North Yorkshire Police and Crime Plan

Consultation 2017

North Yorkshire Police and Crime Plan Consultation 2017

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Table of Contents

1. Introduction

This report outlines the planning and consultation process undertaken for the Police and Crime Plan 2017-2021. The Plan sets the priorities and the platform upon which the policing of North Yorkshire is to be provided. As such it is a guide for how the Chief Constable prioritises the service to deliver to the priorities set out by the Police and Crime Commissioner. As the PCC is in turn an elected officer the need for a full, frank and open public consultation is paramount in ensuring that the resulting Plan reflects the public's priorities for policing in their county.

This year the OPCC were determined to establish a broad level of consultation so that the Police and Crime Plan truly reflects the views of the public of North Yorkshire but also takes account of the views of many other interested and informed parties who work to support the police or are active partners in delivering aspects of Public Safety and Welfare.

The report which follows shares and interprets the feedback gathered and provides a calibration upon which the OPCC will build their final inputs for the Police and Crime Plan for North Yorkshire which will stand as the reference point for policing in the county to 2021.

1.1   Key inputs to the planning

From the outset the Police and Crime Commissioners team made it very clear that their Plan for to 2021 would be based on the most comprehensive body of evidence they could provide. In reviewing this evidence the following report draws on most of the input shown in figure 1 below:

Figure 1: Inputs into the Police and Crime Plan to 2020
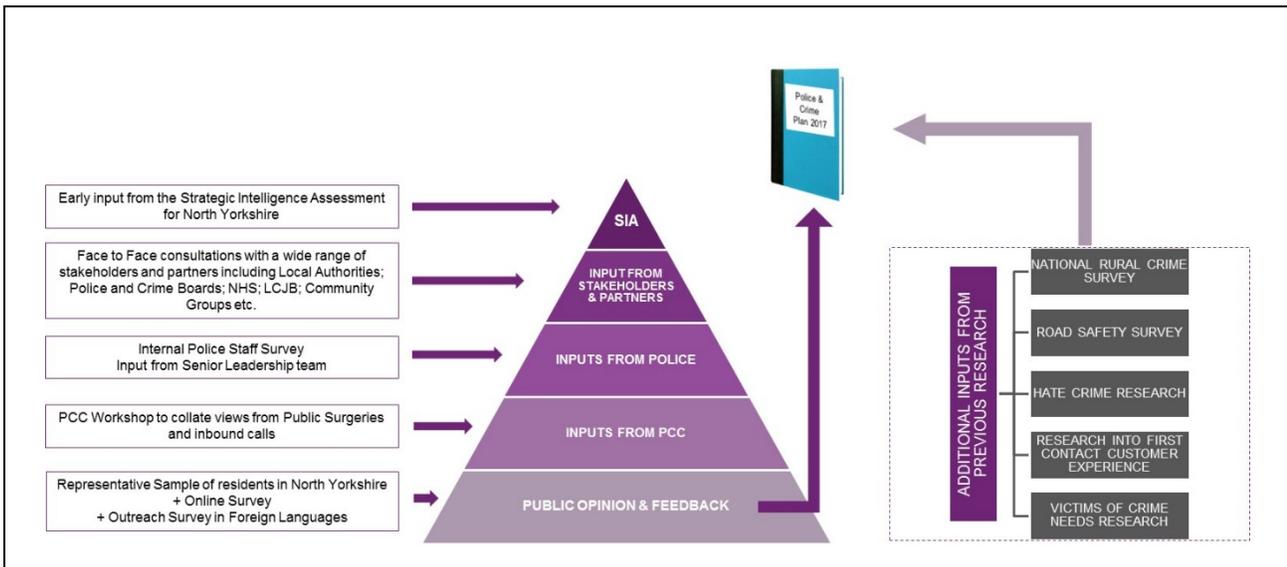
Most significant is the role played by the public of North Yorkshire who were sampled in a number of ways to maximise inclusivity. A widely publicised public online survey was open from November 2016 to early January 2017 and achieved a response of 767 completed surveys. In addition a controlled representative

sample from across the region of a further 1000 North Yorkshire residents was completed using a mix of telephone and in street interviews. This sample is referred to most frequently in this report as it reflects the population distribution, age and socioeconomic status of North Yorkshire. The survey was also produced in a number of languages including Polish and Nepalese and provided to community resident groups to ensure that as many people as possible could be included.

Over the last 3-4 years the Police and Crime Commissioners office has conducted a number of research projects, the findings of which were also reviewed as additional inputs into the analysis presented here. Notable projects were the Victims of Crime Needs survey which focused on recent victims of crime and was conducted during 2014; the First Contact Customer Experience work which surveyed members of the public who had contacted the police, conducted during 2015 and the National Rural Crime Survey which also covered a significant number of people living in rural North Yorkshire (978).

In addition it is worth noting that during this consultative process, the PCC wanted to reach out to far more stakeholders and partners and obtain their views as the priorities for the Plan started to take shape. The stakeholder consultation for the previous Police and Crime Plan was felt with hindsight to be incomplete and pressured due to timings. This time the PCC was determined to cover a wide range of stakeholders who are or could be influenced by the Police and Crime Plan. As a result, detailed discussions were arranged with each of the following groups:

- Members of the PCC team visited each police district across North Yorkshire to consult with officers and staff

- Local Criminal Justice Board

- Local Community Safety Partnerships

- Local Authorities across the county

- Police and Crime Panel

- NHS Partners

- People representing Mental Health and Adult Safeguarding

- Local Safeguarding Boards

- Commissioned Partners and the Third Sector support organisations

- North Yorkshire Police Senior Leadership Team

- Ethnic Minority Groups

Each consultation shared the results for the public survey but moved on to consider the emerging priorities set for the Police and Crime Plan so that they could be scrutinised and amended as required.

1.2 Schedule of Consultation

The following schedule shows the sequencing of all the surveys and consultation exercises conducted. Each element has been assessed and analysed in order to be reflected in the finalisation of the Police and Crime Plan:

Figure 2: Schedule of the Police and Crime Plan Consultation 2016/17

	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY
PCC Internal Workshop	███					
Representative Public Survey		███	███			
Online Public Survey			███	███	███	
Internal Police Staff Survey			███	███		
Analysis of Public Survey & Draft Priorities			███			
Stakeholder Consultations			███	███		
Review and Analysis					███	███

2. Summary of the Main Findings

The process for planning the focus and priorities for the next Police and Crime Plan has been extensive. The PCC's determination to base the Plan on the needs and concerns of the residents of North Yorkshire has seen a comprehensive survey process to ensure that the spontaneous concerns of the public were identified and, at the same time, feedback on an early interpretation of potential themes for the Police and Crime Plan could be assessed.

In addition an extensive and comprehensive consultation process with key stakeholders and partners was used to obtain feedback on the developing priorities for the Police and Crime Plan within the context of what was important to the public rather than in isolation from it.

A summary of the process is laid out below:

Figure 3: Summary of Consultation Process
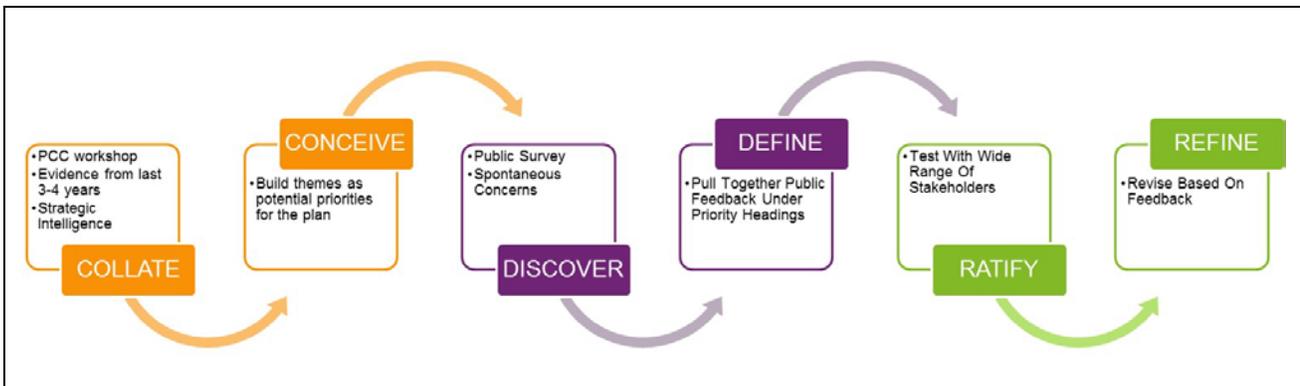
Throughout this process the potential inputs have been adapted and refined based on the feedback from the public as a first stage and stakeholders and partners as a second and final overlay.

The priorities at the '**CONCEIVE**' stage were formed from the perspective of the PCC team themselves and were represented as:

Improving the experience of the public, victims and witnesses of crime.
Be more compassionate and sympathetic to the needs of the public, victims & witnesses.
Investing in the latest technology and technical expertise to target modern criminal activity such as online crime.
Alongside other partner agencies (like the fire service), invest in crime prevention and community safety initiatives
Alongside other partner agencies (like the fire service), deliver crime prevention advice to the most vulnerable or hard to reach people in society.
Deliver a service that deals with anti-social behaviour as well as issues such as missing persons and suicides.
Improve contact with the Police by improving the non-emergency 101 telephone service and investing in other ways of contacting the Police such as Social Media Apps.
Working more closely with neighbouring Police forces to tackle 'cross border' crime.
Improving the way the Police deal with people who may have mental health issues.

These priorities were included in the public survey and found to be of a similar degree of importance. However when we analysed the results by share of importance the public's focus of importance around improving the customer experience and interactions with the police was seen to increase its share of importance. (See Fig 9)

On this basis and looking at the public's own priorities for particular crimes the priorities were given a greater degree of definition and drafted in a format where they could be assessed as a standalone set of priorities or founding pillars around which the Police and Crime Plan could be produced.

The DEFINE stage produced the priorities as:

Figure 4: Priorities following the DEFINE Stage
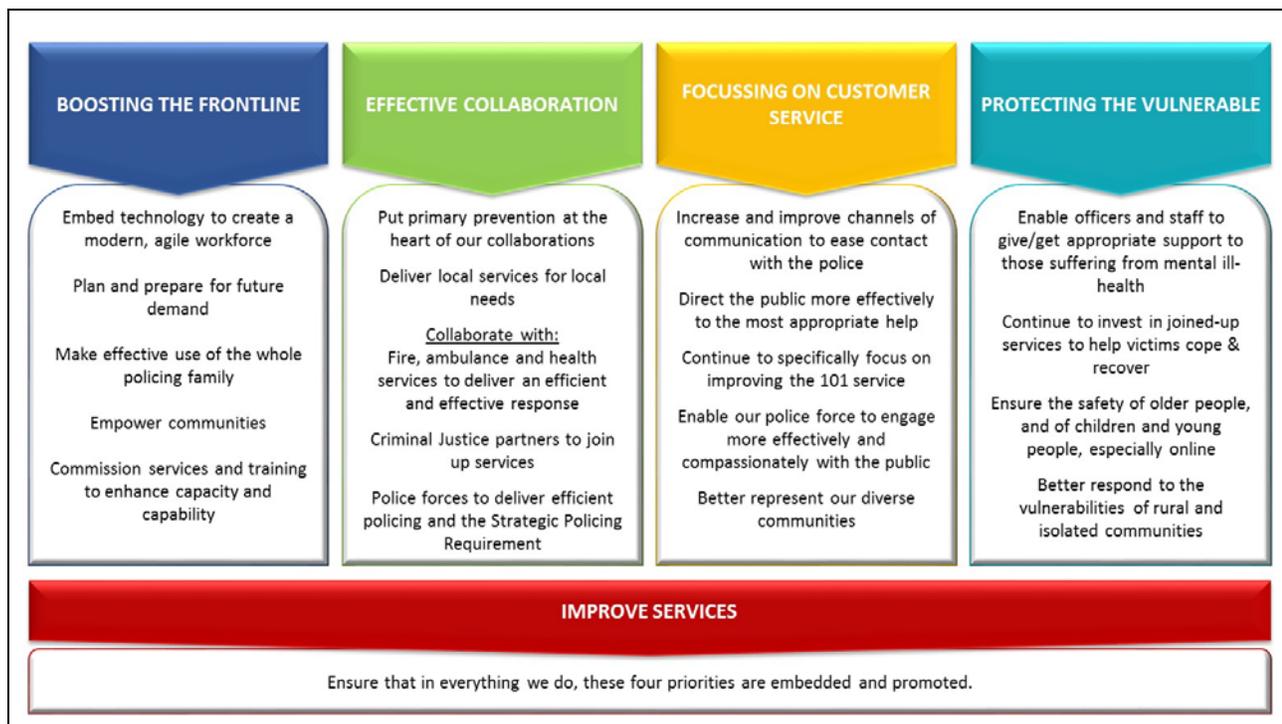
Customer Service was brought out as a headline under which a series of objectives around improving communication and interaction.

