

Police, Fire & Crime Panel Report



January 2020

Twelve-month Progress Update on the Complaints Sub-Committee recommendations of 24 October 2018

Introduction

This report provides a twelve-month update by Police, Fire and Crime Commissioner to the Police, Fire & Crime (PFC) Panel on the progress made against the recommendations within the Complaints Sub Committee report of 24 October 2018.

Background

The recommendations of October 2018 were made following a complaint that had been received from a former staff member of the Commissioner's Office. Consideration of complaints by the PFC Panel does not extend to investigatory powers and findings of fact, thus the role of the Sub Committee, who were appointed to consider the matter, was constrained to that of conducting an assessment of: the allegations and contextual information; having regard to the complainant's perception of the behaviour that it was alleged had occurred; and, of the potential impact that the alleged behaviour may have had.

Following their assessment of the complaint and the contextual information, the Sub Committee determined that consensus could not be reached between the Commissioner and the complainant on the behaviour that had occurred and the impact of that behaviour, and based upon that decision, the Panel then discounted the option to use informal resolution, and elected to use formal powers provided by s28 PRSRA 2011.

Using the power provided with s28, the below recommendations were subsequently published by the Panel:

Recommendation 1. The PCC commissions a baseline survey of staff – via an independent body – to be carried out within the context of the findings of this report, including staff perceptions of experiencing or seeing bullying in the workplace. This survey would benefit from being repeated at regular intervals thereafter with staff. The Sub-Committee would further recommend that the terms of reference for this survey are agreed through the Panel.

Recommendation 2. The findings of the staff survey would further be shared with the Panel, along with any action plan agreed by the PCC as a result. The Panel would welcome the opportunity to review progress against the actions after six and twelve months.

Recommendation 3. The PCC is advised to reflect upon the complaints and to undertake a management and leadership development programme, which includes emphasis on understanding the implications of Duty of Care in a senior leadership role. Such a development programme can be aimed at supporting the PCC to deal appropriately with stressful situations and ensuring her desire for improving public services is met.

Recommendation 4. The PCC is advised to draw on the support of a mentor – a colleague in either a similar role or another senior managerial position – to help assist her in what is a challenging and difficult role.

Recommendation 5. In further discharging the support and challenge role, it is recommended that the PCC updates the Panel on a six-monthly basis on progress and development in the context of the recommendations set out in this report.

Recommendation 6. Under section 29(3) of the Police Reform and Social Responsibility Act 2011, the Sub-Committee requests that the PCC respond in writing within 21 days to the recommendations made by the Sub-Committee.

At the time of publication, the Commissioner expressed disappointment and anguish at the outcome of the Sub Committee's assessment of the complaint. Despite this, she continued to support the important public interest function performed by the PFC Panel in carrying out its role. She has also reiterated her commitment to working with the Panel positively and constructively and continues to welcome any opportunities for support to be provided to her by the Panel in line with its remit.

The Commissioner remains a dedicated public servant who strives for excellent public service in policing, to victims of crime, and in the operation of the fire & rescue service. The Commissioner is also a long-term advocate of improving integrity, transparency and accountability in public service, as is evident through the considerable work carried out to reform police complaints and recognition.

In line with this ethos, the Commissioner has sought to use the opportunity presented through the issuing of the Sub-Committee's recommendations for as positive an effect as possible. She has transformed the leadership, management and employee support model within her office, not only for the improvement of the office functioning and delivery of its services, but more importantly, to improve the working environment for the passionate, committed and high performing staff who work within it. The sections below set out this progress work in greater detail.

Progress against recommendations

In line with the purpose of this report, detailed progress updates from the Commissioner are included under each of the recommendations.

Recommendation 1

A staff survey was commissioned by the OPFCC relatively quickly with Durham University Business School after the recommendations received in October 2018, and a draft Terms of Reference (TOR) was produced to assist the development and distribution of the survey. As reported on 30 May 2019, a delay in advancing the survey towards launch occurred as a result of concerns being raised by OPFCC staff members around the purpose of the survey and the expectation of them to interact with it, and the commencement of the first phase of the Transform 2020 (T2020) programme, in which major structural changes were proposed as part of ongoing plans to achieve greater efficiency and effectiveness across the Commissioner's organisations.

Staff both within the OPFCC and North Yorkshire Police were directly affected by the first phase of the T2020 programme, and the impact then required substantial support to be provided as a priority to the individuals affected within the OPFCC. Support was also needed to recover and maintain stability across the whole team, as there has been an unsettling effect on other team members too. The Commissioner sought assistance on this point, and secured a Chief Executive service delivery model through an innovative collaboration with the Office for Police & Crime in Cleveland. This equated to the provision of a part time Interim Chief Executive (Head of Paid Service) and Monitoring Officer (CEX) supported by a full time Assistant Chief Executive (ACE) who also acts in a deputy Monitoring Officer and Head of Paid Service capacity during CEX absences. This model has been in place in the OPFCC since 1 April 2019.

Development work upon the survey by the ACE was recommenced in April 2019, and a mature draft of the survey TOR was produced and shared with panel members on 16 May. Members of the Complaints Sub Committee members were invited to examine and comment upon that document. They were also invited to meet with the ACE to discuss it further and input into its development, and to ask questions around other details relating to the survey. The Sub Committee members expressed a keenness for that to happen, and that meeting took place on 25 July. Their feedback was discussed, and agreed amendments were incorporated into the TOR and circulated both to the Sub Committee members and to the survey architects, i.e. Durham University. The staff within the OPFCC were updated on several occasions from April onwards, and discussions were simultaneously held with chief officers and senior managers within NYP to ensure their awareness and commitment to supporting delivery of the survey. Further meetings and discussions were held with the lead academic and their team at Durham University to draft a timetable and communications to promote completion of the survey, and to select appropriate themes and questions for the survey. Using guidance from Durham University, the chosen themes included: culture at work, perceptions of change, job satisfaction, decision making, feelings of inclusivity, psychological needs, incivility and feeling valued.

The launch of the survey was delayed as a result of the second phase of T2020 commencing in September. While that programme phase did not adversely impact staff members within the OPFCC, it did affect a wide range of staff within enabling NYP and NYFRS services, including HR, IT and Communications, who were responsible for providing support both to the team members, and to assist the launch of the survey. As a result of the heightened sensitivities amongst individuals and teams during that time, and following discussions with

HR, and the Commissioner, a decision was taken to delay the launch until after the conclusion of the consultation and restructure outcomes of the second phase.

Prior to this, the OPFCC were asked, along with other OPCCS, to participate in an employee engagement survey designed by Humberside OPCC. This engagement survey was uniquely directed towards employees working in such offices, to understand the evolving dynamics and professional development needs within smaller and relatively young high-profile organisations such as commissioning offices. It was also considered to be a relatively cost effective and expedient solution to getting a clear reading of the team 'temperature' at a time when redevelopment work was being undertaken.

