



North Yorkshire Police

Force Management Statement 2020/21

Appendix

This appendix contains the details of the twelve chapters of the Force Management Statement that supports the overarching Chief Constables executive summary and statement.

Please note: Data and information contained in this appendix relates to a point in time when the information was recorded, analyses were undertaken, and predictive models produced. The data and Information contained within will be subject to either a continuous or scheduled review as part of a business planning cycle to ensure that services being delivered are reflective of the needs of the community

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Chapter 1: Finance

Lead: Head of Finance & Section 151 Officer

National context

The significant increases in Government funding in 2020/21, combined with continued increases in precept, means that in 2020/21 the total income available for policing is higher than 2010/11 for the first time. However, once inflation is considered this still means that overall funding is around 12.5% lower than in 2010/11. The picture in North Yorkshire, however, is significantly better than the national average and in real terms the organisation is only 5.5%, or £10m worse off than it was in 2010/11.

The Government announced that it was giving police forces £700 million for the recruitment of 6,000 additional officers by the end of March 2021, which represents an increase of almost 10% of the core grant funding provided last year. Based on the increase in precept (£10 increase in the Band D) then the overall impact on the core funding for the organisation is set to increase by 6.8%. The difference between the average settlement nationally (7.84%) and the forecast settlement in North Yorkshire (6.81%) equates to a financial cost of nearly £1.6m.

Just under 50% of the net budget requirement within North Yorkshire is now funded by the local precept and therefore this provides more financial resilience than in most Police Force areas as decisions around the Government Grant have less of an impact than in those areas that are funded by 75-80% from Government Grants. However, as can be seen from the 2020/21 settlement, when Government Grant increases are at a higher rate than precept then the overall picture for North Yorkshire is not as healthy.

In 2020/21, the reduction in the amount of total police capital grants allocated locally means that the total capital grant for the whole of North Yorkshire is only £116k, a cut of £324k (or 74%) from 2019/20. When this grant is compared to a capital programme of around £10m per year it means there is a significant need to use revenue funding to fund the capital programme.

The COVID19 pandemic has impacted upon the force's current financial position and may affect financial planning for years to come. A number of the force's projected income streams have been affected, including by the cessation of public events which require a policing response, court closures have resulted in lower than projected police led prosecutions and, therefore, associated levies and the lockdown has also contributed to lower than projected levels of speed violations being captured by the Safety Camera Team.

Budget Forecast position

In terms of spend, the force is currently predicting an underspend of £260k against the 2020/21 budget position. This includes:

- Police Officers: Budget target was 1,505, the force is likely to average 1,509 over the year with an anticipated 1,522 officers at the end of March 2021. This reflects the Medium Term People Plan (MTPP) assumptions and expected recruitment levels.
- PCSOs: the force currently has 233 PCSO against a budget target of 221. The Force will carefully manage forward PCSO recruitment and monitor turnover and recruitment through to officers.
- Police Staff: the force has c.90 actual vacancies, including 20 FTE in customer contact, 13 FTE in criminal justice, 12 FTE in ICT and 8.4 FTE in safeguarding.
- Non Pay: medical and ill health retirements are reporting over budget. However, this has been offset by savings from reduced travel, fuel and conference costs.

- COVID-19: force direct income budgets (events, mutual aid, secondment, speed awareness) are forecast to be £600k short of target, mainly due to the effects of the pandemic.

The government's position for police funding for 2021/22 was published on 17th December 2020, including the assumption of a pay freeze for employees earning more than £24,000, increased grant to specifically support the next tranche of 6,000 additional police officers (towards the Op Uplift target of 20,000) and flexibility to increase the Policing Precept by £15 on a Band D property (equivalent to 5.5% for North Yorkshire).

Locally, significant increases in council tax policing precept may not be considered palatable and the PFCC favours a precept increase of 1.99%, which would support a "standstill" budget position. In addition, the expected increase in unemployment and the reduction in household income for people on the furlough scheme is likely to result in an increase in the non-payment of Council Tax and reduction in the property base. If this is the case, the force may see Local Authorities clawing back current year Precept monies paid to the Commissioner "on account" in 2021/22, where their losses are not mitigated by government grant. In recognition of this risk in 2021/22, the Home Office has allocated some non-recurrent Council tax support grant to Commissioners.

In line with good planning, strategic financial planning assumptions remain under review and are updated with the best information available. Each year a Medium-Term Financial Plan (MTFP) for five years is approved alongside the annual budget. The MTFP's key assumptions are detailed, including annual pay awards, precept increases, tax base increases, government grant increases (if any) and a nil impact from the potential funding formula review. The Chief Constable is allocated financial resources within an overall balanced budget for each year of the MTFP.

The Commissioner publishes a reserves strategy, which includes details of current and future planned reserve levels for both resource and capital reserves and provides details of the purpose for which each reserve is held and how holding each reserve supports the PFCC's medium term financial plan. The MTFP forecasts that General Reserves will be maintained at nearly £6m across the MTFP. The 2020/21 revenue budget is forecast to break even. This will maintain the General Reserve at approximately 3.5% of the net budget requirement in 2020/21, which the Chief Finance Officer to the PFCC believes to be a reasonable level given the overall challenges and risks faced by the organisation.

Savings

The Policing Priorities Fund was established in 2018/19 and continues to be held under the control of the PFCC. It was initially established for policing priorities and investments in service improvements and development to enhance the service important to the public of North Yorkshire. To drive improvements and create the capacity for needed investment, the PFCC set the Force a target to deliver £10m of recurring cashable efficiency savings over the period 2018/19 to 2021/22. The savings identified and delivered to date has enabled significant investments to be made and planned across the 4 years of the MTFP.

As highlighted in FMS2, the Transform 2020 programme aimed to deliver efficiencies and savings via three stages:

- Stage 1: simplify (reduce duplication and refine what our enabling services do),
- Stage 2: standardise (transition to self-service, improve processes and implement technology standardisation when upgrades are required)
- Stage 3 – Share (where a completely standard set of processes are in place across North Yorkshire Police and North Yorkshire Fire & Rescue Service, underpinned by a common set of systems).

Progress has been made against the savings target, with £4.6m of the £10m having been identified and removed from current/future budgets. Headline plans were identified, as opportunities to explore, for a further £2.9m of savings, but there was not enough confidence to remove these from departmental budgets. Since the initial analysis undertaken by external consultants for the T2020 initiative, various areas to explore for savings

initially promoted have been ceased. This is because they were based on overly-ambitious targets based on limited understanding of North Yorkshire's actual position, or events have moved on, such as needing to build capacity to support increased police officer numbers and respond to the COVID19 crisis. Therefore, it is not intended to pursue the remaining balance of the T2020 target of £10m. However, under the guidance of the newly formed Investment and Efficiency Board and the Strategic Commercial Board, efficiency opportunities will be explored and developed with credible plans to support the MTFP.

Investment

Planned investment is focussed on the next steps in our journey of embedding prevention and intervention at the heart of everything we do, and how the collective responsibility of communities, police and partners can best be shared. Over 2021 the force will implement a new Target Operating model called Early Action Together (EAT), that sets out how we will deliver focussed prevention and intervention, where it can have greatest impact, at a local place-based level. This will take time for us to develop and for our approach to bear fruit, so it is essential that whilst we focus on the future we also continue to respond to the needs of our communities today through provision of a balanced and sustainable service.

A "standstill" budget does pose a risk of insufficient funding for change programmes and national mandated IT projects without a potential impact on workforce budgets. The proposed approach for 2021/ 22 is to create a transformational change reserve which, with the support of detailed business cases, would look at support in the following areas:

1. Projects driven by the force management statement and EAT requirements:
 - this includes investment in local problem solving, including identifying unreported demand and intelligence,
 - Initial Enquiry Team (IET) additionality to reduce the demand on frontline resources,
 - investment in intelligence capacity,
 - retaining and developing skills within the safeguarding including targeting hidden demand
 - increasing cyber training and capacity.
2. National change programmes: especially though especially digital programmes requiring investment. These are estimated at £2 million and include supporting video enabled justice, single justice programme, automated track case management, out of court disposals and digital case files / disclosure.
3. Capacity to support change programmes: this includes projects and programmes with approved business cases. Resource allocation will be coordinated flexibly through the Business Design and Assurance function with the potential for external support. Investment has been approximated at £1 million over the next two to three years.
4. ICT function capacity: The Transform 2020 programme had assumed this would reduce in 2021/ 22 from current levels by £250k. Developments since T2020, such as Uplift and COVID-19 accelerating the drive to invest into a more agile and tech-savvy organisation mean that the new leadership of the ICT function have prepared a business case to restore the £250k to secure the capacity required for the organisation to transform.

To be able to receive the £1.635m of specific grant for the additional Uplift of Police Officers, North Yorkshire need to recruit to an establishment increased by 58 FTEs by the end of March 2021. This follows closely on the back of recruiting the additional 51 Officers during 2019/20 and is likely to precede the recruitment of around 78 additional Officers in 2021/22 and then a further additional 58 in 2022/23. In real terms the actual recruitment projections are much higher to take account of those who will leave or retire:

- 2019/20 – 182 FTEs
- 2020/21 – 106 FTEs
- 2021/22 – 125 FTEs
- 2022/23 - 133 FTEs

This is clearly both a significant challenge and opportunity.

Risks

In addition to the risks and unknowns that the COVID19 pandemic has raised regarding financial planning there are several other core risks and unknowns that may affect the assumptions and projections in the MTFP. Whilst the PFCC and Chief Constable have no control over the level of police pay awards, as these are set nationally, even a relative small increase above the level projected in the MTFP can have a significant impact on the cost to the organisation for the coming years. With a pay freeze for most employees across 2021/22, the MTFP has assumed modest pay increases starting with 1% in 2022/23 and rising in later years, in line with pay settlements in the mid-2010's.

Funding has been set aside within the financial plans to enable initial recruitment and then deal with the extra work generated from Operation Uplift however the detailed costs are still being developed and therefore there is an element of risk that the costs, beyond Police Officer salaries, are insufficient to meet all of the costs of Uplift. This is an area that has been closely monitored in 2020/21, as delivery against a challenging recruitment plan while at the same time maintaining standards of training and continuing to make significant progress in relation to equality and diversity requires careful management.

As 50% of the Commissioner's income, and thus the Force's net budget requirement, is funded from the local Council Tax Precept, if the public does not support the assumed precept increases factored into the current plans this could have a significant impact on the budget. The COVID19 pandemic and the wider health of the economy means that this risk is potentially more likely. As a result, relatively modest increases of 1.99% are assumed in the MTFP, potentially constraining investment into transforming services to deliver more efficient services in the future. This will be particularly felt if nationally mandated change programmes require additional resources.

Summary

The financial flexibility that has been provided over the last few years for precept increases, combined with the significant increase in Government funding in 2020/21 and the savings delivered through the T2020 programme, have resulted in the organisation being in a strong financial position e.g. being able to make significant revenue contributions to directly fund the capital programme. This strong financial position gives an excellent platform from which to make further improvements in the coming years, to proactively manage demand and align with the needs of the public. However, the COVID19 pandemic will bring about greater financial uncertainty and it will be necessary to review all financial assumption within the MTFP on a regular basis.

There are additional areas for development during 2020/21 and 2021/22. These will include:

- Improved management of change and projects, so that the slippage in delivery of the Capital Programme can be minimised and benefits increasingly realised.
- Beginning the work to deliver on the significant work set out within the Digital/ICT strategy.
- The closer working of Police and Fire through the Enable collaboration
- The delivery of the requirements around Operation Uplift.

The force's most recent external audit report (December 2020) concluded that in having regard to the guidance on the specified criterion issued by the Controller and Auditor General in April 2020, the auditors were satisfied that, in all significant respects, the Chief Constable for North Yorkshire has put in place proper arrangements to secure economy, efficiency and effectiveness in the use of resources for the year ended 31 March 2020.

Chapter 2: Wellbeing

Lead: Head of People Services

Wellbeing approach

The importance of Police Officer and Police Staff wellbeing has never been more relevant than on the back of the current pandemic and the impact of emotional wellbeing both through changes to working practices and the disruption to individual's personal and social lives. The Police Service tends to have a workforce that has a high level of public service motivation (meaningful work) but this can often be depleting of an individual's emotional energy (wellbeing) which can be exacerbated by the removal of emotionally nourishing activities aligned to personal or social experiences. The Wellbeing team (see Chapter 11) sits as part of people services and underpin the organisational approach to wellbeing with a practical tailored response at practitioner level.

Taking a holistic approach to implementing a well-being programme is widely recognised as having the most impact when considered at both an organisational and individual level. The wellbeing approach was launched in 2018 and required a cultural shift where leaders are encouraged and able to improve the ways of addressing the issues affecting the workforce, but also sought to change the way in which the workforce perceives and considers their own physical, mental and social wellbeing on a daily basis.

The ambition is to:

Develop leaders who understand how their personal leadership style impacts both positively and negatively on those around them and every individual within their sphere of influence and can create and sustain a psychologically safe environment

This is important not only in upskilling managers (through delivered training for managers that equips them to speak with their staff about wellbeing issues and support them locally) or providing them with effective oversight of all relevant people information for their teams, in order to identify local trends and support bespoke wellbeing requirements are relevant to the responsibilities of those functional areas, but also to ensure we have a diversity in leadership which people can associate with.

Police officer diversity at present can only be measured in terms of gender and ethnicity: Gender across all police officers sits at approximately 63% male and 37% female whilst police senior leaders (CI and Supt) the gender mix sits at 54% male and 46% female and in the Chief Officer Team at a 50:50 split. Over 58% of all officers are millennials whilst 77% of all CI/Supt leaders are generation X. In general, the proportion of female officers still in post increases with each generation and is moving towards a gender split that reflects the population split.

	Baby Boomers	Generation X	Millennials	Generation Z
Female Officers	22%	32%	40%	47%

Ethnic diversity sits at around 3.8% across all Police Officers with the highest number of BAME officers being millennials. Projected diversity information for North Yorkshire suggests an 8.9% BAME population by 2025 against historic census data of 3.4%.

Police staff diversity (excluding PCSO): Gender split sits at 39% male and 61 % female across all police staff roles Whilst the split at middle/senior management of 37%:63% shows a slightly higher percentage of female middle/senior managers. Ethnic diversity sits at 3% BAME across police staff (4% at middle/senior management). The split across Baby Boomers, Gen X, and Millennials for police staff is more evenly balanced with the highest number of police staff being Millennials.

Encourage an environment that promotes wellbeing, diversity of thought and acknowledges / celebrates success and innovation.

Rewards and recognition to promote positive wellbeing are still being developed within North Yorkshire Police and Fire and Rescue Services that build upon existing schemes and approaches around commendations, recognition etc and enables a more positive and rewarding experience for those that work at every level.

In addition, a useful indicator around a positive environment is turnover or attrition both from a voluntary and not voluntary perspective. In relation to Police officers, data for the last 22 months shows attrition averaging around 10 officers per month. 87% of that officer attrition was because the individual had chosen to leave North Yorkshire either through retirement (56% - the majority with more than 12 years in service); resignation (33% of which around 62% had 4 years or fewer service) or transfer (11% chose to transfer to other forces of which 62% had 10 years or more service). Overall, based on an officer cohort of 1505, this is around 2.7% of officers who chose to leave per annum. Due to the changes implemented through successive change programmes Police Staff turnover, whilst monitored, will be distorted due to those programmes of work and the current programme for enabling services around collaboration with the NYFRS.

Finally, as part of developing a positive environment especially in public sector where there is a high level of public service motivation is the management of a work / life balance that is key to individuals emotional and physical health. At present the force does not conduct specific force wide audits in relation to the officers which exceed working time regulations however, any breaches identified by the Resource Management Unit are highlighted to supervision. The expectation is that local management maintain oversight of their team wellbeing and working hours to maintain compliance with working time regulations.

Equity in treatment and positively challenge any stigma around mental health and stress related issues.

There is an acknowledgement that the impact, needs and support requirements are different for Psychological ill health and Physiological ill-health. Based over the last 3 years (where Officers and staff have returned to work) Psychological ill health represents less than 9% of all absences but accounted for around 32% of lost working hours. This reflects, in general, the longer-term impact on an individual's emotional wellbeing caused by mental health pressures. Based on current data around 25% of current sickness absence is due to Psychological ill health. Maintaining emotional wellbeing and understanding the impact of both policing and the current pandemic is therefore a key factor in ensuring equity of understanding, ability to share and be open and provide support.

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. Last year we teamed up with the providers of #TheAdventuresWithin which is an evidence-based positive mental health training programme grounded in positive psychology. It provides people with immediately actionable strategies and techniques that will help prevent negative mental health conditions developing resulting in better all-round mental health and help to build a positive mental health mind-set and thinking.

Also, the wellbeing of the workforce has been a priority during the force response to COVID19 pandemic and is a key feature of the recovery phase. A Silver hub (COVID response) was established along with a specific intranet site which also has a dedicated page for wellbeing. This site provided details of how to access welfare services as well as a range of resources including tips for managing anxiety and working from home. As part of the recovery phase a survey was conducted to understand the impact the pandemic upon the workforce, over one third of the workforce responded and it highlighted the positive and negative impacts felt by the workforce of things such as working from home. There have also been a number of educational workshops to encourage individuals to understand stress how they can prevent the symptoms becoming an issue.

Encourage participation of the wellbeing initiatives across the entire workforce to maintain and improve wellbeing initiatives.

TRiM which is an evidence-based peer led process that helps to identify the emotional impact that an event has had on an individual and assess whether additional support is required. Since its inception in December 2017 there have been 744 referrals, 117 interventions and 62 welfare referrals (to end of Sept 2020). The TRiM process was evaluated in 2019 and improvements made to the referral process and further reality testing is being conducted in December 2020 to establish knowledge and confidence levels in accessing the system.

An annual theme linked to the NYP pledge, to promote a happy, healthy, engaged and productive workforce will be launched each year. The Positive psychology sessions in 2020 were successful and, therefore, the force is aiming to add further sessions. The theme for 2021 of Talk, Breathe Sleep is linked to the national survey carried out by Oscar Kilo where the results showed that 1 in 4 members of staff struggled with sleep. Talk and breathe were added as we want to encourage people to talk about their problems and to using breathing techniques to help aide sleep. The first event of 'Time to talk' was held virtually in February 2021 and encouraged individuals to chat and share their experiences.

Stress awareness and relaxation sessions, run on Microsoft teams, are designed to educate staff on stress signs and symptoms and to offer techniques on how to prevent stress creating health problems. A ten-minute breathing, relaxation session is provided at the end to demonstrate how this can help.

Positive psychology sessions provided individuals with immediate actionable strategies and techniques that will prevent negative mental health conditions developing and help to build a positive mind set. These sessions were all voluntary and feedback has been positive.

The Wellbeing Passport is used to identify potential issues which would impact on an individual's wellbeing with aim of using this alongside the 5 Ways to Wellbeing methodology to enable an individual to identify potential triggers, signs and coping strategies to assist in maintaining a balance. It also provides a route to open dialogue between individuals and line managers, enabling better understanding and support in the workplace.

A re-launch of the Wellbeing advocates will be a model for the Wellbeing Approach and will contribute to the development and promotion of local and Force-wide wellbeing initiatives.

Chapter 3: Responding to the public

This chapter of the FMS primary looks at the command and control functions of the force, from responding to calls for service, through to deployment of resources and managing the crime recording and occurrence management functions:

- **Force Control Room (FCR)** manages call handling, THRIVE, deployment to and resolution of incidents and calls from members of the public and other agencies.
- **Neighbourhood Service Desk (Initial Enquiry Team)** is as an alternative method of meeting and resolving incidents expeditiously where physical deployment of a resource would not be the most appropriate or effective approach. This seeks to move more non-urgent scheduled demand away from frontline officers.
- The **Crime Recording and Occurrence Management** function and the **Crime Management Unit** provides effective recording of all crime occurrences onto Niche, including the updating, processing, management and finalising of all crime and non-crime occurrences and reports submitted by officers such as PPN reports, RTC reports and Missing Person reports. CROM are responsible for the recording of crime, processing of submissions and the management of non-crime occurrences. CMU are responsible for the management of crime occurrences.

For North Yorkshire Police to remain effective there must be a co-ordinated and balanced approach that understands the consequential impact of using (people, tools, technology or engagement) to delivery effective service when responding to the public. Below are the summary of identified gaps and issues that might impact on the ability of North Yorkshire to meet future demand:

- Crime recording and crime management functions to deliver an effective service that meets our requirements under NSIR and NCRS
- Initial Enquiry team structures too release front line capacity for prevention and early intervention.

Section 3: Calls for service

Lead: Head of Customer Contact

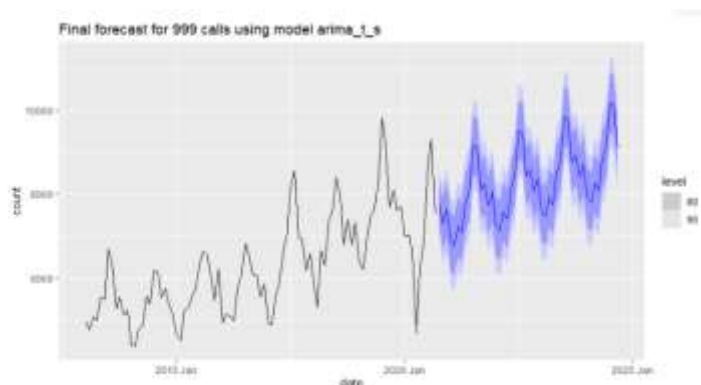
The primary route for contact for North Yorkshire is still via telephone through urgent calls for service using 999 and other less urgent calls through 101. Initial implementation of online reporting of COVID19 incidents has been introduced as a precursor to a broader engagement suite of options through online reporting. In addition, opportunities to contact police exist through police station front counters, switchboard or a general enquiries email route available.

Assessing current and future demand

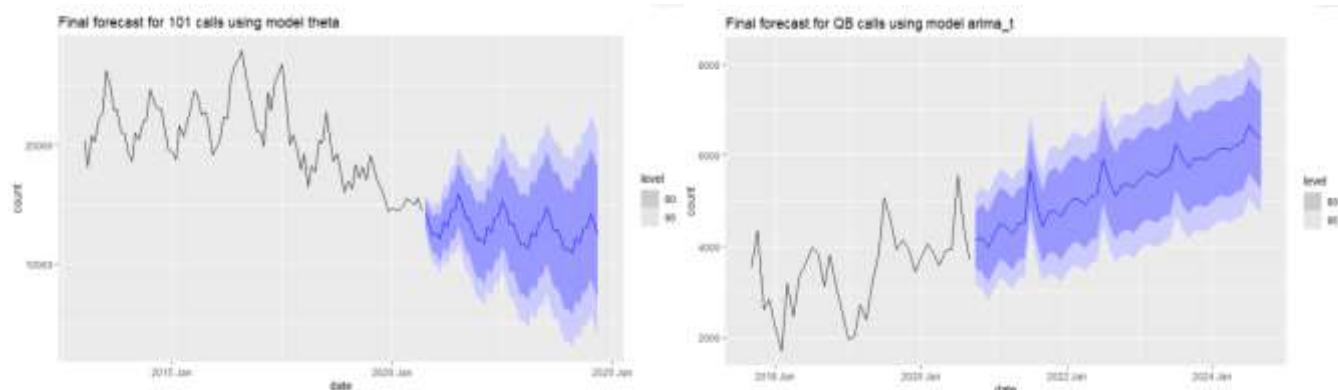


Over the last few years, North Yorkshire Police has introduced additional options that enable more targeted reallocation of non-urgent calls especially those that were calls that did not require a direct response from the force control room. This has (see left) reduced 101(red) calls to the FCR and introduced queue buster (blue) calls. This enables those calls for service requirements to be more effectively targeted.

999 calls are anticipated to go up between 5-6% per annum which equates to around an additional 440 calls per month by 2024 based on 2020 data. (Note: 2020 will be lower than 2019 due to the impact of COVID19 on actual calls). All predicted data has been adjusted for lockdown 1 under COVID19. It is anticipated that there will be a larger rebalance in 2021 and then smaller rises in the years thereafter.



In relation to 101 calls, there is a predicted decrease of around 4% per annum with an associated rise in Queue buster calls of around 11% per annum. However, when considered collectively this presents a relatively static position of around 220,000 - 225,000 calls per annum over the next four years.