Concerns around 'visibility' and police resourcing was brought together under a heading of Boosting the Frontline which amplified the sub themes around training to deal with new requirements for police to deal with as Public Welfare and Safety calls continue to rise.

Allied to the need to ensure resourcing was effective, the need to deliver to local needs and a number of concerns over crime which was clearly related to preventative policing a headline around Effective Collaboration was added.

Finally the need to Protect the Vulnerable was seen as a carry-over from the previous Plan and a necessary reinforcement of the police's primary function as mental health was emerging as a considerable influence on the number of Public Welfare calls made to the police.

It was felt at this stage that a balance had been achieved which addressed some of the major shifts being experienced as the pressure on police resources changed in line with the publics need and the shortfalls left

by other partners and emergency services. These priorities were matched to the needs of the public but also addressed some of the concerns being expressed by the police themselves while adapting to the rapid changes and addressing aspects of broader public service response issues.

These priorities were used during the stakeholder consultation where a degree of support was found for the balance and level of commitment represented by the priorities in this form. However a number of concerns were highlighted which we would summarise as follows:

- The priorities needed to ensure they were outcomes focused so that they were able to stand up to scrutiny in the future. Aspects or elements which could be measured were suggested as additions. While the Police and Crime Plan cannot set targets of the police it was agreed that outcomes and objectives would be added.

- The reference to empowering communities was felt to be more appropriate under a headline of Effective Collaboration

- Specifically the Local Criminal Justice Board had a concern over the fact that no references were made to re-offending rates which was recommended as an additional reference.

As such the summary of changes following the RATIFY stage can be seen below:

Figure 5: Changes following RATIFY Stage
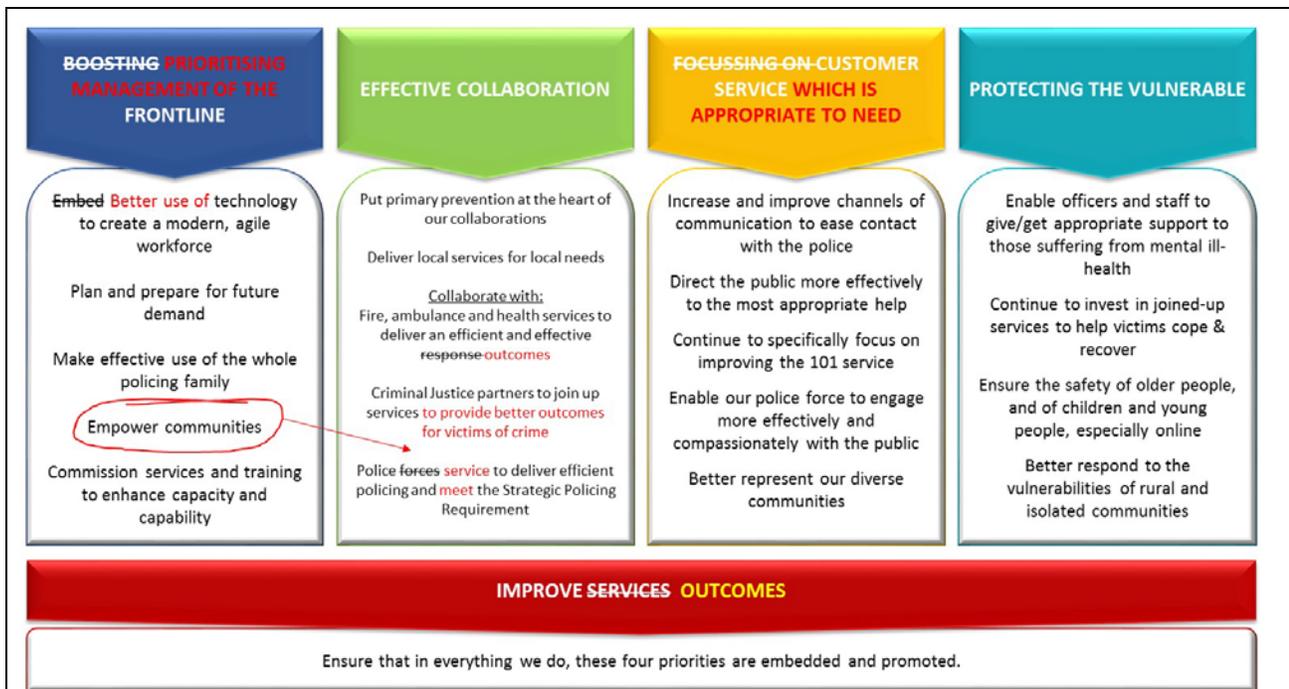
Having presented this feedback to the PCC team involved in writing the new Police and Crime Plan it was agreed that having made a point of starting with the public's input, the Plan should be easier to read and understand by the public in an attempt to build support and engagement for the priorities which had emerged. As such it was decided to simplify the priorities and the language associated with them. Additional objectives were described under each heading and it was agreed that where there was evidence of

successful applications elsewhere, that they be used as examples to illustrate how change could be affected in North Yorkshire.

The REFINE stage is outlined in Section 10.2 of this report in detail. For ease of reference the format of the priorities for the Police and Crime Plan 2017-2021 are:

Caring about the Vulnerable

We will have an in-depth understanding of how we can best protect the most vulnerable people in our society and will invest in services, skills and partner relationships to deliver the best possible outcomes.

Ambitious Collaboration

We will reach out to partners and drive innovation forward to enhance policing, public protection, community safety and local justice services.

Reinforcing Local Policing

We will equip our people with the technology, skills, capacity and personal support to prevent and tackle crime, and reduce demand.

Enhancing the Customer Experience

We will embed an outward-facing perspective to guide all our endeavours, providing an exemplary service that exceeds expectations, whether that be in serving the public, shaping the organisation or working with colleagues and partners.

2.1   Additional recommendations

Continuous need to communicate crime rates and figures to the public

Historic perceptions over the real incidence of specific types of crime and what is happening in reality leads to a real gap in understanding of the public. For example burglary remains a high concern, whereas in reality initiatives and changes over time to home security have driven down rates of burglary. It is still a personal and intrusive crime which is why it achieves such high levels of concern whenever the public are surveyed.

This same knowledge gap applies to other rising crime rates where preventative measures could really impact the growth of crime. Scams and cybercrime for example are prevalent and while the public are aware they are more common than five years ago they remain reticent to report such crimes.

Whenever possible priorities should be reinforced by outcomes or objectives

The PCC is accountable to the public and certain stakeholders who required more emphasis on demonstrable progress against the Plan. Things which can be pointed at or measured to show progress. While targets are a step too far, metrics could be added to the outcomes elements of the Plan to underline this commitment.

Awareness amongst the public of crime prevention opportunities needs to be raised

Many of the emergent areas of crime alongside some historic concerns are actually best addressed through positive prevention methods, and yet the public appear to remain unaware or have a lack of vigilance when it comes to things like cybercrime, burglary, online harassment or road safety etc. Efforts to be more effective with any crime prevention campaign messages should be looked into.

3. Public Opinion and Feedback

The PCC made it very clear in the official brief for this project that the Police and Crime Plan should be informed and led by the people of North Yorkshire. To that end significant effort was made to provide feedback regarding the types of crime which caused the highest levels of concern in terms of fear and safety; a reaction to crime and policing which had been experienced or was known about and a reaction to the priorities the PCC considered could be the focus of the next Police and Crime Plan.

To be effective a survey was devised by The Buzzz Ltd as objective partners for this consultation process which captured the publics concerns and tested their reaction to issues considered important to North Yorkshire Police and new areas of crime which are perhaps less visible or where awareness is low due to the nature of the crimes. The aim was to be inclusive (allow as many residents as possible to have their say) but also to be reflective of the population and each district within North Yorkshire. For this reason an open, opt-in survey was widely publicised and hosted on the PCC website, while at the same time a controlled sample reflective of North Yorkshire's population by age; district and the mix of rural and urban areas was undertaken.

The findings of this survey have been instrumental in guiding the priorities the PCC has focused on for the current Police and Crime Plan. The results have also thrown up a number of challenges which have had to be absorbed into the Plan and have directly impacted some of the working objectives set by the Plan to achieve over the next period.

3.1 North Yorkshire residents perspective of crime – traditional crime remains of most concern

Figure 6: The Types of Crime North Yorkshire is most concerned about
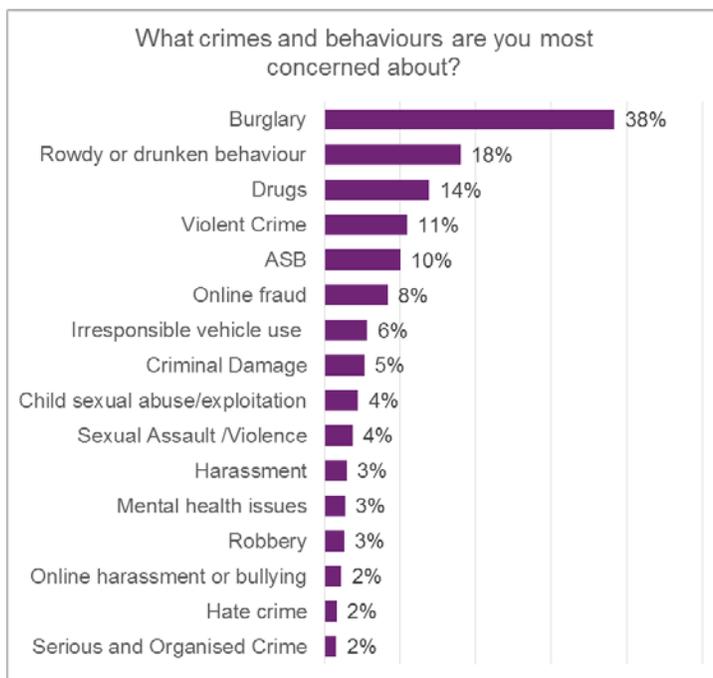
What crimes and behaviours are you most concerned about?

Crime/Behaviour	Percentage
Burglary	38%
Rowdy or drunken behaviour	18%
Drugs	14%
Violent Crime	11%
ASB	10%
Online fraud	8%
Irresponsible vehicle use	6%
Criminal Damage	5%
Child sexual abuse/exploitation	4%
Sexual Assault /Violence	4%
Harassment	3%
Mental health issues	3%
Robbery	3%
Online harassment or bullying	2%
Hate crime	2%
Serious and Organised Crime	2%

What are the crimes or behaviours that you are most concerned about nowadays - the things that make you and your household feel unsafe?
Base: All respondents weighted by age and district n=1019

When asked to say what type of crime causes most concern to residents it is clear that traditional and personal level of crime which tends to be visible or have a long legacy if experienced is at the top of most people's minds. So we see a mismatch between perception and reality – burglary as an invasive and personal crime is by far the crime of greatest concern to people. Crime statistics for example show consistently that the number of burglaries is in decline. Nevertheless this single crime stands out as the one people in North Yorkshire fear most.

Other crimes which are in residents minds are Anti-social behaviour and drunken / rowdy behaviour and aspects related to drugs and violence.

It is important to note that this was an open question, without any prompts or lists and so people could write in whatever they considered was of greatest concern to themselves.

3.2 Local Perspectives differ across the region

While burglary is of widespread concern over the county, at a district level we see some variations in the way crime is viewed. Figure 4 (overleaf) breaks down the responses at a district level, where we can see:

- Craven residents see Irresponsible Vehicle Use / Dangerous driving or Road traffic offences as a major problem – significantly more than for any other district.

- Scarborough residents are much more aware of drugs as a problem, because it is more visible compared to other districts

- Selby has a higher level of concern over Cyber crime

- Ryedale and Scarborough see criminal damage as a concern

- The larger Urban Areas (York and Harrogate) show a more even spread of concern with no one area significantly different to the average. ASB in York is the second highest crime concern.

