus on this criminality. The sharing of information identified a vehicle used by the offenders and they were subsequently identified and arrested. During April 2023, 15 GPS systems were stolen in North Yorkshire; this reduced to 0 in June and 1 in July.

The force works well with local communities, including new communities and those who are isolated

The force works well with local communities, in person and through social media, both in terms of sharing information and having two-way discussions. The force is using community messenger, a system that communities can subscribe to so they receive information that is relevant to them. Communities can also ask questions using this platform. Force data shows that the membership of this system has increased from 8,243 in October 2022 to 17,648 in October 2023. The force evaluates its online interaction with communities to identify the themes of most interest. This information is used to tailor future messaging.

The force identified the need to work with a new community from Albania. The neighbourhood teams have worked with this community, resulting in improved relations with local officers and police community support officers.

The rural task force has worked to develop links with rural communities, which can be isolated. To maintain and improve relationships with this community, the force uses WhatsApp and community messenger, and has visited farms and attended a variety of local events. This has resulted in greater local involvement in Rural Watch, a neighbourhood watch-style scheme set up to support communities in tackling rural crime.

The force supports local people to volunteer and become involved in local policing activities

The force has a small team of staff who look for roles that can be carried out by volunteers and then find people to fill them. They have made sure that volunteers are supported, and the most recent survey of volunteers has shown that they feel valued.

The special constabulary receive the same degree-level training as paid officers. The force is increasing the opportunities for special constables, which will include increased specialist training.

The force has an active volunteer police cadet scheme with young people from under-represented backgrounds.

The Rural Watch scheme benefits from 130 volunteers across its 30 rural watch groups. The force has shown that, during 2023, it was on track to benefit from 10,000 volunteer hours that are contributing to policing in North Yorkshire.

Responding to the public

Adequate

North Yorkshire Police is adequate at responding to the public.

Areas for improvement

The force should continue to improve how quickly it answers 999 calls

North Yorkshire Police has improved how quickly it answers 999 calls since [our last inspection](#). In the year ending 30 June 2023, data from BT shows that the force answered 60.6 percent of its 999 calls within 10 seconds. This was below the expected standard of answering 90 percent within 10 seconds. More recent data shows that this increased to 85 percent in September 2023. However, this is still below the expected standard. The force should continue to improve this performance.

The force should continue to improve its initial triage of calls for service

The force has improved its initial triage of calls, and the reassessment of incidents when attendance is delayed. Our audit found that a structured triage was correctly used in 84 of the 88 relevant calls. Since this audit, the force has adopted an enhanced tool for triaging initial calls for service, but our inspection found that this new approach to triage wasn't consistently being recorded by staff. The force is working to address this, and has scheduled further training.

Main findings

In this section we set out our main findings that relate to how well the force responds to the public.

The force has made significant improvements within its control room

The force is focused on the performance of its control room. It has increased the number of officers and staff that work in this area. This has been achieved through a sustained improvement in recruiting new staff and retaining existing skilled staff.

The force has adopted [Single Online Home](#), an internet-based tool that the public can use to report incidents to the police. This is well managed and provides the public with an alternative way to contact the police. The force plans to increase its digital options for the public to improve accessibility.

The force benefits from mental health services working within its control room during busier times. A 24-hour contact number for mental health specialists is available to provide advice to responding officers. This results in timely information from specialists being shared with officers to help them to reach better-informed decisions for people whose mental health conditions make them vulnerable.

The force has a structured approach to assuring the quality of the response to calls for service. This involves peer review – call-takers work with a supervisor who reviews how a call was handled and provides feedback. This approach benefits both the original call handler and the person undertaking the review, as they try to improve the quality of their services. The results from our audit were positive. We found that call handlers provided advice about crime prevention in 24 out of 25 cases, and advice about preserving evidence in 16 out of 18 cases.

The force has improved how quickly it attends emergency and priority calls

The force has reviewed its approach to attending emergency and priority calls. It has considered the numbers of officers that are required, their shift patterns and where they work from. The review has identified that once all officers are trained, the force will have the correct number to respond to calls. The force has amended its shift patterns to make sure it has enough officers working at times when it anticipates an increase in incidents. The force has created two new sites where responding officers will be based. This will further improve the speed of attendance, especially in rural settings.

The force has agreed standards for response times for emergency and priority calls. It aims to arrive at an emergency in an urban location in 15 minutes and a rural setting in 20 minutes. For a priority call, the force aims to arrive within one hour. Our audit found that attendance at incidents was within the required time frames in 51 out of 61 cases. The force told us that in October 2023 it attended 76 percent of rural emergency calls, 83 percent of urban emergency calls and 73 percent of priority calls within its time frames. This is a significant improvement from November 2022, where patrols attended 62 percent of rural emergency calls, 65 percent of urban emergency calls and 60 percent of priority calls within the force's time frames.

The force should reduce the number of non-emergency calls that the caller abandons because they aren't answered

The force has focused on improving its performance in answering calls for service. The force has told us that average answer time to its non-emergency 101 calls has reduced from 3 minutes and 29 seconds in October 2022 to 1 minute and 50 seconds in October 2023. The inspection found that this was due to increases in the number of people answering the calls and improvements in the management of the control room.

The force told us that the percentage of calls abandoned by the caller has reduced from 25 percent in October 2022 to 19 percent in October 2023, with an average rate of 23 percent. This is an area where the force should continue its efforts to make improvements.

Investigating crime

Adequate

North Yorkshire Police is adequate at investigating crime.

Areas for improvement

The force doesn't consistently achieve appropriate outcomes for victims

The force isn't always achieving acceptable outcomes for [victims](#) of crime. The number of crimes that the force solves following investigations is low. The force needs to understand the causes of this, and work to achieve better outcomes for victims.

In the year ending 30 June 2023, North Yorkshire Police recorded 40,415 victim-based crimes. Of these recorded offences, 8.9 percent were assigned an 'offences brought to justice' outcome. This is within the normal range compared to other forces in England and Wales. More specifically, 5.7 percent were assigned a 'charged/summonsed' outcome. This is within the normal range compared to other forces in England and Wales.

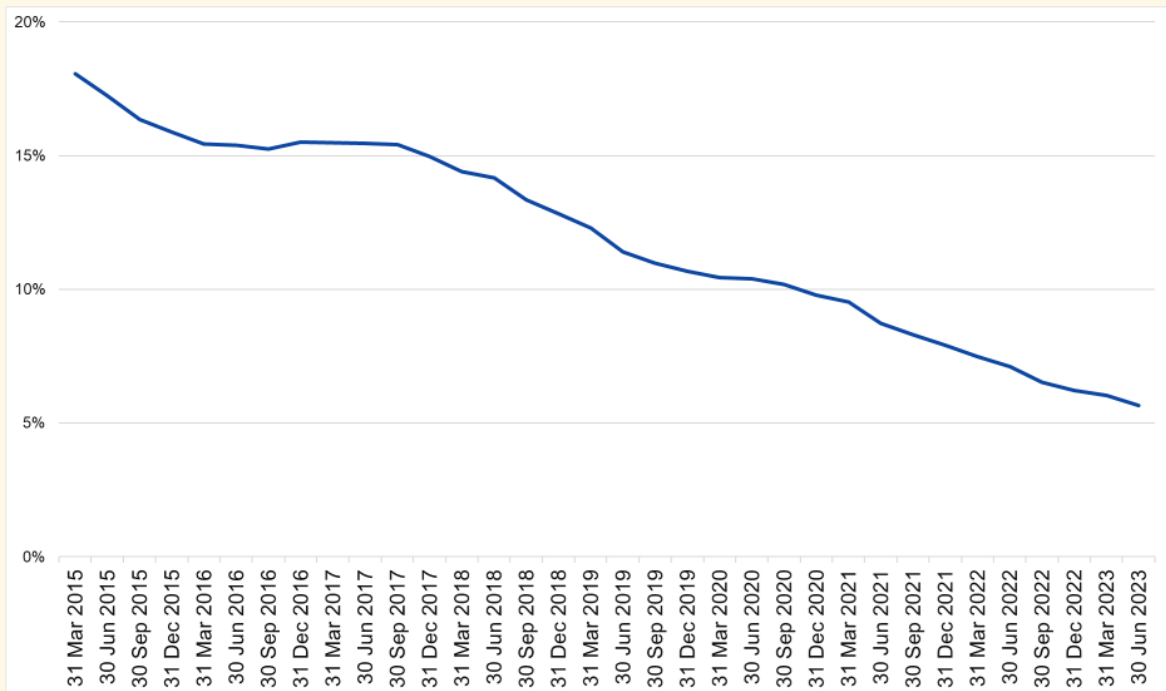
Figure 1: Percentage of victim-based crimes assigned specified crime outcomes by North Yorkshire Police compared with all forces in England and Wales in the year ending 30 June 2023

Outcome type	North Yorkshire Police outcome rate	England and Wales outcome rate
1 – Charged/summonsed	5.7%	4.8%
2 & 3 – Caution – youths & adults	0.9%	0.7%
8 – Community resolutions	1.4%	1.4%
9 – Prosecution not in the public interest (Crown Prosecution Service decision)	0.1%	0.0%
10 & 21 – Prosecution not in the public interest (police decision)	2.5%	0.9%
14 – Evidential difficulties (suspect not identified but the victim declines or is unable to support)	5.9%	5.7%
15 – Evidential difficulties (suspect identified; victim supports police action)	9.0%	12.2%
16 – Evidential difficulties (suspect identified; victim does not support or withdraws support)	27.6%	21.3%
17 – Prosecution time limit expired	0.3%	0.2%
18 – Investigation complete – no suspect identified	29.8%	42.1%
20 – Action undertaken by another body/ agency	0.9%	1.4%
22 – Diversionary, educational or intervention activity	0.7%	0.4%

Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

In the year ending 30 June 2023, North Yorkshire Police assigned 5.7 percent of victim-based crimes a ‘charged/summonsed’ outcome. This was a decrease from 18.1 percent in the year ending 30 June 2015.

Figure 2: Proportion of victim-based crimes assigned a ‘charged/summonsed’ outcome (outcome 1) by North Yorkshire Police between the year ending 31 March 2015 and the year ending 30 June 2023



Source: [Police recorded crime and outcomes open data tables](#) from the Home Office

Between the year ending 30 June 2022 and the year ending 30 June 2023, the proportion of victim-based crimes assigned outcome 15: evidential difficulties (suspect identified; victim supports police action) by North Yorkshire Police has decreased from 10.4 percent to 9.0 percent. This value is lower than expected compared to other forces across England and Wales.

The force needs to make sure it assesses the needs of all victims so they can be properly supported

Under the revised [Code of Practice for Victims of Crime](#), all victims of criminal offences are entitled to a needs assessment. This identifies at an early stage any special measures that may be required to support them throughout the investigation and subsequent court case. In the 51 relevant cases reviewed, we found 26 without a clearly recorded victim’s needs assessment. In June 2023, a new victim template was implemented on the force crime recording system. The force told us that this has increased the completion of these assessments from 49 percent in June 2023 to 76 percent in August 2023. However, this is a new approach, and the force should maintain its focus on this area.

Main findings

In this section we set out our main findings that relate to how well the force investigates crime.

The force has improved its governance and oversight of investigations

The force has effective governance in place, with an investigation and crime standards board chaired by an assistant chief constable. The force has reviewed where it places its officers and staff to complete investigations. This has resulted in the creation of a safeguarding investigation team which will complete vulnerability-related investigations. The force has assessed the time needed to complete the differing investigations and has used this to allocate its investigating staff: 70 percent will be within the safeguarding investigation team and 30 percent in the criminal investigation department.

As part of the review of investigations, the force has identified the need to increase the number of accredited detectives. The force currently has places for 120 accredited detectives, and it is increasing this number to 148 [professionalising investigations programme 2 \(PIP 2\)](#) investigators – a combination of detective constables and PIP 2 police staff investigators. The force now has plans that will help it to recruit and train this additional number of officers. This increase in investigators will be welcomed by existing detectives and increase their capacity to meet the demands placed upon them.

The force has adopted quality assurance thematic testing, a structured approach to dip sample its investigations. This approach involves trained inspectors and chief inspectors who review investigations to establish the quality of service provided to victims of crime. The results are brought together to identify themes and areas where services to victims could be improved. The findings are presented at performance meetings, and activities are agreed to address areas in need of improvement.

The force generally carries out thorough and timely investigations

Our victim service assessment found that in 85 of 100 cases we reviewed, effective investigations were carried out. In 80 of 92 relevant cases reviewed, appropriate investigative opportunities were taken from the outset and continued during investigations. In 53 of 60 cases, staff completed appropriate investigation plans in line with the [College of Policing's authorised professional practice](#) guidance. This means that in most cases staff were identifying opportunities to collect evidence from the start of an investigation.

Out of the 100 cases reviewed, we found 6 cases that had been delayed. Often delays in investigations occur due to the technical work required to examine telephones or computers. The force has improved the time it takes to carry out this work, and this is reflected in our audit, which found that only two of the six delays related to examining devices.

The force pursues evidence-led prosecutions on behalf of victims whenever possible

Our victim service assessment audit found evidence that the force considered evidence-led prosecutions when victims didn't support police action. Investigators aim to make best use of all evidential opportunities, such as CCTV, witness testimony, body-worn video footage and initial call recordings. We dip sampled seven cases where an evidence-led prosecution would be appropriate, and in all seven cases this had been considered by the investigating officers. The force has given training to officers and staff about evidence-led prosecutions. Officers and staff told us of successful prosecutions where victims of domestic violence had been too frightened to provide a witness statement or go to court. We found that staff pursued evidence-led prosecutions whenever possible in order to safeguard victims and reduce crime.

The force has worked in collaboration with the Open University to successfully complete a bid for [Police STAR funding](#) to understand the impact of evidence-led prosecutions on victims. The force described this research as a further opportunity to tailor its services to meet the needs of victims.

The force's policy on allocating investigations would benefit from a review

The force has a policy that determines who carries out different investigations. This approach is overseen by a detective sergeant who records the reason why an investigation was allocated to a particular officer or team. Our audit of 100 cases found that 98 were allocated in line with the policy. However, following the restructure of the force investigation teams, and considering frustrations that staff shared with us, this policy would benefit from a review to make sure that investigations are allocated appropriately.

Protecting vulnerable people

Good

North Yorkshire Police is good at protecting vulnerable people.

Innovative practice

Tilly's story: building confidence to report serious sexual assault

In 2021, 14-year-old Tilly was subjected to a serious sexual assault by a person in a position of trust. This was reported to North Yorkshire Police, and following an investigation the suspect was found guilty at court and sentenced to ten years in prison.

Tilly wrote a poem about her experiences and the impact this had on her. She agreed for North Yorkshire Police to use this poem to help other victims build the confidence to report serious sexual assaults. The force has created [animation to work alongside Tilly's poem](#), and this has been shared with [safeguarding organisations](#) to help other victims.

The force has developed a service directory to help officers and staff to signpost people to appropriate services

The force has designed a directory that is available on officers' mobile devices. This lists over 500 support organisations that work in North Yorkshire. If a member of the public requires support, this can be accessed immediately by officers and staff, and the person can be referred to the most appropriate service.

Main findings

In this section we set out our main findings that relate to how well the force protects vulnerable people.

The force has improved its approach to reducing vulnerability

The force has identified vulnerability as a priority, and it has a vulnerability strategy to address this. The vulnerability board, chaired by an assistant chief constable, oversees the implementation of the strategy through an improvement plan. The force has fully reviewed its approach to reducing vulnerability and has created safeguarding investigation teams. These teams are made up of accredited investigators, who will carry out the more complex vulnerability investigations. The force believes this will improve its service to victims. At the time our inspection, the constabulary told us that the final safeguarding investigation team would be in place by December 2023. This has since been implemented.

As part of its review, the force identified a need to make more training available to make sure that officers and staff have the training and skills to carry out their role. The vulnerability board has maintained oversight of this, and it has resulted in a greater number of accredited investigators who can carry out complex investigations.

The vulnerability board uses a range of performance data to highlight areas for improvement. The board also acts on the results of the victim service surveys, which are carried out by the University of Leicester. The three police area leads are responsible for progressing any improvement actions that have been agreed, and for providing updates at subsequent meetings.

An example of the force taking action following feedback is its improvement in responding to reports of children who are missing from home. The force has moved to an IT system to record the actions following this kind of report. Officers and staff have received training to improve the force's response to these calls. We found that these reports were receiving much closer scrutiny. The critical incident inspectors that we spoke to confirmed this focus, and described the clearer direction that was being given to officers and staff in order to reduce the vulnerability of the missing person.

The force has an established [domestic abuse](#) scrutiny panel, which works to improve public confidence in the approach to domestic abuse and rape. The panel is independently chaired and reviews investigations to improve the quality of service to victims and the quality of the approach to these crimes. A range of partners including the Crown Prosecution Service and victim support are involved in the panels. We saw that these panels were identifying areas for improvement and, on occasion, reopening investigations.

The force has invested in accredited [SafeLives](#) DA Matters training for officers and staff. This is designed to improve the approach to domestic abuse and help victims to become safer sooner.

According to the results of the force's quality assurance thematic testing, a crime is more likely to be detected if an investigation plan was included at the start of the investigation. The force has updated officers and staff about this link and has encouraged them to carry this out. Our victim service assessment found that an investigation plan was completed in 53 out of the 60 cases audited, and in 49 of the 53 cases this plan was followed.

The force makes good use of the Domestic Violence Disclosure Scheme

The force makes good use of the [Domestic Violence Disclosure Scheme](#), which it uses to protect people. The force has made more right to know and right to ask applications. In the year ending 31 March 2021, North Yorkshire Police recorded 364 right to know applications and 203 right to ask applications. In the year ending 31 March 2022, the force recorded 390 right to know applications and 346 right to ask applications.