During the hiatus period of the second phase of T2020, The Commissioner and Executive team considered this to be a positive opportunity to continue the development work that has been underway since April 2019, and OPFCC staff were accordingly asked to participate in the survey. While the survey and the associated set of results were not specifically designed to meet the first recommendation within the Sub Committee's report, the findings (Appendix A) were nevertheless enlightening and useful, and provided a robust evidence base for a number of changes that have since been factored into the OPFCC plans and budgets. Individual Professional Development Reviews taking place in 2020 are already being designed with some of the baseline information including: providing training and development opportunities; ensuring team members are provided with the tools to do their work; promoting health and wellbeing values and resources across the team; and promoting recognition of individual and team achievements more consistently.

In respect of the substantive survey, work continued to finalise the questions and communications during this period, and further consultation was carried out with Chief Officers; the North Yorkshire Fire & Rescue Service (NYFRS), as an organisation of the Commissioner, also expressed a willingness to participate in the survey, and it was then formally launched on 6 December 2019. The survey remained open for four weeks, and it was promoted at regular intervals, after the launch, to potential participants through organisational communications (reminder emails, intranet news items, and in team meetings) in the OPFCC, NYP and NYFRS.

Recommendation 2

At the date of submitting this report for publication prior to the PFC Panel, the survey has only just closed and because of that short time frame, it will not be possible for Durham University to fully analyse all responses. However, Durham have offered to provide an interim report to assist with the submission of this report and this is due to be received on 13 January 2020. The interim findings will be circulated and tabled prior to the PFC Panel meeting taking place on 16 January. It is presently expected that the OPFCC will be able to share the full report in advance of the Panel meeting due to take place in July 2020.

A comprehensive developmental action plan (Appendix 2) was drafted in April 2019, and this remains a live document, providing a framework for both support for the employees of the office, infrastructure development, and delivery of the current Commissioner's priorities. This action plan will be updated in line with the findings of the interim and final reports arising from the survey analysis. As above, it is expected that the OPFCC will be able to share that plan at the panel meeting in July 2020.

Recommendations 3 and 4

The Commissioner has always been and remains fully committed to supporting the wellbeing of the staff within her office. The Commissioner holds the staff in high regard and is well supported by them. Within the OPFCC, there is a strong commitment to delivering the priorities set out within the Police and Crime, the Fire & Rescue Plans as well as issues which periodically affect the public of North Yorkshire, and which are communicated by them to the OPFCC, or during the Commissioner's community surgeries.

Following receipt of the complaint, the Commissioner immediately sought mentoring support from Susannah Hancock, Chief Executive of the Association of Police & Crime Commissioners, who was both well placed to do this and who is noted to be an accomplished senior professional. Several such sessions have taken place since that time, and they will continue during the remainder of the Commissioner's term.

In conjunction with the engagement with Susannah, the Commissioner also took time to reflect upon and reassess the leadership and management model in place for the OPFCC staff, including the day to day support and direction that they received. The Commissioner also assessed the OPFCC's involvement in the transformation and changes to the governance and accountability frameworks within NYP and NYFRS, as well as the impact of broader organisational schemes such as the commencement of the ENABLE collaboration, and other initiatives that aimed to reinvigorate business communications and relationships across the Commissioner's organisations. Many of these changes, while positive in nature and progress since, have been lengthy and deep, and coupled with the transience naturally created through the election cycles, this had had some vicarious effects on team members and led to some feelings of uncertainty.

The Commissioner discussed this with team members, and also sought professional advice and assistance on how the daily management of the OPFCC team could be modified and rebalanced in such a way as to provide a clearer demarcation between the political leadership and those responsible for managing and leading staff within the paid service, in order that lines of direction and accountability could be redrawn. These efforts led to the creation of the Executive leadership team provided through the collaboration with Cleveland OPCC. Through close working between the CEX, ACE, senior managers within the team, and team members, the support and development structure has been strengthened and stabilised within the OPFCC, anchored around a comprehensive development plan. These systemic changes have enabled an enhanced and clearer level of management to team members, ensuring that individuals receive personal and professional support in carrying out their roles, and to support them to be able to embrace opportunities for working together with partners.

In accordance with Recommendations 3 & 4, and to advance the areas for development identified through reflective practice, the Commissioner requested the procurement of a professional management and leadership development programme. The Commissioner is keen not only to promote positive change initiatives and programmes such as those above described, but to embrace opportunities for further development of the skills needed to carry out her role. The specification thus included ensuring a good, up to date understanding of: the implications of Duty of Care in senior leadership roles; organisational cultural

awareness; stimulating positive change; dealing appropriately with challenge and difficult issues; and, developing conflict and resolution skills to deal with stressful situations, while ensuring that core business continues to function well, and that high quality improving public services are supported, developed and delivered by the Commissioner's organisations.

The provider identified as the most appropriate was the College of Policing. The service has been in place since July 2019 and continues at the present time. The Commissioner has found those sessions to be of considerable benefit, but due to mutual confidence that is required to be in place between coaching parties, details of the content of discussions within those sessions are not included in this report.

Recommendation 5

A six-month progress report was provided to Police, Fire & Crime (PFC) Panel during their meeting of 16 May 2019. A further request for information was requested during that meeting, via a report pursuant to s29 Police Reform & Social Responsibility Act (PRsRA) 2011, to be provided to members with further details. An extensive response was duly provided on 30 May 2019.

This twelve-month report provides the further periodic update on progress and development, in order to discharge this recommendation.

Recommendation 6

This response was previously discharged.

Conclusions and Recommendations

- That Members note the progress update and information provided in this report.

