



Policing and Crime Annual Report 2020 - 2021



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

BE SAFE
FEEL SAFE



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Foreword

Welcome to the Annual Report for 2020/21 of the Commissioner as local policing body for the North Yorkshire Police area.

It is no exaggeration to say the year covered by this report was unprecedented for us all. For North Yorkshire Police, the coronavirus pandemic created huge challenges, but we should be proud of the way our officers and staff responded to the crisis and worked with bravery and continued commitment to protecting communities and keeping everyone safe and feeling safe.

While working hard on behalf of residents and businesses, I also want to reflect on the impact this has had on all those who work for North Yorkshire Police, and those who allow them to focus on the frontline through our Enable North Yorkshire joint support services.

They are deserving of my praise and our thanks for their public service every year and during this reporting period it is more important than ever to say thank you. At a time when our country was locked down and we were urged to stay at home, this was not an option for our emergency services. They left their families to protect ours, they put themselves at risk to keep us safe and they had to deal with a new invisible threat by being visible and accessible. To them all, I say thank you.

As an organisation, North Yorkshire Police can also be proud of how it rose to the challenge with new technology rolled out to ensure services could be maintained, allowing it to be business as usual when it was very far from being a usual time. This report outlines some of the solutions they have found, and how many of those are the result of careful planning to create a more sustainable and efficient service over many years.

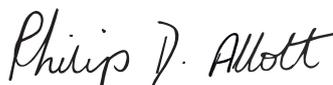
One of those solutions, and it is one I will build on in the year ahead, is the Public Safety Officers which were piloted in Craven from April 2020. These two

individuals have a focus on improving community safety and preventing harm by solving anti-social behaviour concerns and promoting health and wellbeing. An independent evaluation showed significant public and stakeholder support for the role and the benefits it offers.

North Yorkshire Police have also invested in protecting communities on the edge of the policing border who are often victims of those who travel to our area because they see us as an easy target. Our Safer Streets scheme in parts of Selby has provided greater protection for those crimes like burglary which have a significant impact on ourselves and our families by making us feel frightened in our homes. This project will be expanded in the year ahead, building on this success with more ANPR cameras to target those intent on committing crime before they can actually commit offences.

There are many more improvements and innovations I could highlight, but there is also much more to do. I know the Chief Constable shares my commitment to build on our successes and learn from the issues that continue and, as the newly elected Commissioner, I will build on the work of my predecessor outlined in this report.

We need North Yorkshire Police to reflect the communities we serve and represent, we need to ensure communities feel our emergency services are visible and accessible, and we need to ensure victims of crime feel they are taken seriously and put at the heart of a justice system which too many still feel is against them.



Philip Allott
Police, Fire and Crime Commissioner
for North Yorkshire



Coronavirus Update

Since Coronavirus began to impact North Yorkshire and York in March 2020, the Commissioner wholeheartedly supported the sustained response that North Yorkshire Police (NYP) provided throughout the crisis.

The Commissioner closely monitored both the operational and the internal business continuity measures NYP put in place to ensure that the needs of the community were being met, and closely engaged with Government on key issues, making sure the voice and needs of North Yorkshire were heard and understood. This was to ensure that the correct resources were in place and that there was a co-ordinated response to key concerns as they arose. This involvement included regular meetings with the Policing Minister and Secretary of State for Justice, Members of Parliament and Council Leaders, regular calls with the Victims Minister and Victims Commissioner and also with Ministry of Housing, Communities and Local Government (MHCLG) and the Department for Environment, Food and Rural Affairs (DEFRA).

A Gold Commander led the Coronavirus strategic response on behalf of North Yorkshire Police with the support of a Chief Inspector, who coordinated work at a tactical level. The Gold Commander chaired the Local Resilience Forum's Strategic Co-ordination Group (SCG) and the Chief Inspector chaired the Tactical Coordination Group (TCG) to continue the close partnership response, which included the Military Assistance to Civil Communities (MACC) group.

The Commissioner is very pleased with the protection NYP provided to local communities, which had to adapt to meet the varying tier restrictions across the policing area and the lockdown measures. The 4E approach of 'Engage, Explain, Encourage and Enforce' was



incorporated into the neighbourhood policing approach to maintain a consistent and familiar presence and methodology. Significant communication programmes were undertaken to inform and educate communities and keep them engaged.

Throughout the crisis the Commissioner was adamant that NYP continued to run "business as usual" as far as possible, alongside the additional requirements, and is pleased that this had largely been managed. Operation Talla (the national operation in response to Coronavirus) ran effectively locally at Gold, Silver and Bronze levels to manage the policing operation and the internal business continuity arrangements necessary to keep the service running. The Commissioner's Office attended meetings at each level as necessary.

Previous technological investments allowed staff to continue working from home and the use of interactive technology facilitated the continuation of business in a safe and smooth manner. Those officers requiring to shield or quarantine continued to be placed on a 'response desk', picking up scheduled appointments where appropriate and engaging with callers where interaction with an officer was required, in order to help manage the risk, both to public and to officers, by minimising the need for visits. Use of video software continued to be maximised to engage with the public, and NYP are building on their learning to improve efficiency in the future.



In September, NYP managed to re-start a number of functions that had been put on hold, for example, Officer Safety Training, which is now delivered in a different way, to ensure officers gain the training required but remain safe from Coronavirus.

Autumn proved challenging, with the overall national increase in Coronavirus cases. Close working with Local Resilience Forum (LRF) partners and communities meant that these events passed without significant incident. NYP had also been heavily involved in the planning around the EU Exit and the worst-case scenarios for mutual aid and national requirements. The Commissioner continues to focus on the impact this crisis has on rural and BAME communities in particular, and works closely with the Chief Constable to make sure this is properly managed.

The second lockdown saw an increase in NYP's Coronavirus compliance patrol plans across all areas of North Yorkshire, which was based on feedback from rural communities who were concerned about people travelling into North Yorkshire from other parts of the country.

NYP were allocated £291,987 in October 2020 from the Home Office surge funding for increased Coronavirus enforcement, which was used to increase Coronavirus patrols. The Commissioner received and monitored the weekly National Police Coordination Centre (NPOCC) returns from NYP which included updates on all activity relating to Community Engagement, Unlicensed Music Events, Protests, Multi-Agency Working, Specific Operations and Media and Communications.

During the third national lockdown, NYP adapted at very short notice, a healthy level of resource across all areas of the business, whilst also preparing for what was anticipated to be a very busy "post-Coronavirus" environment in 2021



when more normal ways of life are expected to resume.

Public and political engagement

The Commissioner continued to engage with media locally and regionally to reinforce the rules nationally and ensure that NYP's approach was communicated both to residents and businesses across York and North Yorkshire, and those further afield across the region who may have considered coming to the area.

