

Police and Crime Plan and Fire and Rescue Plan Outline Frameworks

Introduction

The Police and Crime Plan (PCP) and Fire and Rescue Plan (FRP) (together, the Plans) development commenced in June 2021, with an aim of having draft Plans ready to be presented to the Police, Fire and Crime Panel in January 2022. A full public consultation to ascertain public priorities took place between August and November 2021, alongside extensive work with the Services to identify key areas for development.

With the resignation of the Commissioner in October 2021, and the election in late November, it has been necessary to factor in sufficient time and further development to ensure that the Plans are based on, and speak to, the new Commissioner's mandate and direction. To afford the Commissioner time to review the results of the public consultation and to construct a framework that reflects the policing and fire principles and strategic priorities for change across both Services draft Plans will now be brought to Panel in March 2022.

The consultation

The public consultation process commenced in July 2021, with an independent consultancy firm (Open Research Services (ORS) Ltd) conducting interviews with the then Commissioner and the Chief Officers. The output of these and the Commissioner's mandate formed the basis of the consultation survey that went live in August as an open survey online and as a representative telephone survey. From mid-August a series of 16 public consultation events took place at key locations around North Yorkshire and York. Finally, a number of focus group sessions were arranged with a number of important stakeholder bodies (including the Police, Fire and Crime Panel) and other key organisations were asked to supply written input to the process.

The online and telephone surveys received over 2,000 completions and over 3,500 people were engaged through the public events. Over 20 organisations were involved in focus groups and a similar number provided written responses.

Working from statutory principles, the consultation seeks to ascertain public priorities to contribute to the drafting of the Plans, rather than to consult on the draft Plans, and therefore remains legitimate despite the by-election process. However, the Commissioner has committed to a series of public engagements over this quarter to discuss her emerging Plans with members of the public and to take on board their feedback.

The following highlights are lifted from the ORS Consultation report which will be published in full alongside the Commissioner's Consultation Report and the final Plans.

Policing and Crime

Perceptions of NYP

A large majority (87%) of survey respondents reported that they are satisfied with policing in their local area. This figure was lowest (60%) amongst those responding to the open questionnaire. Satisfaction was lowest in relation to visibility within the community.

Policing priorities

For respondents and residents, the main crime and disorder priorities for NYP over the next three years are to tackle:

- Serious and organised crime, especially cross-border crime.
- Neighbourhood crime (for example burglary, robbery, theft of and from a vehicle, theft from a person and local drug dealing/use).
- 'Hidden' crime (for example child sexual exploitation, domestic abuse; modern slavery, human trafficking, organised crime etc).
- Improving the safety of women and girls (this received only marginally less support than the top three priorities).
- Wildlife and rural crime.

In terms of organisational priorities, respondents and residents tended to prioritise:

- Reducing crime and ASB (anti-social behaviour) through 'prevention' to stop it happening in the first place and 'early intervention' to stop it escalating.
- Improving levels of satisfaction with the police among victims of crime.
- Focusing on improving the customer service that the police provide and making sure they are accessible and easy to contact.
- Ensuring the police have well-equipped, modern services that are fit for the future.

Other areas of note

- Residents felt that dealing with the impact of Covid (e.g., more calls to 101 and 999) was least important among the priorities, perhaps as they felt this would be a time limited.
- Developing neighbourhood policing services in a way that means communities feel more connected to, and engaged by, their local policing team.
- Increasing police officer visibility and improving access to NYP was a theme identified in the open text responses. Police visibility within the community is the aspect of activity with which people are least satisfied.

Victim and perpetrator services

The services thought to be most important to have in North Yorkshire over the next three years were:

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

- Support for those who have suffered fire (those whose homes have burnt down for example).

Fire and Rescue

Perceptions of NYFRS

Large majorities of survey respondents and those responding to the open questionnaire said they were satisfied with the fire and rescue service in their local area.

Agreement was highest with respect to responding well to emergencies and being there when needed, followed by protecting and supporting vulnerable people and preventing fires and emergencies.

It was lower in terms of NYFRS reflecting the diversity of its communities, and its visibility within communities.