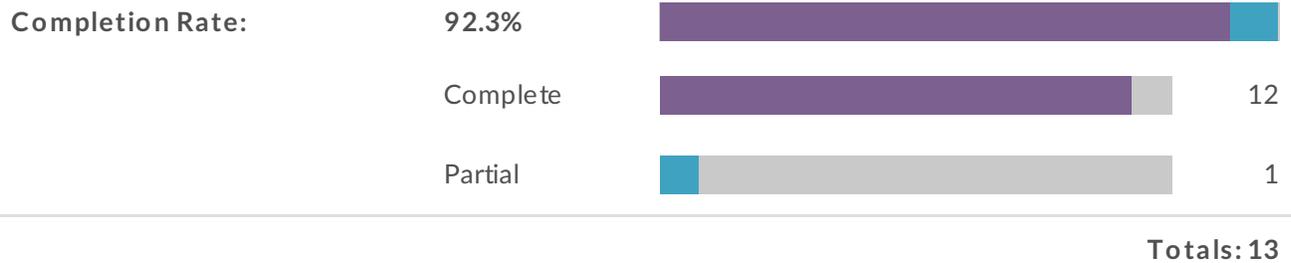
Julia Mulligan

Police, Fire & Crime Commissioner for North Yorkshire

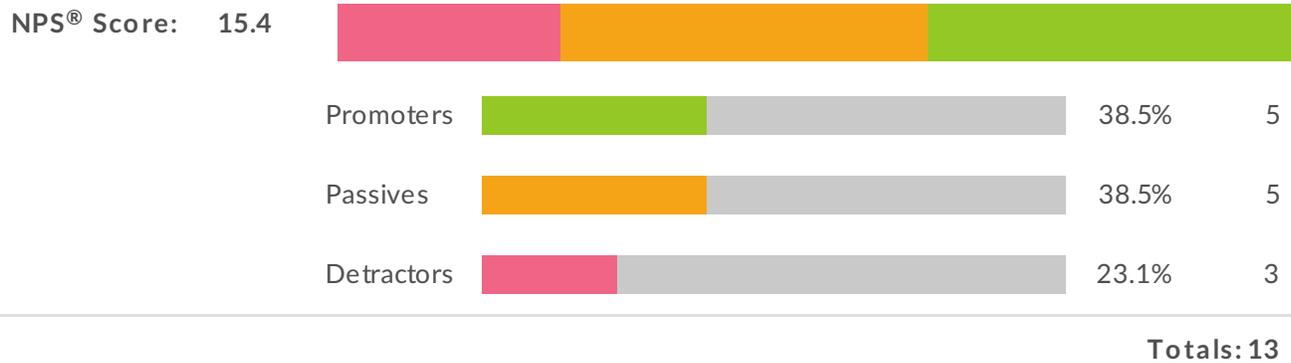
January 2020

Report for North Yorkshire OPCC Engagement Survey

Response Counts



1. I am satisfied with the OPCC as a place to work.



2. What factors contribute to the score you have provided?



3. I know what is expected from me at work and what I need to achieve.

NPS® Score: 23.1



| | | | |
|------------|--|-------|---|
| Promoters | | 46.2% | 6 |
| Passives | | 30.8% | 4 |
| Detractors | | 23.1% | 3 |

Totals: 13

4. I have access to the tools to do my job to the best of my ability?

NPS® Score: -38.5

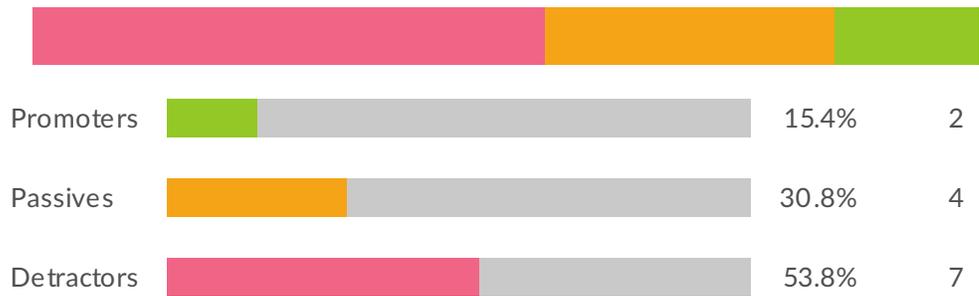


| | | | |
|------------|--|-------|---|
| Promoters | | 7.7% | 1 |
| Passives | | 46.2% | 6 |
| Detractors | | 46.2% | 6 |

Totals: 13

5. I am able to fully use my skills and strengths to the advantage of the OPCC.

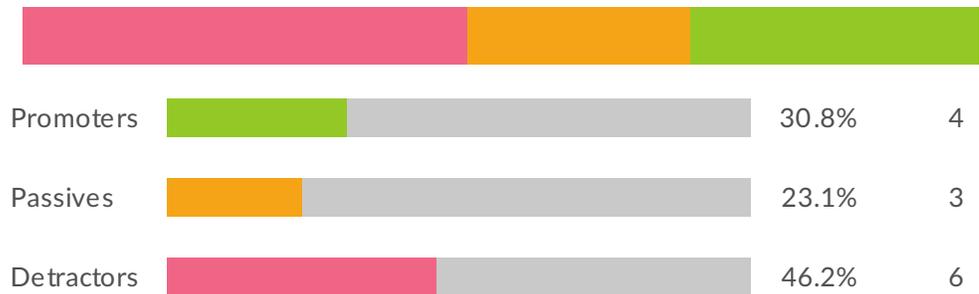
NPS® Score: -38.4



Totals: 13

6. I regularly receive meaningful recognition for doing a good job.

NPS® Score: -15.4



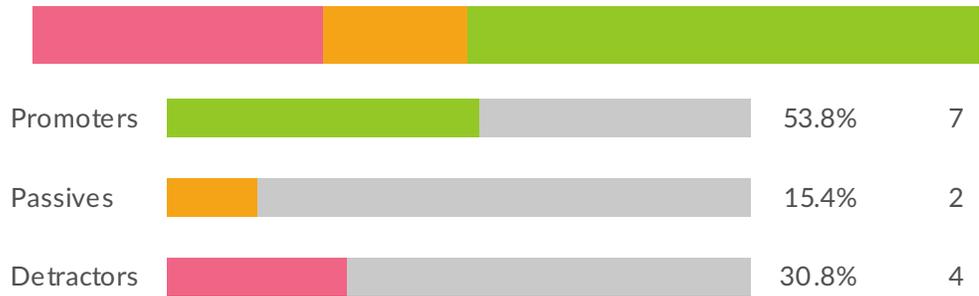
Totals: 13

7. If you receive recognition in what format is this?



8. I am happy with the relationship I have with my line manager.

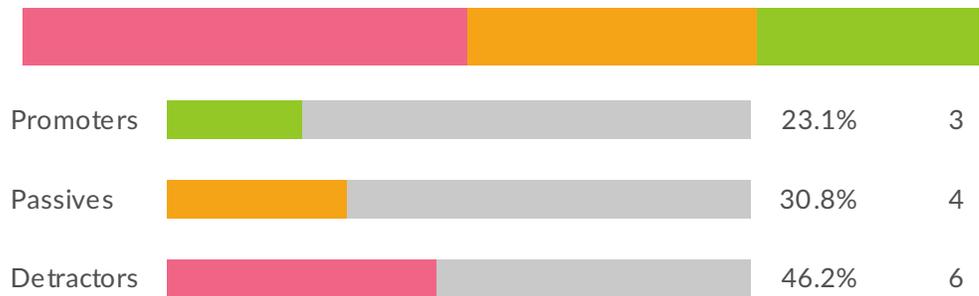
NPS® Score: 23



Totals: 13

9. My development is encouraged.

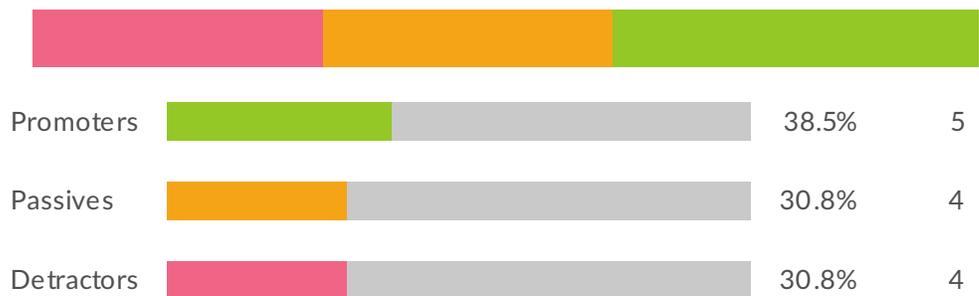
NPS® Score: -23.1



Totals: 13

10. My ideas and opinions are valued and encouraged.

NPS® Score: 7.7



Totals: 13

11. I understand why my job is important and how I help achieve the OPCC vision?

NPS® Score: 7.7



| | | | |
|------------|---|-------|---|
| Promoters |  | 38.5% | 5 |
| Passives |  | 30.8% | 4 |
| Detractors |  | 30.8% | 4 |

