

POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	Wednesday 21 st June 2023
Report Title	Inspection Activity

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

Purpose of this report

The purpose of this report is to provide information to the Police, Fire and Crime Panel to enable it to determine if the Police, Fire and Crime Commissioner is sufficiently holding the Chief Constable and the Chief Fire Officer to account for the delivery of effective police and fire services, specifically in relation to activity following reports which have been published by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Background

As Police, Fire and Crime Commissioner for York and North Yorkshire it is my statutory responsibility to set strategic priorities on behalf of the public, annual budgets, and hold the Chief Constable and Chief Fire Officer to account for the services that North Yorkshire Police (NYP) and North Yorkshire Fire and Rescue Service (NYFRS) delivers to keep our communities safe and feeling safe.

I welcome regular inspections from HMICFRS, because the reports are an independent and rigorous assessment which I can use to ensure our Police Force and Fire and Rescue Service become outstanding. I am committed to our success.

I would remind the Panel that HMICFRS do not inspect or comment on my powers and duties as Elected Local Policing Body. However, I do have a statutory duty to formally respond to the reports. The responses to these are published on my website.

The following reports have been published during my tenure; -

NYFRS

Full Fire and Rescue Service report (Published January 2023) [Effectiveness, efficiency and people 2021/22 – North Yorkshire Fire and Rescue Service - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectrates.gov.uk\)](#)

Follow up revisit of FRS (fire and rescue services) causes of concern letter (Published April 2023) [North Yorkshire Fire and Rescue Service: Causes of concern revisit letter - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](#)

NYP

NYP Police effectiveness, efficiency, and legitimacy (Peel) inspection (Published March 2023) [PEEL 2021/22 – An inspection of North Yorkshire Police - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](#)

NYP NCPI post inspection review (Published May 2023) [North Yorkshire – National child protection inspection post-inspection review - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](#)

NYP NCPI Inspection (Although Published March 2022, the actual inspection took place just as I took up post as the Police, Fire and Crime Commissioner for North Yorkshire) [North Yorkshire - National child protection inspection - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](#)

North Yorkshire Fire and Rescue Services

Full inspection 2022 (covering the period 2019 – 2022)

North Yorkshire Fire and Rescue Service keeps people safe. The inspectorate noted the Service as being good at preventing fires and other emergencies and good in its response to major and multi-agency incidents. The report recognised the magnificent work being done by firefighters and staff to keep our communities safe and that the service was good in relation to its Prevention work.

The Chief Fire Officer and I are united in our focus on the Inspectorate's findings in relation to the way the Service treats its own people. We are driving forward necessary improvements, so that we build a more inclusive working culture. I expect North Yorkshire Fire and Rescue Service to be an employer of choice with a clear people focus that develops leadership, integrity, and inclusivity, and I will be monitoring the progress that is fundamental to this aim, as part of my scrutiny and the delivery of my Fire and Rescue Plan.

Since my tenure, North Yorkshire Fire & Rescue Service is transforming and modernising, to become an exemplary Service. For example, through the community risk profile the Service now properly understands the likelihood and severity of fires, road traffic collisions, water related incidents, and other emergencies and the root causes of risk which result from age, deprivation, and other factors. This informed the development of a new Risk and Resource Model, which looked at the way North Yorkshire Fire and Rescue Service would seek to deploy its people, equipment, and resources, based on the most extensive study ever undertaken of community risk assessment across North Yorkshire and York. Following consultation with the public, I made the decision in September 2022 to implement the Risk and Resource Model that will continue to keep the public safe whilst enabling increased prevention and protection work across communities, permanent investment into prevention and protection teams and improve the availability of On-call fire engines in rural areas.

North Yorkshire Police

Full inspection (covering the period 2018 – 2022)

It is unacceptable that North Yorkshire Police require improvement in multiple areas, in particular its strategic planning, organisational management, and value for money, clearly more needs to be done and is being done. Our Police Force needs to do significantly better. HMICFRS expressed Cause for Concern about North Yorkshire Police's internal governance. Essentially, saying that the Chief Constable and her team must have a better system in place for running the internal workings of their organisation. The Force needs to make sure that they are clear what their business needs are from their support services and how they can best be met. I agree with HMI about that.