Figure 7: Crimes of Concern by District

Column n Column %	Craven 83	Hambleton 125	Harrogate 204	Richmondshire 62	Ryedale 72	Scarborough 132	Selby 124	York 217	TOTAL 1,019
Burglary	33%	24%	26%	10%↓	45%	40%	27%	33%	30%
Rowdy or drunken behaviour	6%	7%	17%	6%	10%	30%↑	19%	9%	14%
Drugs	11%	10%	6%	12%	11%	26%↑	7%	8%	11%
ASB	3%	8%	8%	11%	6%	14%	5%	14%	10%
Irresponsible vehicle use	22%↑	7%	12%	7%	6%	6%	6%	9%	10%
Violent Crime	9%	6%	7%	1%	4%	10%	14%	10%	8%
Online/Cyber	7%	4%	8%	3%	3%	2%	12%↑	7%	6%
Lack of Police	6%	9%	2%	5%	7%	2%	3%	4%	4%
Criminal Damage	4%	2%	2%	0%	11%↑	9%↑	2%	3%	4%
Child sexual abuse/exploitation	0%	7%	4%	0%	1%	5%	4%	2%	3%
Harassment	4%	7%↑	2%	2%	0%	1%	2%	1%	2%
Robbery	1%	7%↑	1%	1%	4%	1%	2%	1%	2%
Rural crime	5%	3%	3%	0%	5%	1%	1%	1%	2%
Terrorism	0%	5%↑	2%	0%	0%	1%	0%	1%	1%

What are the crimes or behaviours that you are most concerned about nowadays - the things that make you and your household feel unsafe?
By District

3.3 Police visibility is how the force is assessed by the public

When we asked the public to think about their priorities for their police force we found a number of similar issues. However this question is an indication of what the public would like to see the police do more or be more effective:

Figure 8: The Publics Top 3 Priorities for NYP

Priorities for NYP

Priority	Percentage
More visibility/Police	26%
ASB	24%
Burglary	22%
Roads Policing	15%
Drugs	15%
Violent crime	11%
Online/Cyber	9%
Theft	8%
Drink related crime	8%
Child abuse/protection	4%
Vandalism	3%
Faster/better response	3%
Hate Crime	3%
Crime…	3%
Harassment/Bullying	1%
Accesibility	1%
Rural crime	1%

If you had to pick 3 priorities for North Yorkshire Police what would they be?
Base: Interviewer conducted surveys only* weighted by age and district n=767
*Online surveys showed significant bias to roads policing

It is clear that many of the crimes which concern the public remain their priority for the police, however what is also striking is that police visibility becomes the top priority for many residents. We have seen this many times before in Crime Surveys and there is still a dominant view that police act as a visible deterrent to crime.

So the perspective of two simple questions posed to the public, clearly highlights where fear of crime lies. Personal crime and roads / traffic policing appear to be where North Yorkshire residents' greatest concerns lie.

As with the previous question at a district level we see some differences in priorities as Fig 6 illustrates:

- Police visibility and response was most important in the more remote rural districts of Craven and Richmondshire

- ASB is top priority for the police in Scarborough, followed by drugs

- Ryedale and Scarborough are most focused on roads and traffic

Figure 9: Differences in priorities for Police by District

Column n / Column %	Craven 50	Hambleton 87	Harrogate 165	Richmondshire 42	Ryedale 46	Scarborough 107	Selby 101	York 162	TOTAL 760
More visibility/Police	62% ↑	23%	7% ↓	46% ↑	11%	20%	16%	11% ↓	18%
ASB	2% ↓	10%	12%	0% ↓	30%	45% ↑	16%	12%	17%
Burglary	11%	8%	23% ↑	2% ↓	27%	14%	8%	19%	16%
Roads Policing	8%	20% ↑	7%	8%	30% ↑	19% ↑	5%	5% ↓	11%
Drugs	4%	9%	8%	0%	12%	23% ↑	11%	9%	11%
Violent crime	2%	4%	12%	0%	0%	3%	14%	11%	8%
Online/Cyber	0%	5%	11%	2%	2%	0% ↓	7%	12% ↑	7%
Theft	2%	0%	4%	2%	21% ↑	5%	8%	8%	6%
Drink related crime	0%	4%	9%	0%	4%	9%	5%	3%	5%
Child abuse/protection	0%	0%	4%	0%	0%	5%	3%	3%	3%
Vandalism	2%	2%	2%	0%	10% ↑	3%	0%	2%	2%
Faster/better response	15% ↑	0%	0%	6%	2%	1%	4%	0%	2%
Hate Crime	0%	4%	1%	0%	0%	5%	0%	2%	2%
Crime prevention/community engagement	10% ↑	0%	1%	2%	2%	2%	2%	1%	2%
Harassment/Bullying	0%	1%	1%	0%	2%	3%	1%	0%	1%
Accesibility	6% ↑	4% ↑	0%	0%	0%	0%	0%	0%	1%
Rural crime	4% ↑	1%	1%	0%	0%	0%	0%	0%	1%

If you had to pick 3 priorities for North Yorkshire Police what would they be?
Base: Interviewer conducted surveys only

3.4　Customer experience matters to the public

Early work by the PCC team had highlighted a number of potential priorities which were included in the public survey as a way of assessing support for the way the PCC had interpreted the publics' priorities. These priorities were established at a workshop held to start the consultation process (see next section) and were summarised for the purposes of the survey as:

*Figure 10: PCC Test Priorities used in the Public Survey*

Headline	Description
CUSTOMER EXPERIENCE	Improving the experience of the public, victims and witnesses of crime.
COMPASSION	Be more compassionate and sympathetic to the needs of the public, victims & witnesses.
TECHNOLOGY	Investing in the latest technology and technical expertise to target modern criminal activity such as online crime.
CRIME PREVENTION & SAFETY	Alongside other partner agencies (like the fire service), invest in crime prevention and community safety initiatives
CRIME PREVENTION AND SAFETY FOR VULNERABLE	Alongside other partner agencies (like the fire service), deliver crime prevention advice to the most vulnerable or hard to reach people in society.
ASB & PUBLIC WELFARE	Deliver a service that deals with anti-social behaviour as well as issues such as missing persons and suicides.
POLICE CONTACT	Improve contact with the Police by improving the non-emergency 101 telephone service and investing in other ways of contacting the Police such as Social Media Apps.
CROSS BORDER CRIME	Working more closely with neighbouring Police forces to tackle 'cross border' crime.
MENTAL HEALTH	Improving the way the Police deal with people who may have mental health issues.

When we tested these priorities in the survey the results effectively showed that the public broadly accepted them as being important. However it was when we analysed the share of importance that the Customer Experience – improving the experience with the police was seen to have a greater share of support.

Relative to other findings from the survey this is not significant in itself but it had emerged as an area of concern at a PCC level based on feedback from PCC surgeries and inbound calls received over the last few years. Its inclusion in the survey was to test a broader perception that the interactions with police could be better. Service levels experienced in other aspects of people's lives are raising the bar in terms of expectations people have of the service they might receive and the concern was that the inherited culture of the police in terms of servicing the public was not necessarily moving with the times. Changes in this area require a long term initiative to refocus the culture of the police and the way they interact with the public in certain situations.

As figure 8 shows the importance of focus on ASB and Public Welfare remains uppermost with the public, but prompted with aspects related to technology and customer experience both are seen as emerging priorities. Similarly Mental Health and Cross Border Crime gain a greater share of importance than on the top of mind questions we asked earlier.

Figure: Share of Importance (Based on respondent prioritisation)

Priority	Share
ASB & Public Welfare	18%
Technology	14%
Customer Experience	13%
Cross Border Crime	11%
Mental Health	10%
Police contact	10%
Compassion	9%
Crime Prevention & Community Safety	9%
Crime Prevention & Community Safety for the most vulnerable	6%

How important do you think each of these is for the Police in North Yorkshire? And which would you say is most important?
Base: All respondents weighted by age and district n=1696

3.5   Emergent crimes are being noticed

As part of the PCC initial work it had been made clear that the nature and patterns of crime at a national level are changing. Cybercrime for example is now receiving significant media coverage as attempts to educate the public over their own safety and protection when online gathers momentum. We therefore included a question which asked the North Yorkshire Public to say in which aspects of crime or safety they had growing concern, compared to 5 years ago.

Figure 9 shows the results for this question at a County level and showed a great deal more consistency across the county than we saw for the earlier questions.

- Online fraud is clearly an emergent area of concern with 2 in 3 residents a lot more concerned about this area of crime than 5 years ago

- Mental health Issues and Child Sexual Exploitation are also seen as emergent concerns relative to things like Dangerous driving and Drug related crimes or Rowdy / Drunken behaviour which also appeared in residents current concerns

So it seems evident that the public may be aware of the way new challenges for the police are starting to emerge in the public's consciousness. They may be less top of mind than the immediate and personal fear of intrusive crimes like burglary or ASB but Figure 9 shows that the more national priorities are starting to touch places like North Yorkshire.

Figure 12: Areas of greater concern compared to 5 years ago:

Feeling of concern compared to 5 years ago

Category	a lot more	a little more
Online fraud	68%	22%
Irresponsible vehicle use	60%	25%
Mental health issues	54%	25%
Child sexual abuse/exploitation	59%	20%
Drug supply and dealing	48%	28%
Rowdy or drunken behaviour	46%	27%
Drug taking	51%	21%
Rural crime	42%	30%
Online harassment or bullying	47%	24%
Harassmen	38%	27%
Criminal damage	37%	27%
Burglary	28%	34%
Robbery	36%	25%
Violent Crime	32%	28%
Theft	23%	19%

■ a lot more   ■ a little more

Respondents were asked to rate their top 2/3 crimes and issues with respect to level of concern versus 5 years ago, on a scale from a lot less through to a lot more

3.6 There is a difference between what police are being asked to focus on and what our public perceive as a priority for themselves

As the last question starts to indicate, crimes which have always been talked about remain as significant fears for residents when asked about crime. One of the interesting sets of analysis conducted on the survey results was to compare the crimes which have a more personal impact with those crimes which are perhaps more society level crimes or of concern in more general terms and outside residents own immediate areas.

Figure 10 shows where these distinct types of crime plot against each other with the aim of highlighting the crimes which may carry the greatest impacts as far as our residents are concerned. These are the areas where priorities for the police may lie IF their focus is on reducing the impact of crime on the population.

Two things emerge from this analysis. Firstly, additional types of crime are added into the public's priorities as indicated by the shaded areas – notably: Rural Crime, Mental Health issues, Child Sexual Abuse and Exploitation, Serious and Organised Crime and Online Fraud. Indeed while Burglary remains a priority, it is surpassed by online Fraud which is seen as having a personal and societal impact. Secondly, many of the aspects of crime which are being given significant weight by central government because they are assessed as becoming more prevalent – this is at a national level.

So we see a dichotomy emerging here in that the people of North Yorkshire see the priorities as being those in the top and right of Figure 10, while North Yorkshire Police are facing pressure to also focus on many of those crimes which appear less of a priority to residents in North Yorkshire which are those in the bottom and left of the graph.

Respondents scored each crime/issue between 1 and 5 for impact on self/household's safety, and concern as an issue for North Yorkshire
Base: All respondents weighted by age and district n=1696
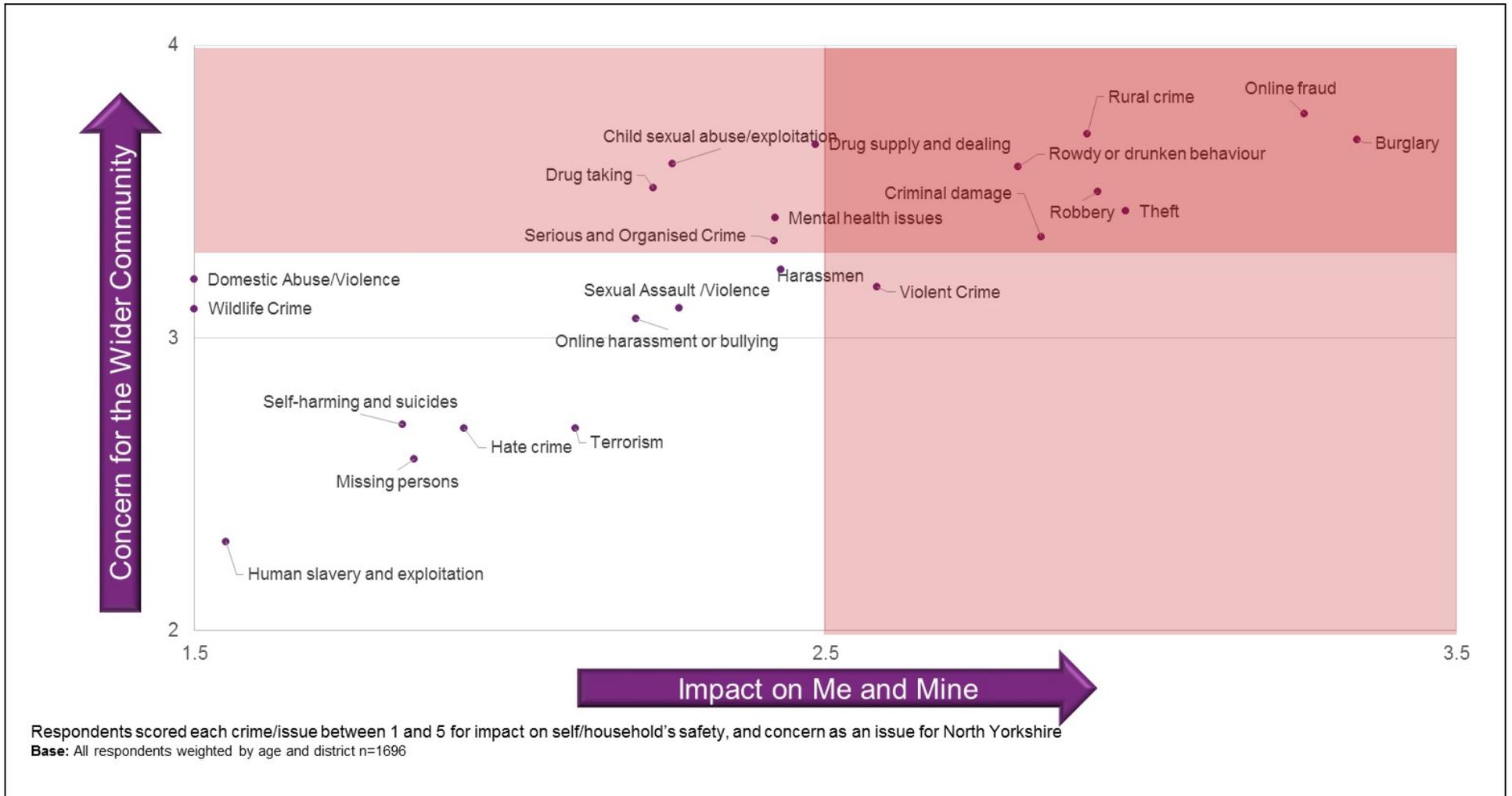
3.7   A Summary of the Priorities from the people of North Yorkshire

Taking all the findings of the public survey into account, The Buzzz have assessed the following should be considered within the context of a Police and Crime Plan which is designed to reflect the priorities of the public across the county.