Dealing with current demand

Services plans and service reviews have been implemented to better understand performance, issues and gaps and are aligned to organisational control strategy themes and self-service dashboards with an exception reporting mechanism into the Operations Board. Following Transform 2020, a new shift model was introduced into the FCR to better meet demand and reflects the peaks and troughs in calls for service. Implementation has had some challenges which has resulted in required gaps being filled by overtime, which has increased the risk of staff burnout. So far, the full benefit of the new model has not yet been realised but a robust recruitment plan is in place to get the FCR to the required level including monitoring abstraction rates. NYP have a published Call Handling procedure underpinned by suitably trained, tutored and accredited members of staff. FCR has its own co-located Training and Development Hub providing standardised in-house training but with the flexibility to adopt new changes or training requirements and bridge workflow between the FCR and the classroom.

NYP incorporates National Call Handling Standards (NCHS) and consistently works to those guidelines with OPFCC set targets that can be monitored via self-service dashboards. Over the last 12 months, which includes the restructure following T2020, NYP has consistently been unable to meet these enhanced targets, based upon a combination of increased call volume and organisational change. Performance, in particular abandonment rates for 101 calls, is below expected levels due to stresses and strains within the department but this is subject to continual monitoring and review. In addition, some issues have been experienced in the recording of NSIR qualifiers linked to auto-tagging which are currently subject to internal review for rectification between FCR and ICT. As part of an improvement requirement, NYP have mandated formal THRIVE assessments at the point of call. This follows a structured call script to drive consistency and accuracy on STORM and ensure the most suitable response, accepting this process increases call handling times. However, not all staff are yet able to carry out full THRIVE assessments due to not having training and access to PNC. Mental health triage is a commissioned service in the FCR and has been subject to a full internal review to inform future re-commissioning of the service including aligning working hours to demand flow. The role of Mental Health Triage is to ensure those individuals that interact with the police who are in Mental Health Crisis are provided the most appropriate response to meet their needs (see Chapter 6: Mental Health). Since December 2019, front counter staff have been taking operator calls between 0800 x 1945 hours each day which has improved service to the public during these hours. Front counters staff also complete a Storm template, to reduce duplication.

Meeting future demand

North Yorkshire Police is currently engaged in adopting the national Single Online Home (SOH) project to enable a more flexible approach around contacting the police and reporting an incident. During the initial lockdown phase of COVID19, online reporting of COVID19 related incidents was introduced. This was the initial step towards embedding the broader national offering of the SOH. Whilst not necessarily designed to drive efficiency it does facilitate a broader suite of options to those who wish to contact North Yorkshire Police.

Under Early Action Together, it is proposed to develop, the Neighbourhood Service Desk 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 (section 3: incident response). This both 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 FCR technology/systems are approaching the end of their life and are currently subject to review to enable future resilience and effectiveness of initial customer contact.

Consequences of not meeting future demand

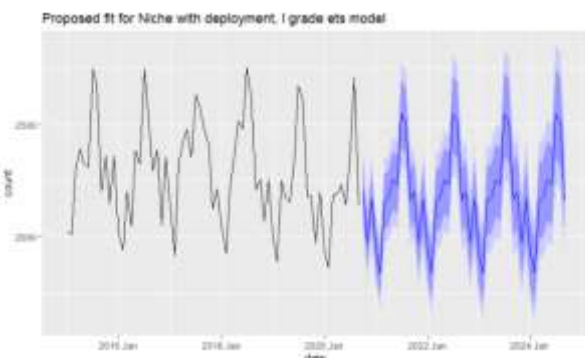
Nothing in this area of business projected at this time.

Section 3: Incident Response

Lead: Head of Customer Contact

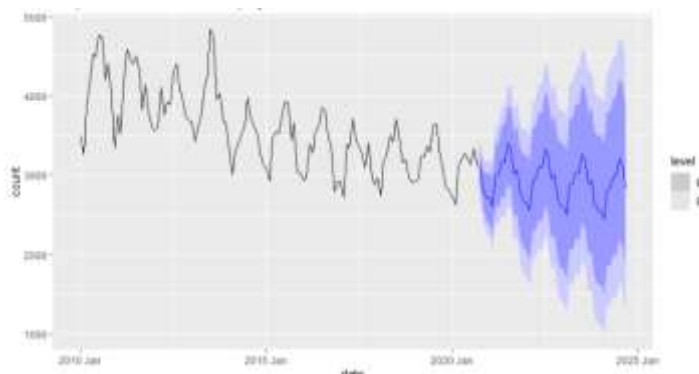
Assessing current and future demand

In assessing I grade deployments; data was compared between the command and control system (STORM) from which the deployments are made in real time and the records management data (NICHE) where the deployments are recorded. Niche records are subject to review and amendment in line with appropriate crime and incident recording rules so there will be an expected small degree of variation between the two sets of data. STORM data is currently retained for a 22-month period and is used for day to day analysis whereas, at present, Niche is used for longer term predictive modelling. The comparison identified a degree of correlation with an exception in March 2020 where there was a data transcription anomaly in niche which was linked to a niche upgrade. This anomaly also accorded with the initial phase of lockdown for COVID19 and therefore was adjusted in the predictive modelling to ensure the anomaly did not affect the modelling.



I grade officer deployment is overall predicted to remain relatively static with a slight downward trend of less than 0.5%. However, whilst the volume is expected to say relatively constant the number of incidents related to mental health or domestic abuse are predicted to rise (see Chapter 6: protecting vulnerable people). Complex incidents often require more time or more resource to resolve placing more pressure onto front line resources.

P grade officer deployment also follows a similar trend in that they flatten out with either a small drop or increase (less 1%) depending on the model used. The theta model (left) suggests a slight decrease in P grades of around 1%. Again, the same rationale holds for I grades in that the proportion of complex incidents is likely to rise.



Dealing with current demand

Each Command holds a Daily Management Meeting (DMM) to consider emerging demands and identify those that are the most vulnerable and the most dangerous. The Head of Function supported by three Senior Operational Commanders, undertakes a daily KIT meeting to look at force wide demand, capability and direct proactive policing resources accordingly. Customer Contact and each of the commands have a service plan against which they are held to account and issues or gaps leading to impact on service can be escalated, by exception, at the Operations board. NYP has a published Incident Management and Deployment procedure. Primacy for the deployment of NYP's resources in relation to incident management rests with the Force Incident Manager (FIM).

Incident response is managed through call handlers assessing incidents and passing them for dispatch where dispatchers task operational officers all under the supervision of Deployment Managers (DM). For significant or high harm incidents the Force Incident Manager provides operational direction and oversight. Incident grading is assigned by call takers following THRIVE assessment. This can be changed based on a reassessment of risk but not due to capacity issues. Any incident that is subject to re-grade goes through a quality assurance check by a Deployment Manager. Incidents can be tasked to any available officer although the majority are dispatched to a cohort of response officers which work 24/7 across the week on a four-band shift pattern. Response is where most new officers work and develop their skills alongside experienced colleagues. 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 training in Response. To support this a Professional Development Unit (PDU) has been introduced which will professionalise and standardise the tutorship phase and will also take the responsibilities of assessing student officer portfolios away from front line Response Sergeants, increasing their capacity to invest in meeting community needs.

Not all incidents require an immediate or prioritised approach so some incidents can be transferred, as an alternative method of meeting and resolving incidents expeditiously without physical deployment, to the Neighbourhood Service Desk (NSD). At present only a proportion of such incidents are transferred to the NSD and the remaining are tasked as appointments to officers based locally. The NSD covers the whole of the North Yorkshire Police area and has historically utilised officers on restricted or recuperative duties.

Traditionally the FCR has had limited resilience around the role of Dispatch (so experienced Call handlers are being developed into the role as succession planning reducing the lead in time through training) and the FIM (uplift in role with additional resilience brought provided by competent FIMs that have moved into other roles retaining their accreditation). This has been underpinned by a local awards system within the FCR to show appreciation and recognition of their work.

The main objective of CROM is to ensure compliance with National Crime Recording Standards (NCRS) and National Standard of Incident Recording (NSIR), data quality, investigative progress and the quality of the service that NYP provide to victims of crime. This is achieved by making sure that the right information is correctly recorded to aid investigations, ensure victim services receive the correct information, ensure the data we share with partners is correct, achieve compliance and data quality and assist the force to understand the output of investigations by finalising occurrences with the correct information to enable meaningful analysis. The CMU quality control all recorded crime reports for compliance with Home Office NCRS standards, they are responsible for the management of crimes, cancelling, reclassifying and finalising all crime reports. North Yorkshire have experienced demand and resilience issues resulting in delays in the administrative finalising of crimes and subsequently the ability to reporting outcomes to the Home Office or HMICFRS. This is subject to ongoing remedial activity through the Crime Data Integrity Board.

Dealing with Future demand

The picture from predictive demand modelling shows a relatively flat picture in terms of volume but the complexity aligned to vulnerability is likely to increase. For example: mental ill health shows an upward trend and requires more time to be spent per incident (Chapter 6: Mental Health) than a similar incident where the individual is not suffering from Mental ill-health. Therefore, to release capacity back to response the concept of developing the NSD into an Initial Enquiry Team as an alternative method of meeting and resolving incidents expeditiously where physical deployment of a resource would not be the most appropriate or effective approach. This seeks to move more non-urgent scheduled demand away from frontline officers. Initial data estimates suggest that the NSD picks up around 24% of such incidents and that this could rise to 73% under the new model. This is seen advantageous in that more primary investigations can to be completed remotely, it reduces the need for call backs and unnecessary appointments for victims / member of the community providing a better and more immediate service to the community thus reducing demand on frontline resources, enabling to spend more time dealing with the more complex issues, improve quality and standards and drive prevention and early intervention activity.

The CROMU function and the CMU have been subject to a data led review to identify the capacity required to meet the volume of activities required based on increases in crime, changes in legislative recording practices and improvements to service. Based on the business case, there is a proposal to uplift police staff resources in both the CMU and CROM to meet this demand.

STEP 4

Based on the changes proposed being approved there is no future command and control demand or response demand that cannot be met. An inability to deliver an enhanced service through the IET however will build delays in servicing some incidents or crimes which will impact upon community confidence and trust in policing.

In relation to CROM/CMU, not investing will result in delays in effective crime and occurrence management which has a consequential impact of reducing the organisations ability to understand its demand and report to statutory bodies.

Chapter 4: Prevention and Deterrence

Lead: Head of Partnerships

North Yorkshire Police define this section of the FMS as place-based policing that is delivered through a combination of policing, partnership working and community cohesion. It is built around the framework of prevention and intervention as described in North Yorkshire Police's Prevention and Intervention Strategy which looks at both interventions that can reduce future offending or victimisation and primary prevention using a public health style approach. Functional areas of business such as Partnerships, Neighbourhood Policing and Rural Task force currently underpin prevention and deterrence.

Assessing current and future demand

The new prevention and intervention approach is still being developed as part of Early Action Together (previously named Target Operating Model) but will be focussed on solving local problems early before they escalate and create demand upon other parts of policing or partner agencies. Because this approach focusses on problem solving in partnership at a local level, it is not possible to measure demand in traditional policing terms (e.g. calls for service, crime volumes) as there needs to be flexibility in service delivery that might include managed research with academia, use of third sector services and development of novel local initiatives that reflect societal changes at a local level including those influenced by national issues (COVID19, Brexit). However, at its core North Yorkshire understands that primary prevention and intervention needs to be undertaken in partnership and focussed where it can have greatest impact, with young children by deflecting them from future offending behaviours or victimisation and those that are vulnerable to exploitation both within the physical and digital environment.

Partnerships are responsible for ensuring strategic multiagency relationships are efficient and effective, including the impact with partners of the Digital PCSO, embedding the College of Policing National NHP Guidelines to support delivery of operational service to Communities and ensure problem solving is uniformly embedded across NYP. At a local placed based level, Partnerships will look at societal demand and the targeted activities that are impacting on local communities focusing on qualitative benefits to communities and to minimise abstraction from these resources to other policing activities. This includes enhancing mental health services, enhancing development of youth services around prevention and intervention alongside ensuring understanding and recognition of hate crime including providing scrutiny and compliance checking (see Chapter 6: section - Hate Crime). In addition, it includes ensuring North Yorkshire Police complies with legislation set under the Licensing Act 2003 and is effective and efficient in managing the related impact through the Night-time economy.

The key to understanding demand at a place-based level are those community anchors that sit within the third sector and both provide services to communities and act as key engagement points for the police, to understand local issues and need. The impact of the pandemic on these organisations / entities and the extent to which they may survive the financial constrictions brought about by the pandemic is yet to mature and therefore the full impact is unknown. In addition, the devolution debate and future impact upon how Community Safety Hubs will be delivered also needs to be understood in context of the effective delivery of place-based policing.

Neighbourhood policing's primary role is to engage with local communities and solve local problems to build trust and community cohesion. As part of those community activities they are also best placed to engage at a local level and supporting the management of Organised Crime Groups, the monitoring of low risk registered sex offenders, undertaking victim engagement around fraud, undertaking online abuse victim engagement (i.e. where Online Abuse Team identify a victim but it is categorised as low risk and no suspect identified etc) and also low risk Domestic Abuse management. In addition, neighbourhood teams provide organisational support activities in responding to immediate and priority incidents when necessity requires.

Rural Task force are a proactive team focussed on prevention, deterrence and enforcement, in partnership, on incidents and crimes that impact most on rural communities such as off road driving using trials bikes, quads and 4x4 cars, fly-tipping, poaching, game shooting, equine based crime include theft from livery yards, OCG activity, quad theft and illegal hunt activity.

Night-Time Economy (NTE): As North Yorkshire is mainly rural with few urban conurbations, the congregation of the populous in city/town centres is centralised around the University City of York, the seasonal coastal town of Scarborough and the Spa town of Harrogate. In relation to the night-time economy, this has been defined by North Yorkshire as incidents which required officer deployment between midnight and 8am that



were linked to urban centres over the weekend. The largest urban centre in North Yorkshire is York with the town centre being focussed in Guildhall inner. Data for incidents has been compared to the whole of York and the

trend shows the fluctuations aligned to introduction of lockdown, opening of the hospitality industry, restrictions on hospitality opening times, introduction of the tier system, movement of York from Tier 1 to 2 and lockdown 2 are similar, but more pronounced in the city centre where the hospitality sector is most prevalent. Therefore COVID19 has had an impact upon the hospitality sector and it is anticipated that the impact of COVID19 restrictions on hospitality will continue to influence demand for policing services around the NTE until restrictions are removed, and a new 'normality' is reached. The long-term impact will also be affected by the closure of licenced premises / businesses which have not been able to recover from the enforced closures.

Dealing with current demand

Partnerships are currently engaged in rolling out Problem Solving Training across the organisation. Since July 2020 there have been around 200 officers trained with internal problem-solving courses. These include Police Now students, NPT, FSU, CID, MCIT, Response and Inspectors. There are a number of PSPs live on niche and around 50% of these have had (Community Engagement and Resilience Team) CERT officer involvement (to improve quality). It is intended that a re-assessment of PSPs will take place in 2021 once more plans have been completed, to be able to assess whether there are improvements in quality compared to 2017 when the PSPs were last formally reviewed by the force.

Citizens in policing: Community Connectors project prior to lockdown proved to reduce demand on service through the decrease in repeat callers. This mentoring project will be further rolled out after COVID19 enables the mentoring scheme to restart. A Digital PCSO site has been established for the Digital PCSO's but recruitment training and embedding them has been impacted by COVID19. Schools Liaison Officers are linked into one-to-one interventions (such as Op Divan interventions). When schools reopen, socially distanced engagement and the Lifestyle Awards, will be adapted so that it is virtual and possible to complete without mixing in groups. Improved recording of activities has been put into place to identify where youth effort is being invested to enrich the picture of Youth Services. The Mental Health internal site has been updated with person-centred approach, as well as direction to include it within training plus "Lived Experience" talks organised for officers at Mill House around MH Crisis agreed, but on hold due to COVID19. A Person centred / Trauma Informed Communications strategy has been developed from implementation post COVID19.

Investment into Partnerships from the last precept uplift identified the need to develop CERT - Community Resilience Teams (1x Insp, 3 x Sgt, 14 x PC & 3 x PCSO) with a visible presence dedicated to prevention and

facilitating multi agency working. This includes three Mental Health Coordinators to support our most vulnerable residents and reduce the need for emergency secondary interventions with an additional post realigned from existing NYP officer resource, creation of a Public Safety Officer role across public sector organisations (10.5 FTE PCSO of which two supported the Craven Pilot), digital PCSO (7 FTE) to provide prevention advice and support investigations such as online and 2 x Fire Service led Public Safety Officers.

Neighbourhood Policing delivers services primarily through engaging with communities (Each district command in North Yorkshire approaches community engagement as a blend of traditional engagement through parish councils, business groups or committee meetings some of which have moved onto Zoom/Teams due to COVID19) and digital engagement through community messenger, Twitter, Facebook and Instagram. Digital PCSO's are embedded but two-way digital communication is limited at present. In addition, the ability to facilitate drop-ins at schools, community centres or care homes has been limited during the pandemic. Improved recording of youth engagement activity has been introduced to assess the scope and impact of youth engagement through neighbourhoods).

Solving their problems: North Yorkshire has adopted the SARA (Scanning, Analysis, Response, and Assessment) model as its core approach to problem solving plans. Each command works locally to ensure these are embedded effectively. York and Selby SNT's collaborate with the Partnership Hub to adopt problem solving plans within their ward areas. The hub conducts the scan and analysis function to formulate PSP's on behalf of the SNT's, which the teams subsequently manage at a local level. Scarborough PSP's are identified by supervision for the areas by looking at local emerging trends, crime patterns and community issues in locations. Neighbourhood Managers develop the PSP with local PCSO's for that area who can then be tasked by a daily diary. In County, SNTs work closely with the Partnership Hub to put the PSPs together and then help the local Policing teams implement them. A plan owner on the local Policing team is allocated for each PSP. All PSPs include a large amount of multi-agency and partnership working to help solve problems and this can lead to joint measures such as closure orders, housing resolutions, etc).

Again, it was noted in the last precept uplift that additionality was required at a neighbourhood level which led to investment in Expedite Teams (18 officers). These provide increased and structured engagement with communities to understand what matters with a focus on volume acquisitive crime and volume offenders to reduce the fear of crime through increased traditional community presence and engagement. The uplift also funded the creation of a City Task Force (10 officers and staff), focused on primary interventions to ensure that urban community problems are being solved.

A secondary measure for Neighbourhoods is monitoring abstraction to response (time away from core function).



COVID19 has had a negative impact on Neighbourhood policing being abstracted into immediate and priority responding thus removing them from exercising their core duties, reversing the trend seen prior to COVID19. Although volumes since COVID19 (23/3-30/11/20) are climbing they are still lower than the equivalent period of 2019, although the hours abstracted have gone up by over 1800 hours, potentially linked to the additional COVID19 precautions required when interacting with the public.

Rural Task Force (RTF) supports and maintains a policing response to our farming and isolated communities but their capacity is effected by the expectation that they will pick up everything that is or has potential to be rural related e.g. North Yorkshire is one of the top locations for rural crime in particularly hare coursing and poaching. Current feedback is highlighting that community support is lacking and that perhaps some re-alignment is essential. They do not cover each day of the year, so this leads to delays in responding to the public as crime and incident logs still get filed pending their return from rest days as opposed to providing an appropriate policing response. Officer workloads are high and there is no investigative support within the team

and none of the staff have investigative background. Wildlife crime is high on the community agenda and it is acknowledged that some wildlife crime is part of wider criminality which would come under the serious and organised crime umbrella.

Night-Time economy: The Alcohol Licensing Team has continued it's 100% compliance rate for processing applications and Temporary Enforcement Notices (TENs). All incidents are reviewed. Proactivity from the team is not possible at the moment but they are engaging with front line colleagues to ensure a consistent and coordinated approach to the police response to lockdown legislation breaches. The impact of COVID19 upon the hospitality industry and the effective closure of that industry has significantly impacted on alcohol related night-time economy crime and incidents.

COVID19 example: Pre-Christmas effective partnership activity impacted upon Tier 3 non-residents visiting York (tier 2) hospitality. In conjunction with York Bid Rangers, COVID19 Marshalls and NPT PCSO's letters were delivered to city centre businesses. This was followed up by Public Protection Officers and licensing staff carrying out visits to licensed premises to check for compliance with COVID19 regulations and it was clear that there were several breaches and the Police and council needed to attend the locations in sufficient numbers to deal with often large groups of people breaching. 48 fines were issued on the first day and 118 on the second day. Additional media coverage was productive as it showed anyone planning to breach regulations not to come to York. Feedback from one large licensed premises was that the action gave door staff more confidence to challenge, collectively leading to significant cancellation of bookings.

Dealing with future demand

Partnerships are the primary vehicle for oversight of the development of the Target Operating Model, now called Early Action Together. This will be delivered across the organisation with Partnerships focussing on place-based policing. This approach sets out to deliver more effective prevention and early intervention to communities at a local level and will be achieved through:

- **a Joint shared purpose** by developing multi-agency governance, a performance framework and information flow which identifies, tests and tracks key deliverables in line with outcomes for prevention and early intervention activity and undertake a post-implementation review of the Enhanced Community Safety Hub pilot (Craven) and the Public Safety Officer role and take learning forward;
- **Modelling of place-based working** using evidence based research and practice, to align with partners and reflect the voices of our communities This will allow Commanders to implement localised resourcing solutions with a more effective and capable workforce mix supporting the prevention and early intervention strategy and utilising multi-source intelligence flows that identify individuals and/or sections of the community for whom prevention and early intervention can add the greatest value in reducing harm. A key tool for the delivery of place-based policing aligned to the implementation of the different phases of the Early Action Together model is to ensure effective problem solving in place. Cascaded training has taken place and will continue to take place across front line resource but this needs to be underpinned by a pool of capable experts who can review, assess, develop and improve the model to drive the most value from problem solving approach. Whether this is best delivered through a dedicated central team or devolved capable experts across districts need to be developed as part of the problem-solving plans quality and value review expected to be undertaken in 2021.

In addition, given the uncertainty of community anchor landscape in the future, there is a need to become more proactive in how we engage with communities to ensure we can build anchor points within local communities where they can engage with the policing service to build the understanding of the prevention and early intervention need. This engagement model needs to include a strategy that builds upon existing technology (such as Community Messaging) to develop deeper operational understanding of hidden crime, hidden vulnerable and local policing need.

Neighbourhood resilience and the ability to focus on core activities at a local place-based level will be key to delivering the prevention and early intervention approach whilst also taking on and supporting identified lower risk vulnerabilities aligned to mental health, CSE, DA and offender management. Post COVID19 reversal of deployment and tasking pressures will be a key point of focus to ensure capacity to deliver place-based services is maintained.

The **Rural Task Force** at present do not have a clear set of deliverables for rural communities and the force. It is proposed, therefore, that the RTF becomes a specialist area for support and additional resource in rural crime investigations, whilst retaining workloads and investigations for some of the wildlife crime and poaching due to their specialist knowledge. The engagement around prevention and rural interaction would remain focussed on the PCSO part of the RTF, and the whole RTF becomes a conduit between the communities, partners, investigators and OFPCC. Clearly defined objectives and purpose to be agreed and relaunch of the rural task force and its identity and purpose to be advertised. Proactive patrol, stop and search and intelligence gathering would remain a key function for the RTF.

STEP 4

None immediately anticipated but this requires more in-depth analysis around problem solving and community engagement as Early Action Together evolves and is implemented throughout 2021 and 2022.

Chapter 5: Investigations

Lead: ACC Operations

The purpose of this section is to capture information that crosses all areas of investigation to provide an overarching view of North Yorkshire Police's collective response to crime. To avoid the repeated inclusion of content across multiple sections of investigations this section will consist only of a cross cutting summary. Where content relates to another section of the FMS, such as Protecting Vulnerable people, then it will be included in detail in that chapter.

Overall assessment of meeting future demand

Enforcement in context of investigation tends to be both reactive and resource intensive. The victim has already been subject to harm and investigation is the legal framework for bringing offenders to justice and therefore safeguarding future victims from harm. Crime investigations can be complex and significantly challenging especially in transitioning the investigation through the criminal justice system to provide outcomes at court that can lead to custodial sentences.