The report recognised the good work that takes place to engage with the public and treat people with fairness and respect. Notably this included the creative ways in which Neighbourhood Policing Teams engage with communities and how North Yorkshire Police monitors the use of force and stop and search powers well. The inspection team identified that North Yorkshire Police staff are proud to serve their communities and I proudly believe that North Yorkshire Police continues to be a dedicated and hard-working public service.

National Child Protection Inspection (NCPI) Inspection

The inspectorate visited NYP in November 2021 and made a series of judgements and improvements that were needed. The re-inspection report outcomes, in 2022, were unacceptable given that NYP have had a year to improve and NYP have let down the most vulnerable in our society. Not enough has been done and there simply is no excuse.

I acknowledge the areas where improvements have been made, specifically changes to training of staff about understanding vulnerability, the notable increase in the quality and number of referrals for children to the local authorities, and the force control room response to calls where children may be at risk. The reinspection report also recognises that NYP work well with Safeguarding partners and are sharing good quality information. I thank our local authorities, external agencies, and victim support services that I commission for the work they do in partnership with the force. However, there are too many areas which do not deliver for our most vulnerable.

I have been abundantly clear in my public statements and formal responses that I am not satisfied with the performance of North Yorkshire Police in those areas of enduring concern to HMICFRS.

OPFCC (Office of The Police, Fire and Crime Commissioner) Activity

My activity is aimed at robustly scrutinising and driving assurance on behalf of the public, to see to it that North Yorkshire Police and North Yorkshire Fire and Rescue Service continue their journey to being exemplary.

In relation to HMICFRS inspection activity, I have

- Convened immediate Online Public Meetings (OPM), live-streamed and accessible to all, following each of the reports. During these meetings I held the Chief Constable and Chief Fire officer robustly to account in respect of the findings of concern.
- 25 May 2023, by way of update on PEEL. See [Online Public Meeting – 25 May 2023 - NYP - Road Safety - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk)

- 3 May 2023, on the day of publication of the NCPI update report. See <https://www.northyorkshire-pfcc.gov.uk/police-oversight/governance/governance-process/corporate-scrutiny-board/opm3may2023/>
- 20 March 2023, the first working day after the publication of the 2018- 2022 PEEL report. See [Public accountability meeting – 20 March 2023 - NYP - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#)
- 26 January NYFRS HMICFRS report. See [Public accountability meeting – 26 January 2023 - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#)
- 8 April 2022, immediately following the NCPI report of 29 March 2022. See <https://www.northyorkshire-pfcc.gov.uk/police-oversight/governance/governance-process/corporate-scrutiny-board/pam-8april2022/>
- Required the Chief Constable to report on progress in respect of HMI improvement action plans, to the Joint Executive Board (the most senior joint strategic decision making and scrutiny body in the corporate governance framework)
- My office has a close working relationship with HMI colleagues, through regular meetings with the Force Liaison Lead that also works closely with NYP. I also personally liaise with our local HM Inspector.

I have restructured the Office of the PFCC (Police, Fire and Crime Commissioner) to bring greater focus to Delivery & Assurance and to Public Confidence. Following which, the Office has adopted its first-ever Delivery Plan, which was presented to the Police, Fire and Crime Panel in early 2023. This document sets out what we do to deliver the Police & Crime Plan, Fire and Rescue Plan and the VAWG (Violence Against Women & Girls) Strategy, and more importantly, the services that we will deliver to improve public confidence in policing, assist victims to cope and recover from crime and to address the root causes of crime and antisocial behaviour in our communities. (See [Organisational Activity Plan 2023/24 - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#))

I have launched a new Assurance Framework ensuring that we continually monitor and assess delivery of outcomes against the priorities in my Police and Crime Plan and Fire and Rescue Plan. This underpins the Delivery Plan of the OPFCC and clearly sets out how I will hold the services to account for delivery. Part of this is a refreshed terms of reference for my live streamed Online Public Meetings from May 2023, which now include a standing agenda item for the Chief Constable and Chief Fire Officer to report on progress against the HMICFRS improvement plan in a public forum. This means the improvements can be closely monitored by the public and that I can seek assurance on behalf of the public that positive progress is being made. Scrutiny work does not stop at these meetings and will continue in every Scrutiny Panel, Executive Board, HMICFRS Improvement Board, Risk and Assurance Board and other frequent interaction my team and I have with Chief Officers. I will expect to receive assurance and evidence that the services are on track with their plans. I will not accept what I am told; my team and I require evidence of transformation in all areas for improvement. See [Assurance Framework - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](#)