Figure 13: Summary of the Publics concerns and priorities for the Police

PUBLIC PRIORITIES FOR NORTH YORKSHIRE POLICE	EVIDENCE
More Visibility	Top priority for North Yorkshire Police amongst the public when asked spontaneously. Craven and Richmondshire Districts particularly.
ASB	Consistently mentioned throughout the survey as a top ranking concern
Burglary	Still the most concern as a personal crime
Roads Policing	Reflected in concerns and stated priorities. Notably higher in Ryedale, Scarborough and Hambleton Districts
Drugs	Recognised as a current and worsening problem – centred on Scarborough where it may be more visible
Violent Crime	Remains a secondary concern throughout
Cyber Crime	Is the emergent area of crime residents are more concerned about compared to 5 years ago – it has a personal and societal impact
Theft	Remains a concern throughout, though at a lower level
Drink related Crime	Seen in a similar way to ASB and drugs and consistently referred to currently and a growing concern. Most notable in Scarborough and other urban centres
Customer Experience	Recognised as a potential theme by the PCC and supported as a new priority
Rural Crime	At a total level this appears less significant due to an urban centred sample. However it is included due to the impact on society and individuals and the body of research evidence from the Rural Crime Survey
Child sexual abuse/exploitation	Concern for society and seen as an emergent area of concern driven by recent exposures
Mental Health	Consistently emerges across the survey as an important secondary factor
Serious and Organised Crime	Perhaps overshadowed by more personal priorities but appears as an impact at a societal level in fig 10
Harassment (including online bullying)	Emerges when analysis was conducted on niches in the sample in this case amongst parents of teenage children and recent victims of ASB and people with a disability
Sexual Assault & Violence	Of most concern to women aged 30-44

4. Interpreting the Publics' concerns

4.1 Interpreting for the Public

It was recognised as part of the approach to this public consultation that a survey could only be successfully used to understand the immediate and priority concerns of the public. Most people see contact with the police as an indicator that something bad has happened, so apart from people who have a heightened sense of civil duty or responsibility, very few of our survey sample would take into account the continued pressure on police resourcing and budgets or indeed the changing patterns of crime and incidents the police have to respond to when giving their responses.

As such the public survey results provide a snapshot perspective of what the public see as their main areas of concern or fear. However this snapshot has to be compared with a dynamic and shifting pattern of incidents the police have to confront every day. It is therefore important that some interpretation to the survey results was given.

If we take the priorities shown in Table 13 and assess these by reference to the inputs we have had available from other research undertaken by the PCC, SIA and feedback from the force itself it seems to group into three broad themes as shown below:

Figure 14: Summary of Publics' Concerns Grouped by Theme

	PUBLIC PRIORITIES FOR NORTH YORKSHIRE POLICE	EVIDENCE
PRIMARY PUBLIC CONCERNS	More Visibility	Top priority for North Yorkshire Police amongst the public when asked spontaneously. Craven and Richmondshire Districts particularly.
	Burglary	Still the most concern as a personal crime
	ASB	Consistently mentioned throughout the survey as a top ranking concern
	Drink related Crime	Seen in a similar way to ASB and drugs and consistently referred to currently and a growing concern. Most notable in Scarborough and other urban centres
	Roads Policing	Reflected in concerns and stated priorities. Notably higher in Ryedale, Scarborough and Hambleton Districts
INCREASING PRESSURE FELT BY POLICE RESOURCE	Cyber Crime	Is the emergent area of crime residents are more concerned about compared to 5 years ago – it has a personal and societal impact
	Rural Crime	At a total level this appears less significant due to an urban centred sample. However it is included due to the impact on society and individuals and the body of research evidence from the Rural Crime Survey
	Mental Health	Consistently emerges across the survey as an important secondary factor
	Customer Experience	Recognised as a potential theme by the PCC and supported as a new priority
SPECIFIC CONCERNS OR SOCIETAL LEVEL ISSUES	Drugs	Recognised as a current and worsening problem – centred on Scarborough where it may be more visible
	Serious and Organised Crime	Perhaps overshadowed by more personal priorities but appears as an impact at a societal level in fig 10
	Violent Crime	Remains a secondary concern throughout
	Robbery / Theft	Remains a concern throughout, though at a lower level
	Child sexual abuse/exploitation	Concern for society and seen as an emergent area of concern driven by recent exposures
	Sexual Assault & Violence	Of most concern to women aged 30-44
	Harassment (including online bullying)	Emerges when analysis was conducted on niches in the sample in this case amongst parents of teenage children and recent victims of ASB and people with a disability

The primary group are concerns freely expressed by the public through the surveys. These are consistent concerns which are replayed and have remained the top priorities for the public of North Yorkshire for a number of years. Secondly we see three areas of growing concern which in different ways impact the way the police now have to work and respond to an increasing number of incidents. Finally we find a group of crime types or concerns which are less impactful to individuals and so represent impacts on the community or society in which we live. These split into what the public might see as 'crime-fighting' and aspects of policing which have become more emergent relatively recently involving harassment; sexual assault and child sexual abuse.

A workshop designed to understand where the potential priorities for the OPCC and the Police Force could lay, prior to any public consultation was held ion 26th September 2016. This brought together the feedback from the public received by the OPCC across the last 2-3 years of surgeries and enquiries and sought to contrast that with some of the findings of the Strategic Intelligence Assessment then being undertaken by the force with regard to planning and resourcing. The aim was to help interpret and understand where public sentiment currently lies.

4.2   PCC Feedback - Opening context and situation analysis

The workshop started with some opening observations from the PCC which set in context the significant changes which had developed since the last Police and Crime Plan was produced.

The Last Police and Crime Plan generated a series of priorities which many people found hard to argue with

It included Outcomes, Goals and Priorities but NOT as much on specific targets. The Police and Crime Plan cannot be used to dictate targets and change to the Chief Constable but it has to provide direction and focus within which a response can be seen to result

Response from the police has typically been to situations which involve a need to assess Threat, Risk and Harm. Now the Police increasingly have to respond to a range of issues where the nature of the response has to focus on the person (often involving Mental Health concerns)

Serious incidents now have greater consistency because protocols and systems dictate it. Due to the nature of crime in North Yorkshire which tends to involve a higher incidence of low level issues the way these are dealt with now has a bigger legacy impact on the Polices' relationship with the public.

With a shrinking resource and a corresponding increase in the complexity of crime and having to deal with situations left by shortfalls in other services it is easy to overlook the relationship aspect of policing. The inherent culture if left unchecked can reduce to getting the job done, rather than trying to effect the circumstances which prompted the initial contact

'Putting the Public First' remains a key theme but also regularly falls behind the organisational needs

The PCC believes the public should be left feeling they have had a 'satisfactory' response, irrespective of the method of response used – the Police need to develop their ethos of Customer Service rather than consider the response itself as the measure of service delivered

Changing attitudes to a more customer service led approach will require a significant change and will also need to be supported through significant cultural change and a different focus for training and recruitment

In summary the PCC's major concerns in approaching the planning process was how to balance greater scrutiny on budgets with a need to change the nature of response as Public Welfare needs dominate those of reported crime. The police need to recognise that the nature of their role is changing and becoming more welfare and protection focused. The speed of this change was felt to be accelerating as other public services retrench – notably Social Services and Ambulance response.

4.3   Inputs from SIA

At the time of the workshop the SIA was nearing completion. The approach to understand where priorities needed to be placed had changed for 2017 and for the first time was based on the MORiLE (Management of Risk in Law Enforcement) approach which had been developed as a national set of analyses deployed at a force level. The approach centres on emergent risk and existing patterns of crime and also assesses the areas where North Yorkshire Police may be under resourced which are indicators of where effective response may be harder to achieve.

Asa draft level the SIA had highlighted a number of crime areas which would become a focus for North Yorkshire. These were laid out in no specific order as:

Figure 15: Areas of Crime highlighted in the Strategic Intelligence Assessment
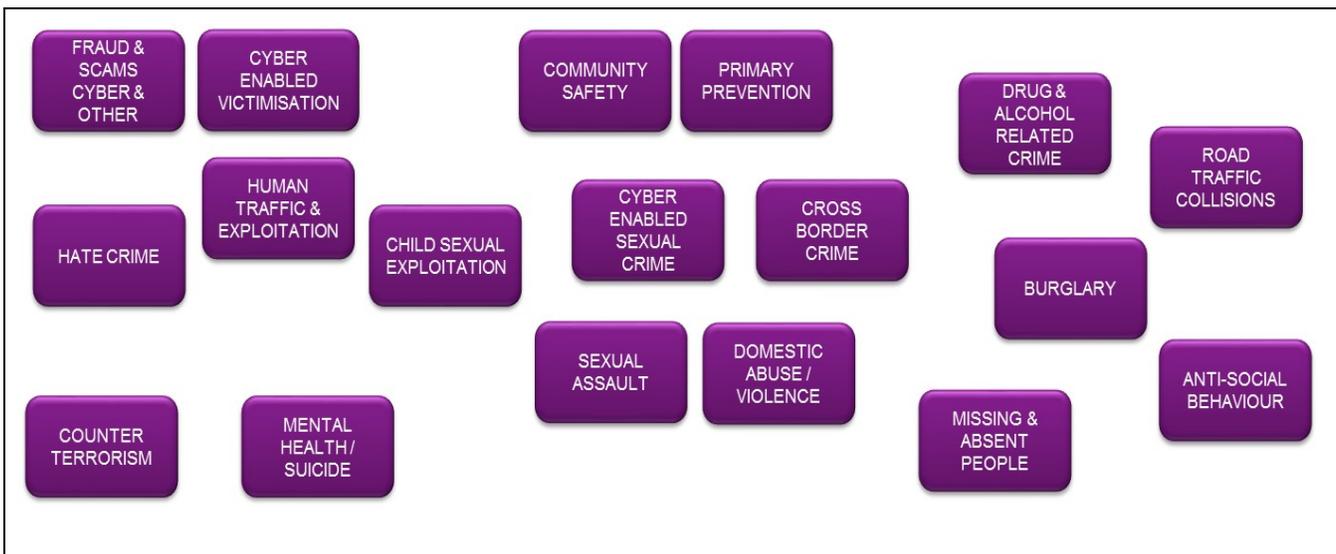
This analysis highlighted a range of crimes which were felt to have much lower levels of awareness amongst the public but which should be included in the planned surveys to assess where the public felt relative priorities should lie.

4.4   The elements from the last Plan

Priorities from the previous Police and Crime Plan which remain relevant were focused on aspects of protection. For reference the priorities of the last Plan were:

- Protect Vulnerable People – young people, vulnerable adults, those with mental health issues and those at risk of domestic and sexual violence

- Cut Crime and Anti-Social behaviour – reducing re-offending, proactive and strategic policing

- Prevention and Early intervention – focus on children and young people, education around drugs, alcohol and engagement

- Improve Victim care – tackling repeat victimisation, expanding existing services, embed restorative justice

On consideration it was clear that some of these priorities remain relevant but are perhaps more wrapped up in what the police do or are expected to do as the previous consultation report showed that all priorities were deemed important by the public.

4.5 The need for a local area overlay to the Plan

The PCC stressed the inherent differences across the county defined by the characteristics of each District which directly influenced the public concerns and the ability of the police to meet those concerns. As the previous Plan had a localised dimension to it, the strong perception was that any priorities set at an overall level would need to be interpreted at a district level to reflect localised concerns and different patterns of crime.