All aspects of investigation including custody and criminal justice are sensitive to fluctuations in current demand, predicted rises in future demand and also uncovering hidden demand identified by working with communities to build confidence to report, using technology to uncover criminality or utilising intelligence sources.

For North Yorkshire Police to remain effective there must be a co-ordinated and balanced approach that understands the consequential impact of using proactivity (albeit it people, tools, technology or engagement) to drive up crime reporting against the capacity and capability of the organisation to provide an effective investigation and bring offenders to justice. North Yorkshire Police's approach is to have teams of detective resources linked to specific areas of investigation but also flexible enough to move demand around.

Below are the summary of identified gaps and issues that might impact on the ability of North Yorkshire to meet future investigative demand:

- Acquiring, developing and retaining detective resource levels to undertake future demand for criminal investigations related to serious crime
- Gaps in investigative resource levels in Investigative Hubs and future direction on them to understand how the organisation will structure to undertake increased demand predictions for volume crime investigations related to violence and public order
- Criminal justice is subject to significant transitional change over the next four years that will create pressures upon the organisation's ability to drive change (see Chapter 11: Section BDA) and extra temporary demand upon organisational and criminal justice resources. Due to the volume and breadth of change required the collective consequence of change is not known although it is likely to have some permanent or interdependent capacity, capable expertise and tools / technology cost impacts that will need to be developed and assessed on a case by case basis.

Section 5: Volume and Serious Crime

Lead: Head of Crime

Volume Crime is any crime which, through its sheer volume, has a significant impact on the community and the ability of the local police to tackle it. Volume crime often includes priority crimes such as street robbery, burglary

and vehicle-related criminality, but can also apply to criminal damage or assaults. Serious Crime involves the use of violence, results in substantial financial gain or is conducted by organised groups and in simple terms is where an adult, if convicted, could reasonably be expected to be sentenced to imprisonment for a term of three years or more. Most crimes can be investigated by any trained officer or police staff member but some due to the complexity or seriousness of the crime require specially trained resources with enhanced specialist skills and knowledge.

North Yorkshire is a very safe county to live in, as the volume of crime committed is relatively low. However, low crime rates can in themselves create some demand pressures as different types of crime are subject to fluctuation (peaks and troughs) throughout the year and dedicated resource numbers are generally reflective of the normal levels of demand experienced. Overall, around three quarters of crime committed in North Yorkshire over the last few years were (Home Office definition) violence against the person offences, theft, arson and criminal damage or burglary. Pre COVID19 trend data showed a general upward trend in violence against the person, possession of weapons, sexual offences and public order offences whilst there were fewer thefts, vehicle offences and burglaries.

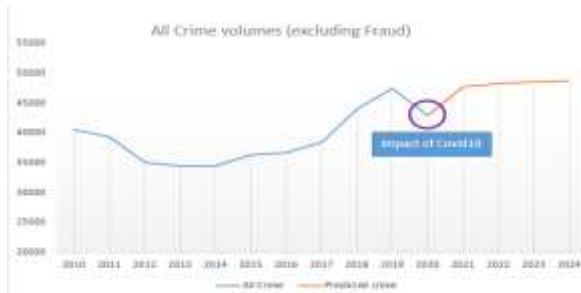
The impact of COVID19 on some of these types of crime has been significant, especially where they rely on social interaction or where the crime relies upon opportunities being presented (unoccupied house, unlocked vehicle etc).

Assessing current and future demand

North Yorkshire Police's crime investigation is built around different teams (Investigation Hubs, Criminal Investigations Department, Specialist Safeguarding, Organised Crime Unit, Online Abuse Team and the Major Investigation Team) each of which focus on specific types of crime investigation. However, with crime fluctuation, officer turnover and gaps in trained detective numbers there is, at present, the need to push and pull between different teams to support rises and fall in different types of demand across the year.

Despite COVID19, the general trend in crimes in North Yorkshire is continuing to shift away from traditional crimes such as vehicle crime, theft, burglary into more digitally enable crime. The impact of COVID19 is most likely to accelerate that change by increasing transactional activity online across a broader cross section of society or increasing social interaction through the digital space enabling more potential for exploitation. In addition, with organised criminality exploiting new or emerging markets, increased deprivation due to the downturn in the economy, the longer term impact of social restrictions on personal wellbeing and increased societal tension impacting on community cohesion expressed through prejudice or increased public disorder, the new normal for policing is likely to look very different in the future.

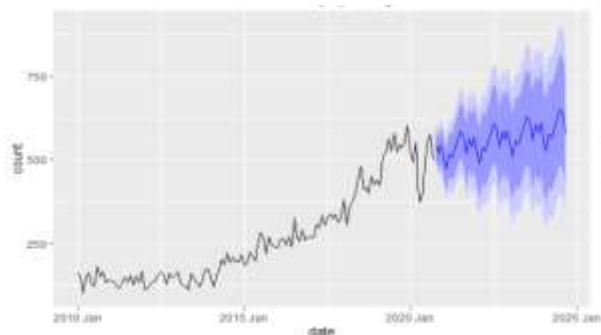
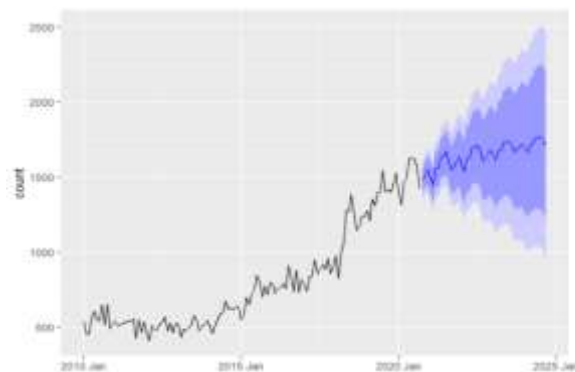
In North Yorkshire the impact of COVID19 has had a significant impact on reducing recorded crime especially in terms of theft, burglary and criminal damage which are relatively high-volume crimes for North Yorkshire. Whilst predictive modelling suggests this will rebalance after COVID19 there is still some uncertainty over what types of crime and volumes will form the new baseline and exactly when that rebalancing will take place. However, it is anticipated that violence, public order and online crime (including child sexual exploitation) will rise whilst other complex crimes such as sexual offences may plateau in the short to medium term due to suppression of reporting to the police.



Predictive analysis has therefore been undertaken across all volume and serious crime to assess predicted increases in demand (note: some specific types of crime such as Fraud, hate crime, sexual offences etc will be described in other chapters of this FMS). Values have been provided as proxy estimates to support future planning, but it should be noted that each model will show significant statistical variation as data is modelled over multiple years.

Violence against the person using R and arima model.

Overall violence against the person, whilst showing some flattening due to COVID19, is set to continue to rise but it is anticipated that this will be more slowly than in previous years. Overall, the average volume of crimes is set to increase to around 20,700 by 2024 against a current volume of 16,800 which is an increase on current volumes of about 5.5% per annum. However violence against the person is made up of a range of crime types that impact upon the different investigative teams so it has been broken down into sub-categories to assess how future demands might impact upon both frontline policing and detective resource requirements.

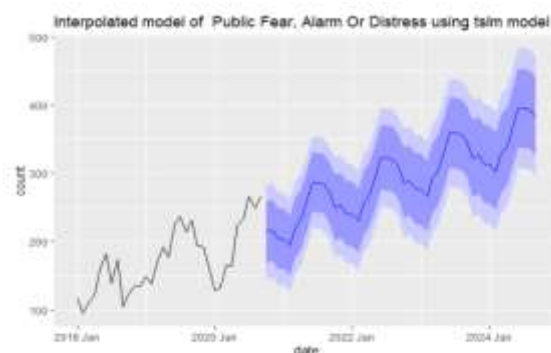


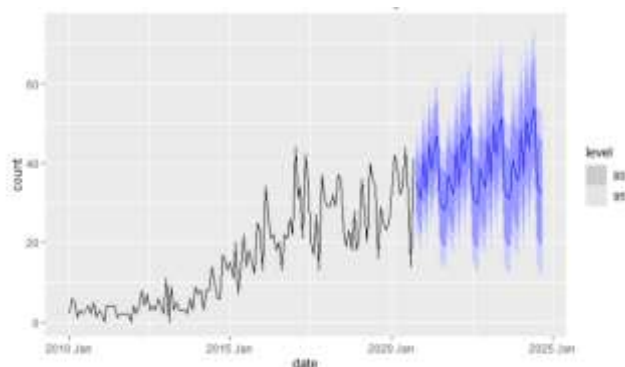
Volume Crime: Assault without Injury using R and tslm model.

Assault without injury is a subset of violence against the person and is set to rise over the next 4 years from a predicted midpoint average for 2020 of 6000 to around 7000 crimes by 2024, which is an increase on current volumes of about 4% per annum. This type of crime demand will mainly be picked up by front line officers and investigation hubs.

Volume Crime: Public Order - fear, harm or distress using R and tslm.

Public order crimes are predominantly made up from public fear, harm or distress which sits within volume crime and will therefore be picked up and retained mainly by frontline resources or investigation hubs. Overall, the average volume of crimes is predicted to show an increase from around 2500 crimes to 4300 over 4 years which is an increase on current volumes of about 15% per annum.





Serious Crime: Obscene publications using R and model theta.

Obscene publications are predominantly made up by crimes involving Indecent Images of Children (IIOC) and are often linked into peer to peer sharing. Such crimes are often complex and can include the redistribution of known images as well as the creation and sharing of first-generation images. Overall, the average volume of crimes is set to rise over the next 4 years from around 410 to 510 which is an increase of on current volumes of about 6% per annum.

Whilst these numbers are small the complexity and resource investment required in the investigation of these crimes is high and, like sexual offences and other complex crimes associated with vulnerability (see Chapter 6), sits within the detective resource pool.

Digital device examination demand

A comparison of digital submissions in 2020 against 2017/18 volumes (which formed part of the analysis that lead to addition investment in digital forensics) suggested that existing resource numbers if fully resourced should be sufficient to meet volume demand although the increase in complexity and the additional tools now available to the examiner will likely extend the time of an examination. However, with the continued reliance upon digital technology and the growth in digital engagement that has been adopted by a much broader range of society as the norm due to COVID19, it is expected that demand in this area of business will grow and encompass a broader range of digitally facilitated crime. Whilst COVID19 may have suppressed the reporting of crime during 2020 the digital footprint of that crime will remain, and it is likely that there will be the requirement to deal with additional demand that is being suppressed now in the future

Meeting Current Demand

The Criminal Investigation portfolio is held by the Head of Crime with local commanders managing local policing resources (CID, specialist safeguarding and Investigation Hubs). The Head of Crime manages the force investigative resource of Organised Crime and the Economic Crime Units whilst the Head of Safeguarding manages the Online Abuse Team and the Non-Recent Abuse Investigation Team (NRAIT) whilst the Major Investigation Team manages the Major Enquiry Team and Cold Case Review Team.

Volume Crime: At present the structure and remit of the Investigative Hubs is being refreshed as they are presently not resourced to meet their original purpose and are holding additional serious crime demand which results in volume crime demand being managed by front line resources. In addition, supervisory resilience in the Investigation Hubs to provide a timely review of investigations to ensure competence, compliance and service to customer is being stretched.

Serious Crime capacity to manage serious crime is defined through detective numbers (irrespective of the team those resources sit in). Detective numbers continue to present challenges despite numerous new Trainee DCs being appointed, the impact of officers leaving roles or being promoted results in approximately a 15-20% rolling vacancy factor. Currently qualified Detective Constable posts represent three quarters of the total resources, which means that some trainee officers are investigating serious crimes overseen by a qualified detective. Our Investigation Procedure for Local Policing (refreshed October 2020) sets out the assignment of the most appropriate resource to the right investigation based upon harm and the investigative complexity. It also outlines assurances that investigations are conducted so that 'reasonable' lines of enquiry are pursued in accordance with the Criminal Procedure and Investigations Act 1996, PACE and in line with published

investigative doctrine. Whilst the ambition is that any crime that requires investigation sits with the appropriately skilled resource this is not achievable in the short to medium term. Therefore, processes are in place to assure that where investigations sit with non-qualified personal, they are managed and overseen by a qualified detective. This is underpinned with investigation plan guidance documents provided by the Criminal Justice Department (CJD). Sergeants manage all investigation workloads on their team against capacity and capability of available resources. Workloads, particularly highest risk investigations are generally well managed, however it is not always possible to allocate PIP2 resource and the high volume does impact on performance.

Online Abuse (OAT) is a subset of serious crime that enables a cradle to grave approach to be adopted when dealing with all Child Exploitation (CEOP) packages and internal proactive peer to peer sharing identification. This has streamlined the intelligence gathering, assessment and allocation of investigative packages including adoption of high-risk packages to provide an investigative service supported by Digital Forensics specialists. It is subject to the same capacity issues as other Detective teams where excess demand has to be picked up within the detective pool.

Major Crime Investigation, since 2016, has been delivered through collaboration with Cleveland Police; however, this collaboration will be subject to decoupling from April 2021. This move will reinforce local policing, with enhanced ability to provide specialist skill support to combat complex and changing crime types. NYP and Cleveland Police will continue to collaborate on the cold case review of unresolved Homicide and Major Crime enquiries. Scenario planning is ongoing to understand the push and pull factors internally on other parts of the business that will apply in the initial enquiry phase of a major investigation following the decoupling from Cleveland police. However, due to previous inequitable levels of demand, this has been successfully tested during 2019 and 2020, with limited impact upon Local Policing.

Assets: Forensic Support to investigations is delivered through an ISO17025 accredited managed Regional Scientific Support Services (RSSS) based in West Yorkshire. It is part of the Yorkshire and the Humber collaborative arrangement and service is provided on a client – supplier basis. North Yorkshire Police pay for a percentage of the overall service and traditional forensic delivery (crime scene forensics through to laboratory Forensics) is delivered via that arrangement. Governance is delivered through a collaboration board.

Assets: Digital Forensics support to investigations is delivered by an internal ISO17025 accredited laboratory at Police headquarters. Capacity and capability issues are managed through the Head of Covert Standards and significant investment in technology and resource has been undertaken over the last few years to reflect the growth in the digital space and the continual development in phones, tablets and other hardware to make digital communication easier, more intuitive and secure. Demand pressures exist which is managed through an internal Service level Agreement (SLA) with the rest of the force, which is underpinned with self-service analytics. The majority of digital examinations are able to be undertaken by the force with limited requirement to use other digital forensic suppliers although demand and complexity combined with the volumes of data now held upon devices does mean that device examination times have increased. As the majority of the work involves Indecent Images of Children (IIOC), DFU have implemented a review platform across the force that allows DFU customers to access and review non-illegal data from any standard NYP computer and secure environments to review illegal imagery. Additional welfare support is in place through the Occupational Health Team.

Assets: Surveillance supports investigations through operational and technical surveillance (TSU: see chapter 12 Collaboration). Operational Surveillance is the use of specialist resources to gather information and intelligence to support investigations. At present there is pressure on existing resilience, due to abstractions and capable expertise development. As there is a correlation between operational demand and covert surveillance requirements, additional investment of operational police resource is required to offset current and future demand pressures.

Dealing with Future demand

As we anticipate demand to continue to rise and at some point, to recalibrate after COVID19. The following approaches will be implemented to enable North Yorkshire Police to meet its future demand predictions.

Volume Crime will adopt the following steps to address and meet future demand. Due to the pressures on the detective resources within North Yorkshire and the pausing around the future structure and remit of investigative hubs, more demand is being pushed onto frontline policing resources who are being asked to balance responding to calls from the public and investigating incidents and crimes. Under the new Early Action Together Model it is proposed to create an Initial Enquiry Team that will divert, where appropriate, incidents to the IET who will seek to resolve issues with callers and identify opportunities for prevention or early intervention without physical deployment of a resource. This will release capacity to the front line to focus on initial service provision, prevention and early intervention and managing investigative demand. In the interim, the position with the Investigative Hubs needs clarification as the current numbers would not be able to meet the predicted rise in demand. Whilst COVID19 has suppressed volume demand this is likely to be a temporary measure.

Serious Crime will undertake the following steps to address and meet future demand.

- **Talent acquisition** by proactively targeting interest in investigative posts by student officers, attachments to CID being mandated and introducing immersive learning with experts from all crime investigation departments. So far there are a number of Student Officers who are on attachments at various stages some of whom during 2020 and 2021 will develop through the Detective Academy, an internal recruitment scheme which identifies and supports student officers towards a career as a detective.
- **Recruitment and retention** through recruitment of trained detectives in combination with identification of talent is the approach adopted to build resilience to meet future demand. Detective numbers, if full recruitment and competency were established, would be sufficient to meet demand although further work is ongoing with Business Insight to refine the demand and resourcing requirement. NYP continue to consider proposals for alternative career pathways such as direct entry equivalent detectives through the national Police Now Detective Academy and possibilities of incentives to attract and encourage retention of detectives.
- **Training needs analysis** of new talent, transferees and turnover for crime training has been projected for next 2 years as a rolling programme to ensure sufficient provision of specialist courses for detective and specialist safeguarding roles. In addition, flexibility and career progression of Police Staff Investigators (PSI) to enable career progression to detective status is being developed which will provide additional capacity and capability within the Hub and support retention of police staff.
- **Predictive analysis and future growth requirements** through interactive serious crime investigations demand modelling is being developed that will be underpinned by refreshed effort analysis data to enable more accurate future planning.

Online Abuse is expected to increase as nationally new peer to peer sharing packages are introduced and more technology tools become available. Additional investment of resource has been made into online abuse investigation, which aligns to resourced posts being available to meet short to medium term demand. However, as this additional growth pulls on the detective resource it will be subject to the same constraints that all aspects of serious crime encounter and will rely on future resilience modelling and capability being enhanced and maintained.

Major Investigations sits as an independent team that has decoupled from collaboration. In general, the Major Investigation Team (MIT) has sufficient resources to meet demand but due to the sporadic nature of offences they encounter, the future position will, at times of peak demand, result in a deficit in resource so the MIT will need to draw resources from the broader policing and detective resource whilst as quieter times they will be

able to support local or force wide serious investigations. NYP is seeking to maintain capability for the investigation of cold case enquiries, through continued collaboration with Cleveland Police.

Forensic support future demand will be mitigated through suitable funding and engagement with Transforming Forensic activities associated with the policing 2025 vision. Regional engagement structures will ensure that RSSS are sighted on NYP and other stakeholder requirements and ensure these demands are met.

Digital Forensics future demand will be met by focussing on ensuring that talent acquisition and the retention of talent is optimised to ensure skilled and capable examiners are available to support investigations, looking at more effective and targeted investigative requirements with officers to minimise non-essential examinations, targeted triage activity both at the scene and in the laboratory, constantly review processes and tools to ensure that the most appropriate technology is utilised to meet the customer need and developing analytical analysis to more accurately predict future demand requirements.

Consequences of not meeting future demand

To be effective in delivery of future demand North Yorkshire Police needs to be able to retain and develop its detective capacity and build flexibility into its capability to meet the changes in demand in the future. The broader organisation also needs to be able to build resilience in how it delivers investigative services to manage the future increases in demand around violence and public order offences as well as work in collaboration with partners to address issues of personal wellbeing, vulnerability and environment to prevent victimisation and criminal exploitation. Inability to do so will limit North Yorkshire Police's capacity to meet new or emerging demand, uncover hidden demand or provide all victims that report to the police with an efficient and effective level of service.

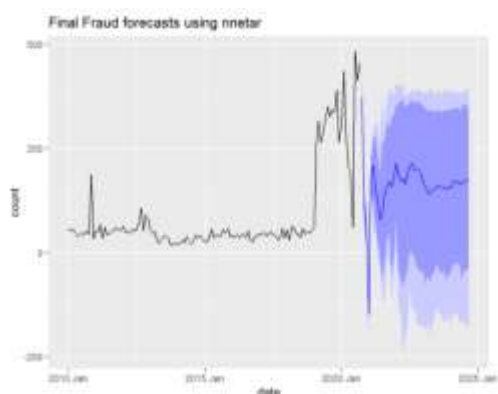
Section 5: Fraud

Lead: Head of Crime

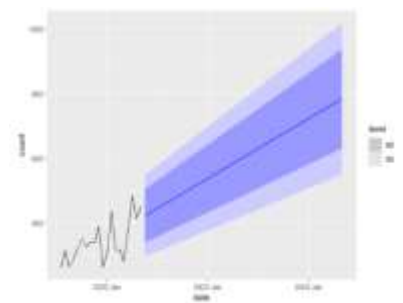
Fraud is the most commonly experienced crime in the UK and fraud against individuals is typically targeted at elderly and other vulnerable people, for whom the consequences can often be devastating – psychologically, as well as financially. Fraud is also increasingly being committed online, which enables fraudsters to exploit victims remotely, often from another country.

Assessing current and future demand

In February 2019 North Yorkshire Police changed its approach to recording fraud and cybercrime that was reported directly to the police, even if they do not meet the call for service or vulnerability criteria. Instead of directing those victims to contact Action Fraud, North Yorkshire Police record the details and then report to Action Fraud on behalf of the victim. This enables, at point of contact, to make more informed victim focussed decision making around the need for a call for service, opportunity to refer to local neighbourhood policing to undertake reassurance visits or just referring on to Action Fraud. Based upon an assessment of data from between 30th September 2019 - 27th September 2020 this equated to 8.5% of contacts resulting in reassurance visit and 13% resulting in a call for service (includes 2.6% referred to the police from action fraud). Due to this change being implemented the recording of fraud spiked in February 2019.



Using historic data to inform future demand has been impacted by the change in process which appears to suppress future demand models. Fine tuning the data (image to right) from the point of change does enable a more accurate prediction of future demand but limits the accuracy of the prediction to just a few months.



In summary, the amount of Fraud is predicted to grow which will present additional demand onto both frontline services, Customer Contact (including FCR) and Neighbourhood Policing Teams. Over the next 6 months this looks like around an additional 80 calls per month, 8 additional calls for service and 7 neighbourhood referrals. Fraud investigations are often complex and can span regional and national boundaries.

COVID19 and the move towards more transactional activity being undertaken, online activity is also like to increase online fraud and cyber enabled crimes so this needs to be factored into future modelling as the baseline data adjusts for COVID19. The Crime Survey for England and Wales (CSEW) estimates that for the year ending March 2019, 15% of Fraud offences were reported to the Police. It is therefore a significant area of 'hidden demand' and the expectation is that the actual prevalence of fraud is much higher than the recorded crime data suggests. The CSEW estimates that the main reasons for victims not reporting Fraud to the Police are that it is 'Reported to financial authorities (e.g. bank, building society)' or that there is an expectation that the victims 'Thought [the] incident would be reported by another authority'.

Predicted increases of elderly people using digital devices and their breadth of use of the internet will likely extend into new areas (COVID19 has already pushed people into online communication through platforms such as zoom which if extrapolated will move into virtual companionship). This will increase exposure to the risk of exploitation.

The current availability of the criminal market place on the dark web will expand into the service sector where sophisticated cybercriminals provide packages (Bots, Apps, malware) of services for sale or rent to those criminals with little technical know-how to carrying out low-level cyberattacks (e.g., phishing), scams or frauds. Advances in technology will make it possible to host this technology on a mobile phone or tablet and enhanced cyber security to protect personal data will make criminal activity harder to prevent.

Meeting current demand

Fraud is a Control Strategy theme for North Yorkshire Police and is woven through all departmental Service Plans, in cognisance of the fact that all parts of the business have their role to play in appropriate levels of prevention, early intervention, victim support and enforcement. All individual Service Plans are reviewed quarterly, and Fraud is examined in detail at strategic, force wide and local policing level through the operations board.

To better understand fraud by being more victim centred, a new reporting system was introduced in February 2019. This has enabled more effective management of frauds, better services to more victims, increased visibility of fraud victims and a richer intelligence picture. However, the process of PCSOs proactively checking Niche and doing reassurance visits needs more refinement as that process is not maximising service to victims, Action Fraud lists are not added to niche unless they are a tasked PCSO activity or require a call for service if the victim report via Action Fraud. Some tasking of reassurance visits sits outside of Niche and can create issues, including lack of oversight by supervision. Also choosing to report to North Yorkshire Police, a victim is then unable to access their report to Action Fraud as the account is not created in their name. This prevents them from being able to add information to their report or track the progress.