Totals: 13

12. The OPCC has values that are meaningful to me.

NPS® Score: 7.7



| | | | |
|------------|---|-------|---|
| Promoters |  | 46.2% | 6 |
| Passives |  | 15.4% | 2 |
| Detractors |  | 38.5% | 5 |

Totals: 13

13. My colleagues are fully committed to producing quality work?

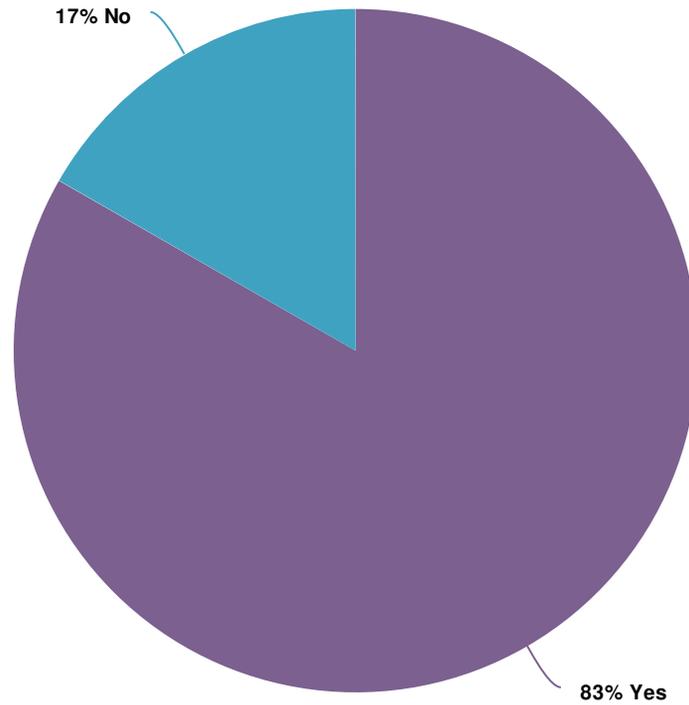
NPS® Score: 38.4



| | | | |
|------------|---|-------|---|
| Promoters |  | 53.8% | 7 |
| Passives |  | 30.8% | 4 |
| Detractors |  | 15.4% | 2 |

Totals: 13

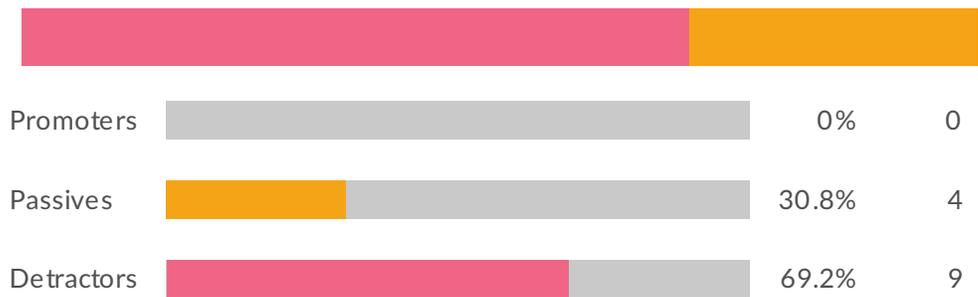
14. I have someone at work I would call a friend.



| Value | Percent | Responses |
|-------------------|---------|-----------|
| Yes | 83.3% | 10 |
| No | 16.7% | 2 |
| Totals: 12 | | |

15. I have access to opportunities to learn and grow?

NPS® Score: -69.2



Totals: 13

16. I always apply discretionary effort at work, i.e. go above what is expected of me? This could be volunteering to take on challenging tasks, meeting deadlines outside usual time frames etc.

NPS® Score: 38.4



| | | | |
|------------|--|-------|---|
| Promoters | | 61.5% | 8 |
| Passives | | 15.4% | 2 |
| Detractors | | 23.1% | 3 |

Totals: 13

17. I am proud to tell people where I work.

NPS® Score: 0



| | | | |
|------------|--|-------|---|
| Promoters | | 38.5% | 5 |
| Passives | | 23.1% | 3 |
| Detractors | | 38.5% | 5 |

Totals: 13

18. I would recommend someone to apply for a job at the OPCC.

NPS® Score: -7.7



| | | | |
|------------|--|-------|---|
| Promoters | | 38.5% | 5 |
| Passives | | 15.4% | 2 |
| Detractors | | 46.2% | 6 |

Totals: 13

19. The OPCC values and promotes the Health and Wellbeing of their team.

NPS® Score: -7.7



| | | | |
|------------|--|-------|---|
| Promoters | | 30.8% | 4 |
| Passives | | 30.8% | 4 |
| Detractors | | 38.5% | 5 |

Totals: 13

20. Provide any examples of how this is achieved.



21. The leaders of my organisation work hard to create a positive working environment for their team.

NPS® Score: -7.7



| | | | |
|------------|--|-------|---|
| Promoters | | 23.1% | 3 |
| Passives | | 46.2% | 6 |
| Detractors | | 30.8% | 4 |

Totals: 13

22. I believe the aspects included in previous questions 1-21 are critical in getting the best out of people.

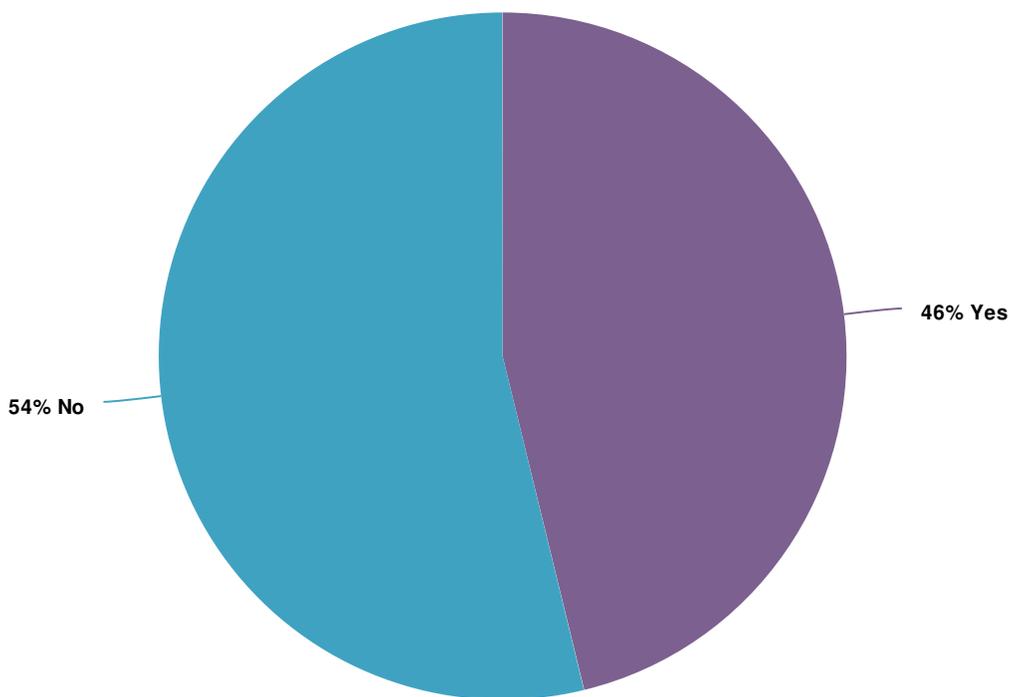
NPS® Score: 61.5



| | | | |
|------------|--|-------|---|
| Promoters | | 61.5% | 8 |
| Passives | | 38.5% | 5 |
| Detractors | | 0% | 0 |