4.6 Emergent areas for prioritisation

The focus then shifted to outline where the emergent areas for the Plan may lie. While based on perceptions and anecdotal evidence drawn from interactions with the public there was a clear consensus amongst the PCC team and the emergent themes which were considered important to test across a representative sample were:

- Customer Service was starting to be seen as a focus area across a range of public services as the culture which had driven most commercial service providers was starting to be felt within public service. A good Customer experience provides a positive legacy which when consistently delivered starts to build stronger levels of engagement and in certain communities this was felt to be an initiative worth pursuing to try and build better levels of engagement

- Clear sub themes were seen as contributors to this aim:
    - Continuity of Communication is key as earlier research from the Victim Needs Analysis had stressed. However it is too often executed poorly as continuity clashes against existing working practices and systems with shift patterns influencing an individual officers ability to deliver continuity

    - Previous research into First Contact and the 101 service also underlined the breaking down of communication. The inability to deliver messages to the right officer or a lack of response when voicemails or messages are left means that fixing 101 as a system was likely to be a major step towards delivering a better customer service level

    - Response to growing levels of Cyber & Phone based Crime is required - Fraud and Exploitation has to be a focus for crime prevention

    - The Police may be less adept at effectively marketing a service like 'prevention of cyber-crime' or 'keeping your children safe' because they have historically viewed these initiatives as campaigns, rather than an end to end service design and delivery

    - Primary Prevention targeted at the most vulnerable groups in society should be a focus but will be hard to achieve without additional resources. Collaboration with partner services with a track record of delivering prevention like the Fire Service should be incorporated into the Plan as a tangible way of managing resource

    - More modern Community Safety programmes which reflect the changing nature of crimes against community may be required with a need to search out best practice examples from elsewhere

4.7   Customer Service as a core theme

A significant amount of debate and discussion revolved around the focus by the Police on developing a customer service led culture. Some of the key elements to emerge from such discussions were:

Figure 16: Focus on Customer Service

While customer service might be the headline priority, a number of sub themes and initiatives were identified quickly:

*   Improvements to '101' and greater awareness of its existence and use was needed to drive more reporting from the public and ensure that telephone support could be used where possible

*   This also meant providing access for all members of society

*   Complaints against the police needed to have a focus on resolution, rather than reporting

*   Compassion is not always up front and central in police: public interaction. Repeat or frequent interactions naturally suffer most in this regard but paradoxically may be where compassion is most required. A greater degree of consistency in response is needed across the force

*   Response needs to be appropriate to any given situation but this needs to be managed and communicated to the public wherever it can

*   The culture of customer service and compassion needs to be extended internally within the force as well

4.8   Other Potential themes

A number of other themes came to the surface during the initial workshop. Interestingly there appeared to be some links between these and the other inputs to the workshop.

1. Resourcing and Deployment was likely to be a major challenge as it was acknowledged that resources were already stretched.
    i. The fact that police are being called into more Public Safety and Welfare situations, which by their nature are protracted and often meant that police officers as a last resource were spending time in situations involving mental health assessments; claimed vulnerability or harassment, meant they are not available as a resource to be called on when a crime is reported.
    ii. A need to set up specialist units was diverting police from front line roles as they became more unit based tackling the growth of cyber and organised crime. There is an acknowledged impact on visibility as a result
    iii. Experienced warranted officers are found in roles where that level of resource is not critical

2. Technology and Targeting is widely seen to be a way of managing emergent crime in an efficient manner. Many examples of good practice from other forces have shown where targeting a specific crime in an area or deploying better technology achieves results. Historically North Yorkshire has not had the need for leading edge technological investment seen in some forces. As crime changes and becomes international it seems clear that investment is required not just in crime beating technology but technology which will drive efficiency and communication.

3. Vulnerable and Hard to Reach groups remain a core focus and the role of protecting the vulnerable remains a cherished one

4. Community Safety and Primary Prevention in a similar way must remain a core focus for the police and PCC alike. It was considered important to review the methods used and to assess how collaboration could be used to be more effective at getting messages across about cybercrime and scams.

*Figure 17: Emergent Themes and how they fit against previous Police and Crime Plan Priorities*

Figure 17 shows how the emergent themes are also developments from the previous Police and Crime Plan priorities and therefore provide some continuity of the focus from the previous Plan into the current one.

5. Matching the Publics' Concerns with priorities for the next Police and Crime Plan

Having assessed the public feedback and established this as the rallying point for the consultation and planning process – the required focus needed to move to a set of priorities around which the Police and Crime Plan could be written. These priorities are what the police need to ensure they deliver to and are therefore the most important part of the Police and Crime Plan process.

5.1 Potential priorities for testing

These priorities in a simplified form (see Figure 19) formed the basis of the stakeholder and partner consultation to establish where there was challenge and consensus for the view represented by these priorities.

5.1.1 Boosting the frontline

This priority recognises the challenge facing the police in terms of resource and skills as the nature of their work changes rapidly, while budgets remain under pressure. It brings in technology, skills training and adaptability across the whole force.

5.1.2 Effective Collaboration

This priority recognises the need for more effective collaboration between the emergency services as a way of meeting the challenges of stringent budgets for all concerned but also recognising that historic training and skills may be better suited to a specific need when deployed by another service. Collaboration places prevention and localised needs and response at the heart of any collaborative discussions.

5.1.3 Focus on Customer Service

A priority endorsed by the public and recognised as important by a number of different research studies this is a focus on the nature and effectiveness of communication between the police and public. It is about empathy and compassion when in contact but recognises that if effective this will build engagement within communities.

5.1.4 Protecting the Vulnerable

This priority carries on from the last Plan but equally recognises the broader societal changes of young and old, a changing and more diverse population and the issues caused through rurality, which particularly impact on North Yorkshire.

Finally the overall aim was seen as Improving Services which could only be achieved by a focus on the four key priorities in everything the police do and say.

Figure 18 shows the way the public priorities were interpreted and the alignment of some initial potential / working priorities which were formed to take forward into the stakeholder consultation process.

Figure 18: Interpreting the Publics' Concerns

	PUBLIC PRIORITIES FOR NORTH YORKSHIRE POLICE	EVIDENCE	MAIN ACTION HEADING	INTERPRETATION FOR POLICE	Alignment with Potential Priorities
PRIMARY PUBLIC CONCERNS	More Visibility	Top priority for North Yorkshire Police amongst the public when asked spontaneously. Craven and Richmondshire Districts particularly.	ENSURE RESPONSE IS APPROPRIATE	Public concerns combine a personal fear of crime (burglary) with perceptions of common issues in North Yorkshire. These issues are exacerbated when public believe police visibility is not apparent. Different actions required for each. Driven by perception and fear and prevalent in some areas more than others	BOOSTING THE FRONT LINE / EFFECTIVE COLLABORATION / FOCUS ON CUSTOMER SERVICE
	Burglary	Still the most concern as a personal crime	PREVENTION		
	ASB	Consistently mentioned throughout the survey as a top ranking concern	TARGETED RESPONSE		
	Drink related Crime	Seen in a similar way to ASB and drugs and consistently referred to currently and a growing concern. Most notable in Scarborough and other urban centres	TARGETED RESPONSE		
	Roads Policing	Reflected in concerns and stated priorities. Notably higher in Ryedale, Scarborough and Hambleton Districts	PREVENTION		
INCREASING PRESSURE FELT BY POLICE RESOURCE	Cyber Crime	Is the emergent area of crime residents are more concerned about compared to 5 years ago – it has a personal and societal impact	PREVENTION	Multi level response required due to the growth of this problem. Targeted policing; education and prevention and raising awareness of specific scams.	EFFECTIVE COLLABORATION
	Rural Crime	At a total level this appears less significant due to an urban centred sample. However it is included due to the impact on society and individuals and the body of research evidence from the Rural Crime Survey	TARGETED RESPONSE	Our rural communities are strong and resilient but we need to enhance collaboration between the police and public. Appropriate response and technology alongside targeted initiatives remain a priority.	BOOSTING THE FRONT LINE / PROTECTING THE VULNERABLE
	Mental Health	Consistently emerges across the survey as an important secondary factor	TRAINING & INTERACTION	Possibly the greatest impact on policing currently. Enhanced training and skills to respond to situations in the right way are required alongside much more effective collaboration with Mental Health services	FOCUS ON CUSTOMER SERVICE / EFFECTIVE COLLABORATION
	Customer Experience	Recognised as a potential theme by the PCC and supported as a new priority	TRAINING & INTERACTION	A better interaction between public and police builds a more positive legacy for the future. Training and better communication and contact is required.	FOCUS ON CUSTOMER SERVICE
SPECIFIC CONCERNS OR SOCIETAL LEVEL ISSUES	Drugs	Recognised as a current and worsening problem – centred on Scarborough where it may be more visible	TARGETED RESPONSE	These areas are perhaps seen by the public as more traditional crime fighting matters. Targeting and effective collaboration between partners and public to build intelligence is a valuable way to combat these types of crime. Enhanced technology to enable fast sharing of data is important	BOOSTING THE FRONT LINE / EFFECTIVE COLLABORATION / PROTECTING THE VULNERABLE
	Serious and Organised Crime	Perhaps overshadowed by more personal priorities but appears as an impact at a societal level in fig 10	TARGETED RESPONSE		
	Violent Crime	Remains a secondary concern throughout	SPEED OF RESPONSE		
	Robbery / Theft	Remains a concern throughout, though at a lower level	PREVENTION		
	Child sexual abuse/exploitation	Concern for society and seen as an emergent area of concern driven by recent exposures	TARGETED RESPONSE	Focus here is a combination of preventative measures and care for any victims to ensure they get the best possible support. Investment in resources will continue in this area	PROTECTING THE VULNERABLE
	Sexual Assault & Violence	Of most concern to women aged 30-44	TRAINING & INTERACTION		
	Harassment (including online bullying)	Emerges when analysis was conducted on niches in the sample in this case amongst parents of teenage children and recent victims of ASB and people with a disability	PREVENTION		

BOOSTING THE FRONTLINE	EFFECTIVE COLLABORATION	FOCUSSING ON CUSTOMER SERVICE	PROTECTING THE VULNERABLE
Embed technology to create a modern, agile workforce	Put primary prevention at the heart of our collaborations	Increase and improve channels of communication to ease contact with the police	Enable officers and staff to give/get appropriate support to those suffering from mental ill-health
Plan and prepare for future demand	Deliver local services for local needs	Direct the public more effectively to the most appropriate help	Continue to invest in joined-up services to help victims cope & recover
Make effective use of the whole policing family	Collaborate with: Fire, ambulance and health services to deliver an efficient and effective response	Continue to specifically focus on improving the 101 service	Ensure the safety of older people, and of children and young people, especially online
Empower communities	Criminal Justice partners to join up services	Enable our police force to engage more effectively and compassionately with the public	Better respond to the vulnerabilities of rural and isolated communities
Commission services and training to enhance capacity and capability	Police forces to deliver efficient policing and the Strategic Policing Requirement	Better represent our diverse communities	

IMPROVE SERVICES

Ensure that in everything we do, these four priorities are embedded and promoted.

6. Feedback from staff in North Yorkshire Police

The Police and Crime Plan is of course designed to provide focus for the allocation of resources and new initiatives and targets by North Yorkshire Police. So it was fundamentally important that the force felt more involved and consulted than perhaps they had done for the previous Plan.

As well as providing access to their own version of the online survey, the PCC team visited each district to run consultative focus groups which explored some of the themes emerging from the public survey and to test the draft priorities which had been produced. Finally at the annual Senior Leadership Forum a group session with senior figures in the force workshopped some of the findings and implications.

A summary of the key insights from this activity is the focus of this section of our report.

6.1 Senior Leadership Team Focus

Protecting the Vulnerable was seen as the number one priority by the greatest proportion of Senior Leaders. However this came with a recognition that vulnerability and the rating and classification of what this actually means in practice is complex and is not the sole job of the police service. There were many calls for greater collaboration and sharing of data and information between partner agencies in defining what vulnerability actually means and what can be done together to provide a more appropriate outcome for those deemed to be vulnerable.

We need to use a holistic approach to identifying those who are most vulnerable and what threats they face. This includes wider partnership data.

Dare to share - us, other forces, partners - if we don't share we cannot protect the vulnerable

Sharing info with 3rd parties. Resources, awareness, information technology

Ensuring partner organisations (particularly Health) walk with the police and skills of police officers need developing in this area

(Senior Leaders Consultation)

Customer Service was recognised through the Senior Leadership Consultation, as the second most important priority behind Protecting the Vulnerable. Most commonly the need for a change in culture was underlined by Senior Leaders:

Change in Culture. Move away from mechanical uncaring mechanism

Getting our people to think of us as a service delivered for the convenience of the public, not simply our own convenience.

Changing culture from being process driven and/or defensive to service driven and pro-active.

Training - Priorities - performance. Back to basics - remembering key principles of what the service is here to do. Not wanting to control everything we attend or are involved in.