The new approach to capturing, reporting, responding and reassuring victims of Fraud impacts onto other parts of the business such as customer contact (NYP call takers have had training on fraud and a comprehensive question set to follow to ensure all relevant information is captured when taking a report of fraud) and local policing. This increases demand on communications staff in taking the calls, CROMU staff recording the crimes (see chapter 3: Responding to the public) and Neighbourhoods (see Chapter 2: prevention and Deterrence). Fraud portfolio management includes Financial Abuse Safeguarding Officer (FASO) whose role is to mitigate further losses and provide reassurance to community groups as a means of proactive fraud prevention. The FASO is supported by 45 PCSO Fraud Ambassadors in an effort ensure that all prevention and early intervention opportunities are exploited, and neighbourhood reassurance is provided and has a dedicated PCSO to help develop more effective Fraud problem solving plans.

Investigation is primarily delivered by the Economic Crime Unit (ECU) which comprises Major Fraud Investigation and Financial Investigation Unit. The ECU deals with major fraud and complex money laundering investigations. Other fraud investigations, under oversight of the ECU are allocated to CID or Investigation Hubs where some officers have been trained in Specialist Fraud Investigation. The ECU has two Fraud Assessors, who assess all disseminations from NFIB and create an investigation plan for allocation. In addition, they provide scrutiny and oversight by reviewing frauds that are reported to NYP and ensuring they are recorded correctly as well as identifying opportunities to use specialist capabilities, such as freezing assets. In addition, partnership activity targeting doorstep sellers and rogue traders (Op Gauntlet) with the Trading Standards Enforcement Team supported by a seconded detective (prosecution and investigative support) is undertaken.

Dealing with future demand

It is recognised that due to the demographics of North Yorkshire, it is victim heavy in respect of fraud. Whilst the predicted rise in fraud is going to increase the number of victims, it won't necessarily have a correlating

impact on the numbers of fraud investigations. Any increases, however, will push more demand into the organisation's investigative pool. Much more focus will be placed on both victims and communities to provide prevention advice, reassurance and safeguarding those at a local level that are vulnerable. The impact of the role of the FASO and Fraud ambassadors in both upskilling understanding internally around proactively safeguarding vulnerable victims of fraud and prevention within the community. The FASO will be continually assessed to understand whether expansion of this role would drive additional prevention and early intervention benefits across the communities of North Yorkshire.

With no planned increase in establishment currently authorised for ECU, it will continue to manage demand in line with capacity and endeavour to deal with the most complex frauds and the most vulnerable victims.

Consequences of not meeting future demand

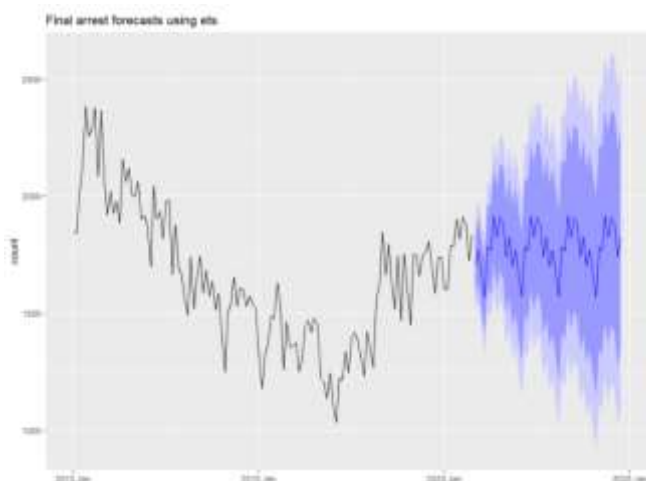
If the investigative demand from fraud cannot be reduced through prevention work, it will continue to push demand into other departments, such as CID and the Investigation Hubs. This will place additional pressure on investigative resources where there are existing capacity and capability gaps which will most likely extend the time of investigations and may lead to prioritising resources onto only those frauds linked to the most vulnerable or part of organised criminality. This will decrease the breadth of service available to victims of fraud and reduce community confidence in the police.

Section 5: Custody

Lead: Head of Criminal Justice

Assessing current and future demand

The four-year prediction for arrests in North Yorkshire is relatively static at around 1800 per month with no



suggestion that this is likely to change or be impacted by ongoing COVID19 restrictions. Custody (booking in) demand is a subset of this demand and, like arrests, has been relatively static over the last three years. Current levels during COVID19 (with the exception of COVID19 lockdown in April) are comparable to pre-COVID19 levels at approximately 1000 detainees per month. Top arrest reasons reflect volume demand in that they are mainly for violence, theft or criminal damage alongside drunk and disorderly and driving over the prescribed limit. Voluntary Attendance (VA) as an alternative, when appropriate, to custody has been more impacted by COVID19, potentially due to

environmental controls for social contact. In the 12 months pre-COVID19, levels fluctuated around the 280 per month and this dropped to around 230 per month since May 2020. However, in combination, the total numbers still present a static picture suggesting a slight rebalancing between custody and the VA environment due to COVID19. Based on the current picture the throughput via custody and VA is likely to remain within manageable levels even accounting for predicted increases in violence and public order offences, the potential release of suppressed demand around domestic and/or sexual abuse in the future and the additional demands placed upon the custody environment through Virtual Courts (part of the HMCTS Transformation Programme).

Implementation of Cloud Video Platform (CVP) technology or video remand hearings to enabling participants in a criminal hearing to take part remotely under provisions in the Coronavirus Act 2020 in relation to cases including remand, custody time limit and sentencing, will increase resource demand within custody to administer the virtual hearing and will also mean detainees will be held in police custody for longer periods, and cell occupancy within the custody environment will be reduced.

Recommendation

- The Home Office should work with police and the College of Policing to review the legislation for bail and RUI. The bail consultation completed in 2020 should provide evidence for reviewing who must authorise bail and time frames for bail extensions. The learning from this report should inform this work.]

Suspect management through Bail and Released Under Investigation (RUI) are subject to scrutiny to ensure levels are appropriate. Recommendations from the joint HMICFRS and HMCPS inspectorate proposed a review of

bail and RUI legislation which will need to be assessed for the potential impact any changes would have on demand.

Meeting current demand

Custody in North Yorkshire is subject to continuous review and scrutiny as it is the only place where members of the public, often with complex needs, are detained within the police estate. All Custody processes are compliant to the National Custody Strategy, APP College of Policing, HMICFRS, PACE and IOPC (Police conduct). Leeds Community Healthcare NHS Trust (LCH) provide healthcare professionals 24/7 at each of the three custody suites and the force receives an independent evaluation of its custody facilities through the Independent Custody Visitor (ICV) scheme. In addition, North Yorkshire Police are engaged with National and Regional Custody Forums, on the NPCC Health and VA working groups and work closely with other local forces to share best practice and peer reviews. Local accountability through the Custody Strategy Group is held on a quarterly basis and is chaired by the Head of CJ who then provides updates to the ACC of any exceptions as part of the criminal justice service plan reviews.

Custody facilities are provided at York, Harrogate and Scarborough with agreements in place with Durham Constabulary (Darlington) and Cleveland Police (Middlesbrough) to use their custody facilities for time critical custody processes in exceptional circumstances. NYP currently has a number of strategically located Voluntary Attendance (VA) rooms with plans to expand and provide extra flexibility to meet VA demand more locally to the incident. There is sufficient resilience within Custody suites with a shared inspector resilience across the three suites to meet custody throughput and sufficient capacity with the VA suites to account for demand. However, talent acquisition and retention has been a long standing issue for the Custody Sergeant role and succession planning is being put into place whilst retention of DOs (tend to be a feeder pool for police officer recruitment) is also difficult hence why key-time worker fixed term contracts to provide sickness cover has been implemented. The impact of reductions in management resilience at Inspector and Chief Inspector level from the last force-wide review are still being tested to fully understand the impact on the wider Criminal justice function.

Custody assets are balanced between local arrangements that align with national projects to maintain service delivery. CAMIC drink drive devices will require replacing in the next couple of years and North Yorkshire is awaiting the release of new Home Office approved devices.

The Liaison & Diversion (L&D) Service for North Yorkshire Police is provided by Tees, Esk & Wear Valley NHS Trust (TEWV) on behalf of NHS England. In addition to their own specialist practitioners, TEWV subcontract to Humankind (drug and alcohol dependency charity) and Spectrum Community Interest Company. The aim of L&D is to improve the overall health outcomes of those who enter the CJ system. Case study examples have been received which evidences the positive outcomes achieved by either diverting individuals into health and/or other supportive services early or identifying those with vulnerabilities and initiating support to avoid

crisis. An L&D steering group, involving key stakeholders from the Criminal Justice arena, is held bi-monthly and provides a forum to discuss any developing themes and management data.

Suspect management through Bail and Released Under Investigation (RUI) are subject to scrutiny supported by analytics to ensure levels are appropriate. RUI is now subject to further scrutiny as outlined in the Suspect Management procedure implemented in October 2019 to ensure that all RUI is proportionate and necessary. Current ratios are 4:1 in relation to RUI: Bail. The proportion of those RUI for over a year sits at around 20% but it is acknowledged that increased complexity, gaps in detective capability and increased volume of investigations will likely extend investigative time scales which will have a knock-on effect on RUI. An independent audit of bail management has been undertaken and will be presented at Ops Board on in early 2021 to help inform future.

Dealing with future demand

The overall demand to use custody and VA suites is likely to remain relatively constant over time and it is anticipated that capacity will be sufficient based on the projected number of detainees accounting for reduction in cell capacity to accommodate virtual link within its custody suites where a further remand following charge is being sought. Whilst Harrogate Custody was built with this potential in mind, Scarborough and York were not and the technology required could potentially see a reduction in 1 or 2 police cells across custody provision which would impact upon normal custody business. This project is planned to complete in 2022.

Following NPCC recommendations and local consultation the Criminal Justice Department submitted recommendations to the Chief Officer Team regarding ceasing VRH provision as a routine arrangement on the 4th of January 2021. In consultation with HMCTs an agreement has been reached that Remand Hearings will be held physically with HMCTs premises within the North Yorkshire Courts Estate. Capacity is being utilised on a temporary basis at both the Harrogate, Scarborough and York with Transport being provided by Geo-Amy. The exception to this is where a detainee has a COVID19 positive test or presents with the symptoms of Coronavirus, (as assessed by the HCP), in these cases Video Remand facilities will be utilised. The infrastructure which supports VRH / CVP will remain in situ and arrangements to enhance this will continue.

Maintenance and replacement of assets, retaining capable expertise and monitoring capacity to meet development and changes in the criminal justice system will be required to ensure that services delivery remains efficient and effective.

Consequences of not meeting future demand

None anticipated.

Section 5: Sanctions and Prosecutions

Lead: Head of Criminal Justice

Sanctions and prosecutions sit as part of the broader Criminal Justice portfolio which includes Custody (separate section) the Prosecution Team and Witness Care, Traffic Bureau, Firearms licensing, Youth Justice and PNC.

Assessing current and future demand

Prosecution Team (PT) and Witness Care (WCU): Demand is driven by crime and non-crime cases which are processed through CJD to a conclusion. As an enabling service, frequency and effort is linked to operational capacity and capability, alongside crime volumes and community confidence to report. Increase in police officer

numbers will result in more newly operationally capable officers that will increase both frequency of submission (faster processing by officers) and potentially more effort in checking until capable expertise grows. In addition, changes to the victim code will have an impact upon the WCU. Cross partnership digitalisation is performed by the PT and this has increased demand due to the complexities of cases and associated risks. Whilst CJD understand their current demands, predictive demand modelling isn't possible as the impact off the significant digital transition programme and its consequential impact upon demand are not fully known.

Traffic Bureau (TB) uses a risk-based demand model where central management of the Safety Camera Van (SCV) Team provides the ability to manage resilience through carefully planned deployments which are matched to resource and fleet capacity. TBs activities are divided into deployment, processing, prosecution and supporting operations and multi-agency work. Traffic Offence Reports (TORs) are automated live time through Niche to the TB who process them onto PenTip. The TB also includes the Central Ticket Office function which have responsibility for the processing of all penalty notices including COVID19 related enforcement. TB activity is intrinsically linked with the work of the Prosecution Team through its integration with the decision making and police led prosecution capability.

Firearms Licensing: Certificate renewals still tend to cause cyclical surges in demand with the next year being part of that surge demand. This is managed by sending out reminders 12 weeks in advance of the certificate expiry date which helps smooth the number of renewals the department receives daily. As a result of Brexit, UK residents who want to travel to the EU with their firearms or shotguns will no longer be able to apply for a European Firearms Pass (EFP) from 1 January 2021. Instead, they will need to check the firearms licensing requirements of the EU country they are travelling to, ahead of travelling; this will result in a slight decrease in demand.

PNC: PNC Liaison manages PNC and PND user accounts, and they provide specialist advice and assistance in accordance with the ACRO Record Deletion Procedure & Right to Rectification/Erasure. PNC Records update PNC with all aspects of offence processing including arrest/summons reports and disposals such as NFA, cautions and court outcomes. They also add interim police disposals to PNC; released under investigation (RUI), unconditional bail and remands in custody. PNC Bureau deal with operationally significant PNC updates such as stolen vehicles/property, wanted/missing persons, conditional bail and Schengen alerts. They are DVLA Liaison Officers and are authorised to obtain driver and vehicle information for colleagues, they also receive all court orders and are responsible for circulating many of these on PNC.

National Law Enforcement Data Service (LEDS) has been initiated and was intended to bring together nationally PNC and PND information assets. However, a recent change to the programme means that PND will no longer be within the LEDS scope but the development of PND road map will determine the future relationship between PND and LEDS. Whilst, the LEDS system should be more accessible to front end users there will be a cost to forces to implement and a number of internal interdependencies which needs to be scoped e.g. training requirements. It too early to determine whether there will be any change in demand on the back-office functions such as the PNC team although future audit requirements may impact on other parts of the business.

Meeting current demand

The Local Criminal Justice Partnership (LCJP) provides strategic multi-agency oversight of criminal justice matters together with partners (CPS, HMCTS, York YOT, North Yorkshire YJS, HMPS, CAB Witness Service, CRC, NPS, NYP, CSP and Defence Solicitors) to deliver efficient and effective local performance, reduce re-offending and first time entrants to the criminal justice system, encourage innovation and to seek to improve services for victims and witnesses, especially the vulnerable. The LCJP also facilitates wider strategic partnership working and is underpinned by three sub-delivery boards (Business Delivery, Victim and Witness and Business Development & Innovation Boards) each of which is chaired by a member of the Executive Board. Each of the three sub-delivery boards are driven by a wide range of national and local initiatives and have a performance

monitoring capability whereby themes are discussed to help deliver the outcomes as detailed within the Strategic Business Plan 2018 - 2021. This focuses on joint performance across the member agencies e.g. monitoring TSJ and BCM work in line with national frameworks. This board is one of a number of core partnership meetings where multi-agency effectiveness is reviewed, other structures include monthly RASSO meeting (YatH forces and CPS), monthly Disclosure meeting (YatH forces and CPS), monthly PTPM (NYP and CPS), statutory Youth Justice Boards, Criminal Justice Harmonisation Board (YatH Forces, CPS and HMCTS). Progress is also reviewed and evaluated locally through the CJD service review chaired by the ACC.

As part of the 2019/20 internal change programme, CJD saw a reduction in capacity which has resulted in additional portfolio work being realigned throughout the SMT and wider teams. Recruitment, training and retention remains a stress on existing capacity and capability although existing resources retain relatively positive attitude to work. The majority of CJD posts are entry level and the in-house training takes approximately six months, whilst there are always plenty of applications, many join the department with the intention of becoming police officers. Within Prosecution Team, a more complete career progression plan aligned to remuneration has been developed which is a key element to underpinning retention of capable expertise.

A network of Disclosure Champions has been established across the Force, coordinated by CJD, to assist in all matters related to Disclosure. The Network receives updated information from a range of sources including the CoP about disclosure improvement initiatives and how to support colleagues in dealing with disclosure issues in their investigations. The champions work closely together helping to improve and maintain disclosure standards.

The COVID19 pandemic placed a number of additional pressures on CJD. All COVID19 FPN's are processed through a new processing unit (integrated into the PT) which has adapted rapidly to changes in legislation. Suspension and subsequent changes to listing patterns has resulted in a number of system and process changes and the WCU to maintain contact with victims and witnesses to manage expectations.

Traffic Bureau consists of a number of functions which includes the management of the speed management protocol on behalf of the 95 Alive partnership (NY safer roads partnership) which is a group of local authorities, emergency services and other agencies that work together throughout the county to reduce the number of people killed and injured on the roads. Operationally this takes an intelligence led deployment approach which includes Killed Seriously Injured (KSI) routes and community concerns which are published weekly on the NYP website including outcomes. Social media is used extensively by the Traffic Bureau for education and engagement purposes.

Firearms Licensing: Performance is monitored strategically at the monthly Firearms Licensing Governance Meeting in line with the APP requirements. In November 2019, FELD implemented a system for recording any complaints received from certificate holders; these are logged and monitored regularly, although complaint numbers are very low. Management meet fortnightly with Legal department to ensure that all appeal cases are reviewed in a timely manner where actions are formally recorded, and action owners are accountable for providing updates. Staff turnover is low and therefore retention of capable expertise is good.

PNC: PNC Services, Hendon publish quarterly statistics that include the performance of every force against the statutory offence processing timeliness targets. NYP generally achieves the timeliness targets as all forces are required to create 90% of all arrest/summons reports within 24 hours of the event and offence disposals within 7 days for police disposals or 10 days for court disposals. A recent review when NYP did not achieve the arrest/summons timeliness target of 90% indicate this was most often related to the voluntary attendee (VA) process. A new Suspect Management Policy was published in October 2019 promoting the timely review and management of suspects and it is anticipated this policy will assist PNC Records by reducing the number of impending cases on PNC that require attention.

Dealing with future demand

Prosecution Team: The key to understanding the capacity, capability and asset requirements is understanding the full impact of transitioning to the digital environment as CJD need to become fully digitalised in accordance with the requirements from both the HMCTS Reform Programme and NPCCs Digital First Programme. To ensure that these changes can be fully serviced, capacity, capability and asset requirements will need to run in parallel with the digital transition outlined for delivery in the next four years.

Change	Description	Area impacted	Gap
TWIF	Two Way Interface with the CPS with implementation by August 2021 as a national requirement to meet Digital First ambitions and a pre cursor to the Digital Case File implementation.	CJD Operational functions	Will require a dedicated team.
Common Platform	A national requirement to meet Digital First ambitions to join up criminal justice agencies Police, CPS and HMCTS. Modular approach with first module (specified offences) due to be implemented from by Aug 2021	CJD enableNY Intelligence	Demand impacts on CJD but not fully known
	Crime de-specified offences – timescales to be confirmed - currently in national pilot stage.		Capacity, capability, and tools to be scoped
Video Remand Hearings from Police Custody	Subject to ongoing national discussions and will evolve over the 2021/22 financial year. Requirement to keep some digital infrastructure in all custody suites to provide contingencies that will allow virtual court remand hearings from police custody.	Custody Front line officers	Long term models would require increase in CJD capacity and reduce the impact on frontline however current contingencies do abstract front line PC's.
Digital video interview conference capability	All custody interview rooms, and Voluntary Interview suites enhances our ability to have virtual legal representation.	Custody	(see section 4: Custody).
Digital Case files	Project initiation begins in 2022 and is anticipated to continue until rollout from August 2023 – April 2024 for the Yorkshire and Humber area.	Force-wide	Capacity, capability impact to be scoped.
Live Links – Video Enabled Justice / Cloud Video Platform	Victims and witnesses to give evidence remotely into court rooms. COVID19 has highlighted the clear advantages this capability would bring to victims, witnesses, officers and the wider CJ system.	enableNY CJD	This comes with infrastructure, asset and resource implications.
EGRESS	Secure digital sharing of media with CPS. We are currently using CPS temporary licence which runs out in May 2021.	enableNY CJD	Will require an interim replacement until permanent DEMS/DETS solution late 21/22
DEMS / DETS:	Requirement for NYP to be able to store / share media onto differing platforms under the Digital Technology portfolio.	enableNY Operational functions	Subject to business case development requirements unknown.
VRI equipment and suites	Investment will be required to bring all suites up to specification including relocating the suite currently part of the SARC.	enableNY	Infrastructure changes.
VRI library	Capital replacement of hardware and software.	CJD	Resource uplift depending on increased volumes as a result of section 28.
WCU	Increased demand from COVID19 recovery up circa 40%, impact of upgrade to niche universal (inability to	CJD	Capacity and capability shortfall.

	automate multiple witness letters) and introduction of New Victim Code.		
Victim Code	BA assigned to scope. Due for implementation in April 2021. Statutory targets will be set backed up by Victims Law as Victims Rights enshrined.	enableNY CJD Operational functions	Scoping on analytics and Qualitative performance checks being undertaken.
2 tier Out of Court Disposal	A national requirement to fundamentally change how NYP processes and deals with all those who come to our notice in a criminal capacity and how they are dealt with through a criminal justice disposal with a restorative / reparative outcome to them which require	CJD Operational functions	Administration and monitoring required so capacity uplift likely.
Attorney General's Guidelines and Directors Guidance 6	Change in legislation to CPIA disclosure guidelines requiring additional operational work prior to a charging decision.	CJD Operational functions	Increase in investigative and CJD capacity to deal with additional demand.

Traffic Bureau can match resource and fleet capacity to priority requirements to ensure that can best influence road safety.

Firearms licensing: NYP has now obtained the FL module for Niche and are currently working with Origin Systems Admin to use this as their primary records management system which will see SharePoint becoming their legacy system. Certificate holders have been migrated to Niche from NFLMS automatically which will create efficiencies within the team by reducing the amount of paperwork. Introduction of Single Online Home is also anticipated to make the process more efficient. This system transition has resulted in processes being re-engineered and, as a result, a change proposal is being developed. A review is also to be carried out to see how processes can be amended to "smooth out" the demand on the department caused by the cyclical certificate renewals.

PNC: Transactional independent auditing of PNC continues as a concern and an alternative solution is required for this function and as it transitions into LEDS. LEDS is in the organisation change pipeline and require local planning and project management resource to implement the national programme.

Consequences of not meeting future demand

It isn't possible yet to assess the consequences of not meeting demand as there are numerous national drivers that are impacting upon North Yorkshire Police which is aligned to enabling a large programme of work to be implemented through the change pipeline. At present CJD accounts for about 20% of the planned change and resource, capacity and assets across both CJD and enabling services will have to form part of a staged approach to change as the transition takes place.

Chapter 6: Protecting Vulnerable People (PVP)

Lead: ACC local Policing

The purpose of this section is to capture information that crosses all areas of vulnerability to provide a collective view of North Yorkshire Police's response to vulnerability. To avoid the repeated inclusion of content across multiple sections of protecting vulnerable people this section will consist only of a cross cutting summary. Where content relates to another section of the FMS, such as Investigations, then it will be included in detail in that chapter.

Overall assessment of meeting future demand

Understanding vulnerability is complex and can be significantly challenging. Across NYP there is effort being invested to improve understanding of all strands of vulnerability and how we interact with partners to get better outcomes for victims and witnesses and the most appropriate outcome for offenders. Leads exist for the various strands of vulnerability as it bleeds into almost every aspect of police work. However, in part due to population density, rurality and demography, the volume of crimes or incidents linked to specific vulnerabilities is often too small to warrant introduction of dedicated investigative or enforcement units which means specific skills and experience is often diluted across resources within the force.

As safeguarding is a significant resource intensive multi-agency environment, which in itself creates huge capacity for people to demand activity within that landscape, prevention and early intervention must be the key to driving better outcomes for victims. However, this is often predicated on proactively identifying vulnerable victims (a proportion of whom wouldn't consider themselves as vulnerable).