We carried out a review of the backlog of Domestic Violence Disclosure Scheme cases. We identified 22 cases awaiting a disclosure to the applicant, and found that in each case an attempt had already been made to disclose the information. The force has also outlined its plan to work with partner organisations, such as social care, when deciding whether to disclose an offender's history of domestic abuse. We found evidence of visits being made with a partner organisation, such as social care, to make disclosures. This joint working provides additional specialist support to those who are at risk of becoming a victim of crime.

The force understands the risk associated with serial perpetrators of domestic abuse. Where the same offender is involved in three or more domestic abuse incidents, they are identified by the domestic abuse officers. This allows for preventative activity to be planned to stop further repeat offending, and also to reduce the potential harm caused to those close to them.

The force has adopted the multi-agency tasking and co-ordination (MATAC) process to identify and tackle serial perpetrators of domestic abuse. We found that this approach has had a positive impact. The MATAC co-ordinator has successfully worked with the prison service to prevent those prisoners convicted of domestic abuse offences from making unwanted contact with their victims. Previously, serving prisoners could send letters to their victims. Under this approach, if it is confirmed that this contact is unwanted, the letters aren't sent to the victim, preventing further harm.

The sharing of information with safeguarding partners is being carried out well

[Multi-agency safeguarding hub](#) units are well structured and share workplaces with partner organisations, which creates an effective working relationship. Processes are well understood, staff are suitably trained, and safeguarding practices for the protection of adults and children are carried out in a timely manner.

The force has established processes within the [multi-agency risk assessment conference](#) function. A good range of partner organisations attend meetings to develop harm reduction plans to protect high-risk victims and children and to manage perpetrator behaviour. When partners fail to attend, we found evidence that this was being appropriately addressed.

The force has provided training to officers and staff to improve the quality of referrals to safeguarding partners. It has emphasised the importance of capturing the [voice of the child](#) while at incidents. It has adopted the AWARE principles to record information about a child's vulnerability: Appearance, Words, Activity, Relationships and dynamics, and the Environment.

We visited each of the three multi-agency safeguarding hubs in North Yorkshire. There were no backlogs or delays in referrals. We dip sampled a selection of police referrals and they provided the necessary information to inform safeguarding partners.

The force makes good use of preventative orders to safeguard the public

Our inspection found that the force makes good use of preventative orders such as Domestic Violence Protection Notices and Domestic Violence Protection Orders (DVPOs). We found that staff had been trained and understood when to use these powers. We also found that where these powers had been used, there was good follow-up to make sure offenders complied with the conditions. Where the conditions were breached, we found that enforcement action was taken against the suspect.

In the year ending 30 September 2022, North Yorkshire Police applied for 368 DVPOs at court, which equates to 4.5 applications per 10,000 population. This was higher than expected compared to other forces in England and Wales.

In the year ending 30 September 2022, North Yorkshire Police recorded 118 DVPO breaches, which equated to 1.4 breaches per 10,000 population. This was higher than expected compared to other forces in England and Wales and made it the second highest number of breaches recorded across forces during that period. This high number of breaches demonstrates that the force is proactive in enforcing the orders to protect victims.

In the year ending 30 September 2022, North Yorkshire Police recorded 351 DVPOs granted at court, which equated to 4.3 orders granted per 10,000 population. This was higher than expected compared to other forces in England and Wales. The force has carried out a review of its approach to DVPOs. It is seeking to improve its performance further, reflecting its improved approach to performance management.

Managing offenders and suspects

Good

North Yorkshire Police is good at managing offenders and suspects.

Main findings

In this section we set out our main findings that relate to how well the force manages offenders and suspects.

The force has clear policies on arresting wanted suspects

The force has clear and appropriate policies on the pursuit of people who are suspects of crime and listing them as wanted on the [Police National Computer](#). This allows officers in other forces across the country to see if a person is wanted when carrying out interactions such as stop checks or making arrests.

The force uses local daily management meetings to monitor how it pursues suspects. It briefs staff effectively at the start of their shift with details of people who are wanted. Higher-risk suspects, such as those involved in domestic abuse incidents, are escalated so that further action can be taken if they aren't apprehended swiftly. This helps to make sure victims are safeguarded at the earliest possible opportunity. The force has a clear understanding of exactly how many wanted people it has outstanding at any one time. This includes how long they have been wanted for and the nature of the offence they allegedly committed.

Our victim service assessment found that arrests of suspects were made promptly in 24 of the 25 relevant cases reviewed. The inspection also found there had been a reduction in the number of suspects who had been wanted by North Yorkshire Police for up to six months, from 229 on 12 October 2020 to 119 on 1 March 2022.

The force uses bail as an effective safeguarding tool to protect vulnerable victims

[Bail](#) is a tool used by police to protect and safeguard vulnerable people and locations by imposing conditions on suspects or offenders. Officers can use a wide range of bail conditions, for example to prevent suspects from approaching or contacting victims, or to prevent them from entering particular locations. This helps to prevent further crime being committed and to safeguard vulnerable people.

The force has good governance and oversight of its use of bail. It has a good understanding of its performance through its performance management dashboard. It has seen an increase in the use of police bail with a corresponding decrease in the use of [released under investigation](#) without the restriction of bail. For the year ending 31 March 2022, 30 percent of arrests used pre-charge bail. On 31 March 2023, this figure increased to 32.9 percent. Additionally, for the year ending 31 March 2022, 28.6 percent of arrests used released under investigation. For the year ending 31 March 2023, this figure decreased to 23.3 percent of arrests.

Where suspects have been released under investigation, a superintendent reviews the case after six months to make sure that the investigation is being carried out efficiently and effectively. The superintendent completes a written review which is shared with the officer investigating the case.

The force has improved its governance and performance oversight of the management of sex offenders and violent offenders

Since our last inspection, the force has made significant changes to way it approaches the [management of sex offenders and violent offenders](#). The development of performance dashboards has allowed supervisors to effectively oversee officer and staff workloads. The force has developed Operation Ankle, which is designed to reduce the risk to the public by preventing cases from being delayed and backlogs forming. When cases have been open for nearly 28 days, they are identified for Operation Ankle, which considers the use of overtime or other staff to complete visits. We found that cases were being managed within the required time limits.

The recruitment of additional staff into this area is already showing benefits to the management of offenders. The force told us that the average caseload for an offender manager is 45 cases. Some currently have higher caseloads, but the force anticipates that this will reduce when the new staff are in post. The force has also recruited two specialist digital media investigators to work with the management of sex offenders and violent offenders team. This has increased the capability to carry out investigations that are focused on digital media.

The force has also invested in the use of polygraph tests, which it is using creatively to increase its understanding of the risks posed by different registered sex offenders.

The force risk assesses registered sex offenders effectively and manages them in compliance with authorised professional practice

The force uses a nationally recognised risk-assessment tool for managing registered sex offenders. The risk assessments are completed by trained staff, and we found that they were detailed and identified potential risk areas to monitor. The quality of the risk assessments and the risk management plans showed a considerable improvement compared to our last inspection. We found a robust approach to proactively enforcing orders and making arrests for breaches, and a clear improvement in the quality of offender management.

The force has improved the quality of its offender management visits

During our last inspection we found that the force allowed officers to announce visits in advance and visit offenders on their own. This was a regular practice. The visits are now carried out unannounced with two officers present. The second officer is sometimes from the local neighbourhood team. In cases where two visits have been made without success, a supervisor will consider whether an announced visit should be made to make sure that the offender has been spoken to. An additional benefit of this approach is that local neighbourhood officers have a better awareness of registered sex offenders living in their area. Overall, the force's latest approach has resulted in improved offender management.

The force has a team dedicated to dealing with online child abuse

The force has a dedicated team dealing with all online child abuse. The team is able to carry out research and develop intelligence about suspects. The team told us that their caseloads are manageable. They are proactive in arresting suspects, which has resulted in there being no backlog in cases.

The force told us it is seeing increases in online child abuse cases referred to it. In 2018 it had 158 referrals and in 2022 it received 272. Due to this increase, which the force says has continued in 2023, it is recruiting two additional detectives to the team. The force monitors these investigations, so that the level of risk and the speed of enforcement action can be managed.

The force has worked to reduce the delay in examining suspects' computers and phones. A suitably accredited external company has been used to complete examinations of a large backlog of devices involved in lower-risk cases. This has significantly improved the force's performance compared to our last inspection. In high-risk cases this can be done on the day the request is made. The force has recruited new staff into this area and has managed to retain existing skilled staff, which it anticipates will prevent backlogs from forming again.

The reduction in the backlog of such examinations has resulted a large number of cases being passed back to investigators and increasing the demands upon them. This is being managed by the force and it is anticipated that this will resolve quickly.

We identified that the force doesn't have a policy for deleting the content of mobile phones, where indecent images of children may have been present, before they are returned to the owner. The force has already responded to this feedback, and told us it now has a policy in place for this.

The force has improved information sharing with safeguarding partners

In our previous inspection, we identified delays in sharing information with safeguarding partners. In this inspection, we found that this had been addressed by the force and that once a child was linked to an investigation, this was being promptly shared with social care.

The force makes good use of preventative orders

The force makes good use of preventative orders to manage the risk posed by suspects while on bail or after being released under investigation. The offender management unit has a bespoke civil orders officer who considers whether to impose a [sexual risk order](#) or [sexual harm prevention order](#). The force told us about one suspect under investigation who moved to Scotland, where bail conditions aren't enforceable. The civil orders officer obtained a sexual risk order, which allowed Police Scotland to manage the risks associated with the suspect while he resided in Scotland.

Building, supporting and protecting the workforce

Adequate

North Yorkshire Police is adequate at building, supporting and protecting the workforce.

Areas for improvement

The force needs to improve the effectiveness of its professional development reviews, which should be consistent across the workforce and valued by all

Professional development reviews (PDRs) should be an effective tool for officers and staff to record their objectives and achievements. PDRs are essential to helping supervisors understand the development needs of their officers and staff.

For the year ending 31 March 2023, the force's PDR completion rates were 81 percent for police staff, 87 percent for police officers and 92 percent for police community support officers (PCSOs). We found that officers and staff were positive about their monthly meetings with supervisors, but the majority we spoke to didn't value the annual PDR process.

Our PEEL workforce survey ran from 26 June 2023 to 21 July 2023. It found that, of those who had a PDR in the last 12 months, 54.4 percent (353 of 649 respondents) agreed that they value the process of these reviews. Just under half (47.1 percent; 306 of 649 respondents) of those who had a PDR in the last 12 months agreed that they were an effective tool in their development. But the force has more work to do to make sure the process feels meaningful for its workforce. It should make sure staff feel invested in the PDR process and that it is seen to add value to personal and professional development.

The force should improve its understanding of why officers and staff are planning to leave

Our PEEL workforce survey (which ran from 26 June 2023 to 21 July 2023) was open to all members of the workforce. Only 41.2 percent of new recruits said they see their career continuing in North Yorkshire Police past the next three years. Around a third (33.9 percent; 303 of 893 respondents) said they want to stay working for the force past the next three years. The force told us that no student officers have resigned since 31 January 2022. While this is the case, the published [police federation survey](#) identified that 19 percent of the force's officers wanted to leave as soon as they could or within two years, a substantial increase from 8 percent in 2021. The force has reviewed what happens when people announce their intention to resign from the force, and has introduced its 'say to stay' scheme. When someone says that they are thinking of leaving, a manager from a different area contacts them to address their reasons for leaving and encourage them to stay.

For officers and staff who continue with their plan to leave, there is now an exit questionnaire to better understand their reason for leaving. Previously, the officer or member of staff was asked whether they would like an exit interview. Now, there is a presumption in favour of staff having an interview before they leave, and they are asked to nominate their interviewer.

The force hopes that these recent changes will help it to retain skilled officers and staff.

Innovative practice

The force is reviewing the fitness test requirements of specialist posts

The force is working with the [College of Policing](#) to understand the fitness requirements for specialist roles such as firearms and public order policing. It is leading a review and pilot to establish the entry and ongoing fitness requirements of specialist officers.

If necessary, the force will then work with other sectors to design fitness tests to demonstrate the operational requirements. It is looking to explore whether the existing fitness standard is too high, preventing the recruitment of skilled, diverse officers to specialist roles.

Main findings

In this section we set out our main findings that relate to how well the force builds, supports and protects the workforce.

The force has improved governance in building, supporting and protecting its workforce

The force has improved its governance and oversight of its workforce since our last inspection. It has established strategic boards to be responsible for strategic plans. The boards include diversity, equality and inclusion, well-being, and strategic workforce planning. Each board has a delivery plan with clear actions that are regularly updated. The staff associations, networks and unions are involved in co-ordinated activity to make improvements for the workforce. The force has developed performance dashboards so the boards can identify themes and areas for improvement.

The force is improving how it supports the well-being of officers and staff in high-risk roles, and those experiencing potentially traumatic incidents

The force's well-being board has overseen a review of roles categorised as high-risk. The force has a comprehensive policy and process to screen those in high-risk roles and raise their awareness of the issues they may face. Officers and staff in these roles receive annual questionnaires. They are also offered annual meetings with the occupational health team, although take-up for these sessions has been low. The force explored a range of other ways to engage with these officers and staff, such as workshops and training sessions, but these had little effect. It has now made the occupational health meetings mandatory – staff in high-risk roles can only opt out with approval from their manager.

We found good evidence that the force values and promotes [trauma risk management](#). We found that officers had a good understanding of the trauma risk management scheme and of the force's commitment to promoting it.

Operation Hampshire is a nationwide strategy that has processes and guidance to help police forces understand, support and respond more effectively to assaults on police officers and staff. The force has adopted this approach, and we found that officers had a good understanding of this. In our PEEL workforce survey 72.9 percent of respondents (651 of 893 respondents) told us that North Yorkshire Police has a protocol to support officers and staff who have been assaulted.

The force has improved its preventative and reactive well-being measures but some of the workforce don't feel their well-being is supported

The force has worked quickly to respond to the areas for improvement we found during our last inspection. We found that the pace of change within the force has made many officers and staff uncomfortable. They understood the need for change, but many didn't feel involved in the changes that have been made. In our PEEL workforce survey, 72.2 percent of respondents (645 of 893 respondents) disagreed that change is managed well in North Yorkshire Police. Some officers said that the force hasn't considered or supported their well-being through this time, and that this needs to be addressed to make sure the changes and improvements are effective and sustainable.

The force has a shared well-being strategy with the North Yorkshire Fire and Rescue Service. This benefits both organisations through the sharing of well-being practice between the emergency services.

The force has used surveys to better understand what is affecting the well-being of officers and staff. The survey results have then been used in workshops with officers and staff to explore the themes that have been identified. They also inform sessions for officers and staff, which focus on the agreed themes, such as anxiety, sleep and depression.

The force has developed a well-being dashboard, which shows information that could have an impact on the well-being of officers and staff. This includes working hours, workloads, sickness, overtime worked and whether rest days have been taken. This information is shared with leadership teams, to identify any officers, staff or teams who may need additional well-being support.

In the year ending 31 March 2023, North Yorkshire Police had a 3.6 percent rate of long-term sickness absence among police officers as a proportion of the full-time equivalent staffing level. This was higher than expected compared to other forces in England and Wales. The force told us that this had since reduced to 2.2 percent in August 2023.

The force is making efforts to support new recruits and understand the issues they face

The force has retained its professional development hub, which is designed to provide ongoing support to student officers. The force has held focus groups with student officers to identify opportunities to remove frustrations and improve the experience of future student officers. The groups have identified that the shift patterns aren't fit for purpose. Student officers should finish their day at 4pm, but frequently this is the time when calls for service increase and the students are kept on overtime to assist with this. As a result of this feedback, the force has changed the shift pattern, allowing the students to start their shift later and finish at 7pm, which reduces the need for overtime.

The student officers also identified that it was challenging to find time to work on their university assignments, due to the operational demands placed on them. The changes to the shift pattern have allowed the student officers to have one day in every eight shifts to complete their university assignments while working in the professional development unit. The force has informed us that no student officers have resigned from the force since 31 January 2022.

The force has committed to developing its supervisors

The force has identified a need to develop its first-line leaders. This has resulted in the roll-out of the First Line Leaders Programme. The force told us that, by 30 October 2023, 90 percent of first-line leaders had attended the first two modules of the programme. Our PEEL workforce survey found that 81.8 percent of new recruits (139 of 170 respondents) agreed that their supervisor nurtures an environment of trust and confidence. In contrast, the survey found that only 59 percent of respondents with line manager responsibilities (154 of 261 respondents) felt equipped with sufficient training to carry out their line manager role. These survey findings highlight that the force must do more to develop its first-line managers.

The force is committed to supporting the development and career progression of officers and staff from under-represented groups

The force has a good positive action strategy, with strong governance and drive behind it. We found that the diversity, equality and inclusion lead (an assistant chief constable) has strong personal drive, and the feedback about them from staff and networks was positive. Between February and June 2022, the force invited the College of Policing to carry out a peer review of its approach to diversity, equality and inclusion, the findings of which have been used to inform the force's plan.

The force has taken various steps to better understand the barriers to progression for under-represented groups – for example, it has worked with staff networks and surveyed staff.

The force is progressing a lot of positive action work, and has good supportive measures in place to develop and support members of under-represented groups. It has developed positive action champions, from a variety of ranks and grades across the departments. Their number continues to grow.

The force is also supporting under-represented groups through mentor and coaching schemes. It holds a range of masterclasses, covering topics such as promotion preparation. It is identifying people who have shown an interest in promotion or more senior roles, and using this information to track whether people then apply for roles and if they are successful. The force sees this an opportunity to understand the barriers to applying for different roles and to understand why people have been unsuccessful. The force intends to identify barriers so they can be addressed.

Leadership and force management

Adequate

North Yorkshire Police's leadership and management is adequate.