The Commissioner appeared on BBC Look North, BBC Radio York and in the Yorkshire Post and Northern Echo with continued engagement with local papers to reinforce the rules message, while speaking more widely about the challenges faced by rural communities, including on BBC Farming Today. These messages and supporting information, relating to the guidance, were included in a dedicated section on the Commissioner's website while the Commissioner's livestreamed Public Accountability Meetings focused on providing regular Coronavirus updates from both North Yorkshire Police and North Yorkshire Fire and Rescue Service.

Ahead of the funding announcement in October 2020 for policing and local authorities' response to the crisis, the Commissioner met each Local Authority Chief Executive to discuss local needs and explore any additional support requirements. Those Local Authorities' who expressed an interest in support funding from the Commissioner utilised the money provided to put appropriate measures in place. This included support for a Covid Ambassador role in Ryedale District, contribution towards the Covid Marshalling model in the Scarborough Borough and enhancing local communications where footfall was greatest in the Harrogate Borough.





The Commissioner's Customer Service Team, who provide first line response to police complaints, continued to provide extensive reassurance to correspondents regarding the police response to Coronavirus. As part of the Commissioner's engagement with the public, Members of Parliament and Councillors, the team monitored and reported trends and hotspot locations, which assisted the police in identifying areas requiring additional attention.

In January 2021, the Commissioner commenced virtual surgeries, inviting members of the public to engage on personal and local issues via video call. This provided an additional platform for the public to engage with the Commissioner during the crisis in a safe manner.

Victims and domestic abuse

The Commissioner and the team continued to work hard to understand and scrutinise the statistical data which came from weekly trends, caseload and reported data, including: domestic abuse crimes, victim entitlement ratings and domestic abuse support service referrals, Helpline Calls and Live Chats, sexual offences and referrals into ISVA services and adult and child sexual assault referral centres. This helped drive the work the Commissioner and the team delivered to ensure services met the needs of those requiring the support during the crisis.

Following the first national lockdown in March 2020, the police, local authorities and support services, worked with the Commissioner to ensure clear and widespread communications were sent out across North Yorkshire highlighting the available local support service providers such as IDAS. In October 2020, the Commissioner's office was successful in getting £445,892 as part of the new Home Office Domestic Abuse Perpetrator Interventions Fund, to develop a whole system approach with partners. The Commissioner has committed a further £446,245 from April 2021 onwards to fully embed this approach throughout North Yorkshire and the City of York.

The Commissioner also continued to lobby government to ensure that further funding for enhanced support was provided. Following on from the £345,000 the Commissioner previously gained in November 2020, a further bid secured an additional £76,500 to enable increased support services to victims in North Yorkshire until March 2021.

Criminal Justice

The Commissioner continued to play a key role in leading the Local Criminal Justice Partnership's (LCJP) response to the crisis. Prior to the recent resurgence in cases, the fortnightly emergency meetings were reverted to "business as usual" quarterly meetings, with additional meetings focused on efforts to reduce the court backlogs that were exacerbated by the closure of the courts during the first lockdown in 2020. Analysis of both local and national data provided by NYP, Her Majesty's Courts and Tribunals Service (HMCTS) and the Crown Prosecution Service (CPS) continued to be used to estimate the extent of the backlog and predicted timescales to resolve it.

Local and national efforts proved successful in reducing the backlog where more cases were being dealt with in the Magistrates Courts than were entering the system, and all cases were listed for first hearing, when they were previously sitting in holding courts. Further challenges occurred in the Crown Court, particularly around multi-hander trials which could not be safely heard in York Crown Court; therefore, the Commissioner requested that victims involved in these trials, who have given permission, be proactively contacted to offer support. Therefore, a working group has been set up to explore this further.



Priorities for North Yorkshire

Helping you to be safe and feel safe in North Yorkshire

we
care



Our vision is that by 2021, North Yorkshire Police will be synonymous with exemplary service, in the round.



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.



2. Ambitious Collaboration

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



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.



4. 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.



Priority 1

Caring about the Vulnerable

Protecting everyone across North Yorkshire and York is integral to what we do, but having an in-depth understanding of how to protect the most vulnerable in our society is crucial to ensure we are reaching everyone in every community. By investing in services and skills, developing partner relationships and learning from best practice, we can ensure we deliver the best possible outcomes whoever they are, wherever they live and whatever challenges they face.



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

Across NYP investment is being made to improve understanding of all strands of vulnerability. The improved trend in overall recording of **harassment and stalking** crimes over the past year has been due to these efforts to improve how stalking is identified. It is now more likely that stalking will be identified rather than harassment. This robust crime-recording approach allows for better investigation that reflects the gravity of the crime.

NYP's Safeguarding Team in partnership with ManKind Initiative, launched a video to raise awareness of **male victims of domestic abuse**. When hidden demand is uncovered, there is the consequential impact of delivering an operational response. This drives prevention activity, referral and enforcement activities. However, there is still a journey ahead of us to understand the true level of hidden demand within our communities.

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

NYP have an up-to-date **Hate Crime** action plan as a result of collaboration with neighbouring forces to conduct peer reviews on each other to identify areas for improvement. The hidden demands stemmed from under reporting based on the demographics of people from protected characteristics. Accordingly, a new **Hate Crime Co-ordinator** role has been established to improve the reporting, investigating and recording of hate crime, and in turn support front line officers with advice and guidance, as demand is forecasted to rise. The responsibility of the Co-ordinator is to develop NYP's cultural attitude towards hate crime and how it is dealt with. The scrutiny of hate crime cases carried out by the new team will be the first of its kind at NYP which will allow them to respond with a problem-solving plan to rectify those issues. As one of the Forces that record misogyny as a hate crime, the new dedicated team will be looking to ensure that misogyny is recorded when appropriate for domestic abuse and sex worker crimes.

The Commissioner has taken steps to develop a North Yorkshire **Violence Against Women and Girls (VAWG)** Strategy which aims to ensure that North Yorkshire Police and the Commissioner's office have a strategic approach that holistically looks at all forms of crime that disproportionately affect women and girls. The Strategy will build upon and enhance existing work developed by partners, such as the county-wide Domestic Abuse Strategy, but also ensure that elements of VAWG that traditionally receive less attention, such as stalking, are prioritised and linked in.

CASE STUDY – Operation Modify

Operation Modify is a new interactive learning resource that helps new and serving officers, police staff and volunteers to acquire the digital skills they need to undertake investigations effectively. It consists of ten episodes following the events from an initial incident, which show how to identify sources of digital evidence and respond to digital opportunities. The Policing Vision 2025 plan and a 'Real lives, real crime' report from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) both identified the effect that digital crime is having on policing. The reports also found a need for policing to better support and advise victims of crime and recommended better awareness of how to investigate and gather digital evidence.



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 socioeconomic and other circumstances

The Women's Wellness Centre Centre in York, which was opened in October 2019, continued to provide support during the pandemic. The centre aims to provide trauma-informed support to women who face barriers to accessing support. Although it could not achieve its ambition of hosting multiple services under one roof, with many activities put on hold due to the pandemic, the centre has continued to offer both outreach and in-house support throughout the year. The women diversion scheme will be added to the centre services and a dedicated worker will be based at the Centre from May 2021.