Research, technology and analytics all help to contextualise need across all strands of vulnerability, so that each area of business can manage and monitor their own response. However, whilst our joint understanding with partners has developed there is still a journey ahead of us to understand the true level of hidden demand within our community. Using technology and data to drive capable research, will identify more hidden demand but this needs to be considered holistically across both the strands of vulnerability and the broader policing family to identify the full impact of any decision making upon communities, policing and partner services. When hidden demand is uncovered there is the consequential impact of delivering an operational response that drives prevention activity, interventions including referral and enforcement activities through identification of crimes and criminal activity. For North Yorkshire Police to remain effective there must be a co-ordinated and balanced approach that targets proactivity (to identify hidden demand) with the capacity of the organisation to provide an effective response both to this demand and the other demands already presenting to policing. This equates in vulnerability to effectively managing:

- Software gaps that could identify sex workers that might be subject to MHST
- Gaps in capacity to support data and information gathering for MSHT
- Gaps in sustainable engagement around nail bars, car washes and other potential sites of MSHT
- Gaps in detective resource levels to undertake increased demand for improved service through criminal investigations related to vulnerability (see chapter 5: Investigations)
- Gaps in understanding the use of BWV (body worn video) in domestic abuse and evidence led prosecutions (ELP)
- Gaps in understanding the use of BWV (body worn video) for capturing the voice of the child
- Gaps in technology assets to meet increased demand for safeguarding Domestic Abuse victims
- Gaps in capacity with partner agencies to service a risk-based MARAC model.
- Gaps in capacity to undertake proactive early intervention with high risk missing persons
- Gaps in planning for capable resilience retention within adult and child safeguarding.
- Gaps in effective multiagency screening in adult safeguarding through the absence of dedicated adult multi-agency safeguarding teams.

North Yorkshire Police's approach is to have small teams of dedicated resources linked to specific areas of vulnerability that deal with developing understanding within the force, identifying prevention or intervention opportunities to support the victim and also information that supports enforcement. These resources are under constant review to ensure that they are sufficient to meet demand. Where investigation is required, this is spread across existing police resources and is impacted by the known shortage of detective resources which results in the requirement to have flexible arrangements around investigation using trainee or non-accredited resources under detective supervision. This is under regular review to ensure future investigative resources reflect future vulnerable victim's needs.

The policing of incidents relating to vulnerability continues to be challenging and this has been compounded by COVID19. Partnership working is key in assisting policing resources to cope with safeguarding demand and to offer early intervention to reduce repeated calls for service.

Blended needs assessment across capability, capacity, technology and governance in Safeguarding is key in understanding where to build resilience and flexibility to focus finite resources, where the most risk and harm sit, to drive investment and, where opportunities exist, to streamline process and realign resources within Safeguarding. More resource resilience in adult safeguarding and safeguarding oversight will be needed to offset future demand but this is only of value if it is aligned to retaining capable expertise in these roles and developing cross-functional support where areas of business are linked (e.g. the correlation between mental health and missing persons or domestic abuse and child safeguarding).

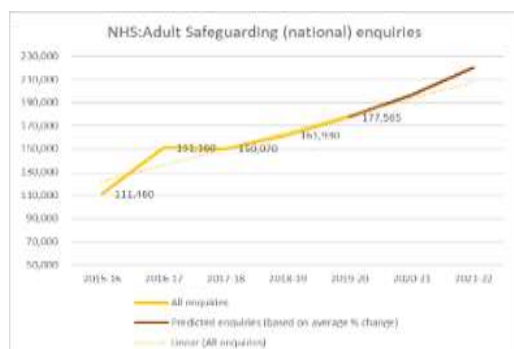
Section 6: Adult Safeguarding

Lead: Head of Safeguarding

Adult Safeguarding means protecting an adult's rights to live in safety, free from the experience, or fear of abuse or neglect. It is about organisations working together to prevent and stop both the experience, and risk of experiencing abuse or neglect, whilst ensuring the adult's wellbeing is promoted at all times. This is conditional on individual's capacity and consent and will include elderly persons who are frail due to ill health, physical disability or cognitive impairment, a person who has mental health needs including dementia or a personality disorder, individuals with complex needs due to misuse of substances or alcohol, a person who has a long term illness/condition or a carer who provides personal assistance and care to adults and is subject to abuse. Whilst this section focusses on strategic multiagency engagement around the joint referral process it should be noted that vulnerable adult referrals are also picked up in other sections of this chapter of this FMS.

Assessing Current and Future demand

The development of adult safeguarding data and predictive future modelling is still being developed as the safeguarding processes for adults is less mature than for children.



NHS Adult Safeguarding data (2019/20) suggests that they are seeing annual increases in both adult safeguarding concerns and safeguarding enquiries (predominantly where a concern is raised about a risk of abuse and this instigates an investigation under safeguarding procedures in accordance with Section 42 of The Care Act 2014.) National trend data suggests since 2015/16 an annual growth rate in enquiries of 12%. (Local authorities in North Yorkshire in 2019/20 represented around 4% of the total national enquiry volume). Whilst the impact of COVID19 is not yet known, it is not anticipated that this upward trend will decline. Therefore, it is

expected that demand on policing will also rise alongside the national trend and whilst demand might be

suppressed or delayed due to COVID19 there will be an expected increase over the next four years in police involvement in adult safeguarding. Assessing demand for adult safeguarding will be reflected in the future through assessment of vulnerability markers and the Public Protection Notice (PPN) process. Capacity and consent are a pre-requisite of engaging with those individuals that need multiagency intervention. The majority of safeguarding referrals for adults are already picked up within other specialist teams that focus on Mental Health, Domestic Abuse, Fraud or Sexual Abuse and Exploitation. Safeguarding older persons (65+) will be aligned to this process through the development of a victim's dashboard and can then be sent out to relevant teams who will then be able to explore all safeguarding opportunities. Actions will then be put in place to address the area(s) of vulnerability and safeguard the elderly person. This new process will ensure that those cases where a referral (for whatever reason) has not been made will be picked up and assessed appropriately. In addition, it is noted that more focus will need to be placed on young adult referrals as they transition from child to adult to ensure they are safeguarded effectively, as well as vulnerable adult drivers that put themselves and others at risk.

Referrals for screening is undertaken jointly for adults and results where appropriate in strategy meetings. Recording of vulnerability in adults on internal systems has shown a general upward trend since the introduction of the PPN although no predictive modelling has been undertaken at this time.

Dealing with current demand

Adults safeguarding is encapsulated in the safeguarding service plan, which is monitored at the quarterly service review meetings chaired by the ACC and Vulnerability Board with Vulnerable Adult's action plan. NYP is a member of the Adult Safeguarding Partnerships across both local authorities and these have responsibility for overseeing the strategic management of Safeguarding Adults, underpinned by numerous subgroups including Quality & Performance and Training & Development. NYP work towards both local authorities planned priorities to embed multi-agency activity in order to safeguard adults.

The VAT and MAST teams are co-located within council premises alongside social services. County are covered by MAST who jointly screen adult referrals with adult social care separate to children's screening. At CYC the screening of adult referrals is police only. The VAT and MAST team continue to attend statutory physical or virtual meetings. The PPN (Public Protection Notice) that was introduced last year to replace the old safeguarding referral forms have been received well and have shown an improved referral process but the consequential impact of improving the process is increased demand upon partners for multiagency meetings and increasing the number of PPNs that need risk assessing.

With the implementation of MATAAC (multi agency tasking and co-ordination) across the force addressing perpetrators of domestic abuse, SPOCs have been put into place for both LA's attending all MATAAC meetings, as most adopted perpetrators are known to adult social care for care and support needs or past safeguarding alerts. This is a dual approach to address their offending behaviour, safeguard vulnerable parties with the aim to reduce re-offending in perpetrators.

The Safeguarding Manager for Adults is responsible for attending statutory S44 Care Act panel meetings which are held every month in York whilst the Head of Safeguarding/Safeguarding Manager represents the police in the rest of the county as required. The meetings are called by the Safeguarding Adults partnerships to review cases for lessons learned where an adult with care and support needs has died as a result of abuse or neglect or is still alive but has suffered serious abuse or neglect. This includes monitoring Safeguarding adults review action plans and aligned processes such as drug/alcohol related deaths and safeguarding investigations to drive improvements in service.

Meeting future demand

The additional pressures and demands on the VAT tend to risk building delay into decision making. These pressures are experienced both with local authorities and internally. Adult safeguarding is currently a much smaller percentage of the broader safeguarding requirement but with demand predicted to rise over the next four years, an aging population, future mental health ramifications of COVID19 and proposed increases in domestic abuse, the key requirements to manage this demand across all the contributing safeguarding teams are:

- Ensuring each partner delivers against their own contributory requirements for joint working within future financial constraints including an effective joint screening process with CYC.
- Increasing effective learning to ensure the quality of PPN submissions through education and quality assurance dip sampling improves to reduce unnecessary effort.
- More effective internal joint working across vulnerability through PPN scrutiny and MATAC to ensure opportunities aren't missed.
- Retaining effective capable resilience and talent acquisition in adult safeguarding to build knowledge, efficiency in process and relationships with partners.
- Review and assess complexity of demand and volume against resource to ensure effective future planning.
- Ensuring through staff wellbeing and effective supervision that the service to the victim doesn't suffer from compassion fatigue.
- Ensure all opportunities across all aspects of adult vulnerability are captured and directed through the appropriate safeguarding teams including capturing all vulnerable adults.
- Release capacity within teams to meet demand through more effective use of remote multi-agency safeguarding meetings.
- Monitor and build flexible capacity across protecting vulnerable people to ensure vulnerable adults all receive equity of service (adult MAST).

Consequences of not meeting future demand

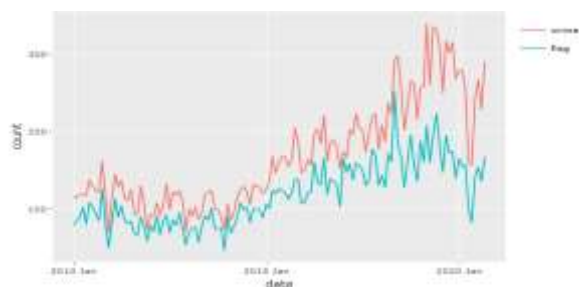
The continuing struggle to build capable resilience into the existing safeguarding teams and newly developed MASH will put pressure on meeting statutory obligations around adult safeguarding in the future. If NYP are unable to achieve this, vulnerable adults will be left at risk of harm due to either delays in undertaking the assessments or in fewer assessments being able to be conducted.

Section 6: Child Safeguarding

Lead: Head of Safeguarding

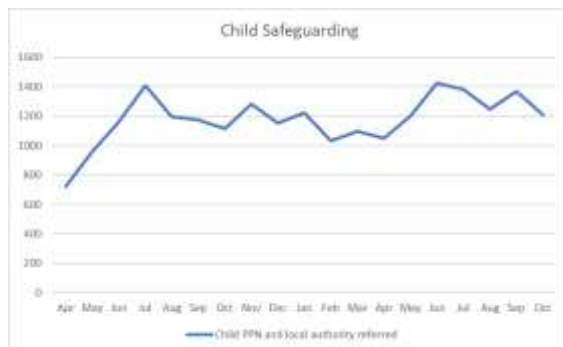
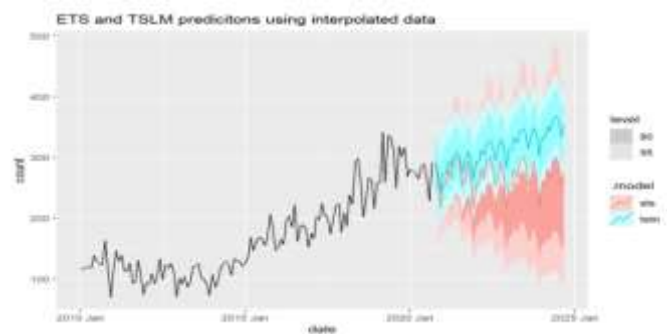
Child safeguarding is a multiagency approach to the identification and safeguarding of children identified through various routes where the police play an active role in the collaborative decision making.

Assessing Current and Future demand



Violence and sexual abuse crimes against children and sexual abuse flags are seen as proxy measures for safeguarding demand as increases in children being subject to harm is likely to translate into additional safeguarding requirements. Current trend analysis has in general shown an upward trend that has been suppressed by the impact of COVID19 especially during the initial lockdown phase.

Therefore, predictive analysis has been adjusted to account for lockdown. In both crimes (image to right) and flags there is a predicted increase in volume over the next four years which is likely to result in additional demand around child safeguarding. Whilst crime is only a proxy measure, it is likely that the requirement for North Yorkshire Police to assess risk, provide advice, produce reports, attend conferences, and undertake safeguarding checks will grow.



Assessing demand for child safeguarding is reflected in the review and assessment of internally generated information (PPN – Public Protection Notices) and Local authority direct referrals. PPN is relatively new in its current form and contains information around adult risk, child concern as well as domestic abuse. Review of the PPN enables a risk-based assessment of those individuals that need multiagency intervention. This screening is undertaken jointly for children at risk and results where appropriate in strategy meetings and then, if required, children protection conferences.

Dealing with current demand

Child safeguarding is encapsulated in NYP's bespoke safeguarding service plan, which is monitored at the quarterly Safeguarding Performance meetings chaired by the ACC. NYP is a member of the Child Safeguarding Partnerships across both local authorities and these have responsibility for overseeing the strategic management of Safeguarding children. Partner agency meetings that are statutory, as well as non-statutory meetings, require Police attendance or information sharing in line with Working Together 2018, these are supplemented with numerous subgroups including Quality & Performance and Training & Development. The new CYC MASH has gone live for more efficient multi-agency decision making by incorporating "live" joint screening of all referrals to CYC and providing the logistics to support it.

Activity in child safeguarding is identified through internal police referrals (PPN) or direct local authority referrals that are risk assessed, in partnership, to identify the level of response required. If an immediate response is necessary, this is pushed back through the Force Control Room. Additional activity that then comes out of the joint assessments is processed through the report writing team to ensure appropriate documents are created to support strategy meetings and any subsequent ICPC (initial child protection conferences) or RCPC (review child protection conferences).

Meeting attendance had been an issue across the county, but COVID19 has accelerated remote conferencing to reduce impact upon resources due to the geography of North Yorkshire. Talent acquisition is often complicated within safeguarding and in these bespoke role's capability is often more significant than resource. Continuous review of resource against demand, retention and capability is undertaken.

In relation to facilities for children subject to sexual abuse, the CSAAC at York District Hospital is closing and services are being sought elsewhere, this is covered in the Sexual Offences FMS. However, the physical abuse and neglect cases will continue to have child protection medicals and strategy meetings at the hospital.

Meeting future demand

NCPI (National Child Protection Inspections) Thematic report 2019 raises concerns around police attendance at ICPC's in the forces inspected, North Yorkshire Vulnerability Assessment Team (VAT) tends to run close to capacity with little "slack in the system" to accommodate leave or training. The additional pressures and demands on the VAT tend to risk building delay into decision making. These are pressures experienced both with local authorities and internally. With demand predicted to rise over the next four years the key approaches required to manage this demand are:

- Ensuring each partner delivers against their own contributory requirements for joint working within future financial constraints
- Increasing effective learning to ensure the quality of PPN submissions through education and quality assurance dip sampling improves to reduce unnecessary effort.
- More effective internal joint working across vulnerability through PPN scrutiny to ensure opportunities aren't missed
- Retaining effective capability in child safeguarding to build knowledge, efficiency in process and relationships with partners
- Review and assess complexity of demand and volume against resource to ensure effective future planning
- Correctly assessing Child suspects as potential victims and ensure that MACE/MACEM (multi agency child exploitation meetings), that are led by social services, effectively identify risk of CSE and consideration for social care and a strategy meeting dependant on risk.
- Greater links with MAPPA around use of polygraph for suspected/registered Sexual offenders to help identify child at risk contacts.
- Linking into local place-based prevention and intervention to reduce future demand
- Monitor and build flexible capacity across protecting vulnerable people to ensure vulnerable adults all receive equity of service.

Consequences of not meeting future demand

Child Safeguarding is sensitive to both resilience and capability across police and partners and therefore needs to be considered collectively across all agencies. The impact of contributing parties not being able to fulfil their requirements will expose more children to risk and consequently harm.

Section 6: Domestic Abuse

Lead: Head of Safeguarding

The Domestic Abuse bill defines domestic abuse as: Behaviour of one person towards another person is "domestic abuse" if they are each aged 16 or over and are personally (married, civil partnership, intimate personal relationship, parental relationship or relative) connected to each other, and that the behaviour is abusive (physical, sexual, violent or threatening, coercive through economic psychological or emotional control).

Domestic Abuse requires a layered approach with interdependencies through Safeguarding, intervention, enforcement and investigation which are described below.

Assessing current and future demand

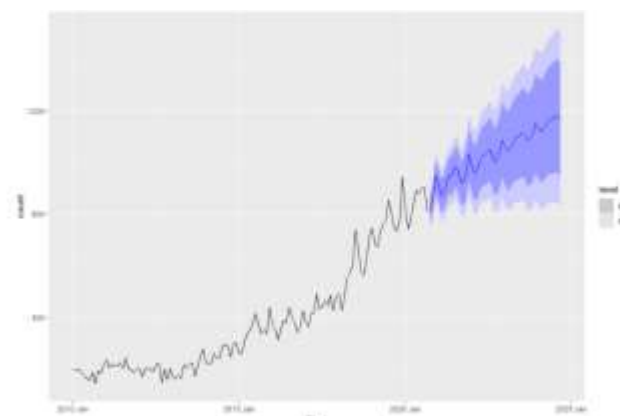
Domestic abuse crimes are where there has been a crime and the qualifier, as described above, applies. The majority of such crimes recorded by North Yorkshire tend to be violence offences (82%) but other offences such as sexual offences, theft and robbery can also involve domestic abuse. Therefore, understanding current

and future demand for domestic abuse crime investigation is intricately linked to the Investigations chapter of this FMS.

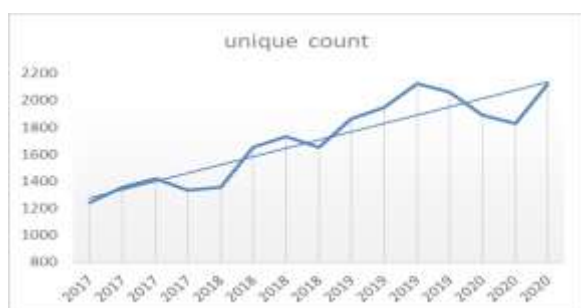
Predictive modelling has been undertaken using R and Arima.

Over the next 4 years it is projected that Domestic Abuse related crime will rise by around 8% per annum from 2020 levels of 10,200 to around the 13,800 mid-point estimate by 2024.

If the type of crime recorded in association with the domestic abuse remain roughly similar this increase will mainly be seen in violence against the person offences (see investigations chapter 5).



The consensus is that the social restrictions under COVID19 will have increased the prevalence of domestic abuse which, in the future, may also be exacerbated by increases in social deprivation due to the economic impacts of COVID19. There is also the potential for demand to be suppressed during COVID19, so that it will not come to police attention until a point in the future (when personal circumstances permit) therefore impacting upon demand at that point as well. Crime volumes are a key indicator of demand, but every crime of domestic abuse has a victim who will require access to services and support by other parts of the police family / other agencies.



In North Yorkshire the trend in reporting in terms of unique victims (this is defined in this context by unique victims within a calendar year as per the CSEW definition) where there is a domestic abuse marker at any point or a crime of stalking is recorded. This trend suggests that more victims are coming forward each year to report to the police. However, in context of the CSEW data for 2019 the actual number of unique victims in 2019 would represent only a proportion of those estimated to have been subject to

Domestic Abuse. Whilst CSEW and police data is not readily comparable it could be suggested that the reporting of Domestic Abuse is significantly under reported in North Yorkshire. Repeat reporting rates are also important in understanding domestic abuse and whilst this data is for North Yorkshire only (doesn't account for a victim moving outside the county) the data suggests over the last 4 years around 70% of domestic Abuse/stalking victims have report to the police only once.

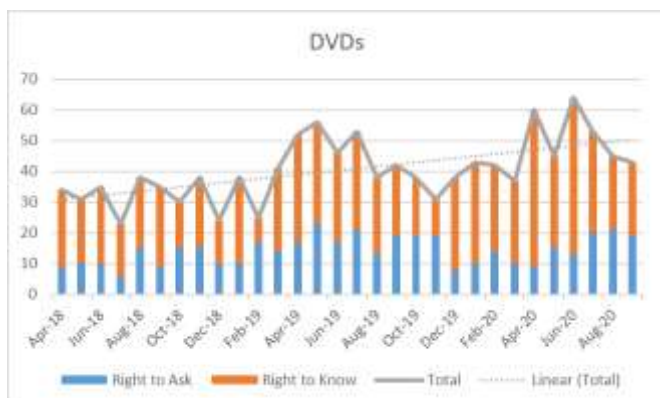
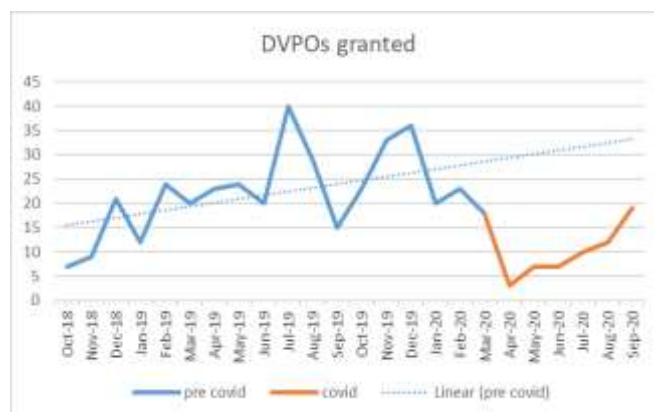
Increased reporting of Domestic Abuse will also lead to more safeguarding referrals to other agencies which should then be reflected in better outcomes for victims. Public Protection notices (PPN) have also seen an upward trend with nearly 8150 being submitted in the first 9 months of 2020 for 5870 unique victims.





Multi Agency Risk Assessment Conferences (MARAC) for repeat victims has been increasing following an HMICFRS recommendation to align with volumes expected through Safe lives. Demand is expected to continue to rise through application of a risk-based approach. These set and review safeguarding actions around the victim to assure the effectiveness of those actions or identify any additional gaps.

Another part of safeguarding victims is to use legislative enforcement powers to provide victims with a space to think and a space to act by providing a 28 day period where the offender is separated from the victim through the use of Domestic Violence Protection Orders (DVPOs). Pre-COVID19 whilst numbers were relatively small, they were showing an upward trend and whilst these have dropped off during COVID19 lockdown, the longer-term view is that they will return to that pre-COVID19 levels. Granting and breach rates pre and post COVID19 are broadly similar and whilst fewer applications have been granted since COVID19, fewer have been breached.



Alongside their right for space is also the right to ask and the right to know through Domestic Violence Disclosures (DVDs) which are also showing a similar upward trend. These appear to have been unaffected by COVID19.

Finally, and key to the prevention of repeat domestic abuse are effective intervention mechanisms for working with perpetrators to manage and change current behaviours to reduce the likelihood of future offending. Multi Agency Tasking and Co-ordination (MATAc) was implemented in North Yorkshire in 2019

supported by Home Office and then OPFCC funding and has seen increase demand for its services. It is estimated that in around 70% of those who engage in this process had a lower offending score. As the service is relatively new it is anticipated that demand will grow as more opportunities through Her Majesty Prison (HMP) service are made available. At present numbers are relatively static at around 5 per month.

Predictive modelling summary. Using predictive increase in Domestic Abuse crimes as a proxy measure the delivery requirements of services to victims of domestic abuse which is layered from the initial response, through assessment and referral mechanisms, multi-agency safeguarding meetings, enforcement using protection orders and ultimately where appropriate crime investigation through to prosecution will increase. As such it will touch multiple parts of the policing business, each part of which will have a part to play and an additional demand to deal with. Therefore, demand in domestic abuse for the police isn't a simple translation between volume change and resource because any adjustment to meeting that future demand has to be aligned to and cascade through all steps of the process.

Dealing with current Demand

Governance: NYP has a bespoke domestic abuse control strategy which feeds into the force service plans. In addition, NYP has several expected standards to deliver against this strategy such as the DA action plan through the joint DA JCG. This is a multi-agency action plan that NYP has a statutory part to deliver. There are service level agreements in place for the management of high, medium and standard risk domestic abuse as well as for timescales for DVDS (Domestic Violence Disclosure Scheme) 'right to ask' & 'right to know'. Business Insight are also commissioned to carry out subject specific audits by the Head of Safeguarding when issues or concerns are raised. Independent audits have also been undertaken to look at MATAC, MARAC, DVDS and DVPN's.