I have overseen positive progress made by North Yorkshire Police in respect of the 10 areas for improvement (AFI's) identified at the NCPI inspection. The target date for completion of these is October 2023. The following AFI's have now been actioned and fulfilled;

- Recommendation 1: Review processes in Force Control Room
- Recommendation 2: Obtain voice of the child

- Recommendation 4: Work more closely with partners
- Recommendation 5: Review referral processes
- Recommendation 6: Improve child protection investigations
- Recommendation 8: Improve use of police protection powers

There are clear plans in place to conclude the remaining four areas. (Recommendation 3: Improve missing from home arrangements, Recommendation 9: Improve management of registered sex offenders and Recommendation 10: Review of the detention of children). These will be completed by October after which we will await further inspection of the force for HMICFRS to confirm acceptance of their completion. Throughout this time and following the revisit by HMICFRS ongoing scrutiny will be undertaken via my assurance framework.

Operational and corporate improvements to support the recommendations made by HMICFRS following the PEEL inspection, include;

- Delivering on the investment in the Force Control Room amounting to £2.5 million, in respect of 101 and 999 but also in respect of the requirements of child and adult safeguarding. Which has resulted in significantly improved call handing and response times, from 65% attendance at immediate grades in October 2022, to over 80% at the present time.
- Improvements in safeguarding structures and processes.
- An increase of over 100 officers in frontline roles, specifically on response policing.
- Significant reduction in backlogs within the crime recording and occurrence management unit, from around 17,500 to under 3000 as acknowledged in my OPM on 25 May 2023.
- Measures to address backlogs in digital forensics resulting in a 56% reduction, with a service level agreement now at 72 hours.
- First and Middle-Line Leadership Programmes have been delivered to almost 300 supervisory personnel so far.
- Diversity, Equality and Inclusivity modular development and training programmes.
- Launch of a North Yorkshire Police Staff Survey, open until 30 June 2023. Currently standing at a completion rate of 36%, the highest rate of return nationally.
- Launch of revised and refreshed overarching vision and 'plan on a page' focussing NYP staff and officers on the Force Values of Impartiality, Integrity, and Respect – and the approaches of Being Victim Focussed, Working in Partnership, Targeting Offenders, Intervening Early, Problem Solving, and Being inclusive.
- Renegotiation of the strategic intent between North Yorkshire Police and North Yorkshire Fire & Rescue Service in respect of enabling services collaboration. This has led to a revised governance arrangement and adjustments to the collaboration agreement, along with an agreed forward plan for revised business cases for individual collaborative functions. Taken together, the Chief Constable is confident that the concerns expressed by HMICFRS about the efficiency and effectiveness of enabling services, can be addressed.

The Chief Constable has assured me that the concerns expressed by HMICFRS about the internal governance structures and processes within NYP are being addressed by the adoption of a refreshed and revised system of governance to drive, challenge and assure progress in respect of HMICFRS PEEL. These arrangements include

- Tactical Risk and Assurance Meetings, chaired by the Senior Responsible Officer which assures line by line detailed analysis to ensure delivery of the improvement plan. This includes frequent testing (dip-sampling) by leaders to ensure that outcomes are being realised.
- Escalation, where necessary, to Operations Board, Enable Collaboration Steering Board, Change Board or to the Executive Board (the latter of which I chair).
- Systematic escalation to a Risk & Assurance Board chaired by the Deputy Chief Constable (DCC), which sits as frequently as necessary to satisfy the DCC that progress is being made and sustained
- Further systematic escalation to the Improvement Board, chaired personally by the Chief Constable. This positions the Chief Constable to assure the public through me that the improvement plan is on track, and to ensure that internal assurance work is being undertaken to test and challenge how NYP is achieving the characteristics of Good under the PEEL Assessment Framework.