In the past year, the Commissioner secured £548,980 from the Home Office **Safer Streets Fund** to be invested in examining new ways of protecting a rural North Yorkshire community. The pilot project in Rural Selby started with an aim to prevent crime, put off criminals and protect homeowners, their 1,700 properties and communities in the Whitley ward, while building the evidence needed to strengthen the case for future investment in targeted crime prevention. The project is in its final phase and is under evaluation, whilst the first findings show that the project has exceeded the target outcomes.

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

The Commissioner has distributed various pockets of funding from the government to provide additional **support to victims** and witnesses during the pandemic. Much of this funding has gone to domestic abuse and sexual assault services, which have faced greatly increased pressure. Although reported crimes decreased during lockdowns, requests for support through referrals, Helpline calls and Live Chats increased. This is likely due to a combination of a genuine increase in need for support combined with an increase in awareness of services as a result of extensive joint communication activities by the Commissioner and partners.

The new Scarborough multi-agency **stalking clinic** was launched last year as a six-month pilot scheme to **support and reduce the risks** on victims, or prevent stalking behaviours. A monthly multi-agency stalking meeting was started in May 2020 to work on highest risk cases and bridge the gap around work with perpetrators. To date, the meetings have discussed the actions of 12 different perpetrators. The meetings were attended by representatives from North Yorkshire County Council (both children's and adults' services), Foundation, Scarborough Borough Council Homeless Support, North Yorkshire Horizons, Leaving Care, Ryedale District Council, Victim Services, plus NYP Officers and Probation Officers who were involved with each individual case. As a result, various actions were set that include referrals to perpetrator programmes or victim support services.

At the heart of these services is the North Yorkshire **Supporting Victims Team (SVT)** who receive referrals from NYP, agencies and victims, including victims of fraud who are referred to the team via Action Fraud, a national helpline. In March 2020 the team began working from home as a result of the pandemic.

A remote induction process for new team members has been developed and tested. Service levels have been maintained, and the team continues to be home-based. During the year, the team received 3,2547 referrals, 16% less than the previous year due to overall decline in crime over various stages of lockdown. SVT contacted 12,495 victims in 2020/21, with 4,955 contacted directly by phone, which saw a 23% rise compared to year 2019/20.



SVT Data	2019/20	2020/21	Diff	% Diff
Total referrals into SVT	38572	32547	-6025	-16 %
Nu of direct phone contacts made by SVT	4024	4955	931	23 %
Nu of letters sent	21234	7163	-14071	-66 %
Email / Text contact	408	377	-31	-8 %
Referred to IVA for face to face support	345	389	44	13 %
Referred to counselling	396	642	246	62 %
Referred to IDAS	1148	111	-1037	-90 %



There has been excellent work this year to push the boundaries of collaboration and take a cross-sector approach to supporting and working with our communities. The Commissioner is very pleased with the role that North Yorkshire Police have had in leading this progress.

Priority 2

Ambitious Collaboration

Many issues facing the police, old and new, cannot be resolved by the police alone and we need to work with others to keep people safe and prevent harm. To serve our communities best we will pursue an ambitious collaboration programme, with an open-minded and outward-facing perspective to ensure the right services are available to address both individual and community safety. By working together better, we will improve the resilience and co-ordination of services in our communities and enhance their effectiveness.



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

On 1 April 2020, a new **public safety service** was launched in the Craven area, with two Public Safety Officers (PSOs) appointed to provide prevention services and reduce harm in Bentham and Grassington. This scheme brings together North Yorkshire Police, North Yorkshire Fire and Rescue Service (NYFRS), Yorkshire Ambulance Service and other health partners, and local authorities. The PSOs' remit is to help reduce vulnerability by promoting fire safety and health and wellbeing, as well as solving local anti-social behaviour concerns. They are also bolstering blue-light capacity in some of our more remote locations, including firefighter availability and emergency medical response. An independent evaluation has evidenced significant support from the public for the role and the scheme will be expanded.

Enable North Yorkshire (EnableNY) was launched in April 2021 following its development through this reporting year. It works to deliver services to police, fire and the Office of the Police, Fire and Crime Commissioner with one team. Importantly, an integrated approach to business planning across all service areas (including operational) has been

introduced. This has resulted in the development of Tactical Delivery Plans in NYFRS and Service Delivery Plans in NYP which provide a planning tool for both organisations to detail their future service delivery requirements. EnableNY aims to provide a more structured approach to planning and the services provided, aiming to deliver outcome-focused services.

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 reoffending and improve convictions rates and other justice outcomes

The justice system faced immense pressure, caused by the pandemic, with courts in North Yorkshire closed for several months. The Commissioner led the **Local Criminal Justice Partnership** in a coordinated response to reduce the resulting backlog of cases and to ensure that victims and witnesses received support as they faced delays to an already prolonged and stressful process. The Victims and Witnesses Sub-Group has focused on exploring options for witnesses to give evidence remotely and balancing the need to maximise the number of cases that can be heard in court, whilst maintaining safe waiting areas for witnesses and those who support them. The Commissioner worked closely with Government Ministers to ensure that the needs of victims and witnesses were considered in national planning, and that local areas received the necessary support to use court spaces most efficiently.

Over the past year the Commissioner has been working with Revolving Doors Agency





to develop a **diversion scheme in North Yorkshire**. Revolving Doors have been able to offer their expertise around working with young adults committing low-level and non-violent offences who risk becoming more entrenched in the criminal justice system if they do not receive timely and targeted support. The new scheme will build on the existing Women's Diversion Scheme but expand the support available and include men aged 18 to 25, as well as introducing a new diversion and mentoring programme for under 18 year olds.

Objective 3

Widen and deepen collaboration with policing partners regionally and nationally, ensuring that the best outcomes 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

The innovative **Project Alliance** which represents the partnership response to serious and organised crime had a revamp and relaunch during this reporting period. Partners of Project Alliance include local authorities, NYFRS, the Ambulance Service, Housing, Probation, Children's and Adult Safeguarding boards, Highways, driver standards agency, HMRC, Immigration and Food Standards Agency. NYP focus on partners and how agencies can work together to problem solve for longer term issues and where there is something that needs a more dynamic approach, partners come on joint days of action so the police can give the best possible response to individual and community needs.

CASE STUDY – Operation Jackal

Operation Jackal was an OCU led investigation into County Lines operating in Harrogate, controlled from Bradford with significant risk in terms of child criminal exploitation, cuckooing of vulnerable adults and violence. Following a six-month investigation involving over 70 officers from North Yorkshire, West Yorkshire, YHROCU and the NCA, they executed warrants arresting five individuals along with drugs, weapons and cash seizures. This was followed with the use of Drug Dealing Telecommunication Restriction Orders to take the three drug dealing lines off the network. A local day of action followed which resulted in the arrest of 16 individuals who had been supplying drugs on behalf of the Bradford based OCG. In addition, this was done with close partnership work with a local drug support charity in Harrogate to help drug users affected by the removal of the drug. Community reaction to this activity was extremely positive.