Areas for improvement

The force needs to better understand its demand, so it can manage it more effectively

The force has invested in IT to introduce new digital processes to reduce some of the demands placed on the workforce. It has made some positive steps, such as providing laptops so operational staff can work on the move, and using digital solutions like Microsoft Power BI to automate data presentation. But the force isn't maximising the potential of the technology it has available to enhance productivity, hindering its overall progress. For example, we found that inefficient internal processes were still creating hidden demand for the workforce.

It is important that the force invests in its ability to explore and implement process improvements, such as using automation and robotics to replace repetitive manual tasks. But the force currently lacks the capacity it needs to fully develop these technologies. This investment would make the force more efficient and increase productivity and workforce capacity. This would help the force to be much more effective in meeting the challenges posed by rising demands.

The force also needs to develop a better understanding of unlogged external demand. This includes contact from the public which isn't recorded as an incident or crime. While the force has started to consider these demands, it currently lacks a good understanding about their causes. This understanding is crucial to address them, which will help it to reduce future demand.

The force needs to develop its organisational change processes and effectively engage with its officers and staff to improve its performance

Since [our last inspection](#), the force has rapidly introduced organisational changes to help it improve performance and provide a better service. The force has made substantial progress, but now needs to refine its business change processes to support continued improvements. For example, staff in some areas of the workforce told us they feel disconnected from the ongoing change programme and were unclear about what the force planned to do and how they could contribute.

Effective communication with the workforce is an important part of business change and will make sure ongoing and future plans are implemented successfully. The force needs to make sure it has a clear focus on improving workforce engagement and providing effective support after plans have been implemented.

In addition to addressing workforce-related concerns, the force must also prioritise the development of its processes for evaluating the benefits of its plans. This involves better understanding how investments are providing value for money. By improving the way it assesses and measures project outcomes against expectations, the force can learn lessons and make sure that improvements can be made when projects haven't worked as well as intended.

Main findings

In this section we set out our main findings that relate to leadership and management.

The force has an effective strategic planning framework, making sure it tackles what is important locally and nationally

The force has developed a clear 'plan on a page' which reflects the North Yorkshire [police, fire and crime commissioner's *Police and Crime Plan 2022–25*](#). During our inspection, we assessed how the force manages its performance to help it meet those priorities. The force has successfully introduced a new strategic planning framework, changing its governance structure and the way that it scrutinises performance. Its governance arrangements make good use of quality data, and this allows it to accurately measure its performance. These measures are strategically aligned with the force's 'plan on a page', which makes sure that it effectively addresses local and national priorities.

The force has also made significant progress by restructuring enabling services (such as HR, IT, finance, estates and vehicle fleet) to provide greater clarity and accountability. The force has also introduced a strategic workforce plan, which is overseen within the new governance structure to make sure that resourcing decisions are effective and align its capacity with its priorities. As a result, we saw evidence of sustained improvements in performance, enabling the force to respond more effectively to its priorities and meet its community's needs.

There is a good level of investment in leadership

The force's senior leadership is actively working towards increased visibility and engagement with the workforce. But there is still room for improvement in internal communications and gathering views from the workforce. This will provide the force with a better understanding about how its leaders are perceived and what the workforce needs, so they are able to perform their roles efficiently and effectively.

The force has made significant investments in developing its leadership, and has recently introduced the first-line leadership development programme for its sergeants. It plans to introduce a similar programme for its inspectors, and to make further investments in the development of leaders at all levels to make sure they have the skills and abilities they need to lead high-performing teams.

The force recognises the value of external perspectives and actively recruits talent from outside the organisation into its senior roles, bringing new thinking and diverse experience to the force. This is helping it to be more creative, and supports its commitment to continuous improvement.

The force's financial plans, including its investment programme, are affordable and will support it to continue to meet future demands

The force displays an effective approach to financial management and its plans are prudent. The forecasts in its [medium-term financial plan](#) are based on realistic assumptions about future funding and expenditure.

In the year ending 31 March 2023, North Yorkshire Police received £179m in funding. In line with other forces in England and Wales, it receives a combination of core grant from central government and a percentage that is raised through council tax [police precept](#). The force received a total of £87m of funding through its precept. This is 48.8 percent of the force's total funding and is higher than most other forces.

North Yorkshire Police has received help from a 4.99 percent increase in precept for 2023/24. This provided an extra £14.03 per band D property and was allocated to supporting the force's plans, including investment in the control room and an extra 25 police officers. Despite this increase, the force estimates that it still has a budget deficit of £8.7m in the current financial year. However, this is due to the scale of investment it is making to improve the service provided to the public. The force has identified areas where it can make efficiency savings, and is confident that its plans are achievable and will help it to maintain a balanced operational budget over the years ahead.

Capital expenditure for 2022/23 amounted to £6.2m of new investment, which the force used to make improvements in performance. These included investments in IT and vehicle fleet, and improvements to police buildings to help the force operate more efficiently. The force uses its reserves prudently, but budgetary pressures mean it has needed to draw on them frequently. The force holds general reserves in the region of 3 percent of its net revenue budget, which is considered an adequate amount.

In the year ending 31 March 2023, 13.5 percent of North Yorkshire Police's officers were in support roles. This was in line with other forces in England and Wales.

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Policing and Crime Annual Report 2023-2024



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

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Foreword



Welcome to my final annual report for Policing and Crime. The circumstances upon which I assumed office were challenging and trust and confidence in the role of Commissioner was low given the departure of the previous postholder. His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) also laid bare serious concerns in respect of North Yorkshire Police. However, I stood up to the challenge and I am immensely proud of the achievements that have been under my leadership during my time as your Police, Fire and Crime Commissioner. I am grateful to my office who have worked tirelessly on behalf of the public to drive forward my police and crime plan and ensure extensive scrutiny in support of North Yorkshire Police on their journey of improvement.

The progress that North Yorkshire Police has made over the past twelve months is phenomenal, and to have HMICFRS lift their causes of concern within a year was great news. Following on from that inspection I am extremely pleased about the progress that continued to be made in such a short space of time, and I want to thank the former Chief Constable Lisa Winward, the Senior leadership team and every Officer, member of staff and volunteer, who helped make this happen.

To have another full HMICFRS Inspection, the outcome of which reflected the further improvements that had been made, was fantastic. It was a positive report from the Inspectorate, which lays solid foundations for North Yorkshire Police to become an "outstanding" Force, which is what I expect them to achieve at their next inspection.

During this reporting year I also recruited a new Chief Constable for North Yorkshire Police. I welcome Tim Forber and have every confidence he has the right qualities and skill set to drive forward North Yorkshire Police to be an outstanding service and to keep people safe and feeling safe.

I want to thank the residents of York and North Yorkshire for their support and for always engaging with my team and me honestly during my tenure. I believe I have laid more than solid foundations for the newly elected Mayor to build upon.

Zoë Metcalfe, North Yorkshire Police, Fire and Crime Commissioner

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 our county 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, and in reporting crime and incidents, has increased.

In January 2023 we launched the Public Trust and Confidence survey so public feedback could inform how we shape our police service. Unfortunately not enough people completed the survey to be representative of our communities or to allow meaningful analysis. This is not unique to North Yorkshire, the Government Trust survey [Trust in government, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk) for 2023 gathered just over 1,000 responses. As a result, we have worked hard to improve future responses by redesigning and relaunching the survey to make it simpler. **Your Service, Your Say** surveys for both the Police and Fire Service are ready for the newly elected Mayor to launch. This is crucial so we can understand how residents feel about the two emergency services.

In 2022, we commissioned Victim Support research [Reports - Victim Support](#) to conduct a Victim Needs Assessment in North Yorkshire. This was to understand the needs of and services available to support victims to cope and recover from the impact of crime. In July 2023 the report, **North Yorkshire Victims Voice** was published: [North-Yorkshire-Victims-Voice-report-July-2023.pdf \(northyorkshire-pfcc.gov.uk\)](#) The report found that despite 88% of victims reporting a crime, only 27% accessed support services. The report suggested that services are not actively working together. As a result, we will strengthen the profile and visibility of the Supporting Victims team to become a victim's hub for providers and wider agencies. We can then ensure that all services and agencies understand that they can make direct referrals. This will strengthen the understanding of Supporting Victims as an independent 'one-stop shop' to ensure people receive the most appropriate support to meet their needs.



The Complaints and Recognition Team continue to work hard to satisfactorily resolve complaints and ensure the public have confidence in their Police Service. Complaints relating to North Yorkshire Police (NYP) are independently overseen by the Complaints and Recognition team within the Office of Police, Fire, Crime and Commissioning (OPFCC). The team cover justified but minor issues that may require an apology or explanation that require work with NYP to resolve quickly in a more/or less formal way. This approach is flexible and is often the quickest and most effective way to resolve a complaint. For the more serious complaints, satisfying certain legal criteria, we refer these to North Yorkshire Police's Professional Standards Department (PSD).



The National landscape in police complaints has changed since the team was first set up in 2020. In 2023 we received a total of approximately 1400 new complaints, an 11% increase on the previous year. Of the 899 cases actioned approximately 70% were resolved using a flexible informal approach, without the

need to be escalated to NYP's Professional Standards Department (PSD). This compared to 79% the previous year. This is partly because of the nature of allegations being made that meet the Independent Office of Police Conduct (IOPC) thresholds for formal recording.

The Team has been working closely with the Independent Office of Police Conduct (IOPC) and NYP to improve and change the way we log and record complaints to improve the data being captured. These benefits should be realised during the 2024/25 reporting period. The team has 1 Manager, 1 Senior Customer Service Advisor, 2 Customer Service Advisors and a Customer Service Assistant. To meet the increased demand, which we are seeing locally, a Business Case has been approved to facilitate the increase of 2 Customer Service Advisors to join our team in 2024.

During 2023, 239 expressions of appreciation were recorded (an increase of 17% on the previous year).

Complaints and Recognition Data

Activity*	2022/2023	2023/2024
New Complaints	1287	899
Service Recovery	1021	638
New Appreciation	205	239

*Data from Centurion

Outcome 1b

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

North Yorkshire has many rural communities and villages. The North Yorkshire Polices' Rural Task Force work closely with the public to understand the issues affecting rural areas and what support is needed. For example, theft of vehicles is of significant concern, impacting both financially and personally on farmers. This year, through funding we received from the **Government's Safer Streets Scheme**, we were able to provide 8,000 vehicle marking kits for farms given the high crime rates of vehicles theft on farms. More details of this scheme can be found on page 16 of this report.

North Yorkshire Police has continued to host **Community Meetings** to gain a better understanding of community need. In June 2023, Police Constable Ben Ambler, held a meeting for those affected by antisocial behaviour in Foxwood, York. This provided the local community with an opportunity to directly voice their concerns. Following this there were increased patrols and the OPFCC **Safer Streets** funding has identified the area to receive security upgrades in 2024.

In October 2023, York Local Neighbourhood Policing officers, alongside community leaders, attended an evening of interfaith **Prayers for Peace** event. Jewish, Muslim, Christian, Baha'i, Buddhist, Hindu, and Sikh faith prayers were all offered for the Israel-Hamas conflict. The group included the Lord Mayor of York, Chris Cullwick, Canon Missioner for York Minster, Maggie McLean, Rabbi Elisheva Salamo from the York Liberal Jewish Community and Chair of the York Interfaith Group, Avtar Matharu.



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.

North Yorkshire Police partnered with the York Bid and the City of York Council in August 2023 to conduct joint patrols to combat antisocial behaviour issues such as street drinking, littering and nuisance behaviour in York.



Operation Vault is an ongoing proactive operation to ensure that groups of people are not just 'moved on' but a solution is found to the problem. Officers and staff patrol the streets at various times and on different days. The operation has already seen significant success which includes interactions with 70 residents to offer support and safeguarding in the first three months. Arrests have also been made for public order offences, offences of violence, and breaches of Criminal Behaviour Orders.

Since January 2023 the Commissioner has convened key local partners to develop the local **Serious Violence Response Strategy (launched February 2024)**, a multi-agency approach to preventing and reducing serious violence across North Yorkshire and York. Partners include North Yorkshire Police, North Yorkshire Fire and Rescue Service, North Yorkshire Council, City of York Council, Probation Service Yorkshire and the Humber, and the NHS Humber and North Yorkshire Integrated Care Board. This strategy was informed by consultations with partners, services, and the Public through the OPFCC Serious Violence Survey and the Violence against Women and Girls survey.

What can you find in our new Serious Violence Strategy?



The Strategy takes a public health approach and focuses on early intervention and prevention. The Commissioner, together with statutory partners, committed to a commissioning approach to support the Strategy, through investment in evidence-based initiatives at a local level, which aim to reduce serious violence and achieve positive outcomes for individuals and communities. Projects and interventions funded include prevention and early intervention support for young people, initiatives to engage with and protect the Public in the night-time economy and expanding knife drop bins across the count. This follows a successful pilot in Harrogate where over 500 knives and bladed articles have been deposited since the start of 2023.

Outcome 2b

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

North Yorkshire Police has continued its ongoing work to tackle knife crime amongst our communities, and **Operation Sceptre** highlights this. Forces across the Country carried out

enhanced enforcement, engagement, and education, deploying a range of tactics to suit local knife crime profiles. In 2023, North Yorkshire Police took part in a national operation. **Operation Divan**, focused on education and interventions by Neighbourhood Policing teams with young people at risk of involvement in knife crime. This included proactive searches of licensed premises where weapons have previously been found and knife amnesty bins.

In August 2023, North Yorkshire Police partnered with [One Punch UK](#) to educate young people on the consequences of violence, even just one punch, and showing the importance of walking away from confrontation. The 'Punched out cold' campaign targeted schools, bars, gyms and sports clubs throughout the year, with a focus on summer and festive holidays.

Spotlight – County Lines

In January 2024, North Yorkshire Police collaborated with Merseyside Police on **Project Medusa** a national operation to disrupt County Lines drug dealing and safeguard vulnerable people. In two days, the Operation saw over 30 arrests in a County Lines crackdown. Project Medusa, funded by the Home Office, is a Merseyside Police initiative to tackle county lines drug dealing and the criminal exploitation of young people and vulnerable adults. North Yorkshire Police secured additional funding and used its specialist teams to drive this initiative in York and Selby.



Over 100 police officers and staff from both North Yorkshire Police and Merseyside Police worked on the two-day Operation from a variety of departments which included intelligence teams, proactive disruption, police dogs and drones as well as local policing and specialist roads policing officers. Officers from the British Transport Police also supported the Operation with high visibility and plain clothed patrols at transport hubs.

Warrants were executed at various addresses and increased plain clothed and uniformed patrols were used to intercept drug deals on the streets. A specialist strike team used intelligence-led Automatic Number Plate Recognition (ANPR) technology to intercept vehicles on the road network which are linked to drugs. The York Rescue Boat also supported the Operation by providing additional river safety patrols on the River Ouse. In total 32 people were arrested and a large quantity of Class A and B drugs were seized as well as several vehicles and dangerous weapons. Three of the 32 arrested were wanted on warrant. [Two-day operation sees over 30 arrests in county lines crackdown | North Yorkshire Police](#)

Outcome 2c

North Yorkshire Police Officers, Police Community Support Officers (PCSOs), Public Safety Officers (PSOs) and staff have confidence in their capability to solve problems effectively

Since the introduction of **Problem-Solving Policing** to North Yorkshire in 2022, training of officers has continued. The model places high value on responses of a preventative nature that are not solely dependent on the Criminal Justice System and that engage other partner agencies (private and public sector) and the Community. Partnership working is at the heart of problem solving. This year it has given Officers confidence to successfully manage a variety of issues in North Yorkshire and York, including:

- Issues that presented an elevated risk of harm to a Community and an Individual (Domestic Violence, Drug dealing)
- Issues of substantial Community concern (anti-social behaviour) in a local area.
- A complex or persistent issue that could not be resolved quickly and required coordinated activity from more than one agency. (Drug dealing, mental health concerns, repeat callers)
- A cluster of similar incidents/recurring incidents and one-off incidents (cycle theft, burglary, shop thefts)
- A regular event which has a significant impact on police/partner resources (seasonal anti-social behaviour issues during summer)

Contingency planning is a priority for North Yorkshire Police. In January 2024 **Operation Obtundity**, saw North Yorkshire Police, Fire and Ambulance Services take part in an exercise to test and strengthen multi-agency responses to hostile attacks. The exercise was aimed to evaluate how York Minster could function under attack as a tier one site with historical importance. Over 300 volunteers, including students and community groups, participated in the exercise.

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.

The Commissioner invested £1.8million into the North Yorkshire Police Force **Control Room (FCR)**, to improve response times, protect vulnerable people and to improve public satisfaction and confidence in the services. This funding has enabled recruitment of Communication Officers, new training plans, and improved technology. This has led to significant improvements.

Between December 2022 and 2023:

- 999 answer times fell from 17 to 9 seconds
- 101 answer times fell from 2 min 29 seconds to 1 min 34 seconds
- Responses improved by around 10%

North Yorkshire Police and the Office of the Police, Fire and Crime Commissioner use **Community Messaging** to send out alerts to the Public about local incidents and events. This is a powerful communication tool. North Yorkshire Police use it to report incidents, crime reports, support services, and drop ins. It has been used to successfully stop antisocial behaviour, improve road safety and tackle real-time crime. For example, in Richmond PCSOs advertised a property marking service to various communities.



Not only is it powerful for communication to harder to reach rural communities, but Neighbourhood Policing Teams also use it to get the thoughts and feedback from residents on how policing is delivered where they live.

Outcome 3b

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

North Yorkshire Police was an early adopter of **Right Care Right Person (RCRP)** which launched in January 2023. RCRP has since become a national model, with the RCRP National Partnership agreement being signed in July 2023. The roll out was heavily supported by the OPFCC commissioned NYP Force Control Room Mental Health Triage Team who work in partnership with NYP to provide appropriate and timely mental health care for people presenting to NYP in mental health crisis. The Team supported NYP by promoting the principles of RCRP to mental health services, liaising with other mental health teams to ensure that they maintain their duty of care and respond to patient need when they are the most appropriate service to do so. The Team also co-chairs the RCRP multi-agency forum which has developed into a key problem-solving group attended by a network of services committed to working collaboratively.