I have refreshed my Executive Board and published a new Terms of Reference and Agenda for this. (see [Executive Board - Police, Fire and Crime Commissioner North Yorkshire \(northyorkshire-pfcc.gov.uk\)](https://www.northyorkshire-pfcc.gov.uk)). Which now includes a standing agenda item relating to HMI improvement plans. Therefore, at every executive board I will require assurance from the Chief Constable and Chief Fire Officer that this work is on track. (The high-level reports from the last meeting are attached) At my May 2023 Executive Board, I obtained specific assurance that the Recruitment and Workforce Plan had been written, submitted to HMICFRS and was in the process of being reality-tested and challenged. In the light of the overall concerns about efficiency and internal financial governance of NYP, I now require the Chief Constable to report in full on the detail of NYP financial strategy, assurance, planning and control at each Executive Board and will do so until further notice.

I have launched a public trust and confidence survey which invites the public to complete a set of questions to gauge trust and confidence in the policing response across York and North Yorkshire. See [Trust & Confidence Survey - North Yorkshire Police \(smartsurvey.co.uk\)](https://smartsurvey.co.uk)

The complaints function within my officer has been expanded to a full Customer Service Team who independently manage complaints and expressions of dissatisfaction against North Yorkshire Police, ensuring an impartial and fair review of matters raised.

I have supported the Chief Constable to accomplish improvements, by investment where necessary. Including £2.5 million into the Force Control Room, a full organisational review so that the Chief can understand the business needs better, increased the number of detectives, investment in over 60 new police vehicles and supported the reintroduction of the rank of Chief Superintendent. Each of these are crucial to the public as well as to the improvements specified by HMICFRS.

I would respectfully remind Panel Members that the approach I have taken to accountability, governance and oversight has proven itself to be effective in the public interest. Notwithstanding understandable political criticism after the HMI report into North Yorkshire Fire & Rescue Service in 2022. Following this full inspection there were significant improvements, under my governance and the direction of the Chief Fire Officer. In January 2023, HMI acknowledged the huge strides that the Service has achieved ([North Yorkshire Fire and Rescue Service: Causes of concern revisit letter - His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk))

These improvements include;

- My appointment of an inspirational Chief Fire Officer and Deputy Chief Fire Officer who have in turn built a new Strategic Leadership Team. I am confident that together, we will lead the Service into a strong and sustainable future, focused on the safety of our communities and valuing our people.
- We have worked closely with the Inspectorate since their visit to demonstrate that every penny of the public's money has been applied wisely, and that financial planning is sound.
- As Commissioner I know that the Service has been underfunded for a generation and I have negotiated hard and been successful with central government for precept flexibility for our Fire Service and I will continue to make the case for fairer funding.
- The Chief and I implemented a rigorous ongoing programme of improvement following the full inspection in 2022. The Chief also put into place immediate plans following this to address the two causes of concern raised. HMICFRS reviewed these at the end of January 2023, I was pleased that His Majesty's Inspectorate recognised the dedicated work that North Yorkshire Fire and Rescue Service has undertaken, at pace, to make improvements in relation to the causes of concern.
- Prevention work will be further strengthened by investment in 2023 with an increase in roles which tackle the root causes of danger to communities and deliver targeted activities to help stop emergencies from happening. This is absolutely in line with the priorities in my Fire and Rescue Plan.

I have been clear with the Chief Constable that I expect to see similar progress in respect of PEEL and that I will hold the Force robustly to account for that progress.

I will continue to hold to account and support both services to make the improvements needed for the residents of North Yorkshire and York, so that they become exemplary.