Yorkshire and the Humber Regional Organised Crime Unit has teamed up with Crimestoppers in a social media project called **Fearless Campaign** aimed at stopping young people getting involved in county lines crime. This will be particularly targeted at children seen as being at greater risk of being groomed into drug dealing and physical and sexual violence. The messages will be released on social media platforms such as Snapchat and Spotify and encourage young people to report concerns anonymously.

A **Modern Slavery '18 Months On'** report was completed through the Commissioner's team to identify what has been progressed since the initial plan and recommendations circulated in 2018, and to ensure that we have the service and support in place for victims and to ensure the gaps identified have achievable actions.

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

The Multi-Agency Tasking and Coordination (MATAAC) team, that exists to tackle serial perpetrators of domestic abuse, has expanded its partnership working to provide more effective protection for victims. Previously, there were restrictions on perpetrators contacting victims whilst in prison, but some would encourage fellow prisoners to make contact on their behalf. MATAAC have developed protocols to share intelligence with several prisons in the region, meaning that when a domestic abuse perpetrator enters the prison, nobody in that establishment can contact the victim.

Work was undertaken during this reporting period to launch a **new Young People's Drug & Alcohol service** in North Yorkshire on 1 April 2021. This service is provided by Humankind and Changing Lives continue to provide the Drug & Alcohol service for young people in York. The new service will deliver evidence based structured drug and alcohol treatment for young people under the age 18.

Expedite Teams have been instigated in all three of the neighbourhood police Commands across North Yorkshire and the City of York. These Teams were initially piloted in Harrogate as a County Lines Team and, whilst primarily tackling County Lines, are fluid enough to adapt to Force priorities and crime trends. The Team comprises of seven police officers in each area and their role is to disrupt and dismantle Organised Crime Group activity.



Excellent progress to capitalise on previous technological progress can be seen through these examples, with hard work to improve ICT now bearing fruit. Significant precept uplifts are also coming through strongly to deliver more police officers on the streets to tackle those problems most impacting our communities.



Priority 3

Reinforcing Local Policing

The work of the police is rapidly changing. We must ensure people have the capability and capacity they need to proactively support local communities and are able to meet new demands alongside traditional crimes such as burglary and anti-social behaviour. We will have a specific emphasis on 'primary prevention'. The whole workforce – staff, officers, PCSOs and volunteers – will be enabled by improved technology to meet the needs of the public locally and be empowered to make local decisions to ensure the public are safe, particularly the most vulnerable.

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

NYP supported the launch of the **Farm Work Welfare App (FWWA)** which is a new Modern Slavery Reporting App, developed by The Clewer Initiative, to help rural employers tackle labour abuse and modern slavery in the farming, horticulture and food production sector, especially in the summer, as the effects of the pandemic had a huge impact on farmers recruiting pickers. For pickers, it is designed to help them understand their rights and know what they can expect from this type of work. The app is intended to become a standard part of the 'recruitment pack' for farm workers in future seasons, particularly post-Brexit.

New developments to support **Operational Mobile Working (OMW)** gave officers and staff the ability to access and submit information on local and national systems without having to return to a police station which meant NYP could be more visible in our communities than ever before. Over the last year, NYP has been reviewing the options for OMW, and operational staff have recently provided feedback on the Force Digital Maturity Survey, identifying gaps and pragmatic opportunities to improve OMW for the future.

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

From January 2021, NYP began a phased roll out of **investment in monitoring software**. It is anticipated that the proactive use of this software will uncover aspects of hidden demand (i.e. more misconduct issues) through having a more complete oversight of people's activities in the workplace. The force is developing its strategy in relation to the proactive deployment of the software, taking into account the national guidance, and this will inform a risk-based model.

Other influencing factors on future demand are the changing workforce with the planned uplift in police officers over the next four years, as this may present greater risks in terms of having a more digitally confident workforce (e.g. social media) and the potential for misconduct and compromise.

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 antisocial behaviour over the longer term

The new prevention and early intervention approach is still being developed as part of **Early Action Together (EAT)** programme (previously named Target Operating Model) and is focussed on solving local problems early before they escalate and create demand upon other parts of policing or partner agencies.



Early Action Together will see NYP working closely with partner agencies to find the best solutions for the communities they serve. The four key projects within the delivery of the programme are all focussed on prevention and early intervention with a long-term programme of change for the organisation. The vehicle for the delivery of that ambition is to release capacity, create opportunities and equipping officers and staff with the necessary skills to drive significant change in the way the police work.

The National Wildlife Crime Unit's Badger Persecution Priority Delivery Group (BPPDG) launched a **Badgers Toolkit** of resources to support police officers in investigating crimes against badgers. Representatives from the police, The Badger Trust, League Against Cruel Sports and several other organisations all form the UK BPPDG, which is chaired by a North Yorkshire Police Inspector. Badger persecution comes in many forms, ranging from the horrific practice of badger baiting to the avoidable sett disturbance or destruction which can occur when people carry out otherwise legal operations on land, such as forestry or agricultural tasks.

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.

Residents across North Yorkshire teamed up with police to help reduce speeding in their communities. Eighteen **Community Speed Watch** groups joined, alongside the safety camera van fleet and roads policing officers. This came about as speeds of 63mph have been detected in a 30mph village near Scarborough and 76mph in a 40mph zone in Wharram le Street, Ryedale. The deployment of Community Speed Watch groups was the biggest of the year.

Working with the community around rural crime continues to improve year after year. In 2020, 43 officers from North Yorkshire

Police's Neighbourhood Policing Teams and Rural Taskforce joined 51 Rural Watch volunteers on patrol as part of **Operation Checkpoint** which aims to ensure these rural communities are 'no-go areas' for criminals. This work focused on Hambleton, Richmondshire, northern parts of Craven and Ryedale, the A1 near Harrogate, and the A171 Moor Road corridor near Whitby, and the operation aimed to ensure criminals could not prey on the county's rural communities undetected.

Major Incident Response Team (MIRT) is a North Yorkshire based resource that consists of trained and skilled staff, drawn from social service and voluntary agency backgrounds. They can provide 24 hour support to victims, relatives and rescue staff suffering from the impact of a trauma.

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 improve community resilience, generates vital community-based intelligence and increases confidence

The Corporate Communications Team, which sits within enableNY, maintain a reactive capability to respond to emergency incidents. NYP engage with the public through a range of social media channels including Facebook, Instagram and Twitter and has seen followers increase across all accounts. In the past year, it received approximately 150-200 media enquiries per month.

NYP now has six digital PCSOs who have been in their posts since September 2020. A digital PCSO is an experienced PCSO whose role is to explore new and different ways of engaging with the community, both online and offline.