(Senior Leaders Consultation)

Boosting the Frontline was clearly recognised as important and was a close third ranked priority for most of the Senior Leaders. However there was a significant degree of pragmatism in the justification for this response. Notably calls for priority planning based on clear understanding and the avoidance of short term initiatives to fix an issue.

Most felt that efficiencies were available but required investment, which is considered to be overdue, in updating technology specifically to enable officers to contact and be contacted with greater ease.

Our biggest challenge is our IT - delivering the right kit, the right way with appropriate infrastructure to support it.

Our IT is so out of date, estates are not fit for purpose. We do not operate in a co-productive way and still cling to hierarchical delivery with NYP above the public.

The link between resourcing and delivering a better level of customer service was raised as a potential conflict by some but the issues were seen to be that conflicts over resourcing was leading to a lack of service by hard pressed officers, struggling to fulfil what they had to within a shift.

Current resourcing means we do not have the numbers we are supposed to have which impacts on quality of service

Ensure staffing to focus on customer service. Welfare of the workforce - we are people not numbers, empower us to do a job

We can't deliver service without effective frontline, trained and equipped to deliver that service

We need to understand demand and tackle things strategically not technically.

(Senior Leaders Consultation)

Effective Collaboration is seen as an enabler by Senior Leaders but in terms of priorities it falls outside of their direct control and may be influenced by experiences from the past. Underlined and referenced as an effective way to help in protecting the vulnerable as a priority in isolation it was seen to be hard to embrace without more detail perhaps?

Partners funding and priorities causing a diversion for collaborative working. Need to adopt shared goals.

Ego's, control culture, narrow vision of impact, now rather than long term potential – are all the things that stand in the way of collaboration

We need to break down the silo approach to working. Will require shared access to tech platforms to enable timely info sharing

My perception is that each force/service sees itself as the best, unable to see the benefits of collaboration

(Senior Leaders Consultation)

Clearly this last priority appears to represent a significant challenge as viewed from within the police and perhaps based on previous experiences. The economics of the current situation may ultimately provide the required impetus. As we shall see in the next section, some of the other partners with whom collaboration is required had a far more open mind to how such collaboration could work.

This prioritisation by the Senior Leaders provides a useful context to how the Police and Crime Plan may be viewed internally.

6.2 Frictions and Frustration points for police staff and officers

The other clear insight we derived from our detailed consultations with officers and staff is the frustrations currently being generated by having to deal with a dynamic and shifting pattern of contacts with the public and a drift away from the traditional work of the police in dealing with crime.

PSW and Mental Health taking up time of frontline officers which leads to people missing from other areas. (Scarborough Police Internal Stakeholder)

At least once a week 2 officers spend a full shift at a 136 suite. It's getting worse!

Officers are on scene guard or bed watch for offenders in hospital. (York Police Internal Stakeholders)

Police are always first port of call for the public and other services. (Selby Police Internal Stakeholders)

Many hospitals have done away with security and in their absence officers have little choice but to be present when asked by NHS staff (York Police Internal Stakeholders)

Officers were frequently being put in positions where they felt compromised to stay involved in a specific situation – either from a safeguarding perspective or more commonly because of the absence of any other partner agency workers.

Figure 14 below summarises the key insights from across North Yorkshire Police

Figure 20: Summary of feedback from within NYP
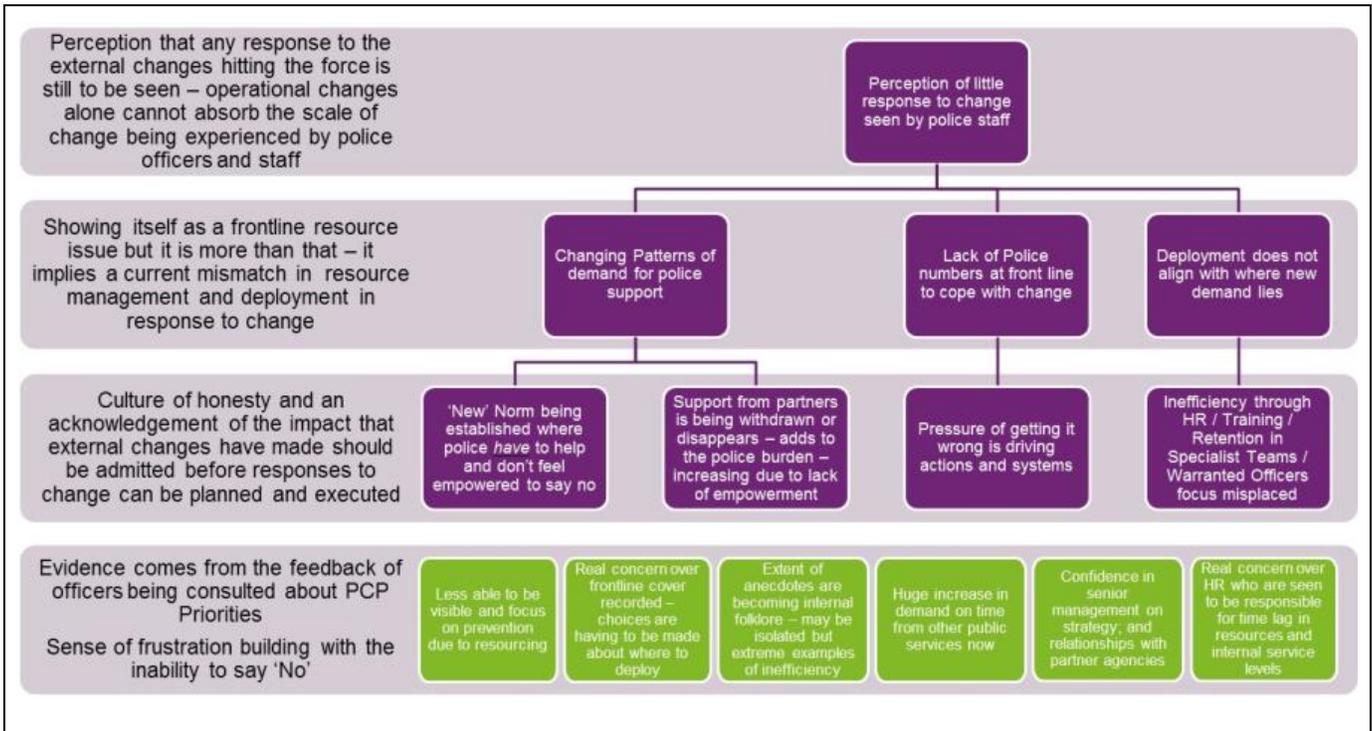
6.3   Feedback on Priorities from Police Officers and staff

Protecting the Vulnerable:

Protecting the Vulnerable was a prominent element of the last Police and Crime Plan and arguably should feature in any Strategic Focus for a Police Service simply because it is embedded in the very rationale of what a police service stands for. Increasingly however this aspect of the Police's work as we have seen from this consultation and the changing nature of policing across the UK is becoming more dominant as the Police Service steps forward to fill the gaps left behind by other Public Services.

In North Yorkshire the definition of vulnerability has become broad enough to encompass the elderly; those with mental health issues; racial and ethnic minority groups; victims of crime; children and young people and those living in remote or rural locations. Not surprising then that the consultation process amongst the Police found a clear support for this as a fundamental priority within the Police and Crime Plan.

While this priority was seen as almost a given for the Police and Crime Plan, it was also evident that the police feel vulnerable themselves in situations where they are left making decisions on what circumstances determine vulnerability of the individual they are faced with.

Officers need support to ensure they make the right decisions and to feel they will have senior level support in difficult situations:

Difficulty in walking away from a health incident. Even though the police's job is done, concern around the possibility of gross misconduct if something goes wrong. (Harrogate Police Internal Stakeholder

There is an element of self-preservation and protection because of pressure from IPCC and PSD. It is not a supportive environment and officers are not empowered to do anything. Can't ever put your hand up and fess up and be supported. (Selby Police Internal Stakeholder)

Boosting the Frontline:

This priority against a backdrop of increasingly difficult and frustrating work situations was understandably seen as an important focus, provided it could be delivered and that early evidence of a commitment to the priority was seen.

We have also seen that the nature of frontline policing is changing quickly – the SIA indicates that 43% of calls to the police are now Public Service and Welfare calls, a trend that has been steadily increasing for the last 5 years now.

The focus on how to resolve this conflict has been placed on trying to create capacity and resourcing through a series of initiatives involving the better use of technology; forward planning to ensure training is in line with forecast demand. For example the current approach to recruitment may need to encompass a different skill set for officers who may be attending to 1 in 2 calls which involve a Public Welfare issue or mental health related incident.

ASB personal issues are not included in mental health data – When incidents come in to the FCR they are categorised as ASB personal, but in most cases there are elements of mental health present which is not recorded in the data. (Selby Police Internal Stakeholders)

With a dynamically changing incident landscape, the need for accurate recording of the real nature and cause of incidents is required. While this may also cause conflicts by changing the basis for comparative analysis, if a mental health issue is actually the trigger for contact by the police then it is more important to record this on file than the visible result. There may be a need to embrace and embed a more relevant classification in the future to better enable true demand patterns and appropriate response and resolution. We heard a number of times through consultations with internal stakeholders that crimes can be categorised in a variety of ways – this clouds the ability to manage areas like rural crime; ASB where the root cause is an underlying mental health issue etc.

There is a disparity between the stats and reality for example in the classification of incidents (Harrogate Police Internal Stakeholder)

Technology and its deployment is something that the public are much less aware of outside of media coverage of online monitoring of Child Sexual Exploitation by specialist units. However the issues being faced by North Yorkshire Police are far more basic than this and revolve around new channels of communication being opened up to officers on patrol as well as the compatibility issues between emergency services.

People should be able to access NYP in a variety of ways - need to keep up with the times and develop technology to allow people to make contact and receive support on-line (as per on-line banking etc.).   Needs to also consider better use of mobile stations.

(HQ Staff Internal Stakeholder)

If policing is increasingly about Public Welfare which the trends seem to indicate then a different type of officer may be required going forward. Rather than investigative skills there is a need for greater empathy and response in situations where care is required.

More intelligent recruitment - work in schools and colleges etc. more investment in specials training and mentoring programme. (Scarborough Police Internal Stakeholder)

Customer Service

It was noticeable that the priority on customer service received little or no comment across the stakeholder sessions held within NYP.

Customer Service was seen to be an area for inclusion, but issues like the concern over contact with the police, the poor 101 service solution and the need for police to have more compassionate interactions with the public was clearly less front of mind with officers than the other priorities.

Management of expectations v incident – need to clearly explain what can and can't expect from NYP and ensure communications provided at appropriate times. (Police HQ Stakeholder Interview)

Front desk have public expecting to be able to give statement straight away, expectations need to be managed better and the response to the public to be that they have to book an appointment. This message needs to be consistently given out. (York Police Stakeholder)

As Customer Service appeared to be more important to Senior Leaders there may be a need to align North Yorkshire Police around exactly what this priority is targeted at.

Effective Collaboration

Amongst the officers and staff there was a sense of inevitability about increasing the degree of collaborative working. However the experiences being seen on a day to day basis were actually reinforcing the perception that the police are left to deal with situations as they are live and on the ground.

Occasions when ambulance service refused to take someone and police left to manage as service of last resort.

Police called first but not always equipped to deal with causation or impact. We need partner agencies to do their bit.

Examples of initiatives were given which was seen as evidence that greater collaboration is a possibility, however these appeared to be isolated examples, indicating that internally the use of real examples which show collaborative working successes could be an important way to demonstrate the commitment to this priority:

Like the Together York project – although they don't have the high risk cases, they have huge volumes or medium and low risk that take up time. (Harrogate Police Stakeholder)

Excellent pockets of primary prevention work taking place but best practice not necessarily rolled out across the Force. (Police HQ Stakeholder Interview)

We did find a whole range of potential areas the police are already aware of as targets for collaborative initiatives:

Partnership Hubs to include multi-agency early intervention and provide more co-ordinated approach to delivering key messages.

There is a need to continue joining with other forces where possible to deliver services and share best practice. Not always necessary to be a local/neighbouring force (e.g., Cyber work may provide more opportunities to work with forces not necessarily close in proximity). (Police HQ Stakeholder Interview)

Could use volunteers in A&E, such as med students to help free up ambulances/officers.

First Responders scheme/volunteers.

Ambulance 'internship' trained as first responders.

Fire service involvement – cheaper than knocking down doors. (Scarborough Police Stakeholders)

The ability to get to the bottom of cases needs integration with social care and mental health. (Harrogate Police Stakeholder)

There may be a sense that collaboration is a priority which will take longer to achieve simply due to the inability to achieve much in the way of collaborative working to date despite the impact of budget restrictions. Sentiment in the police could be made much more positive and supportive of this priority when there is some active demonstration of practical successes.