APPENDICES:

Appendix A – High-level improvement plan for NYFRS against 2021/22 inspection report (up-to-date as at publication – June 2023)

Appendix B – High-level improvement plan for North Yorkshire Police regarding their 2021/22 'PEEL' report and the report on child protection arrangements (as at May 2023)

APPENDIX A - High-level improvement plan for Fire and Rescue relating to 2021/22 inspection report (June 2023)



NORTH YORKSHIRE
FIRE & RESCUE SERVICE

His Majesty's Inspectors of Fire & Rescue Services (HMICFRS)



Cause of Concern

Cause of Concern									
2.1			3.2						
1	2	3	1	2	3	4	5		
1	2	2	9	5	5	5	5	5	34



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Overview

- We must understand the HMICFRS report, so to ensure clarity, meetings are planned with Strategic Responsible Owners (SRO)
- This is a transformational journey and not a simple transaction. We must not take our eye off other assessment areas as we put in plans to remedy the CofC and Area For Improvement (AFI), so we are focussing people on the report and 'Characteristics of Good' and communicating the process at every opportunity
- Monthly HMICFRS meetings are planned, SRO must provide an update before the meeting date. If a recommendation/action is deemed to be at a point of closure it will be presented to the meeting with a recommendation to close
- Inspection Team and Assurance Function will:
 1. Support SRO and make recommendations on good and outstanding practice across the FRS
 2. Monitor, measure and importantly report on performance at governance meetings to ensure our collective focus is maintained in moving our Service to an exemplary FRS



HMICFRS Report 2021/22

Areas for Improvement

Areas for Improvement											
1					2		3				
1.1	1.2	1.3	1.4	1.5	2.1	2.2	3.1	3.2	3.3	3.4	
1	2	4	2	1	1	1	2	2	4	4	

AFIs have been allocated to SRO and form part of the discussions with SRO. The AFIs follow the same reporting process as the CofC.



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Process

1. A meeting will be arranged with each strategic owner to discuss both Cause of Concern recommendations, review actions already assigned and agree actions from Inspection report Areas for Improvement AFI.
2. The strategic owner will provide updates monthly to HMICFRS liaison inbox to include:
 - A description of work complete and progress made to meet the base line due date
 - Evidence to demonstrate progress and closure of action
 - Evidence to justify progress not been made with revised due date to be agreed at HMICFRS specific mtg
3. Assurance will provide QA of evidence
4. Reporting will be at HMICFRS meetings and shared across other governance and working groups to maximise awareness
5. Closure and sign off of action and recommendation will take place at the HMICFRS meetings. Full CofC sign off will be undertaken by Strategic Leadership Team



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Propose to Close

Recommendation 2021/22 2.1 CofC 1 rec 1

- Detail in it's medium-term financial plan the efficiencies that its transformation plans will bring for the service
- Updates have been provided in the form of evidence documents- Budget and Capital programme and MTFP to 2025-2026 and the financial briefing which provides a detailed profile of the transformation programme RRM revenue savings and investment.