Safeguarding: NYP deliver services in relation to DA in a layered way. Safeguarding managers, as subject matter experts, oversee Adult Safeguarding and DVDS, Child Safeguarding and MARAC (Multi Agency Risk Assessment Conference), and MATAC (Multi Agency Tasking And Coordination). Domestic Abuse Co-ordinators (DACs), 50% of which is paid for by community safety partners are responsible for the training of NYP staff and partners, as well as the management of forums which look to inform communities of the DA services available. This is all underpinned by strategically placed Domestic Abuse Officer (DAO) resources across the force to meet demand in both urban and rural areas to ensure appropriate scrutiny of PPN's (public protection notices). DAO capacity is sensitive to resilience so additional roles have been created to minimise the number of domestic abuse victims without a DAO assessment and that ensures relevant risk flags are in place on the victim and suspect. HMICFRS improvement requirements for safeguarding has stimulated more effective and appropriate MARAC referrals and now have numbers that are beyond the capacity and capability of the current MARAC process requiring additional support from a second safeguarding manager. There is a current stress on the equipment being used to cope with demand within domestic abuse. The use of a TECSOs devices enables victims to alert as a vulnerable caller who can then communicate with a Police Operator. A designated Domestic Abuse Co-ordinator manages the use / maintenance and contracts of the TECSOs devices. Where TECSOs are not appropriate, NYP provide victims with panic alarms supplied by National Monitoring.

Enforcement: Court Presentation Officers numbers are sufficient in managing DVPOs which have reduced under COVID19 restrictions but anticipated to increase post COVID19. **Intervention:** Under the *DAWSA (Domestic Abuse Whole System Approach)*, OPFCC funding has been provided to continue with and embed the MATAC process to further test the model. HMP have begun delivering letters to perpetrators while in prison and using this as a means of engaging with them. HMP are locking down victim's details thereby preventing contact from within the prison and all protective orders are being shared with HMP. Release dates of all those prisoners from HMP have been supplied to police by HMP. *DAWSA: The Next Steps* is subject to an independent evaluation which will include MATAC in North Yorkshire. An evaluation will be undertaken by an independent party. MATAC staff hold joint legal visits with HMP with the MATAC nominals, leading to intelligence being gathered and providing mental health support which the perpetrator would not have had access to otherwise. This will be expanded to other prisons in the region. CAFCASS (Children And Family Court Advisory & Support Service) are also looking to meet and work with the MATAC team to signpost offenders into the scheme. For scrutiny regarding DA victim satisfaction, NYP approached Leicestershire police to conduct telephone research with our victims however this is on hold due to the current COVID19 situation which will mean victims may be in the household more often with perpetrators and any telephone research conducted could potentially put victims at further risk of harm.

Investigation: see FMS chapter 5.

Meeting future demand

Safeguarding: Fourteen DAO resources has been identified to meet current safeguarding need and the future anticipated increase in demand. In the immediate term, the senior management team within safeguarding has put steps in place to uplift the oversight of these areas of concern by having a weekly KIT meeting and a dedicated resource to look at the medium risk cases and utilising the wider neighbourhood policing footprint to support the safeguarding unit in delivering support to victims of domestic abuse in the form of delivery of DVDS

and PCSO visits to victims. The PCSO's have safeguarding and victim safety training to assist in delivery of a DVDS. A multi-agency panel will manage DVDS in the future to ensure the best placed agency deliver the appropriate information in a way the recipient is best able to hear it and remain supported. MARAC referrals have now increased in line with Safe Lives which has had a consequential impact in that current numbers can not fit into the two allocated afternoon slots per week. York hears cases twice a week while Harrogate, Selby and Hambleton / Richmond are heard monthly. There remains an organisational risk in this approach. Work is in progress to find a suitable solution going forward as MARAC capacity is risk based.

Intervention: MATAAC funding has been secured and put into place to provide recurring resilience to meet growth in future demand. **Support and development:** A Domestic Abuse analyst post has been created to deliver analytical support to both MARAC and MATAAC. In addition, funding has been sourced to enable external provision of domestic abuse training for officers that includes internal trainer development for future training resilience. **Enforcement:** More Court Presentation Officer resource has been allocated, increasing the number to 3 FTE to ensure DVPN/DVPOs being processed in a timely manner and in line with future predicted demand. **Investigation:** see Chapter 5

Consequences of not meeting future demand

Section 6: Honour Based Abuse / Violence, Female Genital Mutilation and Forced Marriage

Lead: Head of Safeguarding

Assessing Current and Future demand

Since 2016 there have only been a very small number of crimes/incidents of Female Genital Mutilation or Honour-Based Violence / Abuse. As such it is insufficient to enable forecasting to be undertaken or define any discernible trend.

Dealing with current demand

HBV/A, FGM and FM is encapsulated in the domestic abuse control strategy which feeds into the force service plans. NYP has an HBV/A, FGM and FM procedure which contains comprehensive guides around prosecution and safeguarding required when dealing with cases involving HBV/A, FGM and FM. This is supported by the Joint Practice Guidance from Safeguarding partnerships at both City of York and North Yorkshire County Council. HBV/A, FGM and FM is a standing item on the agenda at the weekly meeting chaired by the Head of Safeguarding. Any cases that have been reported that week will be discussed and a Domestic Abuse Coordinator (DAC) will be provide a brief on how the case is being handled.

NYP does not have a bespoke team that delivers a service to tackle HBA/V, FGM and FM. All investigations are carried out by detectives and victims are safeguarded by the force's Domestic Abuse Officers (DAOs) who have an enhanced knowledge and can provide guidance to officers. All student officers receive a week safeguarding course which covers HBA/V, FGM and FM which is delivered by Safeguarding Managers. A Safeguarding Manager has attended Foreign and Commonwealth office for training in HBV/A delivered by West Midlands Police who have their own bespoke HBA/V unit, FM and FGM protection orders were also covered.

Meeting future demand

Due to the small number of offences there are no dedicated resources so maintaining skills and knowledge across the broader resource pool is a challenge. Self-learning through available documentation and literature is therefore essential to maintain skills and knowledge. Increase in levels of domestic abuse reporting is a potential proxy measure of the potential likelihood of increased reporting of HBA/V, FGM and FM.

Consequences of not meeting future demand

Due to the volumes encountered in North Yorkshire none are anticipated.

Section 6: Missing Persons

Lead: Head of Safeguarding

Missing persons in line with national best practice are assessed based on risk:

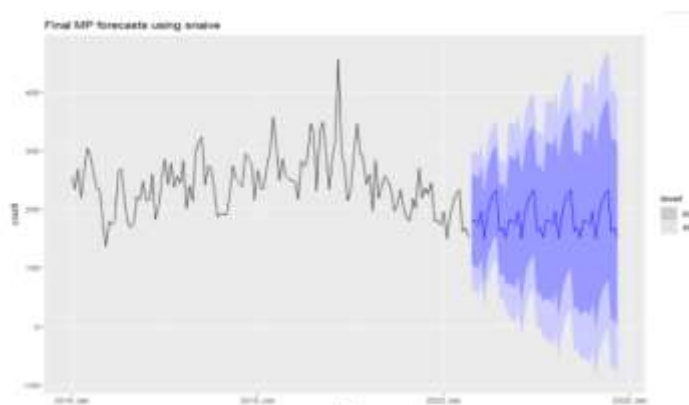
- **No apparent risk/Absent:** There is no apparent risk of harm to either the subject or the public. Actions to locate the subject and/or gather further information should be agreed with the informant and a latest review time set to reassess the risk.
- **Low risk:** The risk of harm to the subject or the public is assessed as possible but minimal. Proportionate enquiries should be carried out to ensure that the individual has not come to harm.
- **Medium risk:** The risk of harm to the subject or the public is assessed as likely but not serious. This category requires an active and measured response by the police and other agencies to trace the missing person and support the person reporting.
- **High risk:** The risk of serious harm to the subject or the public is assessed as very likely. This category almost always requires the immediate deployment of police resources although action may be delayed in exceptional circumstances, such as searching water or forested areas during hours of darkness.

Assessing current and future demand

Overall missing persons has shown a general downward trend although numbers fluctuate. Predictive modelling suggests a relatively static trend going forward with average annual volumes stabilising around 2200. However, since COVID19 (March 20) the risk assessment proportions have changed especially around the increase in medium risk which aligns to a revision of the forces approach to raising the risk level of children to a minimum of medium risk.

	pre-COVID19	COVID19
High	11.6%	14.7%
Medium	47.4%	71.9%
Low	40.9%	13.5%

So whilst volumes are relatively static the officer resource and time required to deal with incidents has gone up (after 24th March 2020) by around 100 minutes per incident when the missing person is suffering from mental ill health and 50 minutes per incident when there are no mental health issues. This is a combination of more officers being deployed per incident and each officer spending more time dealing with the incident. This might reflect the changing risk nature of the demand and the impact of social interactions due to COVID19. The split of the number of individuals going missing suffering mental ill health has remained similar pre-COVID19 and during COVID19 (45.8%, 45.3 % respectively). If this trend



continues it will increase pressure on frontline resources which will be offset by capacity generation through the introduction of an IET (see chapter 3: Responding to the public).

The split between adults (18+) and young people (0-17) over the last 3 years (71% v's 29%) although post lockdown this has changed to 65.5% v's 34.5%. However, in terms of numbers this equates to an additional 22 adults going missing in the 190 days post lockdown when compared to the 190 days pre lockdown.

Dealing with current demand

Missing persons (MP) features in the Safeguarding service plan which is monitored by the ACC during service plan review meetings and is a standard item at the Vulnerability board which is chaired by the Head of Safeguarding and attended by Safeguarding Managers. Any issues raised at the vulnerability board can be escalated to the Operations board if required. When a child goes missing NYP automatically informs our local authorities through the FCR. Local Authorities when informed by the police through a management of return form on recovery of child need to offer a return interview. Any discrepancies between the police account and the local authority account are then investigated by the original officer to ensure that there are no other risks to safeguarding concerns that need addressing.

Missing persons is a small team that manage the Missing Persons portfolio which involves:

- No Wrong Door scheme that is used in partnership with NYCC is accepted as national best practice and North Yorkshire is one of the three local authorities that have been recognised
- Notifications from local authorities where they haven't been informed on the safe return of a child are reviewed by the team and inform and educated officers to address this in the future.

There is currently a gap in the ability to quality assure the organisations response to the LA authority returns to ensure risk and safeguarding issues from any discrepancies are investigated fully.

Meeting future demand

The link between missing persons and other causation issues or vulnerabilities means there is a significant interdependency between missing people and mental health. Therefore, addressing mental health issues in combination with work already ongoing with children at risk would potentially reduce incidents of individuals going missing. With the increase in more medium and high-risk missing persons during COVID19 this will put more strain on frontline resources and limit opportunities to proactively undertake early intervention work with those high-risk individuals to reduce the likelihood of repeat incidents.

Consequences of not meeting future demand

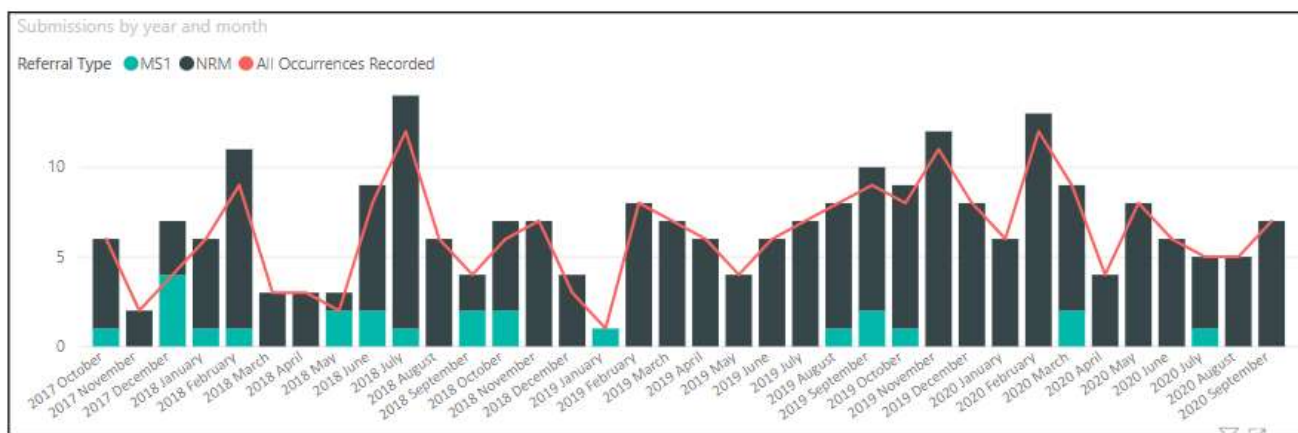
Demand is predicted to be relatively static but insufficient capacity within the team to assure any discrepancies are fully investigated could lead to missed safeguarding opportunities and a lack of prevention and early intervention provision and increase the threat to a child or vulnerable adult to exploitation.

Section 6: Modern Slavery Human Trafficking

Lead: Head of Safeguarding

Assessing current and future demand

Overall levels of crime recorded that is associated with Modern Slavery are relatively low (approximately 5 per month) and is a subset of violence against the person. As there is no bespoke investigative team the investigations are allocated to resources as per the investigation's procedure (see Chapter 5 Investigations). Most of the demand in relation to MSHT, including sex workers, is currently in relation to intelligence, safeguarding and multi-agency preventative activity linked to sexual exploitation. As volumes within North Yorkshire are small, understanding the impact of COVID19 would be difficult to assess. The graph below shows the volume of MS1s and NRM referrals by calendar year (up to September 2020).



Most of the referrals through the National Referral Mechanism (NRM) originated from both County Councils (51%) or North Yorkshire Police (32%) and of victims identified they were predominantly British with around 67% being under 18. Intelligence submissions around MSHT averaged in the last 12 months at around 7-8 per month. It is therefore highly likely that there is significant hidden demand in MSHT. The proportion of child victims identified as being exploited and linked to County Lines reflects more effective mapping and disruption of organised criminality. It is likely that this trend will continue, due to the predicted ongoing increase in County Lines (SOC) both through the identification of OCGs based within North Yorkshire and those impacting upon North Yorkshire from out of force. Additional focus upon other methods of exploitation (such as sex workers) could also help to uncover more victims of MSHT. (Home Office, 2019: UK Annual Report on Modern Slavery). This is an area of 'hidden' demand and the volume of recorded crime and NRM referrals 'cannot provide a complete assessment of the actual prevalence of modern slavery, but they offer approximations for how the prevalence and reporting of modern slavery may be shifting over time'.

Dealing with Current demand

North Yorkshire MSHT sits within Safeguarding but is heavily aligned with Serious Organised Crime and part of the regional MSHT Threat Reduction Group which NYP's operational lead attends to discuss emerging threats. Operational disruption of MSHT is driven through the Force TTCG and the human impact is a standing item at the force Vulnerability Board. NYP has two partnership arrangements: the strategic North Yorkshire and City of York Modern Slavery Partnership and the tactical North Yorkshire Modern Slavery and Exploitative and Illegal Working group.

MSHT offences are investigated alongside other serious offences by a trained and is subject to the same capacity and capability stresses with the detective cohort detective (see Chapter 5: investigations)

Investigations will be considered on a case by case basis and allocated to the most appropriate resource and

team. Officers have access to a MSHT toolkit and reference guide which is stored on the share point site. MSPTU (modern slavery police transformation unit) labour and sexual exploitation investigation manuals have also been distributed to all CID supervision across the Force. The broader MSHT picture is supported by a small team of operational officers and researchers that cover foreign national offenders, immigration, child exploitation, sex workers and modern slavery.

NYP cannot consistently support central data requests, specifically completion of the MSPTU Modern Slavery operations data sheet and there is there's no daily analysis to identify the themes and trends across North Yorkshire. Whilst some mapping of high risk sectors and high risk locations has been conducted in North Yorkshire (nail bars, car washes, Kurdish barbers) this has not been supported with a sustainable engagement approach to enrich the understanding of the local context of MSHT across North Yorkshire.

MSHT training was delivered to all Response/NPT officers, PCSO's, Special Constables and FCR staff, on a half day input. MSHT is incorporated into the initial student learning programme and is a module in the Neighbourhood Policing certificate. Whilst this has been delivered, there is no refresher programme so some officers will not have received any direct training/awareness for 3 years +. Awareness of foreign national offenders amongst many officers is believed to be quite limited. No formal training has been offered in these areas. This may be an issue to attract officers to the team due to limited knowledge of the work carried out.

Meeting future demand

Demand is driven by proactivity, so if there is limited proactivity to uncover MSHT then demand is reduced. The complex, cross border nature of MSHT offending means that investigations quite quickly become regional, national and international in their scope which is beyond the capacity of North Yorkshire to manage. If NYP undertook a large scale MSHT Investigation, there are no specific MSHT reception centres in North Yorkshire, although major incident procedures are in place in the event of a large scale, spontaneous MSHT incident.

The regional intelligence unit has access to software to identify vulnerable sex workers, but this is not licensed to be used by North Yorkshire Police in force. Dedicated intelligence research resource has just been recruited (Dec 2019) and it is hoped that NYP will once again be able to contribute to this data request.

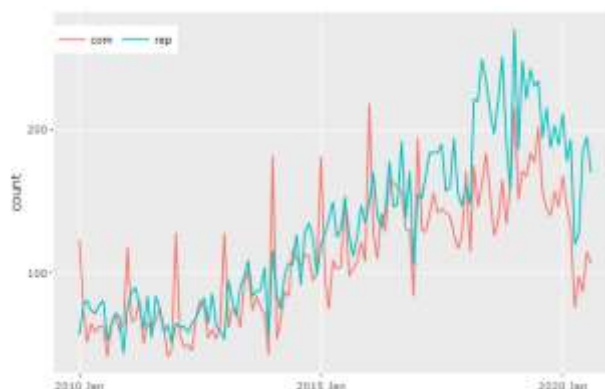
Consequences of not meeting future demand

North Yorkshire Police currently do not have the capacity to proactively seek out hidden demand nor the capacity to deal with large MSHT investigations. As individuals are less likely to report these offence due to consequences that traffickers impose on the victims and their families, this gap in proactivity reduces the opportunities for intervention to safeguard victims of MSHT, raises the likelihood of harm they encounter and potentially pushes an increase in reporting of more complex and serious offences in the future.

Section 6: Sexual Offences

Lead: Head of Safeguarding

Sexual Offences are one of a small set of crime types where demand cannot be considered solely in relation to change in crime volume. This is because there is often, for many personal or other reasons, a significant delay between when the offence is committed and when it is reported to the police. Because of this there will be significant differences in the when the offence was committed and when it gets reported to the police. The following infographic shows the trend in reported and committed crime over the last 10 years.



In undertaking predictive modelling North Yorkshire Police have used the following definitions for sexual offences:

- **Reported crime** is the number of sexual offences recorded against the date the offence was reported
- **Committed crime** is the number of sexual offences recorded against the date when the offence took place
- **Current crime** which are crimes when the date reported was within 12 months of the offence taking place
- **Non-recent Crime** which are crimes when the date reported was over 12 months from when the offence was committed.

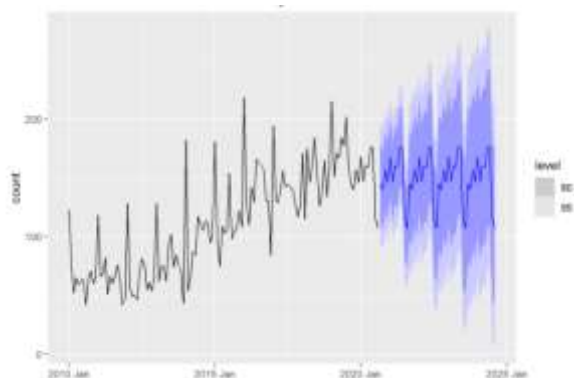
Each approach is important as it provides information around trends linked to what is happening within communities now and the level of confidence within communities to report offences. Each may require different investigative approaches aligned to victims needs and investigative opportunities. In addition, the potential number of crimes that are recorded for a single victim of sexual crime can also vary especially when reporting non-recent sexual crimes which will increase the volume of recorded crime but such linked crimes would be wrapped up into a single investigation. Therefore, the true level of demand for sexual offences needs to be seen as a combination of:

1. confidence in the community to report both current and non-recent offences,
2. the complexity of the investigation, and
3. the resource effort required to complete the investigation which collectively translates into the Detective resource numbers required to meet that demand.

COVID19 has had a significant impact on the reporting of crime that is linked to social contact such as sexual crime and with current and future social contact restrictions being in place, the impact of COVID19 is likely to be with society for a significant period of time. Prior to COVID19, North Yorkshire Police were expecting to see a rise in reported sexual offences with an increased trend of non-recent reporting. However, the impact of COVID19 has been so significant it has been included into North Yorkshire Police's predictive demand model. Please note the models in step 1 presented below are a point in time model and will outside of this FMS document be subject to subject to review, refresh and revision.

Assessing Current and Future Demand

The Predictive model for all committed sexual Crime accounting for the impact of COVID19 has been modelled using R and snaive.

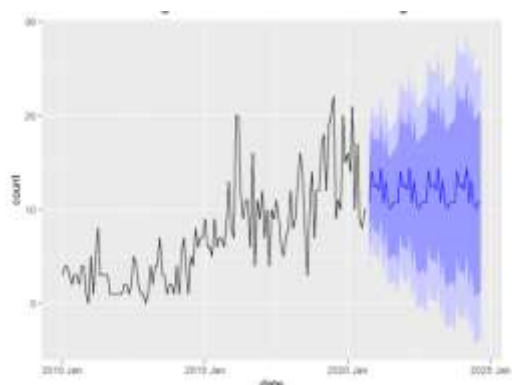
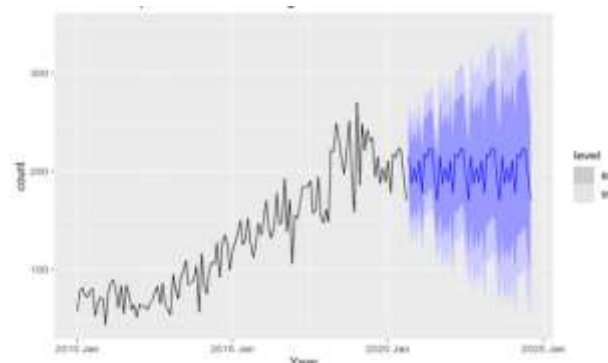


Committed sexual crime demand has flattened but this is likely to be the most impacted by COVID19 as it reflects sexual offences occurring and being reported during the period when there have been and still are restrictions around social interaction.

For example, committed sexual crime normally represents around 70% of recorded sexual crime (data 1/10/17-31/3/20) but this has dropped to about 50% of recorded sexual crime during the COVID19 period (1/4/20-30/9/20).

The Predictive model for all reported sexual Crime accounting for the impact of COVID19 has been undertaken using R and snaive.

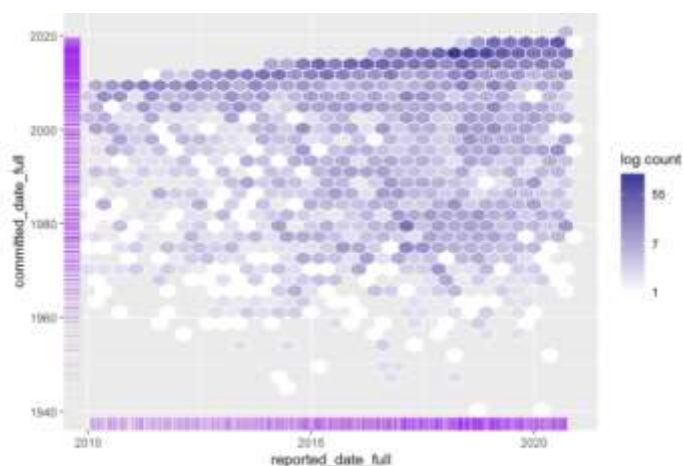
Overall, this predictive model also shows a general flattening of future recorded sexual offences volumes which is likely influenced by the reduction in committed sexual crimes being reported during the COVID19 period.



Child sexual offences sit as a subset of all sexual offences and these have been examined separately. This has been undertaken using current sexual offences using R and a mixed model. Overall, the numbers of young children subject to current sexual offences is small. Unlike adult sexual offences the split of current to non-recent is reversed with more (2:1) offences being reported as non-recent.

Whilst predictions have flattened due to COVID19 cognisance needs to be given to a potential lag period before more non-recent reporting of offences that occurred within the lockdown period(s) come to light.