When managed well, the RCRP principles can provide a positive and safe response to the demand, challenge and expectations of statutory services – and the NYP FCR mental health triage team, although small, have an important role in helping this multi-agency system work well.



This year, the Commissioner has invested more than £2 million into a new **Victims Centre** in York. Located within this will be North Yorkshire's Sexual Assault Referral Centre (SARC), Child Sexual Assault Assessment Services, and a Video Recorded Interview Suite for vulnerable victims and witnesses. Refurbishment began in February 2024 and the Centre is set to open in Winter 2024/25.

This centre will co-ordinate the pathway for victims of rape and sexual assault, simplifying their access to healthcare, social care and criminal justice processes. This will improve individual health and wellbeing, improve criminal justice outcomes and support many victims in recovery, healing and rebuilding their lives.

Priority 4

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

Outcome 4a

North Yorkshire is outstandingly effective and efficient.

The Commissioner led joint **Violence Against Women and Girls (VAWG) Strategy, 2022-2025**, has made strong progress towards meeting goals of protecting women and girls from harm by understanding the problems faced by women and girls from all communities, tackling the root causes and enhancing support services.

Outcomes achieved since it was launched in June 2022 include:

10

- Over 1000 North Yorkshire Police Officers have been trained as Domestic Abuse First Responders to better identify domestic abuse and improve first contact with victims, supported by a network of 84 North Yorkshire Police Domestic Abuse Matters Champions
- North Yorkshire Police have trained nearly 40 Response Police Officers to be 'Sexual Offence Liaison Officers' to provide an enhanced service to victims of rape and other serious sexual offences
- The OPFCC became a White Ribbon Supporter Organisation and North Yorkshire Police achieved White Ribbon UK Accreditation in July 2023, demonstrating our collective ongoing commitment to raising awareness of harmful attitudes, systems and behaviours around toxic masculinity that perpetuate gender inequality
- We have expanded coverage of the York Women's Centre services to reach more women and girls. Three new drop-in centres in Northallerton, Scarborough and York and are now delivering outreach services to women in rural and other isolated communities via a specially converted van known as 'Liberty Links' - additional funding has recently been secured to purchase another van to reach more women and offer detached youth work to girls at risk of exploitation
- Over £1.8m of additional funding has been invested in Victim's Services in 2022/23 and 2023/24 and there has been an 154% increase in those who have accessed the services reporting positive outcomes as a result of the support they received
- More victims of VAWG offences have benefited from special measures at Criminal Court as a result of North Yorkshire Police's Special Measures Advisor pilot from February 2023 and a dedicated Domestic Abuse Practitioner (also known as an IDVA) has provided specialist support to over 25 victims and survivors of domestic abuse going through Family Court processes

In June 2023, the OPFCC published a progress update: [Joint Violence Against Women and Girls Strategy – Progress Update – June 2023 - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk)



Outcome 4b

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

In September 2023 North Yorkshire Police was announced as a regional winner in the first National Police Chiefs' Council and College of Policing's recognition event for Police Officers, staff and volunteers who are working to tackle violence against women and girls. North Yorkshire Police won the recognition under the technology category for its ground-breaking **Project Shield**.



The Domestic Abuse Non-Molestation Order (NMO) pilot saw North Yorkshire Police and partners work together to develop a new approach to ensure vital information about the existence and conditions of victims' non-molestation orders are accessible to Safeguarding professionals and Police Officers. North

Yorkshire Police Domestic Abuse Officers can identify potential risk to victims earlier, allowing more time for critical safeguarding measures to be put in place to prevent harm. It also has proven to have impacted on the frontline with Officers being able to take quicker enforcement action when breaches of orders had taken place.

The OPFCC and North Yorkshire Police have signed up to the new North Yorkshire and City of York **Domestic Abuse Strategy for 2024-2028** [Domestic Abuse | North Yorkshire Partnerships \(nypartnerships.org.uk\)](https://nypartnerships.org.uk). North Yorkshire Council and the City of York Council led on the development of this new strategy, building on the successful partnership approaches established over the last five years, and reaffirming our commitment to working together to tackle Domestic Abuse at every opportunity. This means providing the right support at the right time, with an emphasis on awareness raising and early intervention to meet the needs of any victim, survivor, perpetrator, and their children. Reducing demand on operational Policing Services and other related statutory services such as Health, Housing, and Social Care. This strategy will focus on prevention through promoting understanding of healthy relationships, awareness of domestic abuse and promotion of specialist support services.

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.

Public trust and confidence in the Police is dependent upon Police Officers and staff demonstrating the highest level of personal and professional behaviour. The yearly **Integrity Health Check** is a mandatory requirement, for every Police Officer, staff, and volunteer to complete. The annual integrity and vetting review is designed to ensure that every member of the Police Service understands and is regularly reminded of these obligations and of the support available. North Yorkshire Police has recently received the 6 weeks notice of the HMIFRS thematic Integrity inspection and fieldwork that is due to commence 1st July 2024 for a week.

In 2023 North Yorkshire Police launched its **Health and Wellbeing Strategy 2023-2025**. The aim of this is to integrate health and wellbeing throughout the Organisation, thus creating a positive and healthy working environment. It will strive to enable and equip everyone within the Service to take control of their own health and wellbeing, with the right support at the right time, to remain resilient and healthy. It will form part of the Leadership Programme to ensure all managers and leaders are equipped with appropriate skills and are aware of the wellbeing of their teams. Several wellbeing initiatives are available to the workforce including a variety of weekly workshops, educational articles, wellbeing events, wellbeing advocates and the wellbeing passport.



Additionally, **Integrity Screening checks** began across North Yorkshire Police in July 2022 and continue. These aim to improve public trust in policing. Checks are conducted every month through the Police National Database to check for any relevant contact with other Police Forces that has not been reported to the North Yorkshire Police Professional Standards Department instead of waiting several years until vetting is renewed. The scheme applies to all Police Officers, Police staff, and Special Constables who are subjected to vetting.

Outcome 5b

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

In January 2024, a new **Code of Ethics** was launched. The Code is hosted on the College of Policing website and has been developed by serving Police Officers, Police staff, academics, and representatives from partner organisations.

It is based on evidence and first-hand experience to make sure everyone working in policing, including staff and volunteers, feel fully supported within their roles.

This code has been promoted to ensure it is embedded. The nine principles from the 2014 Code of Ethics have been mapped into three principles.



- Courage
- Respect and Empathy
- Public Service

The Code of Ethics is used to guide officers and staff through the decision-making process by encouraging the use of personal responsibility and professional judgment. It is central to the National Decision Model, [National decision model | College of Policing](#) and by using the Code of Ethics Officers and staff can ensure they are acting in a fair and ethical way in everything they do, whether that is arresting a suspect or delivering training.

In 2023 **The First Line Leadership Programme (FLLP)** was developed in line with the College of Policing and the National Fire Chiefs' Council's curriculums and standards. Launched in January 2023, the Programme is being rolled out to all current first line leaders, modules include Inclusive Leadership, covering Diversity, Equality, and Inclusion (DEI). A Mid-Level Leadership Programme is planned for roll out in 2024. In addition, from 2024 people will be able to book places on specific modules and as well as the formal programme there will also be opportunities to attend workshops for practical skills which will be aimed at leaders of all levels.

Spotlight – Hate Crime “Help not hate”

In October 2023, **Hate Crime Awareness Week** took place and North Yorkshire Police collaborated with key partners and communities to focus on raising awareness of hate crime in all its forms, but particularly disability hate crime.

Disability hate crimes are acts which target a victim because of the offender's hostility to a disabled person or disabled people in general. All hate crimes including disability hate crime, are treated extremely seriously by the Police, and when such cases are prosecuted, the courts can impose a stronger sentence.

Supported by the Safeguarding Adults Boards, Safeguarding Children Partnerships and Community Safeguarding Partnerships, the organisations involved in Hate Crime Awareness Week aim to build trust and confidence to report hate crime, promote a diverse and inclusive workforce and community and raise awareness of support services available to victims of hate crime.

There was a series of webinars and face-to-face events aimed at professionals – covering topics as varied as the understanding of autism and sensory disorders to inspiring an inclusive approach to everyday life. In addition, a series of engagement events across North Yorkshire and York took place, including visits to schools and community groups and stands at supermarkets and marketplaces.

As part of this week and identified as a key priority of their 2023 plan, the **Youth Commission** offered one-hour workshops on Discrimination. They deliver Big Conversation workshops to schools, colleges, youth groups and other young people's organisations throughout the year. The Big Conversation is interactive, educational and gives young people the

opportunity to share their views and opinions on key Police and Crime topics. Between March 2023 and January 2024, the Youth Commission engaged with over 1,700 young people across the county. Details on the Youth Commission and how to join are here: [About the Youth Commission - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/about-the-youth-commission)



Outcome 5c

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

In May 2023, North Yorkshire Police launched an **Ethnic Minority Workforce** survey, aimed at all Police Officers, PCSOs, Specials, Police Staff and Volunteers from a minority ethnic background, including anyone from a white non-British background. The purpose of the survey was to replicate a national survey that had previously been targeted towards Black Officers and Staff, but to expand the participant group to capture the views of all minority ethnic groups at North Yorkshire Police. 156 people were invited to complete the survey of which 57 completed (36.5%) and questions related to recruitment, retention, progression, and harassment.

Improvements and actions taken to date include:

- Increase in representation, with representation of ethnic minorities in recent recruitment increased to 6.2%, increasing representation within North Yorkshire Police from 2.3% to 2.7% in the last year.
- The Positive Action Team is now involved in recruitment campaigns and support is offered on all job adverts especially for any reasonable adjustments.
- First line and Leading the Way training to improve supervision, Wellbeing Passport revamp which has been launched and further time and financial investment to Staff Support Networks to support wellbeing, promotion policy and one-to-ones to support development.
- Investment in an external training program for Diversity, Equality and Inclusion (DEI). Supervisors have now had the training which included topics of Microaggressions, bullying and discrimination.
- A clearer exit Interview process is being re-designed with exit survey/interview and guidance. There is also a Leavers Survey designed to reach out to those who have left already to supplement this data where North Yorkshire Police can still learn from those who have already left the organisation.

Safer Streets Funding in 2023

In August 2023, the OPFCC successfully bid for investment to tackle violence against women and girls, burglary, and crime in urban and rural areas. We received funding of £465,00 from the Home Officer for the 2023/24 financial year and £353,00 for the 2024/25 financial year.

The Home Office Safer Streets Fund has been invested into two schemes supporting the Commissioner's priorities of preventing neighbourhood and rural crime and addressing violence against women and girls, which includes violence in public places and providing more support for victims.

Approximately £239,000 of the funding has been invested to help prevent neighbourhood and rural crime, an extension of the previous **Protect Your Home Scheme** which has already improved security at hundreds of homes and farms in North Yorkshire and York. For this year:

- Over 11,000 eligible homes have received home security improvement packs
- We have purchased over 1000 Video Doorbells and DNA property marking kits which will be distributed and installed later this year and funded through the 2024/2025 grant.
- We have purchased 8000 Vehicle marking DNA kits and signage for our rural farmers to mark valuable property such as trailers, quad bikes, and GPS systems on the region's farms. These are being distributed by North Yorkshire Police's Rural Task Force. The DNA kits will play a key role in the fight against crime in rural areas. The marking solution will last at least five years outdoors, and, when analysed, reveals a unique code that irrefutably links property with its rightful owner. Warning Signs about the presence of DNA is being posted prominently in farmyards and on agricultural buildings.



The Protect Your Home scheme closes on the 31st of March 2025. So far over 1500 homes have applied for the upgrades and over 580 farms have received over 2900 DNA vehicle marking kits.

Over £220,000 of the funding to tackle **Violence Against Women and Girls** has been used for:

- The production of '[Just A Kiss](#)' a short film to raise awareness of stalking amongst 16-24 year olds and where to access support in York and North Yorkshire. The film tells the story of a York University fresher who finds herself being stalked by a man she met on a night out. The film currently has over 5,500 views on the OPFCC YouTube channel and is now being used as a training resource for policing students
- An Independent, Victim-Focussed Review of current NYP practices and responses to reports of stalking, with recommendations where necessary to improve processes. Victims of stalking, who had been supported through the North Yorkshire Police Specialist Stalking Team. were interviewed. These interviews were used to inform the findings and recommendations of the review
- A Women's Whole System Approach Coordinator – to bring services for women together and make them more accessible, particularly in rural and isolated areas of the County. The Safer Streets 5 funding also purchased a campervan which acts as a 'drop in' for women and girls to access support, advice and signposting to specialist agencies
- A Communications Campaign via social media to raise awareness of Project Vigilant amongst those aged between 17 and 40, to increase feelings of Safety in the night-time economy
- All About Respect which is an educational package to raise awareness of gender-based violence amongst young people, which includes a focus on problematic behaviours

Comms and Engagement Dashboard, 2023/24

An overview of work delivered by the Communications and Engagement team

Media coverage 25 Press releases issued

Number of logged media requests 82

This represents an increase of 30 from the same period last year

OPFCC led media events 4

1. NYFRS HMICFRS Inspection
2. NYP HMICFRS Inspection Protect
3. Your Home Sicklinghall
4. VAWG conference

OPFCC Campaigns launched

Delivered

1. Be Safe Feel Safe
2. Just a Kiss

Ongoing

1. Just a Kiss

YouTube videos uploaded 37 12 livestreams managed

Online Public Meetings

11 Meetings - Highlight reels starting in May 2023 add an average of 42.1% to total viewer numbers

11 Livestreams

9 Highlight reels for livestreams

Total website visits March '23- March '24
Page views: 52,136

Website Visitors

Key events on chart: Just a Kiss launch/Chief Constable recruitment, County lines arrests, Vacancy page boosting, Christmas.

Most popular individual pages and page views:

1. 7,293 - Homepage
2. 3,633 - Vacancies
3. 2,055 - Speeding
4. 1,444 - Meet the team
5. 1,365 - Register for your free home security upgrade
6. 1,338 - Transparency
7. 1,275 - Apply for the community fund
8. 1,243 - Protect your home
9. 1,221 - Your Commissioner, Your Voice
10. 1,175 - Police and Crime Plan

Violence Against Women and Girls

Approx. 5,689 views across various platforms which continues to rise.

VAWG 12 months review conference: 72 Attendees

10 Presentations 500 Strategy booklets

- 280 Post conference video views
- ~3,000 Twitter views referencing VAWG conference
- Women and Girls homepage on OPFCC website has received 850 Page views

VAWG 16 days of action videos

Approx 12,742 views on YouTube which continues to rise. Since January this year that's an increase of 10,242 views.

Engagement 2023/24

Engagement events

- 12 Multi-agency meetings
- 24 Awareness weeks supported
- 6 Police Fire and Crime Panels
- 51 Community events
- 16 Supermarket drop-ins
- 9 Advice Surgeries
- 5 Community fund project visits
- 2 Youth Commissioner engagement
- 31x Fire station visits inc on-call
- 4 Police station/departments visits
- 2 Religious group engagement visits

8 Public surveys - 5,275 online/telephone responses

Combined Authority Transition

- 8 Internal Combined Authority Updates
- Posters & leaflets produced
- Transitional comms plan & strategy produced

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 our County 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, North Yorkshire Police seizes property as part of criminal investigations or confiscated 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.

North Yorkshire Police’s Chief Constable and the OPFCC have identified an additional **£25,000.00** for the Community Fund annual budget to support smaller, community-based projects using the proceeds.

Financial Information

- **2023/24** - £357,014.66 was awarded to 38 projects.

Community Fund Project Examples – 2023-2024

- **York Masters and New Earswick Boxing and fitness Club – awarded £15,454.00**
Funding will support groundworks and electric elements of building a new gym and supporting the club to move. The club presently delivers sessions for people aged 11-80+ years, through a mix of targeted and open sessions, including service to York’s homeless by working with them in providing a safe place to go, client led sessions supported by homeless, mental health and drug and alcohol service and providers, early intervention and prevention providing young people with a safe place, sense of discipline and healthy activities working with stakeholders such as Youth Offending and Probation services This project also facilitate victim predator groups with all agencies to identify victims of bullying, harassment, and cuckooing.
- **Wild Ones, Friends of Rowntree Park – awarded £10,528.00**
Funding will support outdoor group for girls aged 10+, to provide a safe space for girls to learn new skills, make friends and spend time outdoors in response to feedback from older girls that they do not feel safe in the park. Project will deliver 63 sessions over three years of funding.
The girls shape each session, directing their own activities with the help of the two facilitators. Activities will include nature exploration, tool work, crafts and fire work. Project will link locally to ensure a targeted approach and alignment to the Violence Against Women and Girls (VAWG) approach.
- **The We Care Scheme, North Yorkshire Police – awarded £664.00 (Police Property Fund)**
We Care is a North Yorkshire Police scheme designed to support anyone who may be vulnerable and needs some help or advice at any time. The scheme is free for any North Yorkshire resident of any age.
If a scheme member, carer, guardian needs to call 999 or 101, the Force Control Room are immediately aware of any additional needs the person may have and can then provide a level of service in line with their personal requirements. This information can also be accessed when providing other types of safeguarding for the person, such as when collaborating with partner agencies.

Commissioned Services

The Commissioning and Partnerships team started the year with a budget of £6.1m. Actual spend in 2023/24 was £7.2m. The budget increased to account for income received in year and spend from reserves.

The Commissioning & Partnerships budget Includes recurring ring-fenced national grant funding, locally allocated budgets, joint commissioning budgets and annual income generation.

The vast majority of the Commissioning & Partnerships budget is spent on services provided by third parties. A small proportion is spent on in-house service delivery (Supporting Victims Team).

Wherever possible the work of the Commissioning & Partnerships team is collaborative with local partners, pooling of funding, and co-commissioning services to maximise outcomes and impact for individuals.