Totals: 13

23. I believe the most important driver for people being happy and productive at work is the satisfaction from working in public service.



| Value | Percent | Responses |
|-------|---------|-----------|
| Yes | 46.2% | 6 |
| No | 53.8% | 7 |

Totals: 13

24. Is there anything else you would like to add that may provide insight to levels of engagement in your office?

members other manager
leaders leaves line
confusion dealing
accountability feeling
engagement 10 conflict
contact clarity front
creates communication
lack important focused
member meaningful managers

Office of Police, Fire & Crime Commissioner for North Yorkshire 12 Month Development Plan – September 2019

Vision

The ambition of this plan is to set out clear, defined and achievable priorities with associated aims and objectives over the next 12 months, for the staff of the North Yorkshire Office for Police, Fire & Crime Commissioner (OPFCC), whose roles and responsibilities have been developed to ensure successful delivery the programme of the Police, Fire & Crime Commissioner (PFCC).

Principles

This plan has been developed to provide a framework that encourages understanding and clarity of aims, commitment to the core principles of integrity, fairness and transparency, and promoting the development of high standards of effectiveness, efficiency, professionalism, partnership working, consultation, communication and feedback, of OPFCC mechanisms. While there are a number of central tenets embedded within the plan, it is also organic and dynamic, given the mutable nature of demand and priorities in the communities and residents served by the PFCC. As such, the plan content will be kept under regular review, and any amendments to it will be shared, with clear rationale, with OPFCC staff primarily, but also other stakeholders to whom it pertains.

Legislative, Policy, Strategy and Programme Context

This plan takes account of the legislative, policy, strategy and programme context within which it operates, including the following:

- The Police & Crime Plan 2017-2021
- The Fire & Rescue Plan 2019-2021
- Governance Framework 2019 including:
 - Police Reform and Social Responsibility Act 2011 (PRSR11, the Act)
 - The Police and Crime Act 2017
 - Policing Protocol Order 2011 (the Protocol)
 - Financial Management Code of Practice
 - Strategic Policing Requirement
- Transform 2020 Programme

| PRIORITY 1: CARING ABOUT THE VULNERABLE | | | | | | | | | |
|--|---|---|---|--|---|---|--|--|--|
| Objectives | Fit with the Governance Framework Principles | Fit with Organisation Values and Behaviours | Fit with Transform 2020 Priorities | We are meeting this objective now through: | We need to address these gaps: | Actions to be completed within 1 month | Actions to be completed within 3 months | Actions to be completed within 6 months | Actions to be completed within 12 months |
| 1.1 We have a compassionate workforce with an excellent understanding of vulnerability in all its forms | 1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law | <ul style="list-style-type: none"> • Emotionally Aware • Take Ownership • Behave with integrity • Impartial, fair and objective • Commitment to public service, behave | 8. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations | <p>Staff are very committed to providing good service to local residents</p> <p>Embracing funding opportunities to close gap in local women's services (York Women's Wellness Centre)</p> <p>Commissioning and support for Domestic Abuse Research</p> | Staff would benefit from training and team development to: strengthen understanding, support and reduce duplication of team member's primary work emphases, priorities and need areas; build capacity and resilience across team, and ensure good communication | Conduct one to ones with all team members | Review team understanding of and commitment to of OPFCC purpose and current priorities | <p>Further engagement with NYP and other partners on the development of shared access to non-sensitive data</p> <p>Ensure progress reviews are conducted of individual and team PDRs</p> | <p>Develop and embed individual and team training and development objectives in PDRs</p> <p>Agreement on steps forward with partners to create shared access to non-sensitive data</p> |

| | | | | | | | | | |
|--|---|---|--|--|--|---|---|--|---|
| | | respectfully and selflessly | | Strategic profiling of Modern Slavery in North Yorkshire | and liaison in work plan delivery Developing a greater understanding of comprehensive plan for an improved response to stalking Refreshing the links between PS team, and NYP Safeguarding and Partnerships teams Ensuring OPFCC vulnerability development and commissioning work is promoted via website, platforms, PAM and PCP meetings Working with partners to better share and access data to improve our understanding of community needs and vulnerabilities | | | | |
| 1.2 We have an improved response and reduced harm to people at greater risk | 3. Defining outcomes in terms of sustainable economic, social and environmental benefits 4. Determining the interventions necessary to optimise the achievement of the intended outcomes | <ul style="list-style-type: none"> • Take Ownership • Collaborative • Commitment to public service, behave respectfully and selflessly | 1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance | OPFCC development and delivery work on: Modern Slavery Strategic Profiling Domestic Abuse Research York Women's Wellness Centre development Independent Custody Visitors Scheme National Rural Crime Network – including research | Review Fire & Rescue Plan, and promote within team and to stakeholders Current profiling and research work needs to be shaped into coherent strategic plan with smart deliverables, clear timescales and assigned leads Comprehensive communications work to reflect and promote work of office | Ensure clear understanding of office plans and projects for those at risk | Process findings from forthcoming research and commence development of coherent planning Review of public safety service pilot, community cohesion officers, and engagement plan with LAs and health on future development Communicate with all LCJB partners Support development of York Women's Wellness Centre Have completed MH advocacy and engagement | Review, and if needed adjust, delivery aims and objectives for services to respond to those at risk Support planning and forthcoming opening of York Women's Wellness Centre Horizon scan for any bid, delivery or collaboration opportunities Scrutiny of action and engagement for mitigating risk of fire in vulnerable businesses Review of public safety service pilot, , and | Review and adapt existing plans and projects to ensure needs of people at risk continue to be noticed and proactively identified Made considerable progress on MH advocacy with health partners against SFCs Victims of DV in rural areas have better access to services A better understanding of the impact of organised crime in rural areas, with a local plan for improving safety of our communities |