Fire and Rescue priorities

- Ensure the fire and rescue service has well-equipped, modern services that are fit for the future.
- Focus on preventing fire and rescue related incidents before they happen, especially where response times are low.
- Focus on protecting people and property through risk assessments, inspections and enforcing fire safety laws if necessary.
- Improve the 82% availability of the fire and rescue service in rural areas.

Area of note for NYFRS: partnership working

- There was support for NYFRS working more in partnership with North Yorkshire Police and other emergency services and partner agencies.
- Some positive working practices have developed out of the COVID-19 pandemic that must, it was said, be maintained moving forward. For example, partnership working with Yorkshire Ambulance Service, North Yorkshire County Council and local healthcare organisations was thought to have improved considerably as a result of necessary collaboration.
- It was noted that firefighters have stepped outside their usual role maps to successfully assist the COVID effort, and that maintaining that wider role could be considered moving forward.
- In the context of partnership working, enableNY, a formal shared services collaboration between NYFRS and NYP, was thought to have had many benefits in terms of financial savings, estate improvements and joint working. Some challenges were said to remain in embedding enableNY “down the ranks” however.

Area of note for NYFRS: workforce diversity

- In the qualitative discussions, it was acknowledged that the NYFRS workforce remains insufficiently representative of the communities it serves, and that a step change in diversity and inclusion is needed to ensure it can better understand and meet the needs of those communities. Better recruitment strategies through ‘positive action’ were thought to be key to this, as well as ensuring the inclusivity of Service culture.
- Work to deliver ‘positive action’ has had a mixed reception among staff though, some of whom apparently mistake it for ‘positive discrimination’.

- There was some sense that the drive for Equality, Diversity and Inclusion (EDI) within NYFRS has focused too much on increasing the statistical diversity of the workforce, and not enough on the need for wholesale culture change.

Service engagement

Alongside the consultation process a series of workshops were held with the Services to consider the Commissioner's mandate, emerging trends in the consultation and develop the areas of service development that would drive the change set out by the Plans.

To help frame these workshops, goals were set for the planning process by the OPFCC.

- Ensure people feel safer by making the Services more responsive to community needs.
- Address the root causes of fire and crime incidents by prevention and early action.
- Improve the training and responsiveness of the Services, applying intelligent processes to serve community needs.
- Increase engagement with the public to ensure public confidence in the effectiveness of the Services. Communicate actions and achievements clearly to the public.
- Improve access to key support services and increase the availability of support for victims and offenders.
- Maintain the correct balance between local needs and national priorities for both Police and Fire Services.

Using these goals, the Working Groups helped to formulate priorities for change under which outcomes could be formed that would set the strategic direction to the Chief Constable and Chief Fire Officer. Following a review by the working groups after the by-election, these outcomes are in final development with the new Commissioner, and will all be able to be assured over a 3 year period.

In parallel, an assurance framework is being developed that links the new outcomes into the forward plans for existing assurance mechanisms such as the monthly Public Accountability Meeting and Independent Scrutiny Panels, but adds additional assurance and reviews of HMICFRS inspections to ensure that the Plans are always on track or are amended as necessary.

Recommendation

That Members note the mature draft Police and Crime Plan and Fire and Rescue Plan Outline Framework (attached as Appendix A).

Police and Crime Plan Fire and Rescue Plan Outline Framework

13 January 2022



Providing continuity through C.A.R.E. Principles

Caring about vulnerable people

- Developing understanding and services to best protect vulnerable people.

Ambitious collaboration

- Maximise opportunities to drive innovative collaboration to enhance efficiency and effectiveness.

Realising our potential – Reinforcing the frontline

- Right culture, Right people, Right skills, Right equipment, Right response, Right time.

Enhancing customer service – Effective engagement

- Be outward-facing, open and engaging to increase public trust and confidence.



Strategic Priorities for change

1. Actively engage with all communities to identify need and risk and to reassure.
2. Work jointly as a trusted partner to prevent harm, 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.



Two plans, one framework

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

Caring about the
vulnerable

Ambitious
Collaboration

Realising our potential
Reinforcing frontline

Enhancing customer service
Effective Engagement

Outcomes for each Principle, specific to each plan, structured under Strategic Priorities

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

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

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

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

Enhance positive culture, openness, integrity and public trust.

Policing business delivery plan

OPFCC business delivery plan

Fire business delivery plan