Uplift Police programme. As a part of the Government's Programme to increase Police Officer numbers by 20,000, North Yorkshire will need to deliver an additional 58 Officers, on top of the additional 58 delivered in 2020/21. Taking total officer numbers to (at least) 1,567. The national police officer uplift programme, as well as local uplift of officers through Council tax levies, will result in more new officers being recruited and trained to engage with public and listen to their concerns.

CASE STUDY

NYP ensured their accessibility for the deaf community by creating and releasing a **British Sign Language** video to raise awareness of hate crime. It explains what the offences are, how they can recognise and report it, and where they can turn for advice and support.

Officers and volunteers worked with **school pupils in Eastfield near Scarborough** to create a programme of virtual activities to support those living with dementia. The Alzheimer's Society backed the project which saw them become qualified Dementia Friends – learning new skills and bringing together different parts of the community – including those hard to reach - on the coast.



The Commissioner is very pleased that NYP will be the first force to fully reflect the diversity of its communities. This has taken a lot of hard work, but NYP should be rightly proud of its achievement. Further progress to improve the ways in which communities can contact the police are also welcome.



Priority 4

Enhancing the Customer Experience

Providing an outstanding customer service will be at the heart of everything we do. Policing will become more flexible in its approach, and we will always respond appropriately and compassionately whilst maintaining professionalism and transparency, both with the public and within the organisation.

Objective 1

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

As part of the national response to the pandemic, the Digital Public Contact project made some **Single Online Home (SOH)** functionality available to non-SOH forces. In May 2020, NYP was the first force to adopt this additional digital public contact route and embed into its website the SOH module that allowed the public to report Coronavirus related breaches. This was a significant step towards embedding the broader national offering of the SOH. The key benefit of the platform is to offer the public a consistent, easy-to-use way of engaging with their local police force digitally and of accessing police services and information online wherever they are in the country. NYP identified four key services to add to their website during the financial year 2020/2021, which have been prioritised in line with the benefit to members of the public.

Towards the end of this year NYP will migrate to the SOH platform and the website will look like below with NYP crest and images.



Objective 2

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

From 2 March 2020, complaints and recognition were primarily handled by the new **Complaints and Recognition Team (CRT)** at the Office of the Police Fire and Crime Commissioner. Since August 2020, the team have been working closely with NYP to implement the organisational and performance aspects of their work, which was fully embedded by April 2021. An internal audit of complaints was completed for the first year and it revealed very interesting findings, providing assurance that both the Police, Fire and Crime Commissioner and NYP can take reasonable assurance that the controls in place to manage this risk are suitably designed and consistently applied. However, we have identified issues that need to be addressed in order to ensure that the control framework is effective in managing the identified area. More information is available [@Governance Section](#) (link).

The CRT are also responsible for helping the Commissioner and Chief Constable to identify trends from the concerns being raised to help make improvements to the service and address any systemic issues. They will have a key role in developing **organisational learning**, thereby helping the workforce to be innovative and risk-tolerant without fear of blame and recrimination. Following on the recent changes, learning outcomes from complaints will now be published via the Professional Standards Subsite, the internal Source news page and the weekly bulletin, instead of the Organisational Learning Bulletin which was the previous method used.



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

Under Early Action Together, it is proposed to develop the **Neighbourhood Service Desk (SNSD)** into an **Initial Enquiry Team**. This is designed to work alongside call takers and pick up incidents where it is appropriate to deal with them remotely. The aim is to enable police officers in the IET to resolve customer needs over the phone, commence a primary investigation or make an appointment for attendance by an officer, if required. This provides a responsive service to customers, reduces the need for call backs or unnecessary appointments and frees up operational front-line resources to deal with other demands and focus more on prevention and early intervention. The current Force Control Room technology is approaching the end of life and is currently subject to review to enable future resilience and effectiveness of initial customer contact.

Objective 4

A healthy, happy and confident workforce that better reflects the diversity of our community and can fulfil our priorities.

NYP launched the **“Be you, be NYP”** recruitment campaign, to enable the Force to better reflect the communities it serves and to encourage people from diverse backgrounds to learn more about each of the roles of Specials, Police Community Support Officers and Police Constables.

As a result, in January 2021, NYP received 1193 more applications than compared to the previous campaign in November 2019 which had 720 applications. The campaign also attracted many applicants from BAME communities which represented 8% of the total number of applications compared to estimates of North Yorkshire having a 9% BAME population by 2025.

In 2020, the **Talent Team won a prestigious award for their “Leaders of the Future” recruitment campaign**. They topped the In-house Innovation in Recruitment category at the Recruiter Awards 2020, for the introduction of a “Strengths-based” recruitment process in place of the long-established “Evidence-based” approach.

NYP have created a Pledge which is to promote a happy, healthy, engaged and productive workforce and to support this there is an annual theme. In 2020 the theme was Positive Psychology and for 2021 it is Talk, Breathe Sleep.

CASE STUDY - The Customer Contact project

The **Customer Contact project** is part of NYP's Early Action Together programme and covers the whole of Customer Contact, not just the Force Control Room, aiming to improve the customer journey, providing an exemplary service and increasing efficiency by providing a tailored approach to our customers across county, coastal, rural and urban areas. It covers three key areas: a review of NYP's ways of working, a review of the wider forces way of working and development and a remodel of the Safer Neighbourhood Desk (SNSD).

The remodelling of the SNSD aims to create a remote team that will carry out initial investigations of high volume, low complexity crimes and incidents, with retention and completion wherever possible. The introduction of online reporting will form a major part of this project. This project is focused on a high-quality service with continuous improvement to ensure our organisation fulfils its mission to keep people safe and feeling safe.

The **wellbeing of the workforce** has been a priority during the force response to the pandemic and is a key feature of the recovery phase. **A Silver Hub (Coronavirus response)** was established along with a specific intranet site which also has a dedicated page for wellbeing. As part of the recovery phase, a survey was conducted to understand the impact of the pandemic upon the workforce. There have also been a number of workshops to encourage individuals to understand stress and how they can prevent the symptoms becoming an issue.

Tackling your priorities

North Yorkshire remains the safest place with the lowest crime rate in England and Wales.

From April 2020 to March 2021, the Office of National Statistics show there were 39,329 crimes in North Yorkshire, giving a crime rate of 47.5 per 1,000 of the population which is a sixteen per cent decrease compared to the previous year.

Anti-social behaviour has increased significantly, but this is mainly because all breaches of coronavirus regulations and restrictions are recorded as anti-social behaviour (ASB). Another increase has come in fraud, again fuelled by the pandemic and related shortages. Drug crime has also increased, partly reflecting the ability of the police to crack down on dealers during quieter periods which is also reflected in the operations detailed here.

Craven Priorities

Burglary, Road safety, Crime prevention, County Lines

Craven continues to run Operation Light, working with the National Farmers Union and farming community, to stop quad bike theft, and prevent crime. This is supported by three Rural Watch schemes - volunteers acting as eyes and ears and reporting to NYP through WhatsApp groups.