7. Other Stakeholder and Partner Consultations

Across a broad cross section of stakeholders and partner organisations it was widely recognised that the nature of policing was changing significantly, which in turn was exerting pressure over the resourcing available for conventional policing. There was a general concern over the increasing role of the police becoming a last line of resort in dealing with shortfalls caused by shrinking resources in areas like NHS, Mental Health and Social Services. For many the concern was expressed in terms of whether the police are adequately or appropriately trained to deal with such situations rather than the diversionary aspects of police not being able to fulfil their traditional role.

Also prominent in the feedback from these groups that a potential focus on a more compassionate and customer service led interaction with the public was required and had longer term social cohesion benefits but which may be difficult to achieve given the rapidly changing operational context for the police.

7.1   Key points of consensus

There was a broad consensus that the four identified priorities for the Police and Crime Plan were appropriate. This broad support did not stem from a perspective that they could not be argued against, but rather that they appeared broad enough to gain support across a wide range of involved stakeholders and yet had tangible elements where progress could be evidenced.

Protecting the Vulnerable:

For most of the public service consultations undertaken there was little or no specific reference made to 'Protecting the Vulnerable' and for most it was seen as a hygiene factor in any Police and Crime Plan by such stakeholders. It also demonstrated an area of continuity from the previous Plan.

However there were calls for the new Police and Crime Plan to illustrate how protection might be provided, again by reference to successful examples which have already been implemented, initiatives begun as a result of the previous Plan's focus as well as outlines of initiatives being considered for the future.

To summarise the feedback: 'no-one could argue with this priority as a point of principle but it is what lies beneath the sentiment of the statement which is more significant in understanding what it might mean for the public and the vulnerable groups who look to it'.

Boosting the Frontline:

There was a danger seen in some of the consultations, notably with Council Officers and Police and Crime Panels that this priority may be seen to be an increase in frontline deployment.

In a continuing climate of budget austerity, the message underpinning this priority is perhaps more accurately described as Effective Management of the Frontline or _Prioritising_ Frontline. Everything that can be done, should be to ensure adequate resourcing of frontline service is maintained. This may mean a different way of deploying officers to reported incidents as well as maintaining commissioned resource wherever possible.

It was also recognised by some stakeholder groups, notably the Police and Crime Panel that the changes being seen in the nature of policing, represented a significant cultural shift for the organisation.

This issue represents a significant miss-match between what is needed and the culture within the police – training will be key to effecting and driving culture change. (Police & Crime Panel Stakeholder)

This priority also included a reference to Empowering Communities. This notion was seen by some Public Stakeholder groups as more of a long term goal to work towards. By having more engaged community relationships, the public are arguably more willing to get involved in local neighbourhood schemes rather than continually reporting issues to the police. This also demands a level of customer service and relationship between the public. This sub priority was suggested to be a better fit under Effective Collaboration.

I need to understand the logic of the PCC here a bit more. This seems to be a little out of place with other elements under this heading (Police & Crime Panel Stakeholder)

Customer Service

All the stakeholders we consulted with acknowledged Customer Service as an important area for inclusion, reflecting their widespread and greater awareness and concern over contact with the police, the poor 101 service solution and the need for police to have more compassionate interactions with the public.

We could start by always referring to a Police Service and not a Police Force. That is old fashioned language and brings with it a cultural implication which has to change now. (Police and Crime Panel Stakeholder)

Similarly, the Police and Crime Plan should be focused on outcomes more than things or words like 'response'. Response has to be judged to be appropriate to the situation being faced, whereas the use of outcomes implicitly means that has already been assessed. (Police and Crime Panel Stakeholder)

Similarly the need to explain what the police can and will do in a given set of circumstances was underlined as remaining critically important is customer service is to be a focus.

The customers experience at the start has a huge impact on the victim journey. Whatever the police officer says is taken as true, officers need to be more careful with regards to promising outcomes and raising expectations of victims unrealistically. Officers need better training on how to interact with victims. (Commissioned Services Stakeholder)

Younger officers have better customer service, very positive and encouraging with victims, taking notes. Older officers are more negative and cynical. Older officers shouldn't being responsible for training and being the role models for younger officers as they have a negative influence. This is a culture issue in the police. (Commissioned Services Stakeholder)

For most of the other stakeholder engagements Customer Service was considered to be an area of growing importance as police time becomes more pressured and the feedback was consistently around communication and management of expectations and next steps.

Stakeholders recognised that the nature of customer service is very dependent on the individual officer in place at the time. There was considered to be a wide diversity of service levels within the police meaning an

individual member of the public did not necessarily know what to expect. In this context a focus on service delivery training and bringing the culture 'up a couple of places' with regard to customer service 'has to be a good thing'.

Effective Collaboration

One key difference between the other stakeholder consultations was the far greater degree of positive reaction to the priority focused on collaboration. Timing is clearly appropriate to be including this as many public sector organisations look around for partnership solutions to resourcing problems.

Many of the Public Sector stakeholder sessions simply did not question this priority at all as it is clearly a common agenda item; however the session with stakeholders from the NHS was encouraging in both the breadth and degree of passion for this kind of close collaborative approach. There was a general acknowledgement amongst this group that the only way to survive effectively was to encourage more co-operation between the police and public services. The honesty of this support was clear in that many stakeholders acknowledged things were being left to a more unnatural handover from one service to the police (often by the services absence or inability to respond in a timely manner meaning police have to deal with the situation).

Handovers are the key friction points at the moment and yet in the NHS we spend all our time handing patients over from one consultant to another. Our protocol is based on Situation, Background, Assessment, Recommendation which is probably very similar to the way police assess situations. (NHS Panel Stakeholder)

One initiative we do have as a case study though it needs a careful review is Together York (NHS Panel Stakeholder)

The focus of any collaborations should be preventative, as this is where the least physical or service crossover will occur. Currently the preventative agenda felt within the force is most under threat from the changes being experienced by the changing patterns in response drivers. So if the primary focus of collaboration is to free up resources where prevention will be more effectively implemented this should be actively encouraged by the Police and Crime Plan.

Better joint working with schools to influence and engage with young people.

High level collaboration is required to map out services and ensure there is appropriate support for young people and children. (Commissioned Services Stakeholder)

In summary the stakeholder consultations found a high degree of support around a focus on better collaboration. There appeared to be a sense of inevitability around the subject as one of the only sensible ways to proceed. Key barriers remain with organisations or senior individuals who see their position or budget being undermined, but the Police and Crime Plan needs to be a vehicle under which collaboration becomes a more holistically viewed way forward.

7.2   Natural move towards greater collaboration

So encouragingly there seems to be a natural and common move to collaboration as a way forward. However there is far less consensus on how this might be achieved. The concern from some of the most

vocal supporters was that politicking and seats of budget control will remain obstacles. Often there are too many stakeholders involved to make collaborative arrangements easy and so there was a call for simplification and a clear identification of where the strongest overlays for collaboration were to be found.

If everyone starts to try and reach out for collaboration at the same time it could end up being totally unco-ordinated and achieve little. Rather there should be a strategic assessment of the organisation involved across the county and where real collaborative gains can be recognised and exploited quickly. Once we see some green shoots of success it will be much easier to achieve effective collaboration because the power holders will see the benefits or be made to see them!

(NHS Panel Stakeholder)

7.3   How to facilitate collaboration

The 'how to' collaborate is a key and unanswered element of the consultation process. Co-ordination seems to be something which is noticeable by its absence in this space. In the absence of a strategic and prioritised assessment of where and what form of collaboration will provide the greatest returns, the danger is for a rash of localised and small scale initiatives to kick off.

While these may be useful in a specific or local context (Together York) if the scale of collaboration is to overturn many decades of independence it has to be seen to deliver significant benefits. Currently no emergent player is being seen in this regard and it begs an important question for roles like the PCC.

8. **SIA overview**

The SIA is a confidential publication and so the feedback outlined in this section is limited to general trend and data which is non-specific. We have concentrated on providing headline evidence of direct relevance or support of the designated priorities for the Police and Crime Plan.

8.1 Changing nature of crime means a pressure on resource

Clear evidence for the ways police response is being instigated or prompted:

- 43% of all calls for police service are now Public Safety and Welfare related. The call types with the highest volume are Concern for Safety, Suspicious Circumstances and Domestic Incidents.

- Crime levels showed an increase in 2015/16 after four years of reductions but have since stabilised and represent 20% of calls for service.

- As the face of crime continues to shift from acquisitive crime to victim and community harm, the capacity and capability of front-line officers to identify a broad range of inter-related and complex vulnerabilities (CSE, domestic abuse, neglect, mental health, substance abuse) becomes increasingly central to delivering the core policing function of keeping people safe.

- Identifying, preventing and investigating the exploitation of the vulnerable, particularly in the adult safeguarding arena, remains a significant challenge.

8.2 There is a difference between public perception and concern over crime and reality evidenced by the SIA data

The SIA report highlights this as follows:

- Levels of reported dwelling burglary have been on a downward trend for the last five years. Numbers remain below tolerance for Most Similar Forces and North Yorkshire Police experiences the 6th lowest dwelling burglary rate per 1,000 population nationally.

- Road-related calls for service remain steady and represent 21% of total volume.

- Anti-Social Behaviour continues its five year downward trend and represents 16% of calls for service.

- Scarborough and York are prime areas for alcohol-related ASB, and mental health is a predominant factor in Public Safety and Welfare across the region but, most notably in York and Harrogate.

- Statistics around the emergent crime areas like fraud and cyber sexual offences are under-reported due to ignorance or embarrassment

8.3 The need for engagement with communities is also underlined

- Engagement with a broad range of vulnerable and hard to reach communities is essential to ensure that community concerns and risk, including under-reporting, are effectively identified.

9. Inputs from other research

9.1 First Contact Lessons Learned

An investigation into the ways the public contact the police in September 2015 delivered a number of insights relevant to the Police and Crime Plan and the priorities being looked at for the Plan.

- Poor call or lack of immediate response was often interpreted as 'bothering' a hard pressed and under-resourced police force which typically led to abandoned calls or people admitting to not wanting to bother the police. This in turn leads to a lack of engagement and co-operation between police and public.

- In reality the response was most likely to be good or at least satisfactory when contact was made and so the importance of the public contacting the police so that their need can be assessed will also help to reinforce the fact that a police response can be appropriate without the need to respond in person

- Satisfaction amongst the public with contact was lowest after a report or an incident when the same 101 service is used to try and speak to a named officer. Here the strike rate of getting through to a named person was much lower and when no return call is made, the public feel most disappointed, which in turn reduces the likelihood of reporting again in the future

- Where callers are persistent or regular callers more could be done to stream these calls based on number recognition, so that operators can be prepared to deal with the call dependent on its nature but mindful that it is a persistent caller.

The report also made a number of recommendations which are of relevance to the need to build a good customer experience which has become a significant focus of the new Police and Crime Plan. For reference these were:

1. Minimizing call waiting times at peak periods through:

    i. full resource planning, maintaining the required complement of staff to deal with forecast demand

    ii. Additional routing options using autodial to stream callers ringing in a professional capacity as indicated by this report – people like Retail Managers; Doormen; RSPCA; NHS Staff; Social Services etc. These calls are from people who know what they need and are more rational in the way they report information, meaning the potential for a swifter resolution of their need. We would recommend an audit to understand the volume of calls which fall into this category by retrospectively looking at the source of incident reports.

    iii. Adding a warning message around peak times to suggest either a call back option or to call back if the call is non urgent

2. Developing some additional channels of communication which are non-telephone based and may be targeted at disadvantaged groups or younger members of the public. This study suggests a number of viable alternatives including:

i. Web Chat facility – to enable teenage and younger adults to report issues without having to speak to a police officer; this service was also seen as potentially valuable to people with hearing impairment and who do not have English as a first language.

ii. Email contact to named officers – to circumvent Option 2 if contact is needed with a specific officer or neighbourhood team.

3. An acknowledgement message or contact following the incident report which is simply designed to complete the contact from the police's point of view and provide the public with the required assurance that the matter was important and valued. We recommend looking at any auto generated SMS facility alongside the new telephone system.

9.2 Awareness and response to vulnerability issues

Similarly looking into the needs of victims of crime in early 2014 also provided an insight into the nature of customer experience and how this may be improved in the future. It is fair to say that significant changes have been introduced to the support victims of crime now receive but the same principles are worthy of repetition here.

- Victims needs were summarised in terms of a set of needs leading to an ultimate outcome which related to getting their life back to a state it was in before the crime took place:

- TAKE CONTROL: *tell me what will happen / could happen*
- KEEP ME INFORMED: *when I need to know*
- HELP ME UNDERSTAND: *what is happening and how it may affect me / my family*
- SUPPORT ME: *give me the means to act for myself or additional help when that proves too difficult or I feel vulnerable*
- TALK TO ME: *in a way I can understand*
- PROVIDE SPECIALIST SUPPORT: *or access to it when I need it*
- PROVIDE ME: *with the means to get my life back to how it was*

In thinking about a customer service driven culture then the key aspect we discovered during the Victim Needs work is the importance of regular communication about what happens next and what has happened. Maintaining contact when it is needed, whether there is any progress or not stops the development of a vacuum where the 'customer' feels forgotten or neglected. Closing the loop with a contact provides the contact required and the reassurance that something is happening or that the contact was worthwhile.