In 2023/24 services received over 50,500 referrals, worked directly with over 19,500 individuals.

We have 26 key commissioned services.

- 12 for Victims - To support and recover after crime
- 8 for Offenders - Prevention and early intervention
- 2 for Vulnerable People – To protect and support
- 4 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 Hate Crime Reporting Centre for victims (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:



Commissioned Services Examples – 2023-2024

- **Independent Sexual Violence Adviser (ISVA) Service, IDAS - £104,000**

We commission and provide access to a range of advocates (IDVAs, ISVAs, IVAs) for all crime types. Advocates help victims stay informed, engaged, and protected as they navigate the Criminal Justice System (CJS) providing:

Improved engagement with CJS: helping victims understand their rights, options, and ensuring they are kept informed throughout *and*

Emotional and practical support: providing a safe space for victims to discuss their experiences and offer practical assistance with tasks, such as completing forms or applying for compensation

- **Crossroads: Adult Diversion scheme, Humankind - £285,000**

Provided by Humankind, the Crossroads Adult Diversion scheme goal is to prevent or intervene early to divert people from the criminal justice process by addressing the underlying causes of their offending behaviour. The overall aims of the Adult Crossroads Diversion scheme are to:

- 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 Crossroads Adult Diversion scheme works with adults aged 18+ to offer trauma-informed support to address underlying causes of offending. Each individual will receive a tailored support package, the intensiveness of which will be responsive to their assessed needs. A dedicated keyworker will be allocated who will provide direct interventions, advocate, and signpost into specialist agencies where necessary.

- **Women's Centre, York, Changing Lives - £73,000**

Provided by Changing Lives. Any woman can access services, particularly those who may, be involved with, or at risk of entering the criminal justice system. The service offers gender-specific, trauma informed support via one-to-one key work or group work. Women can also drop-in to the centre simply to have a warm drink and to make use of the facilities which include a kitchen, shower, and laundry.

<https://www.supportingvictims.org/advice/i-or-someone-i-know-is-experiencing-personal-abuse/>

The service also supports women who might be involved with sex work or survival sex, and this support can be offered on an outreach basis.

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).

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 2023-24: **£63,883.90** was awarded to 5 projects (total £ includes funding spend on mediation as part of wider service).

Community Safety Services Fund Project Example

York BID Taxi Marshal Programme - Awarded £13,126.00, York

Funding will support the Taxi Marshal Programme to grow. The BID funds two marshals to manage the taxi rank queues on Duncombe Place from 23.00-03.00 on a Friday and Saturday night from April-December.

The programme is aimed at supporting taxi drivers and users, residents, and local businesses. The primary aims of the programme are to:

- Ensure the taxi rank queues are managed and orderly
- Reduce crime and ASB at nighttime
- Support people using the taxi rank and passers-by to feel and be safe

This funding will enable the programme to grow, with extra provision during holidays and race days, and fund marshals at the St Saviourgate taxi rank.

Serious Violence Prevention and Early Intervention Fund was a one-off funding pot, open to any community group, organisation or individual linked to an organisation in North Yorkshire or City of York

Run in 2023, this one-off fund offered the opportunity to, with support from their Community Safety Partnership, apply for up to **£40,000** of grant funding, to support ongoing or new initiatives that address serious violence.

Projects/initiatives needed to support a pro-active, sustainable, outcomes focused approach to prevention, early intervention, and diversion from serious violence, such as:

- Universal Awareness Raising/Prevention/ Education-based activity for young people or adults
- Training (professionals and/or community) activity
- Targeted Diversionary activity (sport and non-sport)
- Therapeutic activity
- Targeted Early Intervention Accommodation
- Targeted Early Intervention Education, Employment and Training
- Targeted Early Intervention Emotional Health
- Targeted Positive Relationship(s) activity
- Targeted Parenting Programme
- Targeted Community / Location activity
- Targeted Desistance activity to stop (re)offending
- Weapon amnesty

Serious Violence Prevention and Early Intervention Fund Project Example

Inspire Futures Harrogate District - Funded £39,580.00, Harrogate, Inspire Youth Yorkshire

Project will cover 4 elements of delivery; Community provision, Secondary school pop up/ drop in, intervention and Primary School intervention through delivery at North Yorkshire Police Crucial Crew. Community based mobile project will aim to engage with 250 young people across 48-weeks of delivery, including school holidays as appropriate, 2 nights/week. Secondary school-based provision from the mobile youth base, initially to be introduced through school assemblies, will offer weekly drop in over break and lunch at each school, to enable those that may not get access to community provision to

access informal education on the topic of the week.

DRAFT

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://northyorkshire-pfcc.gov.uk)

This framework will 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 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 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: [Public Delivery Plan 2024/25 - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning \(northyorkshire-pfcc.gov.uk\)](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 because 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 its progress against the Police and Crime Plan.

This year's police OPM (Online Public Meetings) assurance presentations included HMICFRS Child Inspection – post inspection review, road safety, cyber-crime, caring about the vulnerable, and customer contact.

Performance

The OPFCC 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.

- **Office of the Police, Fire and Crime Commissioner:** We publish North Yorkshire Police's 's performance report dashboard on the OPFCC website located here: [Performance dashboard - Police - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/performance-dashboard-police-york-north-yorkshire-office-for-policing-fire-crime-and-commissioning)
- **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 the 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)
- **Online Public Meetings:** The Commissioner holds regular online public meetings where members of the public can ask questions about the Force's performance. These meetings are held every other month and are streamed live on the OPFCC's website: <https://www.northyorkshire-pfcc.gov.uk/opm/>
- **His Majesty's Inspectorate for Constabularies and Fire and Rescue Services Inspections (HMICFRS):** We welcome regular inspections from the Inspectorate, because the reports are an independent and rigorous assessment which the Commissioner will use to inform the level of scrutiny required to ensure North Yorkshire Police is aspiring towards becoming an outstanding service. The results of these inspections and our response can be found here: [HMICFRS Inspections - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/hmicfrs-inspections-york-north-yorkshire-office-for-policing-fire-crime-and-commissioning)

Independent Scrutiny Panels

The Commissioner has established 3 Independent Scrutiny Panels along with Community Review Groups (CRGs) which meet quarterly to assess specific areas of police business to make sure the Public are receiving a high-quality service. These panels and groups are made up of representatives from North Yorkshire Police, partner organisations and members of the public. Find out more about these panels here: [Scrutiny panels – York & North Yorkshire Office for Policing, Fire, Crime and Commissioning \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/scrutiny-panels)

In a supporting capacity, the Community Review Groups review and can refer cases to the Scrutiny Panel for further scrutiny if needed where best/good practice or areas for improvement/development are identified. More information can be found here: [Community Review Group - York & North Yorkshire Office for Policing, Fire, Crime and Commissioning \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk/community-review-group)

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. In addition, best practice/learning/development are now communicated to the force within an update bulletin specifically produced as a result of observations by this panel of this feedback/learning gap
- **Stop & Search and Use of Force Scrutiny Panel and Community Review Groups** - it is clear to see a positive improvement of the recording of key details and rationale for Stop & Search incidents ensuring cases can be reviewed providing satisfaction that the correct procedures were followed and decision making rational is clear. In addition to this, a change to scrutiny process in terms of Use of Force has ensured opportunity exists for a more qualitative and meaningful discussion around such incidents
- **Out of Court Disposal Scrutiny Panel** - overall, referrals by Police into support services was appropriate and well followed-up. Several officers were contacted individually to acknowledge an outstanding job. As laws and policies around disposals continue to change, the Panel recommends Officers include as much detail as possible at the point of choosing Out of Court Disposals

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. This has worked well with positive engagement evidenced by the members of the community of North Yorkshire who have been proactive in their in their support of and attendance at these groups.

As we move forward into 2024/2025, the finalisation of review of scrutiny activity will ensure we continue to have a fit for purpose framework in place for our scrutiny panel activity. This will enable us to continue to hold the Force to account and with an evidence based transparent approach, we will be able to contribute to building public trust and confidence.

Funding and Spending

Funding Breakdown 2023/2024	Actual £'000s	%
Core Grant (including legacy grants)	-91,374	43.0%
Precept (including collection surplus)	-92,744	43.7%
Grants (ringfenced)	-16,921	8.0%
Non-Grant income	-11,420	5.4%
Total funding	212,459	100.0%
Expenditure Breakdown 2022/23	Actual £'000s	%
Salary Costs	157,015	74.1%
Other non-Salary employee costs	4,162	2.0%
Police Injury Pension Costs	4,197	2.0%
Premises costs	6,196	2.9%
Supplies and services	24,052	11.3%
Transport costs (including fuel)	3,511	1.7%
North Yorkshire Police Total	199,134	93.9%
Office of the Police Fire and Crime Commissioner	1,431	0.7%
Commissioned Services	7,202	3.4%
Financial Costs	626	0.3%
Total expenditure	208,393	98.3%
Budgeted transfers to earmarked reserves	3,639	1.7%
Total expenditure and budgeted reserves transfers	212,032	100.0%
Surplus on the Provision of Services	-426	0.2%

Financial Position

In 2023/24 the overall underspend after these agreed reserves transfers was £426k. This has been transferred to General Reserves to maintain the General Reserve balance just above 3% of the Net Budget Requirement, which is the minimum level the Organisation has established it will operate with as part of its Reserves Strategy.

The overall Force position net of 'Force' Income was an underspend of £50k which was in line with the breakeven position reported during the year. This is a considerably better position than the financial performance over the last 3 years, and while there are still areas for development and improvement, the outturn does not create any additional challenges as we move into 2024/25.

The 2023/24 Revenue Outturn position from the Force is also the first time for 3 years that there has not been a material change in the financial performance of the Force versus the position that was reported at the end of the 3rd quarter.

Contacts

North Yorkshire
Police, Fire & Crime
Commissioner



North Yorkshire Police

Tel: 101 for all non-emergency enquiries
Website: www.northyorkshire.police.uk



Crimestoppers

Report Crime Anonymously
Tel: 0800 555 111
Website: www.crimestoppers-uk.org



Information for everyone

If you require this report in another language, Braille, large print or as an audio tape please contact the Office of the Police, Fire and Crime Commissioner.

Supporting Victims

Support for victims of crime in North Yorkshire
Tel: 01609 643 100
Email: www.supportingvictims.org



You can contact the Police, Fire and Crime Commissioner in the following ways:

Office of the North Yorkshire Police, Fire & Crime Commissioner,
Police Station, Beckwith Head Road, Harrogate, North Yorkshire HG3 1FR



01423 569 562



info@northyorkshire-pfcc.gov.uk



northyorkshire-pfcc.gov.uk



[northyorkspfcc](https://www.instagram.com/northyorkspfcc)



[youtube.com/c/nypfcc](https://www.youtube.com/c/nypfcc)



As the Police, Fire and Crime Commissioner for North Yorkshire I am committed to being active, visible and available to the public.

I welcome the opportunity to hear your views.

Zoë Metcalfe

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York & North Yorkshire
Office for Policing, Fire,
Crime and Commissioning

Part of the  York and
North Yorkshire
Combined Authority



Fire and Rescue Annual Report 2023-2024

PICTURE

BE SAFE
FEEL SAFE

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This report highlights how North Yorkshire Fire and Rescue Service (NYFRS) has progressed each of the outcomes under the five Fire and Rescue Plan priorities during 2003-24 and meets the requirements of the Fire and Rescue Statement. It confirms 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.

Foreword

Welcome to my Fire and Rescue Annual Report 2023-24 which reflects on my final year as North Yorkshire Police, Fire and Crime Commissioner.



The circumstances upon which I assumed office were challenging and trust and confidence in the role of Commissioner was low given the nature of the previous postholder's departure, and during the last inspection, His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) raised two serious causes of concern in respect of North Yorkshire Fire and Rescue Service. However, I stood up to the challenge and I am immensely proud of the achievements under my leadership during my time as your Commissioner. I am grateful to my office who have worked tirelessly on behalf of the public to drive forward my Fire and Rescue Plan and ensure extensive scrutiny in support of North Yorkshire Fire and Rescue Service on their journey of improvement.

The progress that North Yorkshire Fire and Rescue Service has made over the past twelve months is phenomenal, and to have HMICFRS lift both causes of concern within a year was great news. I am extremely pleased about the progress that was made in such a short space of time, and I want to thank the Chief Fire Officer, Jonathan Dyson, his Strategic Leadership Team and every Firefighter and member of staff who helped make this happen.

Many of the proposals I consulted you about in the Summer of 2022 to make best use of Fire and Rescue resources have been implemented. The Service has delivered upon their promises to the public, including; improving prevention and protection work, changing response resource in the York area (Huntington station changed to On-call only), better management of attendance to Automatic Fire Alarms and enhancing response to water rescues with the introduction of a specialist unit in Craven. The On-call Futures Programme is generating improvements for our On-call Firefighters including a streamlined recruitment process and recognition for workplaces who release staff as On-call Firefighters to attend emergencies.

In February this year, I approved a proposal to make the four, multi-agency Public Safety Officer roles in Craven substantive. Independent evaluations show that these Officers improve community safety and prevent harm by promoting fire safety and health and wellbeing, as well as solving local anti-social behaviour concerns. I have ensured a commitment from both North Yorkshire Police and North Yorkshire Fire and Rescue Service to explore the potential to extend this scheme beyond Craven.

The Chief Fire Officer and I are fully committed to creating an inclusive workplace and workforce and much progress has been made. The Core Code of Ethics is being embedded, setting high standards of professionalism and behaviour for all staff and Firefighters. The Service has responded positively to HMICFRS's national Values and Culture Report having addressed all 19 recommendations for Chief Fire Officers over the last 12 months. It has been a challenging and lengthy process, but I have ensured that all essential works to our Fire Stations, to make them fit for a diverse workforce, have now been completed.

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 2023-March 2024 against the outcomes set out my Fire and Rescue Plan as well as the Service's Risk and Resource Model 2022-25.

Finally, I want to thank the residents of York and North Yorkshire for their support and for always engaging with me openly and honestly during my time as Police, Fire and Crime Commissioner. I believe I have laid more than solid foundations for the newly elected Mayor to build upon.

Vision, Values, Principles and Priorities



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.

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 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.

In January 2023 we launched the Public Trust and Confidence survey so public feedback could inform how we shape our Fire Service. Unfortunately, not enough people completed the survey to be representative of our communities or to allow meaningful analysis. This is not unique to North Yorkshire, the Government Trust survey [Trust in government, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk) for 2023 gathered just over 1,000 responses. As a result, we have worked hard to improve future responses by redesigning and relaunching the survey to make it simpler. The **Your Service, Your Say** surveys for both the Police and Fire services are ready for the newly elected Mayor to launch. This is crucial so we can understand how residents feel about the two emergency services.

By the end of the financial year 2023-24, the Office for Policing, Fire, Crime and Commissioning (OPFCC) Complaints and Recognition Team had received 12 new complaints and 61 compliments. This compares very positively to the previous year and represents a **48% decrease in complaints and a 45% increase in 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. Themes are reported to the NYFRS' monthly Tactical Leadership Team meetings and newly established Appropriate Authorities Meeting between the Officer of Police, Fire, Crime and Commissioning (OPFCC) and NYFRS. The reason for a complaint was most often because people were unhappy with an employee's conduct (4). Compliments were generally to thank crews for attendance at an incident (24).

In September 2023 the Commissioner and Chief Fire Officer of NYFRS pledged their **commitment to the Charter for Families Bereaved through Public Tragedy**. The Charter was created in 2017 by the former Bishop of Liverpool, the Right Reverend James Jones, to ensure the pain and suffering of families affected by the Hillsborough tragedy is not repeated. The Charter makes a public commitment to ensure that those affected by a major tragedy or incident are always treated with care and compassion, by being open and transparent and by placing public interest above Service reputation.

"I am proud to pledge our commitment to the Bereaved Families Charter. I am dedicated to ensuring that we are a people centred service embedded at the heart of the community."

**Chief Fire Officer,
Jonathan Dyson**

Outcome 1b

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

On behalf of NYFRS, Operational Research in Health Limited (ORH) have undertaken a **review of future community risk and response modelling**, building upon the work to produce the last Community Risk Profile (CRP). This will help provide the right resources in the right places at the right times and has been used to develop a new Response Strategy. Which will inform the next iteration of the Risk and Resource Model (RRM).

The CRP is being refreshed using recently published **approaches** developed by the National Fire Chiefs Council (NFCC) in collaboration with ORH **to enhance understanding of local risk**. These evidence-based methodologies have been developed on the back of a wide-ranging national study that identified the risk factors that underpin the likelihood and consequence of residential fires and road traffic collisions.

For **dwelling fires**, each Lower Super Output Area across York and North Yorkshire (areas comprising of between 400 and 1,200 households) is given a risk score from 1 'very low' to 5 'very high' using a range of data sources including locations and property types of past dwelling fires.

**Dwelling Fire Rate by Lower Super Output Area
York and North Yorkshire**

Likelihood Category	Dwelling Fires per 1,000 people per year
5 - Very High	1.02
4 - High	0.64
3 - Medium	0.52
2 - Low	0.35
1 - Very Low	0.25

For **road traffic collisions**, sections of the road network are risk scored from 1 'very low' to 5 'very high' using a wide range of information and data including past collision and injury statistics per kilometre of road.

Road Traffic Collision Risk – Example



A software program called 'Mosaic', uses a household data from the census and consumer/lifestyle surveys for example, to group together individuals who are likely to share similar demographics, lifestyles, and behaviours into 15 summary groups. It can be used together with past incident and risk information held by the Service, to identify households that are most at risk of a fire. NYFRS has now procured the software to use **Mosaic to help target fire safety activity and messages to communities and households that are at greater risk** of a fire in the home. This will help ensure that resources are directed to where they would make the most difference in saving lives, reducing injury, and protecting property; an approach that has been successfully implemented by other fire and rescue services across the country.