| | | | | | | | | | |
|---|---|--|--|--|--|--|---|--|---|
| | | | and accountability | and regular communications | <p>Closer work with health partners to improve provision for those with mental ill-health</p> <p>Rural communities access to DV services to protect vulnerable persons</p> <p>Safety of rural communities from organised crime</p> <p>Improved fire safety for at risk businesses</p> <p>Better communication of wide-ranging safety information to vulnerable people through safe and well visits</p> <p>Improved place-based public safety support to build resilience amongst cross-sector services</p> | | <p>plan with success/failure criteria, identified data need and commissioned collection, finalised legal/statutory position, re-engaged DHSC and national figures</p> <p>Launched NRCN DV report and engagement plan and worked with NYP to design local remediation against recommendations</p> <p>Commissioned NRCN organised crime research</p> <p>A developed understanding of increasing fire risk across county</p> | <p>engagement plan with LAs and health on future development</p> <p>Refocused and revitalised PSS plans, increased LA and health engagement</p> <p>Support engagement with unions to progress safe and well implementation</p> | |
| 1.3 We have an improved response to the specific needs and vulnerabilities of communities that are hard to reach | 4. Determining the interventions necessary to optimise the achievement of the intended outcomes | <ul style="list-style-type: none"> Emotionally Aware Take Ownership Collaborative Deliver, Support & Inspire | 1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance | <p>Policy & Scrutiny Team continue to develop portfolios of work</p> <p>Good links with CSPs, and partnership forums</p> <p>Community surgeries provide additional mechanisms for identifying and responding to vulnerability issues</p> | <p>Revisit Remote Evidence Link Proposal</p> <p>Development of a clearer liaison and joint working process between PS and P&C teams would utilise resources to best effect, and diffuse knowledge and practice.</p> <p>Review current reach out strategies and initiatives to diverse and low</p> | <p>Support delivery of the York Women's Wellness Centre capital development, including support service procurement</p> <p>Recommend any revisions to existing reach out strategies and initiatives</p> | <p>Assist procurement of YWWC support service</p> <p>Review progress with Modern Slavery</p> <p>Review progress with other hard to reach groups</p> <p>Review and progress findings of Rapid Needs Assessment</p> <p>Ensure Community Engagement development work is threaded into broader work of office</p> <p>Reengage with CJ dept on remote evidence business case and review progress</p> | <p>Review implementation and delivery plan of Community Engagement Officer</p> <p>Review progress with other hard to reach groups</p> <p>Support opening and promotion of YWWC</p> | <p>Review and adapt plans and initiatives for engaging hard to reach communities, noting success areas, and those that require revision and recalibration</p> <p>Continue support of remote evidence link initiative</p> <p>Support Remote Evidence Link Development through partnership engagement and bidding for capital funds</p> |

| | | | | | | | | | |
|--|--|--|--------------------|--|---|--|---|--|--|
| | | | and accountability | | engagement communities Recruit Community Engagement Officer Rural communities access to DV services to protect vulnerable persons Safety of rural communities from organised crime | | worked with NYP to design local remediation against recommendations Commissioned NRCN organised crime research | | |
|--|--|--|--------------------|--|---|--|---|--|--|

PRIORITY 2: AMBITIOUS COLLABORATION

| Objectives | Fit with the Governance Framework Principles | Fit with Organisation Values and Behaviours | Fit with Transform 2020 Priorities | We are meeting this objective now through: | We need to address these gaps: | Actions to be completed within 1 month | Actions to be completed within 3 months | Actions to be completed within 6 months | Actions to be completed within 12 months |
|---|---|---|---|--|---|---|--|---|--|
| 2.1 We embrace collaboration opportunities to develop and deliver more efficient and effective responses | 2. Ensuring openness and comprehensive stakeholder engagement | <ul style="list-style-type: none"> Take Ownership Collaborative Deliver, Support & Inspire Commitment to public service, behave respectfully and selflessly | 1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability | <p>Collaboration with Fire & Rescue Service</p> <p>EVOLVE Collaboration with Cleveland Police and Durham Constabulary</p> <p>Six force Domestic Abuse Whole System Approach collaboration with Northumbria, Durham, Cleveland, Humberside and West Yorkshire OPCCs and police forces</p> <p>Cleveland Statutory Chief Officer collaboration</p> <p>Proactive approaches to local</p> | <p>OPFCC to review and check collaborative 'fit' of potential future partners,</p> <p>Access to non-sensitive data</p> <p>Better officer-level relationships in LAs</p> | <p>Engage with all strategic partners to sense check current direction of travel, and existing or potential synergies</p> | <p>Integrate, where appropriate and possible, into OPFCC plans and initiatives</p> <p>Drive development of data-access agreements across county/city</p> <p>Reviewed officer-level relationships and identified gaps and engagement plan</p> | <p>Review efficacy and progress of collaborations and joint delivery schemes</p> <p>Improved officer-level relationships and networking shared across teams, especially in LAs.</p> | <p>Review and adapt plans and initiatives as needed</p> <p>Improved access to non-sensitive data</p> |

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| | | | | strategic and operational service delivery partners | | | | | |
| 2.2 We work closely with criminal justice partners and local authorities to deliver more joined up services | 2. Ensuring openness and comprehensive stakeholder engagement | <ul style="list-style-type: none"> • Collaborative • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty | 10. Enable joint working with local partners to deliver a whole systems approach to public safety including the joint use of the public estate (implementing one public estate), shared resources and co-commissioning | <p>Commissioner chairs LCJB</p> <p>PS team and P&C team have established working relationships with a range of CJ, LA and other statutory partners for issues such as:</p> <ul style="list-style-type: none"> • Organised Crime • Flytipping • Domestic Abuse • Modern Slavery • Mental Health Issues • Rural Crime • Reducing Reoffending | <p>Review plans for opportunities around:</p> <p>Joint commissioning and development agreements</p> <p>CCTV partnership programme</p> <p>Deferred Prosecutions Scheme</p> | <p>With PS and P&C team, engage with Local Criminal Justice Board partners to sense check current position</p> | <p>Follow up meeting with LCJB (Gaynor Stopani)</p> <p>Action and develop work schemes to support and develop LCJB strengths, opportunities and gaps</p> <p>Next phase of CCTV partnership work agreed and started</p> | <p>Review LCJP and local authorities joint plans and initiatives</p> | <p>Needs assessment for deferred prosecution schemes completed for other vulnerable groups</p> |
| 2.3 We proactively seek collaboration with regional and national policing and fire & rescue partners | 2. Ensuring openness and comprehensive stakeholder engagement | <ul style="list-style-type: none"> • Collaborative • Deliver, Support & Inspire • Commitment to public service, behave respectfully and selflessly | 10. Enable joint working with partners to deliver a whole systems approach to public safety including the joint use of the public estate (implementing one public estate), shared resources and co-commissioning | <p>Existing collaborations including:</p> <p>EVOLVE Domestic Abuse – Whole System Approach Cleveland Statutory Chief Officer Agreement</p> | <p>Regular horizon scanning is carried out within officer, but should be further developed into Policy & Scrutiny Programme to inform future development and delivery work</p> | <p>Seek APCC and other blue light collaboration advice, support and best practice for forthcoming CFO/ DCFO recruitment</p> <p>Horizon scan for bidding, development and partnership working opportunities</p> | <p>Continue recruitment process for CFO/ DCFO in conjunction with key partners</p> <p>Policy & Scrutiny Programme to be developed to draw in current and future police, fire & rescue and community safety initiatives and opportunities</p> | <p>Conclude recruitment of CFO/ DCFO</p> <p>Review P&S programme and ensure linkage with P&C plans</p> | <p>Review and adapt plans and initiatives as needed</p> |
| 2.4 We maximise collaboration opportunities with local partners | 2. Ensuring openness and comprehensive stakeholder engagement | <ul style="list-style-type: none"> • Collaborative • Take Ownership • Deliver, Support & Inspire | 10. Enable joint working with local partners to deliver a whole systems approach to public safety including the | <p>Existing collaboration includes ENABLE</p> | <p>Police, Fire & Rescue and Community Safety Partnership joint working and delivery opportunities to be scoped into Policy</p> | <p>Engage proactively with NYP to ensure OPFCC work is connected, coherent and co-produced where possible</p> <p>Engage relevant FRS staff with CFO recruitment working group</p> | <p>Support implementation and promotion of FRS Plan</p> <p>Reviewed officer-level relationships and identified gaps and engagement plan</p> | <p>Review findings from HMICFRS (Fire) Inspection</p> <p>Improved officer-level relationships and networking shared across teams, especially in LAs</p> | <p>Review and adapt plans and initiatives</p> |