9.3 Rural Crime has a significant impact on our region

One of the aspects of this consultation which by necessity had to be managed carefully was the full canvassing of rural residents and businesses. However in 2015 a wide ranging national rural crime survey was undertaken which elicited almost 1000 responses from people living and working in rural North Yorkshire.
The relevant points to this consultation from the sample in North Yorkshire were found to be:

- 31% had experienced some form of crime in the previous 3 years
- Of this proportion over half (58%) had experienced crime more than once
- Typical crimes involved thefts from farms and businesses or outbuildings
- Only 70% of crimes were reported to the police and largely because the victim felt there was little point as the police action was likely to be fruitless
- The costs of rural crimes were significant – in North Yorkshire the average values we noted were
  - Replacement value of property stolen - £4,206
  - Damage repair due to crime - £1,180
  - Loss of earnings due to crime - £9,650
  - Costs of improving security after the crime -£1,000
  - Other costs including legal, insurance and time taken to resolve issues were significant averaging - £6750
- One in three rural residents of North Yorkshire are more worried about becoming a victim of crime than they were 5 years ago
- The biggest problems were under payments on insurance and not reporting incidents when they occurred because the residents saw little benefit in doing so.

The costs to the community are significant and the rural public had less confidence in police response which reinforces the cycle of non-reporting.

The research also highlighted that rural communities are relatively strong and cohesive communities and so more engagement with the police is a possibility when it is done in the right way. Targeting prevalent crime in these areas and focusing on those communities relatively close to urban centres where the criminals are based was seen to be the strategic message coming from the survey.

The emphasis of these findings in the context of this report is a further underlining of the ways the police engage with their community and the level of customer experience which can be initiated. Further targeting and resourcing aided by effective collaboration with other rural emergency services (Fire Service) would also help aid the visibility of emergency services.

9.4 Research into Hate Crime

Research undertaken by the OPCC in 2015 sought to understand why Hate Crime is underreported in North Yorkshire and highlighted three key barriers.

1. Psychological barriers: the way that victims view their own 'difference' and tolerate negativity or abuse about their perceived difference. Almost by definition, victims of hate crime are in some way part of a minority group. In North Yorkshire which is a region dominated by a majority white, British or Christian population this 'difference' becomes exaggerated because the minorities

involved are so isolated relative to the mainstream population. Awareness of being such a minority group or being different can therefore become exaggerated and lead to real feelings of isolation.

2. There is also a lack of understanding about hate crime: victims do not realise that they have been a victim of a crime as their 'differences' become the way they are differentiated from the rest of the population. The normalisation of abuse or labels makes it harder to detect when real hate crime has been committed – it is normal to be called names or referred to in a derogatory manner.

3. Police relationships: difficulties in communicating or contacting the police, or off-putting negative experiences with police previously underline a difficulty in raising aspects of Hate Crime.

While Hate Crime is not perceived to be a significant issue for the public of North Yorkshire, to those who become victims this simply reflects the difficulty of their position and makes more significant the barriers they clearly face to raise issues with the Police.

In the context of this report it seems clear that the Police and Crime Plan should seek to address these issues by raising awareness of Hate Crime amongst the public and the police; provide easier ways to raise issues or report specific incidents and break down the normalisation of treating people who are different in some way to the majority to allow more effective protection of potential victims.

9.5   Road Policing

Issues around the county's roads featured significantly amongst our surveys areas of concern and particularly where the greatest concentrations of 'A' class single carriageways are found. In 2014 almost 2,500 people responded to a survey on Road Safety following the deployment of Safety Camera Vans.

This survey further underlined the concerns of the population over road safety in the county with almost 8 out of 10 people expressing concern. The survey found that a mix of education and enforcement were the best remedies to curb dangerous driving. Speeding in areas of previous road traffic collisions (black spots) and anti-social driving behaviour were considered the key priorities across the county.

While older people (over 50's) favoured enforcement; they were also the people most prepared to volunteer for schemes like Community Speed Watch which has an educational element to it in raising awareness of driving speeds in specific areas.

In the context of the Police and Crime Plan, it is evident that road safety across the county is a significant concern to be addressed.

9.6   Youth Feedback

The Public Survey canvassed views from adults aged 18 and over. So reference to the OPCC Youth survey overlays an important perspective. In 2014 over 400 children and young people from a variety of backgrounds (schools, colleges, youth clubs, young offenders and some looked after children) were asked for their views on policing in North Yorkshire to inform the new Children and Young People's Strategy.

The survey explored perceptions of the police, previous experiences and overall knowledge of how to get in touch, when and why.

To summarise the findings – young people have a distanced relationship with the police. They feel that the police believe most young people are trouble makers, more reckless and are stereotyped as such.

Those who had not had any police contact felt that the police did a good job, but those in the justice system or those who had been stopped and searched were very negative. It appears that contact with the police (dependent on circumstance) is likely to leave a negative legacy for the future. Many of the responses urged police to listen to young people more, and not 'stereotype' them. Outreach activities such as open days and information would be useful to build relationships

Young people don't report to the police as they don't want to be seen as a 'snitch' among their friends: there was very little awareness about Crimestoppers or similar alternatives to the police. There was a sense that a crime had to be 'severe' or 'serious' before young people would consider reporting.

Overall, misconceptions about 'youths' were seen to be the cause of aggravation between police and young people and clearly stereotyping is evident on both sides of this divide.

Young people are an important part of the community and in terms of building a positive legacy and engagement for the future, the Police and Crime Plan should seek to address the breakdown of this apparent stereotyping which gets in the way of any relationship between the police and young people. Once again this research shines a light on the importance of the interaction police have with the public and the impression that the experience leaves behind. In this respect examples of how outreach programmes and interaction with young people are made would be interesting to see within the Plan and with a potential for further outreach and interaction for the future.

9.7   Research Sources

The references we have summarised here may be found using the following links:

9.1	Research Looking into First Contact with the Police (2015)	https://www.northyorkshire-pcc.gov.uk/policies/review-first-contact-customer-experience-provided-north-yorkshire-police/
9.2	Victim Needs Assessment (2014)	http://www.northyorkshire-pcc.gov.uk/for-you/victims/victim-assessment/
9.3	National Rural Crime Survey (2015)	https://www.northyorkshire-pcc.gov.uk/policies/national-rural-crime-network-national-rural-crime-survey/
9.4	Research into Hate Crime (2015)	https://www.northyorkshire-pcc.gov.uk/for-you/victims/hate-crime-report/
9.5	Road Safety Research (2015)	No Links
9.6	Young Peoples Research (2014)	No Links

10. Priorities for the 2017 Police & Crime Plan

10.1 Summary of Evidence

As the contents of this report identify we have a broad level of support for the priorities which were put forward. There are some subtle differences in how strong the support was for each of the priority areas identified but across the broad range of stakeholders we spoke to we found support for each area. Where there are differences and subtleties we have summarised in the form of the following table:

Figure 21: Summary Interpretation of Stakeholder Support for Identified Priorities

	Boosting the Frontline	Effective Collaboration	Customer Service	Protecting the Vulnerable
North Yorkshire Police Officers and Staff	★★★	★	★	★★
North Yorkshire Police Senior Leaders	★★	★	★★	★★★
Local Criminal Justice Board	★	★	★★	★★★
Local Community Safety Partnerships	★★	★★	★★	★★★
Local Authorities	★	★★	★★	★★
Police and Crime Panel	★★	★★	★★★	★★★
NHS Partners and Clinicians involved in the Sustainability and Transformation Planning (STP's)	★	★★★	★★	★★
Mental Health and Adult Safeguarding	★	★★★	★★	★★★
Local Safeguarding Boards	★★	★★	★★	★★★
Commissioned Partners and the Third Sector support organisations	★	★★★	★★★	★★★
Minority groups	★★	★	★★★	★★★

★ Areas where additional effort may be required

Similarly if we move back to consider how the publics concerns align with the priorities identified for the Police and Crime Plan the following summary attempts to summarise the areas where there is a fit or correlation between a public focus, concern or priority and where resource or objectives may be assigned to impact that specific concern.

Figure 22: Degree of Fit between Public Priorities and Police and Crime Plan Focus

	Boosting Frontline	Effective Collaboration	Customer Service	Protecting the Vulnerable
More Police Visibility	■		■	
ASB		■		
Burglary	■			■
Roads	■			
Drugs	■			
Violent Crime				■
Cyber	■	■		■
Theft		■		
Drink related crime	■			
User Experience			■	■
Mental Health	■	■	■	■
Safeguarding Children		■	■	■
Robbery				■
Online Harassment / Bullying	■	■	■	■
General harassment		■	■	■

10.2 Priority Statements

So as a way to simplify the communication of the priorities now agreed through consultation, the original potential priorities were reformatted to reflect simple language. Each of these areas is supported by a series of Objectives and Outcomes which tangibly reinforce the priorities described. These can be clearly seen in the Police and Crime Plan

They now stand as:

10.2.1 *Priority 1: Caring about the Vulnerable*

We will have an in-depth understanding of how we can best protect the most vulnerable people in our society and will invest in services, skills and partner relationships to deliver the best possible outcomes.

Objective 1:

A compassionate workforce with an excellent understanding of vulnerability in all its forms, which is better and more accurately recorded.

Objective 2:

An improved response and reduced harm to people at greater risk, including those who are vulnerable due to their mental ill-health, victims of hate crime, young people and older people. Harm will also be reduced by developing closer working practices between partners and improved sharing of relevant information.

Objective 3:

An improved response to the specific needs and vulnerabilities of communities that are hard to reach, either physically, such as isolated rural communities, or due to socio-economic and other circumstances.

Objective 4:

Provide an exceptional service to victims and witnesses, offering them more specialist support throughout the criminal justice process, leading to better outcomes at court.

10.2.2 *Priority 2: Ambitious Collaboration*

We will reach out to partners and drive innovation forward to enhance policing, public protection, community safety and local justice services.

Objective 1:

Fully embrace the opportunities presented by the 2017 duty to collaborate between 'blue light' services to deliver a more efficient and effective response that improves public safety and the resilience of services in our community.

Objective 2:

Work more closely with criminal justice partners and local authorities to deliver a more joined up service for victims and witnesses, support local justice, reduce re-offending and improve conviction rates and other justice outcomes.

Objective 3:

Widen and deepen collaboration with policing partners regionally and nationally, ensuring that the best outcome for North Yorkshire communities are achieved, to better tackle serious and organised crime, child sexual exploitation, human slavery and trafficking, and other serious and emerging threats.

Objective 4:

Maximise collaboration opportunities with local partners to improve effectiveness and make tangible efficiencies. Ambitiously develop the plans already in place to share premises and services, resulting in a willingness between partners to work more closely together.

10.2.3 *Priority 3: Reinforcing Local Policing*

We will equip our people with the technology, skills, capacity and personal support to prevent and tackle crime, and reduce demand.

Objective 1:

A mobile workforce, enhanced with, and effectively using technology, that encourages a flexible, dynamic and innovative approach to delivering services locally. This objective will make local policing more productive and proactive, enabling them to be more visible with greater flexibility and capacity to respond to the public.

Objective 2:

Plan and prepare for changing and future demand, so that we improve our ability to deal with problems such as cyber enabled crime, fraud and the exploitation and abuse of children and adults.

Objective 3:

A planned, co-ordinated and collaborative demand reduction/prevention strategy that addresses the causes of demand to prevent harm, will reduce crime and anti-social behaviour over the longer term.

Objective 4:

Make effective use of the whole policing family to provide the most appropriate service when and where it is needed. From volunteer search and rescue organisations, local Neighbourhood Watches, to Special Constables, civilian staff, police officers and partner organisations, we have a family of highly dedicated people with our citizens' best interests at heart.

Objective 5:

Empower communities to engage more actively with the police service. A strong positive relationship between the people and the police helps reduce harm, crime and anti-social behaviour. Two-way communication and feedback improves community resilience, generates vital community-based intelligence and increases confidence.

10.2.4 *Priority 4: Enhancing customer experience*

We will embed an outward-facing perspective to guide all our endeavours, providing an exemplary service that exceeds expectations, whether that be in serving the public, shaping the organisation or working with colleagues and partners.

Objective 1:

Make policing more accessible by improving and widening the channels of communication by which the public can contact the police.

Objective 2:

Effective learning from legitimate complaints, which improves the customer experience and increases confidence and trust in local policing.

Objective 3:

More efficient and timely customer service, that is as simple, straightforward and transparent as possible. This is equally applicable to internal customers and partners, as to the public.

Objective 4:

A healthy, happy and confident workforce that better reflects the diversity of our community and can fulfil our priorities, through putting customer service and our values at the heart of the recruitment process, as well as ensuring we nurture and support our people.