A number of Craven area officers are currently being trained in Project Servator tactics to detect criminal and terrorist activity, as well as to reassure the public. This should go live in November 2021.

In addition, the Enhanced Community Safety Hub supports a multi-agency environment focusing on elements of exploitation and safeguarding, and to support vulnerable individuals.

Burglary ▼ -31% (decrease of 98 crimes to 221) **Crime** ▲ +8% (increase of 283 crimes to 3085)
Road ▲ +7% (increase of 187 to 2745)

Richmondshire Priorities

Drug offences, Burglary, Anti-social behaviour

NYP are working with Richmondshire District Council, Broadacres Housing, YMCA and 4Youth to reduce anti-Social Behaviour and prevent young people from offending. In the Yorkshire Dales, NYP are working with National Park Rangers to reduce anti-social behaviour at remote beauty spots. NYP also support the Pub Watch Scheme 'Banned from 1, Banned from all' tackling anti-social behaviour, drugs and violence in pubs.

The Richmondshire Neighbourhood Policing Team (NPT) continue to support the local community and visitors to remain safe during the pandemic, by patrolling areas at the most popular beauty spots, such as Richmond Falls, Hawes and Leyburn. A volunteer network of farmers, gamekeepers and residents allows the police to have eyes and ears across the rural Dales communities and helps prevent and detect rural crime and poaching offences.

Drugs ▼ -7% (decrease of 4 crimes to 51)
Burglary ▼ -48% (decrease of 74 crimes to 81)
ASB ▲ +128% ((increase of 1025 incidents to 1828)

CRAVEN

RICHMONDSHIRE

HARROGATE

Skipton

Ripon

Harrogate

Harrogate Priorities

Burglary, Anti-Social Behaviour, Vehicle Crime, County Lines

Working with local partners, NYP are raising awareness and putting support in place for those at risk of being exploited by criminal drug gangs. Local police activity is driven by the ever-increasing intelligence picture and focuses on targeting offenders and identifying vulnerable victims. Expedite are a proactive team that focus predominantly on county lines and vulnerable victims of cuckooing. Operation Disarm works hard to reduce knife crime and keep our communities safe through stop/search tactics, intelligence gathering and investigation, resulting in arrests. During the covid lockdown, the local Neighbourhood Policing Team continue to engage with the public, provide high levels of visibility, patrol key hot spots and develop community intelligence.

Burglary ▼ -42% (decrease of 345 crimes to 474) **Road** ▼ -15% (decrease of 1137 to 6654)
ASB ▲ +44% (increase of 1750 incidents to 5745) **Cyber** ▲ +86% (increase of 510 crimes to 1107)

Selby Priorities

Drug offences, Burglary, Anti-social behaviour, Cyber crime

Operation Armour targets drug dealing activities in Selby Town. Criminals involved with organised gangs have been identified and proactive engagement, disruption and criminal investigations remain a local priority. Proactive Operation Dusk targets cross border night-time criminality, which has had a positive impact in identifying, arresting and sentencing offenders. Selby Neighbourhood Policing Team (NPT) manage the local response to anti-social behaviour, to ensure an appropriate response is allocated. Cybercrime is addressed through the Fraud Protocol, which identifies vulnerability within the community alongside advising, educating and safeguarding victims.

Note: percentages are rounded to the nearest whole number.

Hambleton Priorities

Burglary, Road safety, Mental health, Drug Misuse and Safeguarding Vulnerable People

The Street Angels Scheme continues to provide safety, focusing on night-time economy issues at the weekend. NYP successfully enforced many drugs warrants and continue to work in conjunction with Rural Taskforce and Rural Watches to tackle cross border criminality. NYP also support the Mental Health team to ensure the right support is given.

During the pandemic NYP focused on rural beauty spots and breaches of regulations and engaged where necessary with people to explain any breaking of the rules and encourage a change in behaviour to reduce the risk to public safety.

Burglary ▼ -35% (decrease of 99 crimes to 187)

Road ▼ -12% (decrease of 590 to 4308)

Mental health ▲ +36% ((increase of 764 crimes to 2915)

Scarborough Priorities

Burglary, Drug offences, Anti-social behaviour

Drug supply, predominantly through the County lines operating into the town, continues to be a major problem and was largely unaffected by the pandemic. There have been important arrests, across Scarborough, Cleveland, West Yorkshire and Merseyside, which have led to the dismantling of several County lines. Scarborough has continued to suffer with high numbers of drug-related deaths, and NYP continue to support Public Health partners to address this.

Work continues to tackle issues in the area through a variety of operations; these have been a priority. This has seen an increased police presence in problem areas to tackle both drug misuse and anti-social behaviour. Persistent and problem offenders have been targeted, which has resulted in key offenders been charged for their part in the supply of drugs into the Scarborough area.

Burglary ▼ -37% (decrease of 195 crimes to 335)

Drug ▲ +16% (increase of 59 crimes to 436)

ASB ▲ +65% (increase of 3069 incidents to 7814)

RYEDALE

Ryedale Priorities

Burglary, Drug offences, Anti-social behaviour, Road safety

As with Scarborough, burglaries are infrequent in the Ryedale area. There is evidence of some drug activity in the area, however this tends to be focused in a very small community and is well-managed by the Neighbourhood Policing Team (NPT) and other partners through targeted activities such as intelligence gathering and enforcement through warrants.

Anti-social behaviour is being addressed through multi-agency work via the MAPs process with increased policing presence and targeted work in hot spot areas such as Pickering and Kirbymoorside.

There is a very active rural speed watch scheme which the local community is very much engaged with. In addition to this, local Police Community Support Officers will target hot spot locations with speed gun testing, either writing to offenders or taking prosecution action.

York Priorities

Violence, Burglary, Anti-social behaviour, Cyber crime

York Outer have continued Operation Cordial which is aimed at providing enhanced crime prevention advice to not just the residents of a burgled premises but the entire street, this includes home visits to provide a property marking service, making items less desirable to thieves. There is now a focus on early intervention and prevention opportunities. The City Task Force continue to make progress tackling issues that are of concern in the city centre, this includes night-time economy, shop theft and city centre drug dealing. Operation Liberate runs during school holidays, and on other key nights, and has helped significantly in reducing anti-social behaviour. This approach includes engaging with youths, educating parents of youths and working with key partners in relation to any youths who pass through the "anti-social behaviour process."

Burglary ▼ -44% (decrease of 65 crimes to 84)

Drug ▲ +65% (increase of 28 crimes to 71)

ASB ▲ +102% (increase of 917 incidents to 1814)

Road ▼ -12% (decrease of 377 to 2715)

Violence ▼ -18% (decrease of 828 to 3731)

Burglary ▼ -44% (decrease of 370 crimes to 482)

ASB ▲ +52% (increase of 3401 incidents to 9898)

Cyber ▲ +70% (increase of 530 crimes to 1399)

Drug ▲ +25% ((increase of 87 crimes to 183)

Burglary ▼ -44% (decrease of 213 crimes to 269)

ASB ▲ +69% (increase of 1412 incidents to 3460)

Cyber ▲ +87% (increase of 293 crimes to 630)

Community Fund

Launched in May 2013, the Commissioner's Community Fund is specifically for local organisations, groups or individuals who need money to help fund a new community safety project or scheme.