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| | | <ul style="list-style-type: none"> Commitment to public service, behave respectfully and selflessly | joint use of the public estate (implementing one public estate), shared resources and co-commissioning | | & Scrutiny Programme Better officer-level relationships in LAs | | | | |
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PRIORITY 3: REINFORCING LOCAL POLICING AND MAKING BEST USE OF RESOURCES

| Objectives | Fit with the Governance Framework | Fit with Organisation Values and Behaviours | Fit with Transform 2020 Priorities | We are meeting this objective now through: | We need to address these gaps: | Actions to be completed within 1 month | Actions to be completed within 3 months | Actions to be completed within 6 months | Actions to be completed within 12 months |
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| 3.1 We have a mobile workforce, enhanced with, and effectively using technology | 5. Developing the entity's capacity, including the capability of its leadership and the individuals within it | <ul style="list-style-type: none"> Take Ownership Deliver, Support & Inspire Commitment to public service, behave respectfully and selflessly | 1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability | Partial implementation of agile working strategy | <p>Telephony capability</p> <p>Mobile phone allocations</p> <p>IT systems properly set up to allow for full remote access to, and automatic upload/download from, sharepoint</p> | <p>Engage with DISG to conclude IT and communication upgrades with the OPFCC</p> <p>Provide all staff with mobile phones</p> | Review and develop improved call answering system | Implement refreshed call answering system, including group pick up and forwarding on facilities for staff working agile | <p>Review and adapt plans and initiatives as needed</p> <p>Agile IT fully compatible and functioning, fully integrated with Office 365 potential</p> |
| 3.2 We plan and prepare for changing and future demand | <p>5. Developing the entity's capacity, including the capability of its leadership and the individuals within it</p> <p>6. Managing risks and performance through robust</p> | <ul style="list-style-type: none"> Take Ownership Deliver, Support & Inspire Commitment to public service, behave respectfully and selflessly | 5. Review, develop and embed continuous improvement methodology at the core of the organisational structure and culture so that all parts of the organisations | <p>OPFCC has existing infrastructure and governance support to enable review and change to be delivered</p> <p>Further change and improvement stimulus provided through T2020 programme</p> | <p>There is a need for improved commitment, support and communications regarding change rationale and whole system benefits assessment</p> <p>Access to non-sensitive data to</p> | <p>Review OPFCC Business Continuity Plan</p> <p>Refresh Policy & Scrutiny Programme for next 12 months</p> <p>Develop and agree joint OPFCC/ NYP support for Performance Framework</p> <p>Revise and improve schedule to include clear</p> | <p>Review and refresh the Executive Board format, including Terms of Reference and Corporate Health Pack</p> <p>Implement and embed Performance Framework within EB meetings</p> <p>Drive development of data-access agreements across county/city</p> | <p>Review EB revised arrangements and refreshed format; amend and update as needed</p> | <p>Review and adapt plans as needed</p> <p>Improved access to non-sensitive data</p> |

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| | internal control and strong public financial management | | can deliver efficiencies and improvements. | | facilitate scoping of community needs | dates for meetings, submission of draft agenda and final papers Develop jointly agreed administrative OPFCC/ / FRS/ NYP capability support effective EB administration | | | |
| 3.3 We have a planned, coordinated and collaborative demand reduction/prevention strategy | 6. Managing risks and performance through robust internal control and strong public financial management 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability | <ul style="list-style-type: none"> • Take Ownership • Collaborative • Deliver, Support & Inspire • Commitment to public service, behave respectfully and selflessly | 4. Integrate systems across both services and the OPCC and enable innovative analytics that produce insightful organisational intelligence, answering questions to inform decisions and the use of resources and deployment. | OPFCC has existing PS forward plan that factors in demand reduction and prevention activities This is further supported T2020 programme | There is a need for improved commitment, support and communications regarding change rationale and whole system benefits assessment Place-based public safety service | Review and revise the Policy & Scrutiny current work scheme and forward plan Review and align the PS work scheme with the P&C team | Finalise current Policy & Scrutiny Programme, and links with P&C work | Review efficacy and relevance of PS forward work programme Refocused and revitalised PSS plans, increased LA and health engagement Review of public safety service pilot, and engagement plan with LAs and health on future development | Review and adapt plans and initiatives as needed |
| 3.4 We make effective use of the whole policing and fire & rescue family | 3. Defining outcomes in terms of sustainable economic, social and environmental benefits 4. Determining the interventions necessary to optimise the achievement of the intended outcomes 5. Developing the entity's capacity, including the capability of its leadership and the individuals within it | <ul style="list-style-type: none"> • Take Ownership • Collaborative • Deliver, Support & Inspire • Commitment to public service, behave respectfully and selflessly | 1. Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability | Commissioner and PS Team have developed strong working partnerships with broad police, fire & rescue organisations | Greater links could be shared across different PS Officer teams, to ensure sharing or knowledge, practice and key contacts | Engage with Safeguarding & Partnerships Police Team, and FRS, and refresh joint working arrangement and to identify co-production/ co-delivery opportunities | Agree and commence joint working initiatives and plans with Safeguarding and Partnerships Team and FRS | Review arrangements and amend if needed | Review and adapt working arrangements as needed |
| 3.5 We empower communities to | 2. Ensuring openness and comprehensive | <ul style="list-style-type: none"> • Emotionally aware | 7. Deploy a skilled, motivated and | Strong commitment and delivery record for | Website needs to be reviewed re | Ensure Surgeries Programme has robust and | Media Officer to commence duties | Review progress of media officer in expanding OPFCC comms across | Review and adapt plan and support as needed |