Hidden demand (non-reported sexual offences) is likely to represent a high number of sexual offences which can be illustrated by the infographic which is comparing reported with committed date. This shows a significant increase in reporting non-recent sexual offences in the last 5 years. Each of these offences would have been part of that hidden demand at the time they were committed. The Crime Survey of England and Wales (CSEW) estimates the number of rape victims nationally in the Financial Year 2018/19 at 107,000 (87,000-126,000), compared to 53,970 police recorded rapes. This could suggest up to 50% of victims do not report to the police and if you adjust for and remove non-recent reports, the numbers are likely be higher. Confidence in the police, opportunity to report given their life circumstances and



willingness to report is key in enabling a better understanding of sexual offending within the community of North Yorkshire.

In summary, whilst the predicted trend going forward is relatively flat at around 1750 reported sexual offences per annum in North Yorkshire (of which around 1250 would have been committed within the year), this is highly likely to have been influenced by social restrictions implemented under COVID19. In general, the reporting of rape and sexual assault have declined during COVID19 although it should be noted that there was an increase in reported offences in July when most of the social restrictions had been lifted (hospitality sector re-opened on 4th July and 10pm curfew introduced 24th September). Illustrative example from York:

Rape offences: 24th March – 4th July 2019



Rape offences: 4th July 2019 – 24th September 2019



Rape Offences: 24th March – 4th July 2020



Rape offences: 4th July 2020 – 24th September 2020



However, social restrictions and COVID19 could also have a suppression effect upon sexual offences which might not come to light until people have the confidence and opportunity to report. The impact around closed households and domestic sexual abuse, the increased vulnerability due to the rise in mental ill health and the lockdown of care facilities, all present risks of sexual offences taking place and reporting being suppressed. This lag period could lead to spikes in reporting in the future and increase the non-recent demand. Therefore, the correlation between the use of COVID19 restrictions and sexual offence reporting has to be constantly monitored.

Dealing with Current demand

Governance: This area of business is covered by a number of different policing teams, from front line officers to specialist units such as Criminal Investigations Department (CID), Non-Recent Abuse Investigation Team (NRAIT) and the On-Line Abuse Team (OAT). It is recognised that there is a continued national shortage of Detectives and solutions to address this are being made internally by the force. Sexual abuse and exploitation are identified as one of North Yorkshire Police's four Control strategy themes and is, therefore, subject to enhanced monthly scrutiny at the Operations Board to provide organisational assurance over delivery of service and identification of issues or improvement opportunities.

In 2019, NYP identified Specialist Safeguarding Investigators (SSI's) needed to be aligned to each band on CID, to ensure child and adult sexual abuse cases were being investigated by appropriately qualified staff. SSI's are allocated to deal with sexual offence crimes and are detectives trained to Specialist Child Abuse Investigation Development Programme (SCAIDP) standards, some of which will also be tier 3 victim and witness interviewers. Whilst the ambition of North Yorkshire Police is to ensure that every serious sexual offence is investigated by a detective, it is acknowledged that there will (given the shortage of detective) be some cases that will be investigated by individuals who are not qualified. In such circumstances the investigation is supervised by a qualified detective. As levels of demand are maintained going forward with an expectation of them increasing in the future it is likely that this approach will have to be maintained until a suitable new cohort of detectives can be trained. Internal monitoring mechanisms are in place to assure that appropriate supervision that is supported with data.

The closure of CSAAC at York Hospital is likely to have a significant impact on child victims of sexual crimes. As forensic examinations for children 12 years and have to be taken out of force, meaning travel and disruption for our victims and their parents. Children 13 years and over will be able to be seen in force at the current adult SARC by our current adult providers Mountain Healthcare. These will include a holistic assessment of the child, STI screening and referrals to support agencies for after care. If there is a need for further scans, x-rays or examinations, this will then be completed by a referral back to the local paediatric services.

The medical provision for non-recent child sexual abuse cases may still be carried out at York Hospital when forensics is not an issue however this depends on continued funding after being available in 2021. Managing additional demands through existing services may result in issues around availability so any impacts on victims and confidence in policing support for prosecutions to obtain the best evidence possible at the earliest opportunity would need to be monitored.

Due to the demands currently placed upon detectives and the delay in the administrative recording of outcomes, it is not at present feasible to document performance metrics over sexual offences on an investigation by investigation basis. Supervisory oversight and implementation of a robust gatekeeping function over file quality are in place to ensure that a robust and effective investigation is undertaken that supports the victims. New approaches to data analytics are ongoing to form a picture of the lifecycle of a sexual offence that includes a number of related performance indicators. This is because at present whilst there is data that exists for different steps of the process (crime volumes, charge rates, conviction rates) to meet national recording requirements they do not fully correlate to give an overall joined up picture for sexual offences that drives effective investigation or service to victims.

Balancing the retention of resources, the development of resources and their wellbeing is a constant pressure. The nature of the work exposes practitioners to high harm and emotionally draining investigations and the demand for their expertise constantly needs to be balanced with their long-term wellbeing with the force. The current stresses of insufficient detective capacity on existing resources exacerbates the position and rotation to avoid burnout is important. Wellbeing surveys are ongoing underpinned by a refresh of the welfare meetings offered by occupational health. Uptake of occupational health is currently lower than expected at present.

Meeting future demand

Maintained levels or increased levels of demand will continue to place pressures on the detective cohort. NYP have a detective pathway and are continually looking at recruitment and retention in specialist areas and aligning workloads through CID and SSI's that meet their skills. Detective numbers have been uplifted within the overall financial envelope of the force to meet the demand, although at present there are insufficient trained detectives to fill those roles. The current approach of using non-detective resources under detective supervision will continue in the medium term to manage the gap in detective numbers. Student Officers are identified for any aspirations to become a Detective and then placed on a development pathway to support

them with this. They are given a crime mentor or tutor and at 90 weeks they can then potentially transition into Crime. Student officer training also includes in-house learning around rape investigation. If an officer does not end up transitioning into crime, they are subject to an interview to develop understanding of why to inform further processes. This helps inform the Detective Development and Resilience Group Chaired by an Assistant Chief Constable which includes an assessment of “what works” from previous DC academy work, manages the governance over vacancies, recruitment, diversity, training and pathways. Over the next few years accepting the lead in time for becoming a qualified detective plans are in place to ensure sufficient, training, support and courses (internally and externally) are available both in the development of detectives and SSIs.

Enhanced scrutiny at the Operations Board and identification of issues or improvement opportunities will drive service improvement activities underpinned by more informative analytics using advanced analytical tools. Collectively this will enhance understanding of the investigative demand to enable more flexible or focussed activity to improve service and assurance to victims of crime, cognisant of the changes in demand being experienced through COVID19. This will align with recruitment and development of new detective resources which will be under review in terms of growth (accepting lead in times).

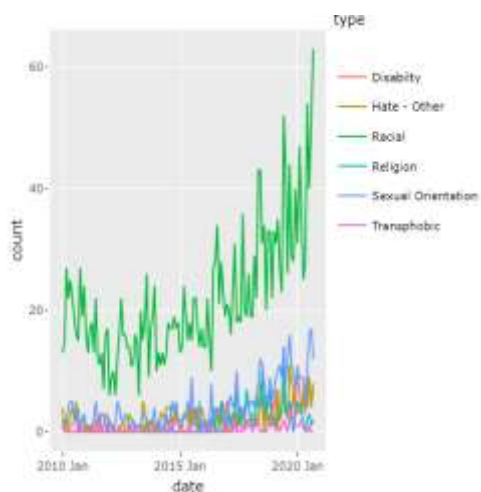
Consequences of not meeting future demand

North Yorkshire Police will strive to deliver a professional service and meet future demand for sexual offence investigation and ensure that the victim is supported throughout the process. However, with predictions that sexual offences levels will at best remain static but are likely to rise in the future, especially when those currently suppressed under COVID19 are reported to the police, will have an impact on the process. In conjunction with increased complexity and reliance on digital evidence, CPIA and disclosure, investigative timescales for victims, could lengthen. This increases the likelihood of direct life-long implications for the victim of that crime and public confidence in the police. For victims to report such a crime takes courage and strength and is often very intrusive into their personal lives and support is required pre, during and post reporting and through the court process. For the Police to create any further delay in this process, could result in a poorer service to the victim and could also leave other unidentified victims, including children, at risk of sexual crimes being further committed against them.

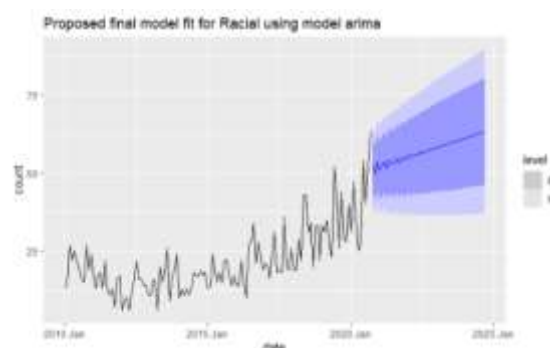
Section 6: Hate Crime

Lead: Head of Partnerships

Assessing current and future demand



Levels of reported hate crime in North Yorkshire are quite low with approximately 61% of total hate crime over the last 12 months being racially motivated. Predictive



modelling suggests over the next four years growth in recorded crime of around 12% per annum from a midpoint estimate of 860 in 2020 to an estimated 1350 in 2024. Racial is still predicted to be the predominant motivating factor but will represent a smaller proportion of total reporting. The additional impact

of Brexit and the international focus on the Black Lives Matter movement along with increased use of the digital space would also be expected to lead to a further rise in reports, especially from traditionally harder to reach sections of society.

Managing Current Demand

Hate Crime is included in the force service plan to encourage scrutiny, community engagement and the improvement of recording where the Head of Partnerships will be held accountable to the ACC. NYP has collaborated with neighbouring forces to conduct peer reviews on each other to identify areas for improvement. The force has an up to date Hate Crime action plan and recognises there are current gaps in relation to Hate Crime due to hidden demand due to under reporting based on the demographics of people from protected characteristics. Although, an increase in reporting suggests that more people are becoming more aware of when they fall victim to a hate crime, a new Hate Crime Co-ordinator role has been established. The responsibility of the co-ordinator is to dip sample reported crimes and ensure they are correctly categorised. In addition, the co-ordinator provides scrutiny for hate crimes case to build confidence about the reporting and crime recording performance supported by an interactive hate crime dashboard which allows officers and staff to review the number of hate crimes by location; crime type and victim type.

Dealing with future demand

In creating a new hate crime co-ordinator role, NYP now have a dedicated resource that will work towards improving the force's problem-solving approach to tackling hate crime and hate occurrences in North Yorkshire and the City of York. The co-ordinator will look 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 Hate Crime Co-ordinator will be providing training inputs to all new Student Officers and FCR Communication Officers plus an E-Learning training package which will aim to provide officers and staff with the necessary skills to identify and record hate crime appropriately, which will see an increase in the number of overall cases. The main aim for the new team will be 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 NYP 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 new hate crime roles are still developing, as the team embeds, they will be able to improve awareness and recording and there is potential to identify hidden demand and for an increase in reporting of historical offences in the future. Members of the public who have been victims of a crime do not always recognise that they have been victims of a hate crime. This goes hand in hand with the awareness of officers and staff recording the Hate Crime flags at NYP.

Consequences of not meeting future demand

None anticipated

Section 6: Mental Health

Lead: Head of Partnerships

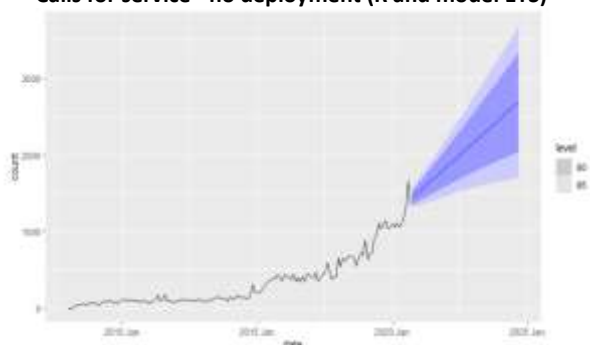
Mental Health Incidents are recorded in North Yorkshire against the following definition

"Any police incident thought to relate to someone's mental health where their vulnerability is at the centre of the incident or where the police have had to do something additionally or differently because of it."

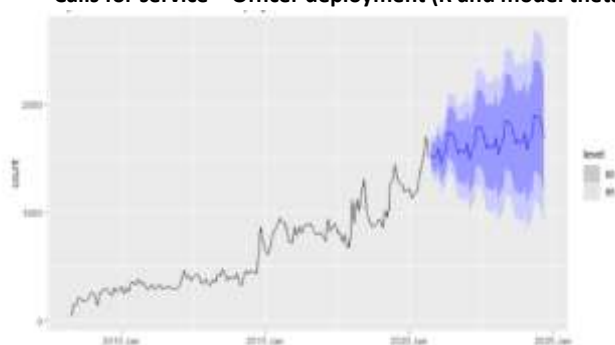
Assessing Current and future demand

The Mental Health of the community has a significant impact upon policing through both contact with the force control room as calls for service or through deployment of Officers to incidents including mental ill-health.

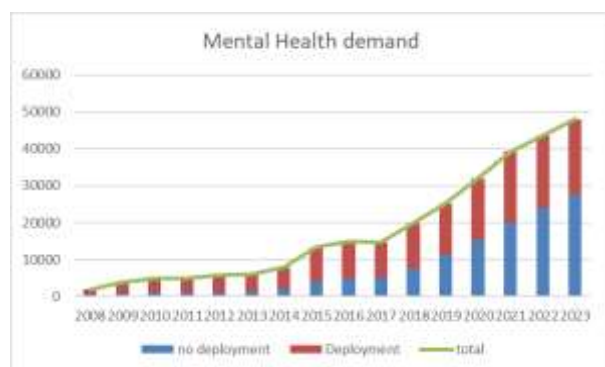
Calls for service - no deployment (R and model ETS)



Calls for service – Officer deployment (R and model theta)



Demand for calls for service is anticipated to go up by around 13% per annum but with more effective triage in place it is anticipated that this will equate to around just a 6% increase in deployment. Understanding the impact on deployment is key as incidents take 90 minutes longer to resolve when they involve someone with mental ill health.



North Yorkshire Police has invested heavily in understanding mental health and works closely with mental health provider (TEWV) to ensure that those that come to police notice have their needs met in the most appropriate way. Police increased demand for mental health related incidents is in part due to a better and more focussed recognition and understanding of mental health related issues and improvements in recording. Through having mental health professions working alongside the force control room and alongside officers on the street, North Yorkshire police can ensure individuals and incidents

are triaged effectively. FCR MH triage was implemented in 2016 whilst street triage in Scarborough was implement in 2014. In 2015 the % of deployment to non-deployment was 71% but by 2017 this reduced to 59% and it is predicted this will balance to around 44% over the next four years. As volume of demand is predicted to grow it is important to drive this effective collaborative management of those with mental ill-health. Recent refinements to the triage system recording will also enable NYP to enhance our understanding of the impact of MH Triage upon police resourcing more accurately in future Force Management Statements.

Managing Current Demand

The Mental Health (MH) portfolio sits with the Head of Partnerships supported by a strategic lead and an operational lead all of whom are located within the Partnership Hub. The MH Strategic lead feeds into the Crisis Concordat for multi-agency decision making. There is a Strategic plan linked to both NYPs Service Plan and external partner's principles and objectives. The MH Strategy has a number of key performance indicators which NYP are work towards to ensure that; **Strategic:** The wider mental health partnership is confident with the systems in place to meet demand (Partnership survey, Active multi-agency policies and procedures in place) **Organisational:** Customers receive the right intervention at the right time and place through increased signposting to prevention services from front facing roles resulting in fewer repeat episodes / decrease in S.136 detentions. **Operational:** NYPs Front line staff and officers feel confident and equipped to offer person centred support to people experiencing MH Distress.

NYPs Mental Health (MH) portfolio incorporates the development of partnerships such as the FCR Mental Health Triage, Street Triage, Health-Based Places of Safety (HBPOS) and the Together: York pathways initiative to help identify mental vulnerability amongst people coming into police contact and to address the underlying causes of the behaviour of a significant proportion of those people. There are operationally dedicated MH Co-ordinators that support both the FCR and street MH Triage Teams by providing a link between MH services, hospitals and other key partners to manage and support vulnerable individuals with MH needs who are identified at an early stage as being at risk within the community as well as those who repeatedly present to services. Police officers, student officers and PCSOs undertake an initial full day of face-to-face training as part of the Connect partnership with York University. An issue is the gap for on-going training for operational officers. Two interactive force dashboards have been created which provide data in relation to the number of S.136 detentions and MH Incident data; this information is used to help direct service delivery. Due to the precept uplift in 2019 there is now a dedicated resource managing suicide prevention in collaboration with the wider multi-agency suicide prevention strategy.

North Yorkshire's Liaison & Diversion (L&D) Service is provided by; TEWV, Humankind (drug and alcohol dependency charity) and Spectrum Community Interest Company delivers a holistic range of community and offender healthcare services for NYP. The aim of L&D is to improve the overall mental health outcomes of those who enter the CJ system and whilst they are successful in highlighting MH needs in some individuals in police custody, they are not operating at full capacity in all three custody suites at present. Case Study examples have been received which evidence the positive outcomes being achieved by either diverting individuals into health and/or other supportive services early or identifying those with vulnerabilities and initiating support to avoid crisis. Performance (post Custody) is being monitored through the L&D Steering Group which is held bi-monthly.

Dealing with future demand

Whilst deployed demand is expected to increase by 6% based upon predictive modelling in Step 1, a change in the approach to dealing with MH through adopting early intervention and prevention measures through collaborative working with partners will ensure that demand on police resources is manageable with repeat incidents being minimised. The MH Co-ordinator based in Scarborough is part of the FOCUS network which was established in 2017 where leads from each service (SWR Street Triage/CRHT Manager (chair), Acute MH Liaison Team Leader, CAMHS CRHT Advance Nurse Practitioner, NYCC Lead, Inpatient Lead and Yorkshire Ambulance Service Lead) meet on a monthly basis to identify and manage high intensity, high vulnerability service users who are facing complex MH issues in a bid to identify what triggers their episodes. Force-wide roll out of this was identified as an area for consideration as part of the recent MH Triage service review in a bid to manage those who repeatedly call for service when they have reached crisis point and this is ongoing.

Additional scrutiny through existing governance arrangements around high-risk mental health repeat callers to ensure robust organisation processes are in place using a boundary approach (setting out the policing responsibilities).

Investment in dedicated MH co-ordinators was made to as the key link between Mental Health services, hospitals and other key partners to manage and support vulnerable and risky individuals within the community alongside the NHS strategy of treating more people within the home environment instead of hospital through re-investment from the recent 136 closures. Crisis Cafes have opened in Scarborough, York and new ones will be introduced in Northallerton and Harrogate alongside a mental health first aid response in Selby to provide support out-of-hours.

Consequences of not meeting future demand

It is anticipated that future demand in MH can be met through the development of learning amongst frontline colleagues through training and learning feedback loop provided by the five MH Advisors, who came into post in 2019. The learning will assist frontline colleagues in minimising the risk of breaching legislation and making unlawful detentions as per the Misuse of MH or Mental Capacity Act, breach of Codes of Practice to both Acts.

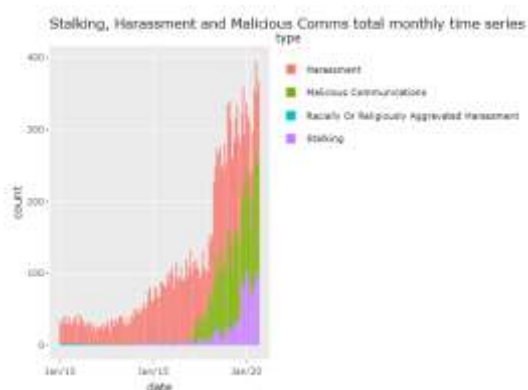
Section 6: Stalking, Harassment and Malicious communications

Lead: Head of Safeguarding

Stalking, Harassment (including racially motivated) and Malicious Communications are a suite of violence offences where an individual causes another to fear the use of violence (physical and/or psychological) against them in the knowledge (or as a reasonable person ought to know) that it will do so. This includes the sending of an electronic communication or article of any description which conveys a message which is indecent, grossly offensive, threatening, or false that causes distress or anxiety to the recipient. This means that collectively there is a degree of correlation between these offences when recording crimes depending on severity. In 2018 the Home Office implemented a change in the recording rules around how these offences were recorded.

Assessing current and future demand

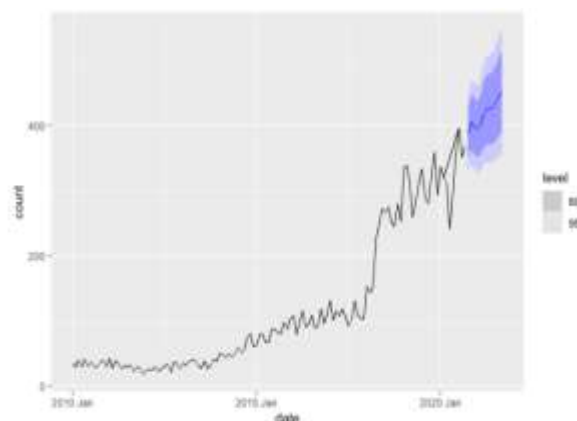
In general, volumes of recorded stalking, and harassment crimes are relatively low in North Yorkshire and saw a significant reduction during the initial lockdown phase of COVID19. This has required statistical adjustments to be made to the modelling to account for this impact and with future more stringent lockdowns likely it is anticipated that there will be further variation in the reporting of these offences.



In assessing demand for these offences, they have been combined as this enables the most accurate predictive model. The infographics shows the impact of the change in Home Office Counting rules and a general upward trend in recorded crimes. When broken down, the general crime recording trend pre-COVID19 was upward for stalking and malicious communications and downward for harassment. This is in part due to additional crime data integrity scrutiny and case reviews being undertaken to ensure that the most appropriate offence is recorded for investigation. This is important as the complexity of the investigation and the resources required will be different with each of the different offence types.

In late 2019, the emphasis on stalking was changed to stalking first model (i.e. the crime starts as stalking and then assessed if there are any reasons why it shouldn't remain as a stalking) to improve the accuracy of recording of stalking offences. Predictive modelling has been undertaken using R and var. This assessment has been complicated by the changes in Home Office recording rules (reducing the available data for modelling) and COVID19.

Collectively these offences are predicted to continue to rise during 2021 but there is insufficient data to model for 4 years. In 2019, 3721 crimes were recorded and it was



expected that this would rise by 12% to (mid-point estimate) 4170 in 2020 (adjusted for COVID19 – actual recorded crime is likely to be around 4000) and by 22% to mid-point estimate of 5090 in 2021. However, as these types of offences are highly sensitive to social restrictions and also coercive control, it is possible that reporting will be suppressed and, therefore, recorded crime will be lower because individuals are not able to or willing to report due to their personal circumstances during the pandemic.

North Yorkshire Police anticipate that the volume of Stalking, Harassment and Malicious Communications will continue to increase over the longer term. It is predicted that current and emerging technologies will enable perpetrators easier access to their victims through cyber-stalking, using technology that allows wireless connection and intrusion into the home or family environment such as baby monitors, Amazon Echo speakers, Nanny Cams and Bluetooth toys. In addition, technology that supports targeted coercive control activity through for example mobile geo-location apps or more traditional surveillance using physical devices such as micro cameras. As perpetrators become more sophisticated in their use of technology to stalk, harass or bully their victims, it is expected that the volume and complexity of digital intelligence and data will increase, providing challenges for those investigating.

Dealing with Current demand

NYP have set out procedural aims for all officers from first contact in FCR to the completion at court underpinned by effective CDI (crime data integrity) to ensure they are correctly recorded. Self-service dashboards are in place to allow for scrutiny of those crimes recorded and is reflected within the Safeguarding Service plan, held accountable to the ACC. Issues can be escalated to the Operations Board for resolution. Reviews are completed by CPS around stalking for compliance with CPS protocol and file standards and reviewed for the DA scrutiny panel managed by CPS. Any cases of concern are reviewed internally by the Head of Function.

Initial accurate recording and the subsequent police response is critical in these types of crimes and training was delivered from Paladin and the Suzy Lamplugh Trust. College of Policing toolkits have been circulated and the safeguarding team now deliver a 3-hour input to all student officers and new FCR staff. Redressing and improving initial identification, however, puts additional stress upon detective resources (see investigations Chapter 5).