The fund is only available for new projects led by people based or operating solely or mainly within North Yorkshire and the City of York.

Funds from £500 up to £20,000 can be awarded for specific projects that support communities within North Yorkshire to "Be Safe and Feel Safe", including:

- Diversionary activities for children and young people
- Promoting safety and reducing the fear of crime and anti-social behaviour
- Support for victims
- Improving community cohesion
- Preventing crime and anti-social behaviour
- Supporting the purchase of specific pieces of equipment in key community locations

Nearly £1.5 million has been awarded since the fund's inception. Project examples can be found on <https://www.northyorkshire-pfcc.gov.uk/for-you/fund/>

The Community Fund now incorporates the Police Property Fund. Each year, NYP seize property as part of criminal investigations or confiscate property by order of court. Where property remains unclaimed, the Police (Disposal of Property) Regulations 1975 enable auctioning to raise funds for community and voluntary initiatives – particularly projects which have a positive impact on reducing crime and disorder at a local level.

Financial Information

- FY20/21 budget of £250,000 plus an additional £25,000 from Police Property Fund
- FY20/21 £161,457k awarded to 20 projects.

Community Fund Project Examples 2019-20

Youth Connect Gallows Close Centre (GCC), Scarborough, £9,216.00

GCC is an active community hub, working closely with the Community Safety team to support people of all ages, providing a welcoming, accessible, safe space to meet and access services. The aim is to grow grassroots provisions, developing support and identifying needs through ongoing consultation with residents, volunteers, and young people.

Funding will enable a 48 week project to include a specific youth element to a new fitness and well-being programme.

Drug Testing Pilot, North Yorkshire Police and North Yorkshire County Council, Scarborough, £1,430.00

Funding will support this pilot partnership project to provide information on the current drugs markets in specific areas. The project aims to enable a better understanding of the drugs currently in circulation and allow comparative analysis to be undertaken to other areas across the UK.

The main aim of this pilot is to strengthen the intelligence and harm reduction of the local drug market operating in Scarborough to ascertain if further work required.

Detached Youthwork Ripon, YMCA Ripon, Harrogate, £18,830.00

Funding will enable this project to work alongside partners and deliver street-based detached youthwork in Ripon, engaging with the most vulnerable and marginalised young people with the aim of reducing anti-social behaviour and increasing young people's participation in diversionary activity.

A Rehearsal for Life: Exploring Community Safety for Adults with Learning Disabilities, Next Door but One, York and Ryedale, £12,265.00

Funding will enable the delivery of a real-life based workshop, delivered as a 12-month preventive project, providing adults with learning disabilities with the knowledge, skills and vocabulary to recognise unsafe situations (such as hate-crime), unhealthy relationships when living independently and how to take appropriate action or seek additional support.

Community Safety Services Fund

The Community Safety Services Fund is available to any local community service or organisation in North Yorkshire or the City of York.

The proposed project must benefit North Yorkshire communities directly and be supported by the appropriate Community Safety Partnership (Safer York Partnership or North Yorkshire Community Safety Partnership).

A representative panel from each Community Safety Partnership reviews all applications.

The maximum amount available for each application is £20,000. Projects/initiatives must support a pro-active, sustainable, outcomes focused approach to diversion and early intervention, addressing (re)-offending, (re)-victimisation and Community Safety priorities, using one of the following service delivery models:

- Community Based Volunteer Services
- Targeted Prevention and Early Intervention Services (Diversionary / Positive Activities)
- Targeted Early Intervention
- Emotional Health projects

Examples of projects can be found here:

<https://www.northyorkshire-pfcc.gov.uk/for-you/partnership/non-commissioned-community-safety-services/>

Financial Information

- FY20/21 budget of £150,000 (including £20,000 commitment to Mediation and Anger Management service)
- FY20/21 - £82,000k awarded to 5 projects (including £20,000 commitment to Mediation and Anger Management service as above)

Community Safety Services Fund Project Examples 2019-20

Sudden incorporating National Road Victims Service (NRVS) for North Yorkshire, Brake, Countywide, £20,000

Sudden aims to relieve acute and grave suffering of people suddenly bereaved by any unexpected cause, including Coronavirus, other unexpected rapid illnesses, and events including suicide and workplace/outdoor deaths.

Brake and its National Road Victim Service aims to relieve the suffering of people suddenly bereaved by road crashes.

Brake will link with Supporting Victims Service in North Yorkshire and North Yorkshire Police to ensure a joined-up approach to supporting victims in North Yorkshire, through the delivery of a 12-month pilot project.

York Youth Justice Service, NSPCC Train the Trainer for Harmful Sexual Behaviour project, £2,000

The Youth Justice Service (YJS) have recently led on creation of a wider Harmful Sexual Behaviour policy. York YJS facilitate the AIM 3 assessment (high level work for young people committing serious HSB) and have highlighted a gap in lower-level intervention work.

YJS are working alongside the NSPCC and funding will enable staff to be trained in the NSPCC Train the Trainer course in lower level HSB and an intervention. The aim is to deliver this pilot training to other professionals to ensure that the City of York has a sustainable and consistent approach toward preventative HSB work.

York YJS will work with the Police, Fire and Crime Commissioner and partners as appropriate to ensure appropriate learning, feedback and rollout of this training across the county.

Making Every Adult Matter (MEAM), Changing Lives, York, £20,000

The MEAM programme in York is highly regarded and works intensively with a cohort of 37 individuals who experience multiple disadvantages. Caseloads for MEAM workers need to be kept small because of their complexity and the intensity of the support required.

This funding will ensure the current levels of support to the MEAM client group in York are maintained. It will also provide the Commissioner with a more in-depth insight to the work and benefits of the MEAM programme for the Criminal Justice System which can hopefully inform wider, joint commissioning discussions that are taking place.

Governance

Transforming the Organisation

This year has seen the second stage of the Commissioner's ambitious transformation programme, Transform 2020, implemented. Following on from the work conducted by Price Waterhouse Cooper, far-reaching changes to departmental structures and working practices, processes and procedures have been implemented. A new governance structure has been implemented and embedded to place transformative change at the core of the organisation so that NYP can continue to evolve and adapt over time as part of its everyday business. The Commissioner recognises that change is never easy and is very grateful to all staff and officers who have helped in this process and have ensured that the organisation becomes fit for the future. As part of this, work has moved on apace to establish and embed Enable North Yorkshire, the collaboration between NYP, NYFRS and the OPFCC on support services. The new governance structure across police, fire and Enable has been embedded with joint meetings being held to manage change projects jointly. The Commissioner's Executive Board and Public Accountability Meeting have continued to bring the two Services together to support the strategic development of the two organisations in partnership and account for their performance and progress against their respective Plans to the public.