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| engage with us and the police | stakeholder engagement | <ul style="list-style-type: none"> Take Ownership Collaborative Deliver, Support & Inspire Commitment to public service, behave respectfully and selflessly Promote transparency, openness and honesty | affordable workforce who have the right capabilities, complemented by volunteer resources, and who can empower communities to help themselves. 8. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations | community surgeries and PAMs | accessibility, and user friendliness Making sure the right information is available at the right time to help communities help themselves Enhanced scrutiny panels and learning loop, including community review and lay observer schemes | safe/ secure administrative capability Review and develop Public Accountability meeting themes for next 12 months Review website and its accessibility Review current use of social media and broad range of media platforms, including developing relationships with local media outlets | Updates and remodelling of website Ensure feedback mechanism from community surgeries Finalise PAM themes for coming 12 months Lay observer scheme embedded and community review panels for SS/UF recruited and completed one meeting with annual schedule agreed SS/UF scrutiny panel recruited | promotional platforms and to local media channels Reviewed scrutiny panel and learning loop for each panel with independent chairs | |
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PRIORITY 4: ENHANCING CUSTOMER EXPERIENCE AND PUBLIC ENGAGEMENT

| Objectives | Fit with the Governance Framework | Fit with Organisation Values and Behaviours | Fit with Transform 2020 Priorities | We are meeting this objective now through: | We need to address these gaps: | Actions to be completed within 1 month | Actions to be completed within 3 months | Actions to be completed within 6 months | Actions to be completed within 12 months |
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| 4.1 We make the OPFCC more accessible by broadening our channels of communications | 2.Ensuring openness and comprehensive stakeholder engagement 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability | <ul style="list-style-type: none"> Take Ownership Behave with integrity Commitment to public service, behave respectfully and selflessly Promote transparency, openness and honesty | 3.Provide an IT service that costs less and can deliver, run and maintain technology capabilities in response to user requirements as well as being interoperable with partners. 8. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations | Live streaming of PAMs Following good practice in consultation exercises Commissioning of part time Senior Media Support capability Appointment of dedicated Media Officer | Develop a communications strategy and iterative plan for the OPFCC Engage key statutory partners including NYP and FRS to determine key messages for next 12 months | Review current website and social media platforms Engage with Comms Teams for NYP and FRS | Ensure all specified order information is published Develop and implement schedule for regular reviews to capture future relevant information relating to finance, expenses, grants and contracts | Review schedule and website/ media platforms content | Review progress and adapt plans as needed |

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| <p>4.2 We gain and act upon effective learning from legitimate complaints</p> | <p>1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p> | <ul style="list-style-type: none"> • Take Ownership • Behave with integrity • Impartial, fair and objective • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty | <p>4. Focus all activity on delivering great customer service that is responsive to feedback and meets public needs and expectations</p> | <p>This is a key policy area, and there is a strong commitment to the proper processing of complaints, and providing responses</p> <p>A business case has been developed and approved for the commencement of an independent Complaints Service</p> | <p>The Complaints business case needs to be formally progressed into implementation phase</p> | <p>Identify and enable development opportunities for forthcoming Complaints Advisor posts, including training and shadowing with PSD and other forces with established Complaints Teams</p> | <p>Commence recruitment the Complaints Team and Service</p> <p>Trial runs of live complaints handling, and resolution</p> <p>Ensure contingency arrangements in place for receiving and handling</p> | <p>Review Complaints Team Implementation Plan. Progress and adapt as needed</p> | <p>Commence Complaints Team Service</p> <p>Review and adapt service as needed</p> |
| <p>4.3 We are efficient and provide a timely customer service</p> | <p>1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law 4. Determining the interventions necessary to optimise the achievement of the intended outcomes 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p> | <ul style="list-style-type: none"> • Behave with integrity • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty | <p>Deliver more efficient and effective enabling services, especially transactional services, streamlined across both services and the OPCC and delivered in the most cost effective, technologically enhanced way whilst maintaining clear governance and accountability</p> | <p>A casework system has been implemented, and business support was provided to improve customer service</p> | <p>Additional IT and telephony improvements would further support the OPFCC capability to respond efficiently and effectively to customers</p> | <p>Review Current PDRs to check alignment with JDs, and organisational values and behaviours</p> <p>Recruit to vacant Diary & Correspondence Officer Post</p> <p>Review, amend and implement Proof of Concept Posts</p> | <p>Conclude review and/ or recruitment for all Proof of Concept posts</p> | <p>Review efficacy and the ability to meet demand of all business support posts</p> | <p>Review and adapt business support as needed</p> |
| <p>4.4 We have a happy, healthy workforce who reflect the diversity of our community and who will fulfil our priorities</p> | <p>5. Developing the entity's capacity, including the capability of its leadership and the individuals within it</p> | <ul style="list-style-type: none"> • Emotionally Aware • Take Ownership • Collaborative | <p>2. Ensure workforce, partners and customers of both services and the OPFCC always have the necessary information, tools and skills</p> | <p>There is a very good team spirit within the OPFCC, with high levels of commitment to supporting each other and delivery of the Commissioner's plan and priorities</p> | <p>There has been a void in respect of clear leadership and management, in addition to uncertainty caused through significant organisational change and well as interim programmes; this</p> | <p>Conduct in depth one to ones with all OPFCC team members</p> <p>Address any immediate staffing concerns, including health and wellbeing</p> <p>Update OPFCC staff on applicable and broader</p> | <p>Review and align all PDRs with Development Plan</p> <p>Ensure staff development needs are supported through empowerment, and direct or indirect brokerage</p> | <p>Review efficacy and the ability to meet demand of all business support posts</p> | <p>Review and adapt business support as needed</p> <p>Hold team away day and produce feedback</p> <p>Conduct staff survey</p> <p>Ensure staff progression is embedded in PDRs</p> |

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| | | <ul style="list-style-type: none"> • Deliver, Support & Inspire • Impartial, fair and objective • Commitment to public service, behave respectfully and selflessly | to execute organisational processes to deliver /consume services whenever and wherever they are. | | has resulted in team members experiencing anxiety and expressing feelings of insecurity | <p>outcomes from Phase 1 of T2020 programme</p> <p>Design team development plan for next 12 months</p> | <p>Review and make any necessary amendments to staff portfolios to ensure clear understanding of work area, with flexibility to meet unplanned or changed, demand, and to provide business contingency</p> <p>Design team away day</p> | | |
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ADDITIONAL PRIORITIES

| Objectives | Fit with the Governance Framework | Fit with Organisation Values and Behaviours | Fit with Transform 2020 Priorities | We are meeting this objective now through: | We need to address these gaps: | Actions to be completed within 1 month | Actions to be completed within 3 months | Actions to be completed within 6 months | Actions to be completed within 12 months |
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| 5.1 Data Protection Arrangements | <p>5. Developing the entity's capacity, including the capability of its leadership and the individuals within it</p> <p>6. Managing risks and performance through robust internal control and strong public financial management</p> <p>7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability</p> | <ul style="list-style-type: none"> • Emotionally Aware • Take Ownership • Collaborative • Deliver, Support & Inspire • Behave with integrity • Impartial, fair and objective • Commitment to public service, behave respectfully and selflessly • Promote transparency, openness and honesty | 2.Ensure workforce, partners and customers of both services and the OPCC always have the necessary information, tools and skills to execute organisational processes to deliver /consume services whenever and wherever they are. | <p>A comprehensive framework is in place to ensure compliance with DP requirements</p> <p>An OPFCC SPOC has been identified to provide further business support, expertise and resilience to this area</p> | OPFCC staff would benefit from GDPR and information governance training | <p>Review and ensure adherence with General Data Protection Regulations</p> <p>Ensure resilience and compliance in current OPFCC Data Protection Arrangements through development of DPO SPOC and DPO service procurement</p> | Review and action work upon any outstanding data processing and information sharing agreements | Review efficacy of current arrangements | <p>Review and adapt DP business support as needed</p> <p>Prepare for Information Commissioner inspection</p> <p>Ensure all relevant training is provided to OPFCC staff</p> |