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) pilot with four Public Safety Officers (PSOs) has now **moved to business as usual**. Each PSO covers a small geographical area within Craven, working across the Fire and Rescue Service, Police, and Health Partners to develop in depth knowledge of their community. Their main role is to **assess community vulnerability and undertake prevention activity** for the three services simultaneously.



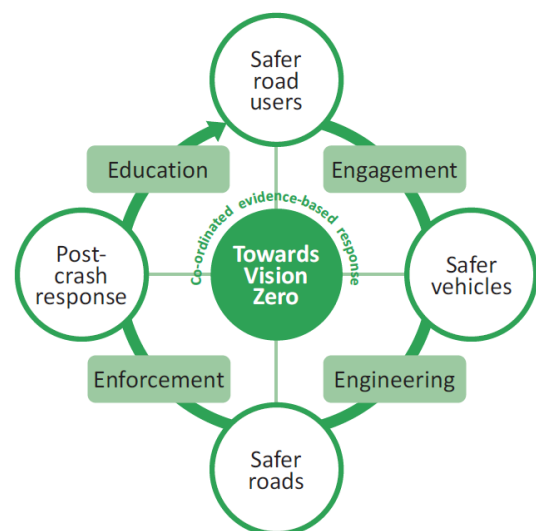
Three independent evaluations have established that the PSS helps to improve visibility, trust and confidence in public services, tackle vulnerability quickly and effectively, and save lives. This Service has been highlighted as promising practice by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and is now included in the positive practice portal on the National Fire Chiefs Council (NFCC) website. To find out more about the NFCC's positive portal, follow this link [Positive Practice - NFCC](#).

At the Executive Board on 30 January 2024, the Commissioner supported the proposal to move the Craven PSS from a pilot project to business as usual for both services. Three PSOs and a Lead PSO would become permanent roles with the associated costs split equally between North Yorkshire Police (NYP), and NYFRS.

The Commissioner agreed with the intention of both services to strengthen the PSS brand and **explore co-funding opportunities with additional partners**, to facilitate further expansion of the Public Safety Service beyond Craven.

To support delivery of the York and North Yorkshire Road Safety Partnership's Safer Roads Strategy 2021-26 [Safer Roads Strategy](#), the Commissioner approved £300k of funding in 2022. £100k was allocated each year, for three years. With the option of carrying over any annual underspend to the following year.

Approval was given to use part of this funding to pilot the introduction of a **new Road Safety Partnership Coordinator**, working on behalf of the Partnership to focus on the prevention of incidents on our roads. The new Coordinator started in August 2023 and has already developed strong relationships with all road safety partners to enhance the delivery of



engagement, education and enforcement opportunities as well as acting as a link to the OPFCC on community concerns relating to road safety.

The Coordinator has created a **new Facebook page for the Road Safety Partnership** reaching 16.8k people and attracting 158 followers within the first couple of months of its launch in March 2024. This provides an excellent platform to promote road safety messages and promote the activities of the Partnership. [Facebook Page - York and North Yorkshire Road Safety Partnership](#).

A notable achievement for the Coordinator has been the **development of Key Stage 1 and 4 road safety lesson packages** which have been quality assured and verified to use on the national StayWise website (an educational road safety library informed by the UK's emergency services). A link to the Key Stage 4 lesson package can be found here [Road Safety - KS4 Drivers and Passengers | StayWise](#). These lessons have been designed for new drivers, pre-drivers and those who may be starting to travel as passengers in their friends' vehicles. The content focuses on the 'fatal five' which are the offences that are more likely to result in a fatal collision, namely: speeding, driving without a seatbelt, using a mobile phone or a hand-held device whilst driving and driving under the influence of drugs and alcohol.

NYFRS's **FireBike** is a fantastic engagement tool which enables conversations with the motorcycle community to reduce injuries on our roads.. Last year, part of the Commissioner's road safety fund was used to **purchase two Fire Bikes** (one new and one replacement bike) and better protective clothing to increase the safety of the riders. Last year, FireBike was deployed 32 times, slightly lower than expected due to the Fire Bike being off the run, awaiting replacement.

The FireBike team is now well established with six regular riders volunteering their time. Going forward, one if not both of the bikes will be on the road every weekend either at planned or targeted events across the county, calling at known meeting points.

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 NYFRS RRM. The ambition is to prevent emergencies from happening in the first place through increased education, advice, and support. Last year NYFRS recorded 9822 prevention activities to promote fire, road and water safety, which equated to 617 days work. NYFRS also completed 3680 Home Fire Safety Visits and 304 detector fittings, between 1 April 2023 and 31 March 2024. NYFRS' efforts to complete Home Fire Safety Visits increased by 7% when compared with the previous year.

The Prevention team has undertaken an **evaluation of the quality of Home Fire Safety Visits** to identify improvements to this service offered to the public. At the end of 2023, a trial survey was undertaken with 31 customers one month and three months after a Home Fire Safety Visit. Positively, 100% of customers were satisfied with the visit and around two-thirds (67%) were still following all fire safety advice three months after the visit,

There has been significant investment to permanently **increase the number of roles in the prevention department**, including the recruitment of a Head of Early Intervention and Prevention and the introduction of specialist roles to strengthen safeguarding practices, partnership working and work with children and schools.

NYFRS has a statutory responsibility to protect workplaces and premises to which the public have access. The Protection team provide information, guidance and advice to businesses and other employers to prevent fires happening in the first instance and to reduce the impact should they occur. There is also a duty to enforce compliance with fire safety law.

There has been **significant investment to upskill supervisory managers in protection roles** to acquire a Level 3 Certificate in Fire Safety, so they can undertake building safety inspections in low and medium risk premises. All On-call supervisory managers and newly recruited wholetime Firefighters now can upskill to Level 2 Fire Safety, to build an understanding of fire safety management and the specific roles and responsibilities related to fire safety in the workplace.

When the NYFRS was last inspected, HMICFRS said the risk-based building inspection programme needed to include proportionate activity to reduce risk. Over the past 12 months, NYFRS has worked to address this and has made changes to its audit inspection programme to **prioritise visits to premises rated as high risk as well as buildings that have never been inspected** to gain a clear picture of building risk across the Service area. Specialist protection staff visited all 136 high/very high risk premises due for inspection this year and responded to 99.9% of the 2097 planning/licence/building regulations application consultations within the stipulated timeframes.

Last year NYFRS completed 5694 protection jobs which equates to 397 days of targeted activity. Whilst this represents an 8% decrease in activity compared to the previous year, the reduction was anticipated in line with the refined inspection programme. NYFRS continues to undertake a high level of **protection activity which compares very favourably to other similar fire and rescue services**.

The internal auditors carried out a review of the action plan developed by NYFRS to address the gaps identified against the **recommendations in the Phase 1 Grenfell Tower Inquiry** and the monitoring of the action plan. Across York and North Yorkshire there are 26 high-rise residential buildings that meet the criteria defined in the [Building Safety Act 2022](#) of over 18m in height or at least 7 storeys, and containing at least two residential units. The review noted that NYFRS had responded quickly to implement the learning from the Grenfell Tower tragedy with local changes made in advance of the Phase 1 Grenfell Inquiry. These changes strengthened incident command, firefighting in high-rise incidents and fire safety training. An action plan and robust internal governance arrangements including a Grenfell Working Group are in place to respond to the recommendations. The review positively concluded that the Commissioner could take **substantial assurance** that the controls upon which NYFRS relies to manage this area are suitably designed, consistently applied and effective. The Audit Report can be found here: [Audit of Grenfell Action Plan](#).

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 Community Risk Management Plan, known locally as the RRM 2022-25 sets out the risk in our county and city, and the services and resources provided by NYFRS to prevent and respond to emergencies.

Following a three-month public consultation, the Commissioner made the decision to approve all the Chief Fire Officer’s change proposals with any efficiencies from the changes being re-invested into vital Service areas. Full details on the Commissioner’s decisions can be found in the Decision Notice published here [DN 16/2022 – Risk and Resource Model 2022-25](#)

The Commissioner and Office seeks regular Service updates on the implementation and impact of the proposals. Progress over the last 12 months is summarised in the table below.

Proposals consulted upon	Implementation update 2023-24
<p>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 NYFRS.</p>	<p>The changes at Huntington Fire station have allowed investment into prevention and protection teams creating additional specialist, permanent prevention and protection roles.</p>
<p>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).</p>	<p>At the start of the financial year the attendance policy was changed to reduce attendance to unwanted automatic fire alarms. Crews have also increased the level of advice and education to building owners to reduce unnecessary attendance. Positively, there has been a 20% reduction in AFAs attended at commercial and retail properties compared to the previous year. Work is ongoing to finalise a charge for repeat, unnecessary callouts.</p>
<p>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.</p>	<p>This change was implemented in November 2023. Positive staff engagement with Huntington’s wholetime Firefighters led to their successful redeployment to alternative locations. The On-call fire engine has support from other stations to bolster its availability and a successful recruitment campaign in the local area has increased the number of On-call Firefighter recruits. There has been no notable increase in response times to incidents in the Huntington area post the change.</p> <p>The Aerial Ladder Platform has been relocated to Acomb fire station.</p>

<p>4. Response resource in Harrogate and Scarborough Replace the Tactical Response fire engines with the usual B-type fire engines crewed during the time when emergencies are most likely to happen.</p>	<p>▶ This change will take place at Harrogate first and, on completion of a full review of the implementation, be extended to Scarborough. Managers are engaging with staff and the Fire Brigade Union to design an option which meets the Commissioner’s Decision Notice and provides a workable crewing model for the second fire engine at Harrogate fire station. This length of this engagement period will delay the implementation of this proposal.</p>
<p>Other Service Changes</p> <p>1. Specialist water rescue resource capability in Craven</p> <p>2. Introduction of emergency response principles</p> <p>3. Introduction of alternative duty systems</p>	<p>Implementation update 2023-24</p> <p>▶ A new specialist water rescue capability based at Skipton Fire Station went live in October 2023, to improve the response to water incidents in the West and South of the County. This asset contains 15 trained On-call Firefighters and specialist water rescue equipment.</p> <p>▶ The response principles reinforce commitment to mobilising resources with the correct <i>strength, at speed, and safely</i>. Response times across fire, road and water incidents are being monitored against the principles and have been reported through the Commissioner’s Online Public Meetings.</p> <p>▶ The Service Improvement Team are in discussion with staff and representative bodies about the possibility of introducing a self-rostering duty system. Self-rostering is already in place at Northallerton and Richmond fire stations.</p>

Gathering and documenting **lessons learned** is a fundamental part of business change. It is a reflective process undertaken mainly by those that have been directly responsible for a project’s delivery. A Lessons Learned document has been produced after reviewing the process for developing and implementing the RRM proposals and the CRP which underpinned this. The purpose of this report is to document positive and negative learning, so that it can **used to improve the planning process for the next RRM**.

Planning for the next RRM is now underway, commencing with a refresh of the NYFRS CRP .

SPOTLIGHT – Delivering the Right Support - Independent Road Victim Advocate (IRVA) Service for York and North Yorkshire

The Independent Road Victim Advocate is a county wide service commissioned through the OPFCC, working closely with NYP, providing support (face to face where practicable) to victims of road traffic incidents including those affected by a bereavement or serious injury.

At the start of the financial year, £18,358.50 was awarded to continue the vital service provided by the Independent Road Victim Advocate for our county. Brake was selected to extend the service from a part-time to full-time Advocate for York and North Yorkshire. The two-year contract commenced in December 2023 and is worth £47,948 in Year 1 and £48,204 in Year 2.

Over 2023-24, the Independent Road Victim Advocate Service helped 98 individuals across 77 cases:

- 59 of these cases related to a road death.
- 14 of these cases related to a serious injury.
- 3 individuals were provided with support after witnessing a fatal collision.

Outcome 3b

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

In July 2023, the **Station Manager for the On-Call Futures Programme commenced** in this newly established three-year post.

The On-Call Futures Programme is divided into **seven workstreams** and will improve the picture for On-call staff, supporting current staff in their roles and encouraging people to join up. For each workstream, the Station Manager is working up a range of proposals to improve the On-call Model in NYFRS.

1: Incentives and bonuses	5: Utilising On-call for resilience
2: Employer recognition	6: Skills based approach to crewing fire engines
3: Fitness equipment	7: Information Technology review
4: On-call station footprints for recruitment	

The On-call Futures Station Manager has engaged extensively with On-call crews personally and through local managers so Firefighters can feed back their thoughts on his proposals under these workstreams as they are developed.

Significant progress has been made over the last year across the workstreams, including but not limited to:

- The FireWatch App has been introduced to make it easier for Firefighters to book available for duty. Weekly availability forms no longer need to be submitted, reducing the administrative burden.
- Several employer recognition activities have been developed to thank employers who release On-call Firefighters to attend incidents. These include workplace plaques, Christmas cards, annual workplace visits from senior managers and specific recognition of times of exceptional demand/release of staff.
- Mosaic data is being used to better understand our communities where On-call staff are drawn from to ensure as many potential recruits are reached as possible and to widen the diversity of applicants.
- Reformed recruitment pathways ensure applicants are taken through the process efficiently. There has been an increase in the number of applicants for some locations which has led to the introduction of waiting lists.
- Targeted recruitment campaigns have successfully recruited to areas such as Huntington. Over the last year there have been 44 new joiners to the On-call.

In 2023, a **Mentoring Academy was introduced** to match up to 20 talented On-call Firefighters with mentors from across NYFRS, NYP and the OPFCC. Mentoring helps mentees work toward taking the next step in their career, assists personal development as well as providing advice on how to navigate any challenges.

SPOTLIGHT – Commissioner Visits to On-call Stations

Over the last 12 months, the Commissioner and OPFCC staff visited the vast majority of On-call and volunteer fire stations across the area, to talk to crews about **their experience of being an On-call Firefighter at NYFRS.**

Discussions covered what was working well, what could be improved and the challenges staff face with themes fed back to the NYFRS' Strategic Leadership Team to consider as part of the On-call Futures Programme and improvement proposals.

The lack of employer recognition was raised by most stations, one of the workstreams in the On-call Futures Programme. In December 2023, for the first time in many years, the Commissioner and Chief Fire Officer sent joint Christmas cards to all employers who release staff to be On-call Firefighters, thanking them for their support.



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.

Fire and Rescue Authorities (FRAs) must produce and publish annual efficiency plans that should now also include their plans for increasing productivity. The first **comprehensive Productivity and Efficiency Plan** was developed in 2023-24. The Commissioner and the Public can see both the progress made to date and the plans that NYFRS has in place to increase efficiency and productivity by reading the second Productivity and Efficiency Plan for 2024-25. This sets out the ongoing financial challenges and illustrates the recent transformation savings that have been delivered by NYFRS. The 2024-25 Plan can be viewed here [Productivity and Efficiency Plan 2024-25](#).

NYFRS has developed and embarked on an **ambitious programme of change** comprising of improvement projects that span all areas of Service business including digital and data, continuous improvement and sustainability, culture, equality, diversity and inclusion, people and visible leadership and collaboration.

The **Breathing Apparatus replacement project** is one of these improvement projects and reflects significant **investment in people, safety, and technology**. The £1.7m investment will provide modern, state of the art respiratory protective equipment for Firefighters including new breathing apparatus sets, telemetry systems and enhanced communications which will improve Firefighter health, safety, and welfare. The supplier contract has been awarded and project implementation will commence during the next financial year.



Outcome 4b

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

Internal **Tactical performance dashboards** have been developed. This is a significant step forward, allowing managers to access performance information in one place, making it easier to see where work needs to be focused and prioritised with clear lines of accountability and responsibility. The new dashboards provide insight into high performing watches and stations which enable support mechanisms to be put in place across NYFRS. The dashboards enable managers to monitor progress against the new station plan targets and will also include information on staff qualifications, incidents attended, and crewing levels. Subsequently, this will allow for greater discussion and context through the governance model via NYFRS Delivery Performance Group and the Commissioner's Online Public Meetings.

The NYFRS dashboards are being supplemented by regular “**reality testing**” to ensure a **qualitative assessment of performance** as well as a quantitative recording of activity. This will be in the form of case file audits, watch performance audits and operational assurance at incidents.

NYFRS is developing an **outcome-based accountability model** and appreciates that it must monitor outputs which we know positively impact and improve outcomes in communities. Performance measures are better aligned to ensure that key activities such as monitoring performance against the response principles, maintaining the risk-based building inspection programme and meeting timescales for high priority home fire safety visit referrals improve.

Priority 5

Enhance positive culture, openness, integrity, and public trust

Outcome 5a

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

In July 2023, the Home Office amended the 'Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 ('the Exceptions Order') to include all Fire and Rescue Authority employees. This meant that **all Fire and Rescue staff would need to undertake a new level of criminal record check** via the Disclosure and Barring Service (DBS) and at a higher level for those undertaking trusted frontline roles dealing directly with members of the public. Increased levels of checks help managers to assess and mitigate risks, safeguard their colleagues and the public, and uphold high standards of professional integrity. They help ensure that only the right people can join or stay in the fire and rescue service.

The Commissioner sought regular progress updates from NYFRS to ensure background checks were being completed within a reasonable time frame. By **31 March 2024, 530 employees had either completed or were going through the process with 162 cases outstanding**. By August 2024, all employees will have been processed (or will be within the process) to receive a DBS and which is a significant achievement.

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 the recommendations as quickly and robustly as possible. A mature process for managing, tracking, and reporting progress against these recommendations is in place with regular updates provided at the Commissioner's Online Public Meetings. It is a significant Service achievement to have fully addressed **eighteen of the nineteen recommendations for Chief Fire Officers** over the last 12 months. One of the recommendations, to introduce 360 degree feedback across the Service is too costly to introduce but a local solution to embed this aspect within staff Performance Development Reviews has been implemented.