Assessing the quality of service to the public

The Commissioner represents the public and holds the police to account for the quality of the service they provide to our communities. The Commissioner undertakes this mainly through Public Accountability Meetings. These are held monthly and take a 'deep dive' look at topics of public interest that impact across departments and areas of the police's work. The Commissioner wants to understand how the police are joining up their work and taking a comprehensive approach to preventing and tackling crime and delivering the Police and Crime Plan. This year topics for the police have included mental health, custody and arrest rates, stop and search and use of force, modern slavery and human trafficking, and domestic abuse, as well as reviewing progress against each priority of the Police and Crime Plan. The meetings also consider police performance data, allowing the Commissioner to assess performance against public priorities. The Commissioner is happy that the public of North Yorkshire are receiving a good service and that NYP are responding well to tackle and prevent crime. The Commissioner continues to be concerned about increases in organised criminal activity, which has seen an increase in drug-related and violent crime. However, the Commissioner is assured that the police understand these risks and are working to tackle these crimes and make our communities safer.





Independent Scrutiny Panels

The Commissioner has three established Independent Scrutiny Panels that meet quarterly to assess specific areas of police business to make sure the public are receiving a high-quality service. These three Panels are made up of representatives from NYP, partners organisations and members of the public to review Out of Court disposals, Domestic Abuse and Stop and Search and Use of Force, including the use of Taser. This includes a lay observer scheme and community feedback panels to help the Service improve their performance. Panel work did suspend for a while during the Coronavirus lockdown and is only just taking up its work once again.

A new approach to complaints and recognition

A new Complaints and Recognition Team (CRT) was launched in March 2020, as a result of changes to the police complaints system made by the Policing and Crime Act 2017. This new legislation was introduced in order to simplify the complaints system, making it easier to navigate, and puts a greater emphasis on handling complaints in a reasonable and proportionate manner, along with an enhanced role for police and crime commissioners to strengthen independence.

The CRT is now the main point of contact for all police complaints, working to recover 'lower-level' complaints (expressions of dissatisfaction) where possible, and referring more serious complaints onto the Professional Standards Department (PSD) or to the Independent Office for Police Conduct for investigation. Since August 2020, the CRT have been working closely with NYP to implement the organisational and performance aspects of their work, which is expected to be fully embedded during 2021.

By end of the financial year, the Commissioner's CRT have received 1,446 new enquiries/complaints, 285 of these cases were referred to PSD for formal assessment. The Commissioner appointed an Independent Adjudicator to hear reviews where the Commissioner is the appropriate review body for customers that are unhappy with the handling and/or the outcome of their complaint. During 2020/21, 40 valid review applications were received.



CRT and PSD were audited in January 2021, and the review concluded that there is a strong control framework in place covering both the Police, Fire and Crime Commissioner and North Yorkshire Police respective responses to and management of complaints and that these frameworks are being adhered to in practice. However, the review has also identified some areas of improvement that must be addressed in order to ensure that the control framework is effective in managing the identified area.

The coronavirus crisis has had an impact on the work of the new team in working practice and volume of contact. However, the new service has been successfully implemented and embedded, with strong working relationships having been built between the new team and the PSD.

“Thank you for calling yesterday, it was refreshing to speak to someone who finally made myself feel less of a criminal and a normal person. The whole process has been exhausting from start to finish and still mentally affects myself everyday. Every time I see a police van it just cripples my mind mentally; I'm hoping to seek further therapy to help control my anxiety. You have great understanding skills and are amazing at calming people like myself down. Mental health is such a hard barrier for some and hopefully the police learn that it's still a great pain for some.”

“Thank you very much for the comprehensive update and for your efforts throughout. You have both impressed me with taking ownership of the issue. This is much appreciated.”

Customers feedback

“I personally am very grateful that you have investigated this so promptly and thoroughly. Thank you. I feel listened to and considered which is really all that I wanted and what I didn't feel had happened at the time. I don't want to sound patronising but the tone of your email is just right and balances information with courtesy. Please pass on my thanks and appreciation to whoever you feel is appropriate.”

“I am very grateful to you for the way you have handled this throughout. I apologise if I came across as being impatient at the start of the process with you, emotions were raw, and I had been passed around a bit before landing with yourself. However, you soon reassured me, said exactly the right things and have been fantastic throughout.”

Funding and Spending

Funding Breakdown 2018/19	Actual £000s	%*
Core Grant (including Legacy Grants)	-82,261	45.3
Precept (including Collection Surplus)	-81,094	44.7
Grants (Ringfenced)	-9,876	5.4
Non Grant Income (including project income)	-8,341	4.6
Total Funding (including efficiencies/productivity gains)	-181,572	100

Expenditure Breakdown 2018/19	Actual £000s	%*
Salary Costs	130,960	73.8
Other non salary employee costs	1,707	1.0
Police Injury pension costs	4,718	2.7
Premises costs	4,671	2.6
Supplies and Services	20,622	11.6
Transport costs (including fuel)	2,589	1.5
Financial costs	580	0.3
North Yorkshire Police Total	165,848	93.4
Office of the Police and Crime Commissioner	1,075	0.6
Commissioned Services	5,347	3.0
Project costs	1,369	0.8
Total Expenditure	173,639	97.8
Budgeted transfers to earmarked reserves	3,854	2.2
Total expenditure and budgeted reserves transfers	177,639	100
Surplus on the Provision of Services	4,080	-2.2

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

Financial Position

In 2020/21 the overall budget available to the Commissioner underspent by £4m, which is 2.2% of the overall expenditure in the year.

Work continued during the year on the delivery of additional Police Officers, with overall Police Officer numbers now in excess of 1,500. Work was completed on the Transform 2020 programme and the delivery of the savings outlined within those plans. Given the uncertainty and challenges that were presented by the on-going pandemic some investment funding was not released until clarity was available around funding of

additional costs incurred as a result of the pandemic. Much of this additional funding was confirmed at the end of the financial year and therefore the underspend that materialised in 2020/21 has been set aside to invest in priority areas and to help mitigate some risks as the organisation continues to assess the overall impact of the pandemic on the finances of the organisation.

The organisation remains in a strong position financially and will continue to increase the overall number of Police Officers during 2021/22 to further enhance service delivery.

Contacts

 North Yorkshire
Police, Fire & Crime
Commissioner



North Yorkshire Police

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



Crimestoppers

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



Information for everyone

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

Supporting Victims

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



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

Office of the Police, Fire and Crime Commissioner, 12 Granby Road, Harrogate, HG1 4ST

-  01423 569 562
-  info@northyorkshire-pfcc.gov.uk
-  northyorkshire-pfcc.gov.uk
-    [northyorkspfcc](https://www.instagram.com/northyorkspfcc)
-  [youtube.com/c/nypfcc](https://www.youtube.com/c/nypfcc)



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

I welcome the opportunity to hear your views.

Philip Allott