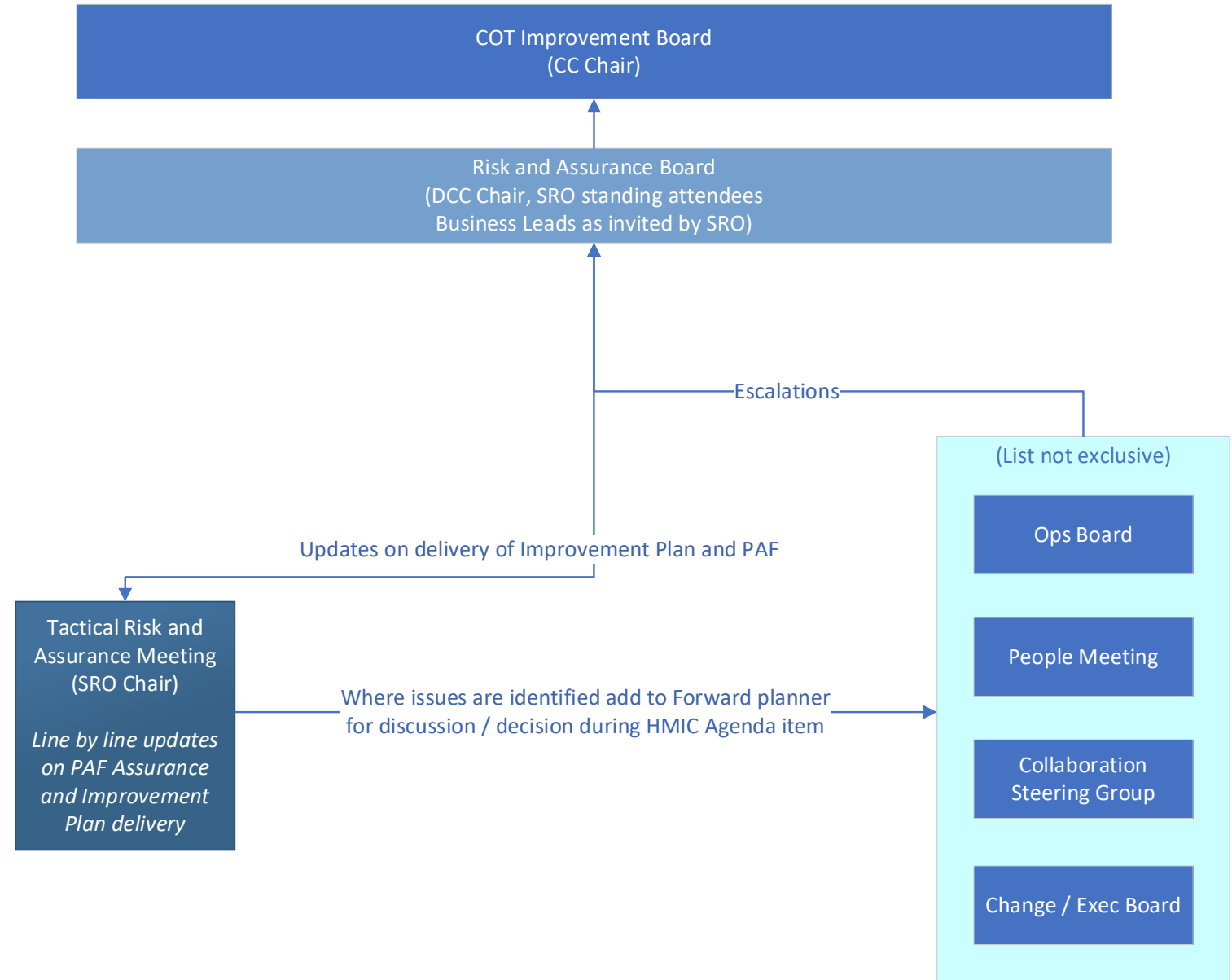
Improvement Plan Update

May 2023

Key Updates

- Improvement Plan on track
- Assurance work has started to reality test characteristics of good

PEEL Assessment



High Level Milestone view

	FY2022/23		FY2023/24			
	Q3 Nov, Dec	Q4 Jan, Feb, Mar	Q1 Apr, May, Jun	Q2 Jul, Aug, Sep	Q3 Oct, Nov, Dec	Q4 Jan, Feb, Mar
Section 151 Officer	Medium Term Financial Plan					
	Provision of capital forecasts					
ACO	Evaluate EnableNY capacity	PDR Framework	Transition survey results into BAU business planning			
	Recruitment Plan	3 yr Workforce Plan	Refine Plan into BAU planning			
	First Line Leader Module	Deliver First Line Leaders	Leadership Plans	Launch Leadership Framework	Ongoing rollout	Monitor through Strategic People Meeting
	Middle Line Leader Module	Pilot Middle Line Leaders	Agree prioritised delivery plan			
	DEI Module 1 training	DEI Module 2 training	Ongoing rollout	Monitor through Strategic People Meeting		
				DEI - Review recruitment processes		
ACC Local Policing	FCR Business Case	Call Handling process review	Training			
	Safeguarding VKPP Audit	Review D Grade process	Demand Modelling			
	Options – CROMU backlog	Structure review	Reduce backlog			
ACC Crime & Spec Ops	DEI – Use of Powers plans	Establish scrutiny	Monitoring			
	DEI – Force delivery plan	Positive Action Plan				
	Detective resilience plan	Detective academy	CID structures			
	DFU backlog plan	Comms strategy				
		Review tasking process	Align NY EYE & DMM			
DCC	Performance framework	Dashboard working group	Structured CPD	Pilot	Rollout	

▲ Implement
◆ Sign off / Approval
⬢ Delivery milestones
● Implementation complete
▶ Action close
▲ On track
▲ At risk – low/moved
▲ At risk – high/ missed
▲ Complete