To accelerate understanding of the cultural change needed within NYFRS and the positive aspects of NYFRS culture, the Chief Fire Officer entered a collaboration with Huddersfield University to **develop a cultural framework for change and improvement**. The 'Framework for Change Project' work started during 2023-24. It will draw out the lived experiences of staff, giving staff the opportunity to voice their views and shape how NYFRS moves forward as an organisation. A behavioural and leadership charter will be produced, alongside an understanding of ethical health and where NYFRS needs to improve, with a toolkit to deliver the proposed change. This will form the basis of NYFRS cultural change journey over the coming years. Staff, stakeholders, and the University will steer the response and final product however, the Strategic Leadership Team will be responsible for implementing the change via the toolkit.

In 2023, the OPFCC and Service enhanced their governance arrangements with the **introduction of a joint Appropriate Authorities Meeting**. The 'Appropriate Authorities' are defined as the

organisation(s)/office holders with responsibility for standards, complaints, conduct, discipline, and public feedback in respect of NYFRS. These meetings help identify trends and concerns across public complaints and internal grievances and disciplinaries.

Launched in 2021, the national Core Code of Ethics sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour. NYFRS staff consultation in December 2023 evidenced overwhelming support for just the **Core Code of Ethics as the standalone ethical principles** (instead of having both NYFRS Values and Core Code of Ethics).

In April 2024 NYFRS officially relaunched the Core Code of Ethics and removed the existing service values. This will reduce confusion and ensure that they become embedded, embodied and at the heart of day-to-day activity.



Putting our communities first

We put the interests of the public, the community, and service users first.



Integrity

We act with integrity including being open, honest, and consistent in everything that we do.



Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.



Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.



Equality, diversity, and inclusion (EDI)

We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Outcome 5b

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

NYFRS completed a **review of its entire equality diversity and Inclusion governance** and staff network structure, resulting in a new Strategic and Tactical Equality, Diversity, and Inclusion Board, with revised terms of reference and attendees, focussing on delivery and assurance, not reassurance. The terms of reference includes a gap analysis and assurance of progress against the National Equality, Diversity and Inclusion Strategy, the London Fire Brigade Culture Review and NYFRS' Equality, Diversity, and Inclusion Strategy, encompassing one overarching plan.

Face to face **equality, diversity and inclusion training is now mandatory for all staff** with a suite of Vlogs available on NYFRS intranet to aid understanding and start open conversations. Pearl Catchers.....

NYFRS has an aging estate which has proved challenging to adapt. However, over the last few years a programme of improvement works has been delivered to ensure that stations are more suitable for a diverse workforce and provide better facilities and access to all. Progress updates on completion of the works has been sought regularly by the Commissioner at her Executive Board and **all essential improvements to the estate were made by March 2024.**

Outcome 5c

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

Launched in 2023, The Chief Fire Officer's Strategic Framework defines the purpose and intent: "To reduce risk and vulnerability as a progressive, people centred Service, embedded at the heart of the community." The new Framework focuses on three key components of NYFRS purpose: **Progress, People and Community** to ensure it continues to make sustainable progress at pace, whilst focusing on developing, supporting, and leading change, to make communities safer, though resourcing to risk. Five pillars enable NYFRS to flex and meet the changing needs of the Service and our community. These are:

- Digital and Data
- Continuous Improvement and sustainability
- Equality, Diversity, Inclusion and Culture (Public Confidence)
- People and Inclusive Leadership
- Collaboration

Delivery of the Strategic Framework will fulfil a range of Service commitments; to deliver effective emergency response and training, reduce risk and vulnerability and enhance community resilience, drive service improvement and assurance, develop our people and create a pro-inclusion culture through values-based leadership and enable efficient collaboration, planning and communication.

The Framework aligns to the Fire and Rescue Plan, RRM and the National Fire Chief Council's: Fit for the Future strategy.

The **Leadership Hub** was launched in December 2023. It is a place to **support individuals in their professional development and enhance leadership abilities and skills**, no matter where staff are on their leadership journey. The leadership hub has been developed on a shared platform that is open to NYFRS, NYP and OPFCC colleagues.

The Leadership Hub is for everyone, whether staff want to create a personal development plan, understand themselves as a leader or access tools and resources. The Hub provides 'inspiration' and 'quick links' to spark interest as well as an Inspiration Library.



An internal **Coaching and Mentoring Academy** has been developed and First Line Leader training has now been delivered to all Middle and Supervisory Managers to support leadership development.

In December 2022, 42% of the 140 managerial posts from Crew Manager upwards were temporary. **Strengths Based Assessment promotion centres have been undertaken for all roles** from Deputy Chief Fire Officer to Firefighter in 18 months which has reduced the number of temporary managerial posts to 11% and represents an enormous joint enableNY/NYFRS effort and success story. Promotion boards and recruitment activity for the next 18 months has been planned to ensure NYFRS does not regress to a reactive temporary structure again.

SPOTLIGHT – Introduction of an Independent Reporting Line

The HMICFRS Culture and Values Report recommended that Chief Fire Officers provide staff with access to an independent reporting line that can be used as a confidential way for staff to raise concerns outside their own service.



In 2023, the independent reporting line, 'FRS Speak Up' powered by CrimeStoppers went live. It provides an additional route for staff to pass on any information about wrongdoing to an independent team. The line can be used to report, for example:

- Discrimination, victimisation, and harassment (on gender, sexual orientation, disability etc.)
- Misogyny and violence against women and girls
- Health and safety breaches
- Fraud and corruption
- Poor or unsafe working practices

The introduction of the independent reporting line demonstrates commitment and progress towards embedding an inclusive, trusting, and positive culture.

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.

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 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 continue to 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 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.
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.
Introduced in 2023-24 NYFRS Appropriate Authorities Meeting	Quarterly meetings introduced from April 2023, alternately chaired by the OPFCC's Monitoring Officer and Deputy Chief Fire Officer to discuss, and review standards, complaints, conduct, discipline, and public feedback in respect of North Yorkshire Fire and Rescue Service.
Frequent interactions	<p>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:</p> <ul style="list-style-type: none"> • Updates on significant issues • Notification of significant/critical incidents <p>OPFCC staff will also conduct site visits across York and North Yorkshire.</p>
Complemented by	<p>Bespoke briefings from Chief Constable/Chief Fire Officer on significant or sensitive issues.</p> <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 through our engagement activities 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 2024/25](#).

Additionally, the Commissioner carries out 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 because of these inspections.

Last year's fire and rescue Online Public Meetings (OPMs) assurance presentations included, effectiveness of the Service's Prevention and Protection activities, services to rural communities, and workforce planning. 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 Meetings](#).

Complaints and Recognition

On 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. By the end of the financial year, the Commissioner's CRT had received 12 new complaints and 61 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.

Governance and decision-making arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The Commissioner's draft Annual Governance Statement can be found at: [Annual Governance Statement 2023-24](#). There are several issues of a significant nature that need to be urgently addressed during 2024/25, along with several areas that require continued focus to ensure that they do not become significant issues in future years.

A light touch, desktop review of the current Corporate Governance Framework by Statutory Officers in March 2024, confirmed that it was fit for purpose to remain in place up until governance transfer on 6 May 2024, at which point it would be superseded by the Combined Authority Constitution. The current Framework can be found on the Commissioner's website [Corporate Governance Framework](#).

In August 2023, the OPFCC provided a seminar for members of North Yorkshire Fire and Rescue Service's Strategic Leadership Team, to raise awareness of governance arrangements. The seminar was well received by members.

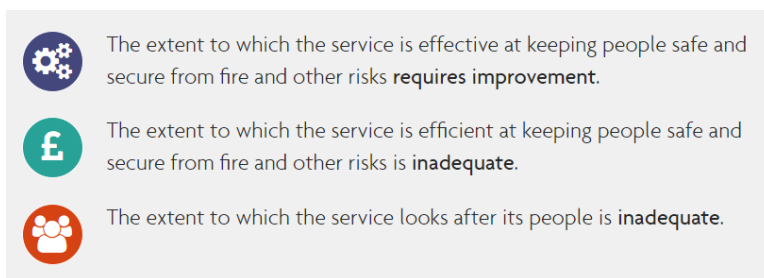
Operational Assurance

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 RRM) over the last year. This is called operational assurance and an assurance statement has been provided by the Chief Fire Officer - [Statement of Operational Assurance 2023-24](#) [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 [NYFRS: HMICFRS Inspection Report-2021-22](#).



Following the HMICFRS inspection, two Causes of Concern (CoC) were identified. HMICFRS wanted assurance that NYFRS:

- makes sure it has the right workforce skills and capabilities it needs.
- has robust processes in place to ensure transformation activities provide efficiency and effectiveness.

In September 2023, the Inspectorate returned to NYFRS to make sure it had made satisfactory progress to address both causes of concern. The improvements made by NYFRS were such that both concerns could be removed.

A robust action plan is in place and commitment from the Chief Fire Officer to address all areas of improvement. Progress is reported to the Commissioner's Online Public Meetings. Going forward, the Mayor will continue to hold NYFRS to account for delivery, in readiness for the next full inspection in January 2025.

Check and challenge sessions are now in place through NYFRS HMICFRS specific meetings, attended by OPFCC staff to help provide scrutiny of preparedness ahead of the next inspection in January 2025. Questions are framed using the characteristics of 'Good' and allow the Senior Responsible Owners to articulate evidence in meeting these characteristics and progress made since the last inspection. The intention is to make sure that all areas of the organisation can explain and evidence the journey of improvement.

Performance

The OPFCC and NYFRS are committed to providing a high-quality service to the public. You can review NYFRS' performance in several ways:

- Office of the Policing, Fire, Crime and Commissioning: We publish NYFRS's performance report dashboard on the OPFCC website located here: [Performance Dashboards](#)
- Online Public Meetings: The 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 Meetings](#)
- North Yorkshire Fire and Rescue 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 information](#)
- 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. 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: [Home Office fire and rescue statistics](#)
- 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 NYFRS looks after its people. Further details about the inspections can be viewed here: [HMICFRS Fire Service Inspections](#)

Funding and Spending

Funding Breakdown 2023/24	Actual £000s	%*
Core Grant	(9,497)	23%
Precept (including Collection Surplus)	(25,253)	61%
Grants (Ringfenced)	(5,243)	13%
Non Grant Income (including project income)	(1,328)	3%
Total Funding	(41,320)	100%
Expenditure Breakdown 2023/24	Actual £000s	%*
Salary Costs (including NI and Pensions)	29,285	71%
Injury and Medical Pensions	1,095	3%
Other non salary employee costs	670	2%
Premises costs	2,572	6%
Supplies and Services	3,714	9%
Transport costs (including fuel)	1,036	3%
Financial costs	1,930	5%
PFI	1,782	4%
Budgeted transfers from reserves	(682)	-2%
Total expenditure	41,402	100%
Overspend funded from Reserves	82	0%

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

Financial Position

2023-24 was another challenging year from a financial perspective, for many obvious reasons including:

- Interest rates that increased to 5.25%,
- Inflation that continued to increase costs beyond budgeted levels; and
- Pay awards that were subsequently higher than budget too.

Given these challenges, plus additional challenges that naturally occur in running a business that spends over £40m per year, most additional costs were able to be contained within the original budget, except for £82k which is reported as an overspend for the year.

The vast majority (almost 70%) of the funding available to NYFRS is spent on employment costs (i.e., Pay, National Insurance, and Pensions). The 2023-24 pay budgets included a 5% pay award during 2023-24. However, given the significant increases in inflation that are referred to above, the pay award for staff at the lower end of the pay scale were higher than this and added some recurring pressure into the financial plans.

2023-24 saw the start of the process to implement the changes agreed, as part of the public consultation, on the way that North Yorkshire Fire and Rescue Service would deliver its services going forward. The efficiencies from the first part of this change programme are due to be fully realised during 2024-25, with others planned to be implemented in subsequent years.

2023-24 will be the last year that North Yorkshire Fire and Rescue Authority has a standalone set of Financial Accounts. The Fire and Rescue Authority will become part of the York and North Yorkshire Combined Authority from the 7th May 2024 and therefore the annual Statement of Accounts will cover a period from the 1st April 2023 up until the 6th May 2024.

Given this longer timeframe, these accounts have only just begun to be prepared but will be posted on the website when complete, along with the auditor's annual report on the following link: [Annual Statement of Accounts to 31 March 2024](#)

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 2023 and January 2024, the Commissioner consulted on setting the fire and rescue precept and received over 2600 responses from the public. The majority (54%) supported an increase of at least £5 (6.2%). Unfortunately, despite the Commissioner and Chief Fire Officer campaigning for £5 precept flexibility to provide the opportunity to invest into North Yorkshire Fire and Rescue Service, the Government set an upper limit of 2.99%. This equates to an increase of £2.41 for an average Band D property bringing the total fire and rescue precept for 2024-25 to £83.02.

Glossary of Terms

Term	Definition
Community Risk Profile (CRP)	This is an assessment of risk across York and North Yorkshire by NYFRS.
Community Risk Management Plan (CRMP), known locally as the Risk and Resource Model (RRM)	The RRM is a Service plan that sets out how resources, such as fire engines and people, will be used, to address and reduce the risk identified in the Community Risk Profile and the likelihood of emergency events occurring.
National Fire Chiefs Council (NFCC)	This body has as a unique role in representing fire and rescue services at a national level and, as the professional voice of the fire and rescue service
Brake	National road safety charity that cares for road victims and campaigns for safer roads for all.
Breathing Apparatus Telemetry	Telemetry is an automatic, electronic system to allow the precise monitoring of how much breathable air each Firefighter using Breathing Apparatus has remaining.
On-call Firefighters	On-call Firefighters are trained Firefighters who, rather than being based at a fire station, provide on-call cover from home and/or their place of work. They respond to a pager/alerter.
Wholetime Firefighters	Wholetime Firefighters are contracted to work in the fire service as their primary employment serving at wholetime (24 hr) fire stations.



Contacts

North Yorkshire Fire and Rescue Service

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

Headquarters, Alverton Court, Crosby Road, Northallerton, North Yorkshire, DL6 1BF

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|  Switchboard: 01609 780 150 |  https://www.instagram.com/northyorksfire/ |
|  capabilities@northyorksfire.gov.uk |  https://www.facebook.com/northyorksfire/ |
|  northyorksfire.gov.uk |  https://twitter.com/northyorksfire |
| |  youtube.com/user/northyorksfire |

You can contact the Office for Policing, Fire, Crime and Commissioning in the following ways:
Harrogate Police Station, Beckwith Head Road, Harrogate, North Yorkshire HG3 1FR

- | | |
|--|---|
|  01423 569 562 |  https://www.instagram.com/northyorkspfcc |
|  info@northyorkshire-pfcc.gov.uk |  https://www.facebook.com/northyorkspfcc |
|  northyorkshire-pfcc.gov.uk |  https://twitter.com/northyorkspfcc |
| |  youtube.com/c/nypcc |

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

North Yorkshire Police, Fire and Crime Panel

Annual Report 2023/24

Foreword from the Vice Chair

As Vice Chair of the North Yorkshire Police, Fire and Crime Panel I am pleased to introduce the Panel's Annual Report for 2023/24.

The last year has seen the Panel move into an era of change. With unitarisation in North Yorkshire in May 2023, the Panel now comprises just two constituent authorities; North Yorkshire Council and City of York Council. In addition, we have been preparing for the move into a new scrutiny relationship with the advent of the Mayoral Combined Authority for York and North Yorkshire and the recent election of our new Mayor, David Skaith. The MCA brings a wealth of opportunities for York and North Yorkshire and we hope that some of this influence can be brought to bear around the big issues in the arena of policing, fire and crime and not least around ensuring that our services can develop from a sustainable footing. We look forward to working with David and also Jo Coles as Deputy Mayor for Policing, Fire and Crime, whose appointment the Panel was pleased to endorse last month.

As this report demonstrates, while these changes are fairly fundamental, they have had relatively minimal impact on the core business of the Panel as we have continued our focus on ensuring that the best policing and fire and rescue services are delivered for our communities.

As we move into this new era, it would be remiss not to pay tribute to those who have impacted on the policing, fire and crime agenda and the work of the Panel, and who have now moved on to other things. Firstly to former Commissioner Zoë Metcalfe, to whom the Panel has paid particular tribute for her work with partners in tackling violence against women and girls, in addition to her collegiate way of working with the Panel. Secondly, our thanks to Councillor Carl Les OBE, who stood down as Panel Chair in May 2024. Councillor Les has Chaired the Panel since its inception in 2012, working with three Commissioners and steering the Panel through a number of changes and challenges. On behalf of Panel colleagues past and present we thank him for his service.

Finally, my thanks go to the officers of the York and North Yorkshire Office for Police, Fire, Crime and Commissioning for their support of the work of the Panel over the last year, those officers from policing and fire who have attended our meetings and of course to those officers from Legal and Democratic Services at North Yorkshire Council who have continued to support and guide the Panel.

Cllr Danny Myers
Vice Chair

July 2024

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.

With the advent of devolution in York and North Yorkshire in 2024, the policing, fire and crime responsibilities of the area's Commissioner transferred to the Mayor on 7th May. The Mayor is legally able to delegate policing and crime functions to a Deputy Mayor for Policing and Crime and, in this area, this delegation extended to the fire and rescue authority functions which passed to the Mayor. A Deputy Mayor for Policing, Fire and Crime commenced in post on 8th July 2024.

Similarly to the role of Commissioner, the Mayor 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 Mayor (and Deputy Mayor for Policing, Fire and Crime) and specifically to conduct the following statutory functions:

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

The Mayor may delegate some of the policing and crime functions to a Deputy Mayor with the exception of:

- Issuing a Police and Crime Plan / Fire and Rescue Plan;

- Calculating the Council Tax precept requirement for policing and fire and rescue; and
- Appointing, suspending or requiring a Chief Constable or Chief Fire Officer to retire or resign.

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 is North Yorkshire Council.

2. Meetings held during 2023/24

Formal Panel meetings are held in person and generally rotate venue between Northallerton, York and Selby. The Panel convened in person and in public on five occasions to undertake Panel business; on 21 June 2023, 20 July 2023, 12 October 2023, 11 January 2024 and 5 February 2024. Panel meetings are live broadcasted and recorded where possible 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 2024 was cancelled due to observance of the pre-election period restrictions placed on councillors prior to the Mayoral election in early May.

The Panel remains keen to hear from and engage with the public in its role. In addition to its governance web site as referenced in section 1, meeting agendas and papers are published at least five clear working days prior to each meeting and the North Yorkshire Council Communications Team also support in disseminating social media messaging to promote upcoming meetings.

While there were only three members of the public and/or councillors who submitted questions or statements to the Panel in this reporting period, it is notable that as at end of May 2024, the average viewing figures for recorded Panel meetings in the 2023/24 municipal year were 184 views per meeting (an increase of 60 from 2022/23). This suggests that the public appreciate the ability to view Panel proceedings at a time and manner of their choosing.

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 2023/24

The Panel has reviewed a number of items over the course of the 2023/24 municipal year and the following provides an overview of some of these.

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

Following the Commissioner's decision to approve the new North Yorkshire Fire and Recuse Service Risk and Resource Model (RRM) 2022/25 in September 2022, the Panel has been keen to identify what level of progress has been made in the implementation and monitoring of impact of the RRM.

Concerns were expressed by Members that the service had the slowest average response times nationally last year at 13 minutes and 9 seconds, which was more than two minutes slower than in 2012. The Panel sought views as to whether this represented a downward trend and whether the RRM would impact further adversely. regarding service response time generally when compared with national response data. The Chief Fire Officer spoke to the various factors which make North Yorkshire an 'outlier' in terms of the context surrounding its response times including its geography, travel times to call-outs and the lack of funding available to locate stations in more outlying areas.

The Panel heard that improvements are being made around service data capture to better support the RRM in 2025.

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 have been some delays in reporting to the Panel due to workforce changes and the Panel has requested a more detailed report later in 2024.

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 given focus to the Commissioner's progress in ensuring adequate improvements were made by both the police and fire and rescue services in response to the inspection reports of HMICFRS regarding:

- the 'PEEL' inspection of North Yorkshire Police 2021/22;
- the National Child Protection Inspection post-inspection review of North Yorkshire Police; and
- the re-visit findings of HMICFRS further to an inspection by them of the North Yorkshire Fire and Rescue Service in 2021/22.

This followed reports for both services which highlighted some areas determined by the inspectorate to be 'inadequate' or 'requires improvement'. 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. Members conveyed particular concerns regarding:

- the need for rapid improvements to be made within the police service, principally in terms of response;
- necessary improvements in safeguarding measures around child protection;
- management of known sex offenders;
- the efficacy of arrangements for service collaboration; and
- progress in implementation of the Risk and Resource Model for the fire and rescue service.

At a special meeting convened in June 2023, the Commissioner set out comprehensively for the Panel how she ensures robust challenge and improvement to services, including through the launch of an Assurance Framework, renewal of governance around the EnableNY programme and the expectations she has set out for the police service in relation to a return on the investment made into the Force Control Room. The Panel requested further updates in the autumn of 2023 and in January 2024 following additional re-visits of both services by the inspectorate. The Panel was pleased that the 'causes for concern' raised for both services were fully discharged by its January 2024 meeting as sufficient progress had been made. However, the Panel noted that the inspectorate considers there is further work to be done in respect of refining and monitoring the EnableNY programme and this will continue to be an area of focus on the Panel's work programme in the year ahead.

c) Review of the Commissioner's Council Tax precept proposals for policing and fire 2024/25

Policing Precept

The Commissioner put forward a proposal to the Panel on 5 February 2024 to set the policing precept at £306.86, representing an increase of £11.77 (or 3.99%) over the 2023/24 level for a Band D property. The Panel heard that the funds levied from the precept would be invested back into priority areas such as the Force Control Room and continuing to ensure an effective frontline policing response. There will also be investment into areas of 'high harm' including specialist safeguarding teams, digital forensics and increasing the number of detectives as well as professional Standards, Neighbourhood and Criminal Justice.

The Commissioner outlined that she had chosen not to increase the precept by the maximum permissible (£13) as she was concerned to ask residents to fund only what was absolutely necessary.

The Panel noted that while the income for policing had increased, a lot of this had already been allocated due to significant increase in areas such as pay and the pension fund. It was further noted that 61% of residents responding to the public consultation had supported an increase of £10 or more. The Panel considered that the 3.99% proposed increase in precept would help achieve a balanced budget over the next four years, leaving the police service in a stable financial position for the incoming Mayor. On this basis, the Panel gave its support to the Commissioner's proposal to increase the policing precept for 2024/25 to £306.86.

Fire and Rescue Precept

The Panel considered the Commissioner's proposal to set the fire and rescue element of the Council Tax precept at £83.02 for 2024/25, which represented a 2.99% increase (or £2.41) over the 2023/24 level for a Band D property. Unfortunately, in spite of the best efforts of the Commissioner and the Panel in communicating with central government, fire and rescue authorities were not afforded the precept flexibility granted to Shire District Councils for 2024/25 and as such this was the maximum permissible increase for the service before a referendum would be triggered. It was noted that public support for service investment is nevertheless also high with 69% of respondents agreeing an increase of £2.41 and 54% agreeing an increase of £5.

The Panel heard that a 4% funding guarantee from government will place the service in a more financially comfortable position for 2024/25 than had previously been forecasted, with a balanced plan. However, the Panel remained concerned that the forward position is exceptionally tight and with draws on reserves needing to be made to bring stability. The Panel welcomed the efforts of the service to look creatively at adapting around this position, such as replacing appliances with newer second-hand models rather than purchasing from new.

Having taken into account the above factors, the Panel gave its support to the Commissioner's proposal to increase the fire and rescue precept for 2024/25 by £2.41 for a Band D property. The Panel also agreed to write again to the Department for Levelling Up, Housing and Communities to emphasise the precarious position for the service in 2025/26 in the hope that additional precept flexibility will be granted.

d) 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 and, at its February 2024 meeting, sought detail on the impact of investment into the FCR.

The Panel heard that the following improvements to the FCR had been realised:

- a reduction in abandonment of 101 calls by 30% to 12% in January 2024;
- 999 call answer time average reduced from 19 seconds in October 2022 to 6 seconds in December 2023;
- average 101 call answer times down from 3 minutes 34 seconds in October 22 to 1 minute 34 seconds in December 2023.

The Panel commended the improvements made to the 999 and 101 services and asked whether calls which are not appropriate for the service impact significantly on its performance. The Commissioner outlined that a triage/switchboard system will be introduced to help with this although there is no significant impact on the service given to the public by such calls. The Panel were also given reassurance by the Commissioner that the FCR will be well able to deal with any surge in call volumes experienced going forward. Investment made will increase numbers of dispatch officers, the new switchboard, supervision levels and the introduction of live chat.

A further performance update will be taken early in 2025 to ensure that monitoring of the position continues as the impact of recent investments is realised.

e) Review of progress against the strategy to tackle Violence Against Women and Girls (VAWG) and the development of a 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 the importance of being able to meet the rising demand for specialist support services and to pick up any relevant intelligence around referral numbers. The Commissioner highlighted the need to review capacity and look at long-term funding strategies for support services.

The Panel asked about the local findings of the Operation Soteria Bluestone survey and it was highlighted that most victims felt treated with dignity and respect by police officers locally although further assessment will be done at North Yorkshire Police to be able to implement the survey's findings.

A key area of interest for the Panel is around ensuring public trust and confidence in the police, how this will be assessed and scrutiny of numbers of reported rapes going through to prosecution. The Panel heard about the Commissioner's rolling survey on trust and confidence and about the two scrutiny panels focussing on domestic abuse and rape/sexual offences cases that haven't been put forward to the CPS. In terms of the latter, this has been beneficial in looking at where the victim has withdrawn and ensuring the learning is shared with the police service.

The Panel have previously commended the Commissioner's work to develop a new Sexual Assault Referral Centre (SARC) and heard that unfortunately there have been some unavoidable delays to

progress with the build but that work is expected to start by the end of 2023. Panel members are keen to view the site prior to opening.

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

f) Tackling hate crime

Following a helpful informal briefing provided to the Panel by North Yorkshire Police, the Panel took an update on efforts to tackle hate crime within York and North Yorkshire. Members questioned whether, given the prioritisation of hate crime as an issue, the Commissioner feels the hate crime unit is sufficiently staffed and resourced. The Commissioner acknowledged that hate crime is unfortunately a 'growth area' and that the Panel can expect to see this prioritisation come through in the police service's organisational re-design.

g) Considering the Commissioner's proposed appointment for Chief Constable

The Panel was required to meet to review the proposed appointment of Tim Forber as Chief Constable – following the retirement of Chief Constable Lisa Winward – in January 2024. Following a confirmation hearing (held in public), the Panel were pleased to recommend Mr Forber's appointment.

h) Preparations for Mayoral devolution

Ahead of Mayoral devolution in York and North Yorkshire, the Panel reviewed and revised its governance documents, with formal agreement from the constituent authorities as required. The changes wrought by devolution have minimal impact of the Panel's statutory or other routine business. The Panel no longer legally has a role to review proposed appointments of senior officers such as Chief Executive or Chief Financial Officer and may only now consider non-criminal complaints regarding the conduct of the Deputy Mayor for Policing, Fire and Crime within that remit.

4. Responses to consultations

The Panel has formally responded and/or contributed to the following local/national consultations during the 2023/24 financial year:

- Home Affairs Select Committee review of Police and Crime Commissioners – (October 2023).

The Panel has also written twice to the Department for Levelling Up, Housing and Communities in this period, in support of the Commissioner's efforts to seek greater precept flexibility for the North Yorkshire Fire and Rescue Service.

5. Forward Plan – Key Issues for 2024/25

The Panel has a number of issues on the forward work programme for the 2024/25 municipal year, including statutory and non-statutory business such as:

- Scrutinise the performance of the EnableNY programme of service collaboration;
- Review impact of the implementation of the Risk and Resource Model for the fire and rescue service;
- Review and make recommendations on the Mayor's draft Annual Reports for Policing and Fire and Rescue 2023/24;
- Review and make recommendations on the Mayor's proposed Council Tax precept levels for 2025/26 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;
- Reviewing progress to embed equality, diversity and inclusivity within both the police and fire and rescue services.

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 2023/24:

- **Briefing on hate crime in York and North Yorkshire** - ahead of their annual update in October 2023, Panel members were provided with an informal briefing on the context and scale of hate crime along with how this is being tackled in the force area.
- **Organisational re-design of North Yorkshire Police** – while centring on an operational policing matter, the Panel felt it would be helpful to better understand the key elements of the organisational re-design of the police service to help better inform discussions at Panel and an informal briefing was provided by key service colleagues in January 2024.
- **Risk and Resource Model** – the Panel received an informal briefing from fire and rescue service colleagues on the principles of the new model in January 2024.
- **Finance Sub-Group** – the Panel has continued 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. A briefing was provided for newer Panel members on the budgetary position in November 2023, followed by a more specific pre-precept briefing for the sub-group in February 2024.
- **Regional Yorkshire and Humber Panel Network** – the Panel has subscribed annually to membership of a Member and officer network of Panels in Yorkshire and the Humber since around 2018. Meetings were held in September 2023 (in person) and March 2024 (remotely, officers only); with the former meeting attended by a councillor member of the Panel and the Panel's supporting officer. Further to the planned development by the Home Office of a national best practice 'hub' for Panels, it was agreed that the formal regional network as facilitated by Frontline Consulting will draw to a close. However, it is planned that the Panels in this region will continue to meet on topics of common interest, facilitated by the supporting officers.
- **National Police, Fire and Crime Panels Conference** – the national conference, co-ordinated by Frontline Consulting, was convened as a hybrid event (Warwick Conference Centre/Zoom) on 9th November. The conference was attended remotely by two of the Panel's councillor Members (including the Chair) and the supporting officer. The event included panel discussion from Commissioners and commentators plus workshop sessions on public confidence in policing, measuring success and preparing for change.

Further familiarisation visits are planned for the Panel in 2024/25, 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 municipal year 2023/24:

- Six complaints were received by the Panel.
 - Four of these complaints had regard to North Yorkshire Police and the conduct of individual officers. As such these were not recorded or considered by the Panel but were re-directed as appropriate.
 - Two complaints were recorded but were determined by the Panel's Lead Officer to not require any further action as they did not pertain to the Commissioner's own conduct or were insubstantial in nature.

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 2023/24

As host authority, North Yorkshire Council receives an annual grant from the Home Office to support the administration of the Panel. For the 2023/24 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 June 2024 to claim the full amount of £65,260 for 2023/24.

The Panel also received £10,526 from City of York Council for the 2023/24 financial year, to contribute towards both administration costs and Member allowances.

For the 2023/24 financial year, North Yorkshire Council absorbed an estimated £16,905 in costs for the running of the Panel, in addition to the grant and income received. This is an increase of over £12,000 on 2022/23. This is principally related to the increase in the number of allowances payable to Panel members from North Yorkshire Council following unitarisation, in addition to the loss of around £3,000 income from the former Hambleton District Council.

North Yorkshire Council anticipates that it will be offered a grant of £65,260 for the 2024/25 financial year by the Home Office. However, the award will not be confirmed until August 2024. The council will need to review with the Panel Chair how any further overspends are best managed and the Independent Remuneration Panel has also committed to a routine review of SRAs to the Panel in this financial year.

The following table highlights actual spend for 2023/24.

Expenditure Breakdown 2023/24 financial year (£)

	92,691
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made up of:

Support to the Panel (inc on-costs) Secretariat, Legal, Finance, Business Support & Communications staff	57,563
Printing / Postage / Admin / Meeting costs	950
Subscriptions, training and conferences	810

Panel Member expenses (inc Member allowances, expenses)	<u>33,368</u>
Total Expenditure	<u>92,691</u>
Home Office total grant 2021-22	<u>65,260</u>
Income received from City of York 2023-24	<u>10,526</u>
Total Income Received	<u>75,786</u>
Total overspend incurred by NYCC	<u>16,905</u>

9. Membership

Membership of the Panel during the 2023/24 municipal year was as follows:

North Yorkshire Council	Cllr Chris Aldred Cllr Lindsay Burr MBE Cllr Tim Grogan Cllr Carl Les OBE Cllr Rich Maw Cllr Heather Moorhouse Cllr Peter Wilkinson
City of York Council	Cllr Emilie Knight Cllr Danny Myers Cllr Michael Pavlovic
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

25 July 2024

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 within the context of the current [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 and Vice Chair.
- 4.0 The work programme looks at key topics and areas of interest under the rubric of the four CARE principles, as drawn from the current 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 It is acknowledged that the Mayor may wish to consider areas of focus and key principles for statutory plans in due course and that these therefore may change and adapt over time. The Panel will look to be responsive to this through its work programme.
- 6.0 There is some statutory business that the Panel has to undertake and slot in to the future work programme such as reviewing the Mayor'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.

7.0 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.

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

9.0 FINANCIAL IMPLICATIONS

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

10.0 LEGAL IMPLICATIONS

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

11.0 EQUALITIES IMPLICATIONS

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

12.0 CLIMATE CHANGE IMPLICATIONS

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

13.0 RECOMMENDATIONS

13.1 That the Panel agrees its outline work programme.

APPENDICES:

Appendix A – Police, Fire and Crime Panel Work Programme 2024/25

BACKGROUND DOCUMENTS:

None.

Barry Khan
Assistant Chief Executive Legal and Democratic Services
County Hall
Northallerton
16 July 2024

Report Author: Diane Parsons, Principal Scrutiny Officer.

<p>October 2024</p>	<p>Thursday, 10th October 2024 at 10:30am City of York Council's West Offices</p>	<p>Focus on: Caring about the vulnerable <i>(may include)</i></p> <ul style="list-style-type: none"> • Making all women and girls safer – annual update. • Tackling hate crime – annual update. • Scrutiny of commissioning of victims' services. <p><u>Other reports:</u></p> <ul style="list-style-type: none"> • Fire and Rescue Service:- Risk and Resource Model - review of post-implementation impact and future planning.
<p>January 2025</p>	<p>Thursday, 16th January 2025 at 10:30am County Hall, Northallerton</p>	<p>Focus on: Realising our potential <i>(may include)</i></p> <ul style="list-style-type: none"> • 'Pre-precept' reports for policing and fire and rescue. • Equality, diversity and inclusivity in both services. <p>Focus on: Ambitious collaboration</p> <ul style="list-style-type: none"> • Working in partnership with NHS and ambulance service to support vulnerable people.
<p>February 2025</p>	<p>Thursday, 6th February 2025 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"> • Annual Force Control Room performance update including review of efficacy of response triage (Right Care, Right Person update) and channel shift.
	<p>Thursday, 20th February 2025 at 1:30pm County Hall, Northallerton</p>	<p>Precept reserve meeting (if needed).</p>
<p>May 2025</p>	<p>Thursday, 1st May 2025 at 10:30am Selby Civic Centre, Selby.</p>	<p>Focus on: Tackling hidden harms <i>(may include)</i></p> <ul style="list-style-type: none"> • Progress update on tackling wildlife and rural crime. • Domestic violence, particularly in rural areas.

ITEMS FOR CONSIDERATION

- Health surveillance of firefighters. *This follows a request by Panel in June 2023 for information on health surveillance in NYFRS subsequent to issues identified in London regarding high prevalence of cancer diagnosis in firefighters. (deferred from 12th June)*
- Cross-border collaboration by the Mayor and North Yorkshire Police – *in relation to both preventing and tackling crime as well as delivering organisational efficiencies through collaborative working. (deferred from 12th June)*
- Working in partnership to tackle County Lines and pervasive drug crime.
- Fire and rescue service – *collaboration work with partners to maximise efficiency and resilience.*