In relation to the 'cyber space' NYP has a dedicated helpline to provide SIOs with digital investigation strategies in support of any live or ongoing investigation. The force has used its cyber-volunteers in an investigative capacity through supporting a targeted, intelligence-driven operation that aimed to identify and dismantle infrastructure used by cyber criminals and supporting other ongoing investigations. They have also been deployed to support prevention and early intervention activity through undertaking research projects to help with complex problems in relation to cyber/digital forensic matters and attending business premises with police cyber PROTECT officers to deliver bespoke advice, including implementing technical controls to remove or resolve the compromised device.

Internal reviews have highlighted gaps in knowledge and the depth of appropriate skills and knowledge to actively deal with these offences. Officers do not fully understand the limitations of Section 2 Stalking Offences as opposed to Section 4 which gives officers greater investigative powers, resulting in officers not applying for warrants from Court to search for items linked to stalking. All malicious communications reports are discussed at daily management meetings to identify if these should be considered as stalking and harassment cases, and that they have been dealt with correctly.

Meeting future demand

As demand overall for all three offences is set to rise, it is intended with further work in relation to awareness and training around these offences that future levels of understanding will increase and the investigative requirement will do so as well. This is intended to improve awareness of how stalking is identified and investigated. This is being delivered to DI's & DS's and is also covering Stalking Protection Orders. A small dedicated team comprising of a detective Stalking Officer to provide subject matter expertise supported by Stalking Victims officers have been put into place to provide scrutiny and to enhance officer knowledge and understanding. It is anticipated that this will increase investigative standards which will identify more stalking offences and put additional investigative pressure on the detective cohort. As well as increasing the opportunity for the application of stalking prevention orders (where conditions on bail are not applicable) that put positive requirements to comply on offenders. In terms of tackling stalking behaviours there is a national identified gap in stalking offender programmes.

Consequences of not meeting future demand

Increasing our understanding and investigative standards for stalking will increase pressure on the detective cohort (see chapter 5).

Chapter 7: Managing Offenders

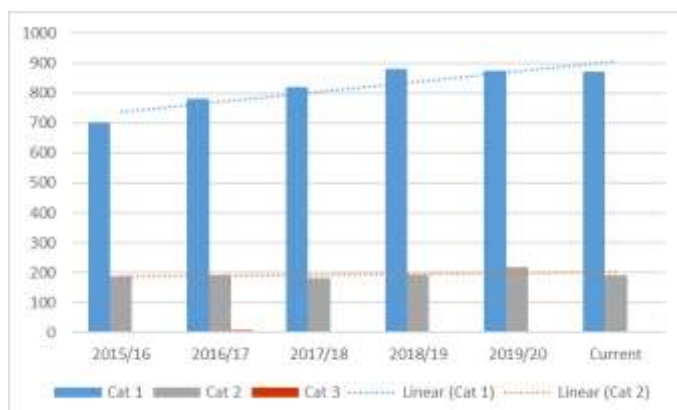
Lead: Head of Safeguarding

Whilst managing offenders is a core element of investigative practice for a number of operational policing teams, this section focusses specifically on the management of:

- offenders who fit the criteria for Multi Agency Public Protection Arrangements (MAPPA) i.e. registered sexual offenders (category 1), violent and other sex offenders (category 2) and other offenders who may pose a serious risk of harm to the public (category 3) and;
- offenders who pose a high risk of reoffending and have consented to be part of Trinity (Integrated Offender Management Scheme).

Assessing Current and Future Demand

Offenders are subject of MAPPA protocols if they fall into the categories defined above. Overall, there is an upward trend in the volume of MAPPA offenders however, the rate of increase appears to be slowing in the last year which can be attributed to a change in process in 2019 regarding the timing of when referrals are made and the impact of COVID on court sitting and, therefore, sentences. The majority of offender's subject of these arrangements have received a sanction for sexual and IIOC offences. Overall, the average volume of obscene publication crimes (including the generation and sharing of indecent images of children) is set to rise over the next 4 years (see chapter 4: Volume and serious Crime) whilst the predicted trend for reported sexual offences is relatively flat in North Yorkshire, this is highly likely to have been influenced by social restrictions implemented under COVID19 (see Chapter 6: sexual offences). In addition, the continuation of reliance upon digital technology and the growth in digital engagement that has been adopted as the norm due to COVID19 it is expected to result in demand growth in this area of business and a broader range of digitally facilitated crime. Whilst COVID19 may have suppressed the reporting of crime during 2020 the digital footprint of that crime will remain, and it is likely that there will be the requirement to deal with additional demand that is being suppressed now in the future.



MAPPA offenders by category

The majority (around 80%) of MAPPA offenders are category 1 (RSO's) for which the police are the lead agency responsible for managing these offenders. RSO's are placed on the sex offenders register for a prescribed period dependent upon the sentence given to them, those placed on the register indefinitely may only apply for removal after 15 years for an adult and 8 years for a juvenile. RSO's eligible to apply for removal are subject of a thorough review and in North Yorkshire the number

removed from the register is extremely low and therefore, has little effect on reducing the volume of RSOs subject to management. This process now includes a polygraph test to strengthen the assessment process.

RSO's are risk assessed on an annual basis unless there is a significant change in circumstances e.g. change of address. A snapshot of the assessed risk levels of RSO's in North Yorkshire indicates that 49.4% have been assessed as low risk with a further 37.1% at medium risk. Convicted Sex Offenders in North Yorkshire are currently risk assessed using a statistically derived risk classification process called Risk Matrix 2000 (RM2k). It uses information about an

RSO by risk level (06/11)	No.	%
Very High	3	0.3
High	94	10.8
Medium (incl 1 SCPO)	324	37.1
Low (incl 2 SCPO)	432	49.4
Awaiting assessment	21	2.4
Total	874	100

offender's history to categorise offenders into Low, Medium, High and Very High risk of re-offending. This is supported by an Active Risk Management System (ARMS) which provides a structured assessment, looking at dynamic risk factors known to be associated with sexual reoffending and protective factors known to be associated with reduced offending. Utilising both tools, alongside professional judgement results in a risk level being determined by the Offender manager, which assists in the number of home visits and risk management plans required to effectively manage the risk. This dynamic approach means the risk level alone is not a direct indicator for future demand.

Within NYP's force area there is a Psychologically Informed Planned Environment (PIPE) establishment. This is one of only 5 in the country and takes residents from across the country. This accommodates very high and high risk RSO's within North Yorkshire. There are currently 17 residents (maximum occupancy) but given their complex requirements they do necessitate additional police scrutiny.

The volumes of category 2 and 3 offenders has remained relatively static over the last four years, moving from accounting for around 21% of MAPPA offenders at the end of 2015/16 to just over 18% in November 2020. However, the suppression in demand experienced during COVID19 may result in the requirement to deal with additional demand that is being suppressed now in the future. MAPPA demand may also be affected by the rise in prison populations meaning it is more likely that some sexual and violent offenders will be managed in the community.

TRINITY is North Yorkshire's Integrated Offender Management (IOM) Scheme, designed to provide a comprehensive range of options to prevent offenders who pose a high risk of reoffending and offer effective rehabilitative pathways. Since August 2019 Trinity nominals have been recorded and tracked via Orcuma. The volume of nominals accessing the scheme is low and therefore not a reliable indicator of future demand. There are currently (end of October 2020) 43 offenders being managed on this scheme and the cycle from registration to deregistration is anticipated to take between 9-12 months.

Dealing with Current demand

MAPPA Strategic Management Board (SMB) provides overall governance for management of MAPPA nominals. It has a range of governance-related functions, including monitoring business risks, ensuring anti-discriminatory practice, measuring compliance with the MAPPA Key Performance Indicators and producing the annual MAPPA report. TRINITY governance is provided through the strategic group (Police, Community Rehabilitation Company and National Probation Service) and the Implementation Group (held every 3 months) which includes operational managers from the 3 core agencies to ensure the scheme is meeting its objectives. This is further supported by Operational Group meetings within Probation Services and Police. Offender management also features in the Safeguarding service plan which is monitored by the ACC during the service plan review meeting.

In 2019, to respond to a need to reduce PPO caseloads to the nationally recommended level (50/20 = no more than 50 RSOs per PPO, and no more than 20% at high or very high risk), and increasing numbers of RSOs, three additional posts were established using funding from the 2019/20 precept uplift. This was supplemented by introducing a more sustainable model for the management of RSOs by merging the role of IOM Officers and Public Protection Officers to Offender Managers (OM's). Each OM has a mixed workload of RSO's and Trinity nominals which is based on the risk and demand of each case rather than volume. This approach has provided greater resilience across the OM role, including utilising one OM as the SPOC for the PIPE in order to maintain consistency and whilst current recruitment has meant that some OM's are stretched, the model should be more sustainable. All OMU staff have a wellbeing plan and are required to visit a welfare advisor on an annual basis as a minimum, with the option to visit more frequently if needed. The OMU utilise VISOR, however the inability to access and update the system outside police premises reduces the capacity of the team to conduct other activities including proactive monitoring.

Monitoring / enforcement: The Offender Management Unit currently uses several tools; electronic tagging, internet monitoring software and polygraph, to assess and monitor Registered Sex Offenders in the community. The Digital Lead Officer supports the OM's during visits by examining internet usage at the homes of those RSO's subject to orders relating to the internet, this is co-ordinated by assessing the risk of each individual and the use of intelligence to determine where to use this resource. The Polygraph Officer is a new role established in 2020 and will be used as a tool to gain additional information to enable a more accurate assessment of risk of reoffending and as a result, to proportionately manage that risk. During the initial stages of COVID19, OM's used telephone meetings to conduct initial checks regarding RSO's who were shielding or had people shielding within their household. However, most visits were conducted in person using the appropriate PPE.

Safeguarding: The force has a dedicated Criminal and Civil Orders Officer who works within OMU. The role supports officers in identifying and applying for a range of criminal and civil orders (Sexual Harm Prevention Orders, Sexual Risk Orders, Violent Offender Orders, Serious Crime Prevention Orders, Stalking Protection Orders, and Slavery and Trafficking Orders) and supports the OM's in managing them.

Meeting future demand

In the short term, recent increases in FTE and successful recruitment into these posts plus the changes to the structure and model of allocation of RSO's within the OMU will address the demand and lead to a balanced caseload across the team to the recommended level. However, the growing numbers of RSO's will mean that resources will need to be evaluated in the next 2 years in order to identify the requirements to meet demand in years 3 and 4. This evaluation will also need to take account of the potential impact that the COVID19 pandemic on online offending and subsequent reporting.

Growth is forecasted for internet-based offenders, so the Digital Lead will be reassessing the forces capacity and equipment it uses to monitor these offenders. This assessment will consider the required technical capabilities, staff training and accreditation and the associated costs. In the interim, OMU have identified three OM's to act as champions in this area of work to develop their skillsets and to give the force some resilience in this expanding area.

Pathway funding (Trinity) has been secured through until May 2021, funding beyond this date will need to be secured for the service to be maintained.

Consequences of not meeting future demand

The anticipated rise in MAPPA offenders will provide a challenge to NYP and whilst no offender would be unseen, not being able to meet the review requirements may also result in OM's managing numbers of RSO's above the recommended safe management level and there may be an overall reduction in the level of management currently provided e.g. reduction in frequency or depth of reviews. The consequences of reduced scrutiny may increase the risk of opportunities for offenders to re-offend.

Chapter 8: Managing Serious and Organised Crime

Lead: Head of Crime

Assessing Current and Future demand

County Lines: The National County Lines Coordination Centre has concluded that North Yorkshire are predominately an importing force for County Lines. This is in the form of importation with lines mainly from Manchester, Leeds, Sheffield, Liverpool and London. The NCLCC recognised that the force is challenged, partly because of its geographical size with the main drugs being supplied continuing to be heroin and crack cocaine with established drug markets across North Yorkshire. Since 01/01/2020 NYP have identified over 40 different County Lines impacting on NYP from Foreign Forces. Significant work has been undertaken in relation to tackling the cuckooing issues, whereby drug dealers take over the home address of a vulnerable person and operate their drug dealing by using the address and starting to get a foothold in a new area. This harm and vulnerability most acutely affect local communities in Harrogate, York and Scarborough. There is evidence to show the correlation between drugs and serious violence and the related harm and exploitation from County Lines. Associated violence in North Yorkshire has included attacks and assaults with a variety of weapons and serious threats made with firearms. The threat of violence in areas where County Lines impact, both transiently and permanently, has been significant over the last twelve months. Of the 34 active OCGs they fall in the following tiers:

Tier	No
1	2
2	7
3	16
4	9

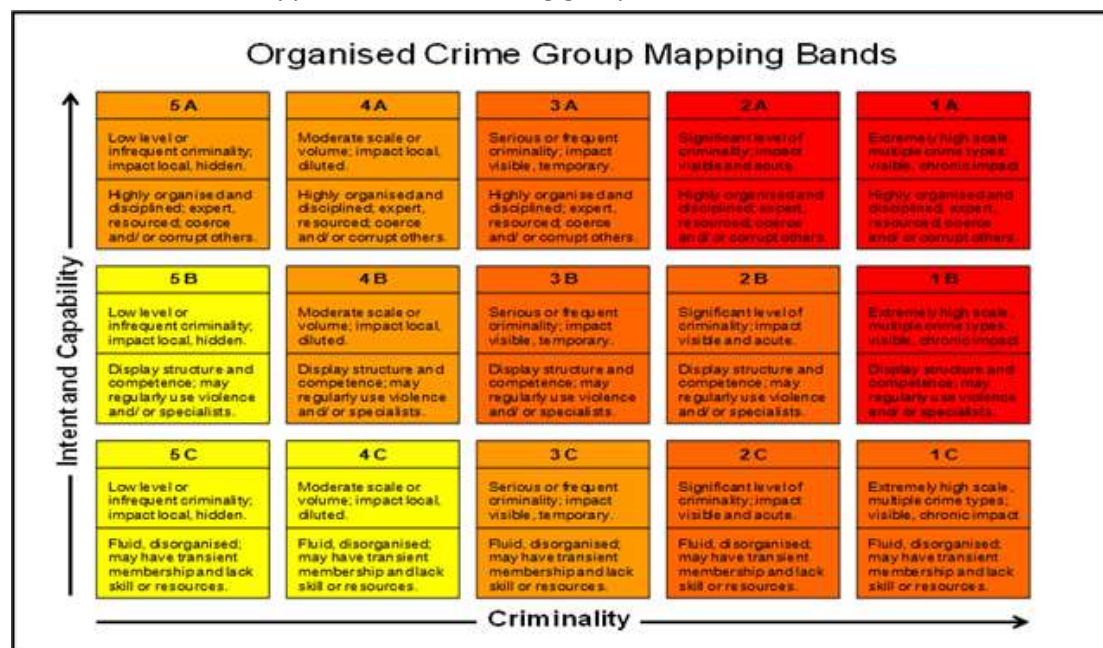
Tier 1 - Comprehensive operational or investigative intervention

Tier 2 - Limited plan/action that prevents or disrupts

Tier 3 - Proactive Intelligence Development

Tier 4 - Developing Opportunities for action

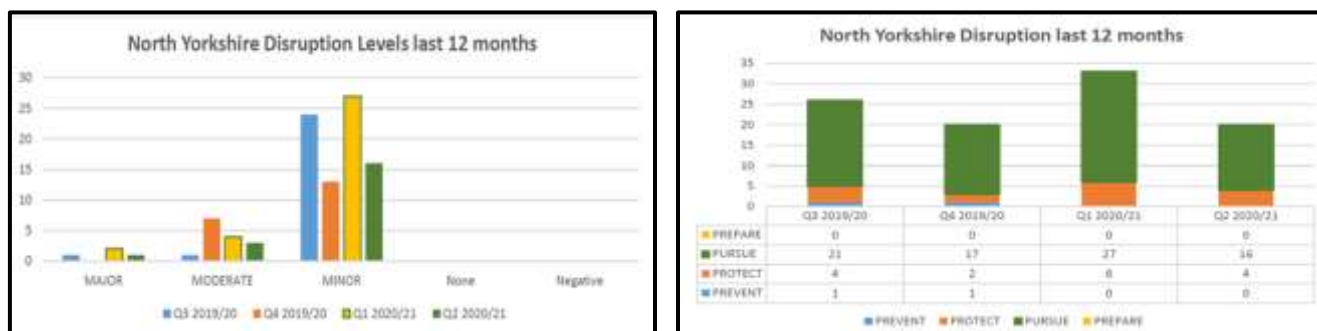
Which have been mapped into the following groups:



NYP Banding

Banding	No.
5b	17
5c	5
4b	4
5a	3
3a	2
4a	2
3b	1

NYP has an obligation on a quarterly basis to provide disruption activity returns to the Regional Organised Crime Unit (ROCU), which feed into the national picture. **This does not include disruption activity carried out for other forces.* Disruption is focussed on the 4Ps.



The nature of Serious and Organised Crime means that quantitative forecasting is not an appropriate methodology to model likely future demand. A combination of threat assessment and environmental scanning is likely to result in a more informed assessment. 18 trigger forms have been submitted during 2020 to ROCTA for mapping and scoring, all barring two (fraud) relate to County Lines (5) and drugs (9), plus two were declined by ROCTA for mapping as OCGs. The demand and priorities are linked to County Lines due to the vulnerability of CCE and cuckooing victims, which is an integral part of how County Lines threat, harm and risk is identified and managed. There has been an uplift in staffing within the OCU which will in turn generate more disruption activity.

The 'Sowing the Seeds' April 2020 report looks at children's experience of domestic abuse and criminality in line with COVID19 lockdown restrictions placing children at greater risk. The report details how links are made with children involved in county lines and other crimes, who commonly disclose coming from domestic abuse backgrounds as they seek alternative relationships outside of the home, leaving them vulnerable to sexual and criminal exploitation. Vulnerability makes children more attractive to criminal gangs and more susceptible to criminal and sexual exploitation (Chapter 6: Protecting Vulnerable People). Any DA linked to OCGs are raised at the disruption panel.

COVID: Criminals continue to exploit the most vulnerable in our society and although initially COVID suppressed demand, we have seen organised acquisitive crime on the rise again. In comparison, there was no impact seen on the County Lines drugs supply into North Yorkshire. Offenders just changed their methods of operating and travelled under the guise of takeaway drivers and claiming to be key workers; travelling for work purposes.

Dealing with Current demand

There are currently **34 active Organised Crime Groups (OCGs)** mapped and scored in North Yorkshire, with the most prevalent threat being drugs and County Lines. These continue to be targeted and managed through the Organised Crime Group Tasking Meeting (OCGTM) and Partnership Disruption Panel. Proactive work continues in support of highest risk OCGs and County Lines across North Yorkshire. Over the last 12 months NYP have evidence to show London Albanian OCGs have been operating across the County Command, this is of concern due to levels of violence associated with Albanian Crime groups across the North East. Work has begun on an operational problem profile to understand this threat and identified links better.

It is noted that many specialist teams are involved in the various aspects of Serious and Organised Crime but for the purpose of this assessment, only the Organised Crime Unit, Force Intelligence Bureau, Economic Crime Unit and Intelligence Analysts staff and Intelligence staff/officers are considered.

Serious and Organised Crime remains a Control Strategy theme with an associated delivery plan against which Heads of Function are held accountable for specific deliverables and associated performance measures. This process is overseen force-wide at the Operations Board with a section of the plan (Strategic, Force-wide or Local Policing) brought to the meeting quarterly for scrutiny by the Assistant Chief Constable (Local Policing). In addition, progress and barriers are discussed in quarterly departmental service plan reviews held by the relevant Assistant Chief Constable. At a Command level, Tactical Tasking & Co-ordination and OCG Tactical Meetings assess resourcing and threat using the Tactical Management of Risk in Law Enforcement (MoRiLE) model. The recent creation of a County Lines Silver Tactical Plan provides clear and detailed guidance across each of the 4P strands. A knife crime task and finish group has been convened by the Head of Crime to monitor that specific issue aligned to the key findings from the Operation Problem Profile. Information flows in and out of these meetings to and from the multi-agency Disruption Panel which reports up into the SOC Partnership Board. The Disruption Panel is attended by the Project Alliance partnership practitioners to discuss specific issue and threats. Membership of the panel are fluid depending on the items being discussed. In partnership, the panel will target OCGs throughout NY and City of York, the group's mission is to disrupt and dismantle members of OCGs, thereby reducing the risk and harm to the local community including residents, business and the environment. The group also invites partners to propose new organised crime groups that are impacting on their business area. Other subgroups have formed to target specific areas such as:

- Cuckooing subgroup – members meet from Ambulance, Fire, Police and Housing
- Training subgroup- mapping training across all agencies and identifying gaps –chaired by NYCC
- New group mapping prevention and diversion technique/projects- chaired PCC office.

All agencies are encouraged to use the branding of Project Alliance to get the message across to all staff and partners. Project Alliance is innovative and has had a revamp and relaunch and it represents our partnership response to serious and organised crime. Partners include local authorities, Fire Service, Ambulance Service, Housing, Probation, Children's and Adult Safeguarding boards, Highways, driver standards agency, HMRC, Immigration, Food Standards Agency. NYP hold a SOC Board and a Disruption panel which is focused on partners and how agencies can work together to problem solve for longer term issues. Where there is something that needs a more dynamic approach, partners come out on joint days of action so we can give the best possible response to individual and community needs. NYP promote Project Alliance as a far stronger whole systems approach when everyone is bought in and invested to overall objectives and goals. Not only is enforcement provided but also care for individuals.

Capacity across the force is relatively strong with a recent uplift in the OCU with a lead in time to increasing capable expertise through a period of upskilling in relation to covert tactics. The Problem Solving/CERT Team have a dedicated SOC SPOC who attends the TTCGs and OCGTM and is focussed at targeting community level problems that emerge as fallout from SOC related criminality, including target hardening and other such preventative measures. The Economic Crime Unit have had no formal training in cyber investigations, which greatly undermines the team's ability to assess and scope reports from victims to understand the scale of offending. The cyber team are tasked via the national tasking mechanism of regionally managed, locally delivered. This is different to ECU who can manage their own case acceptance criteria. As a result of regionally managed, locally delivered the cybercrime team have an incredibly strict remit to only investigate cyber dependant crime. The vast majority of reports into ECU are cyber enabled yet they do not have the appropriate tools to progress these sorts of investigations in their own team. Due to the way the associated cybercrime team are tasked there is no formal process to share cyber expertise, advice and investigative capacity. Financial Investigators are allocated to all County Lines investigations and are currently meeting demand. A recent peer review has assisted with exploiting all opportunities. Intelligence analysts are also allocated to several investigations and are often tested to capacity.

Expedite Teams have been instigated in all 3 Commands, 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. They comprise of a team of 7 police officers in each area and their role is to disrupt and dismantle OCG activity. They

hold significant investigations across commands with flexibility to push investigations to the OCU via the OCGTM process if required.

Case Study: 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.

The capability of Neighbourhood Policing Local Responsible Officers (LROs) is mixed. They are allocated OCGs and can seek tactical advice from both the Intelligence Inspector and the OCU DI. New student officers are provided with an input on SOC by the OCU DI along with FIB, ECU and FIMU inputs to provide an awareness and introduction to tackling SOC. Force Intelligence Management Unit (FIMU) is under stress as a direct result of partnership work under Project Alliance as the number of Partnership Information Sharing forms has quadrupled recently. This causes significant demand on the FIMU who are responsible for the evaluation, research and processing of Intelligence and a backlog in unprocessed Intelligence reports, which presents a risk to the Force.

Early Intervention & Prevention initiatives:

Schools	The Trapped campaign is a resource used for one-to-one and group support, a NYP resource (by way of an NYCC County Lines film) is being utilised to reflect the locality. Distribution of resources is sent to all schools electronically, equating to approximately 1000-1500 secondary pupils per school. Specific County Lines and knife related work is aimed at 5% of schools within the county and city as it directly impacts a low minority of the secondary school population, as an importing force. ROCU provided an input to the BAP (City of York Behaviour and Attendance Partnership) which is schools led and is a chaired meeting with the cities partnership agencies, Children's Social Care, Changing Lives, NYP etc). SOC related Social Media campaigns continue to be promoted with partners and external agencies, with the recent launch of a Home Office initiative "Something's not right" aimed at 13-18 year old's who may suffer a series of harms during the pandemic lockdown.
Sports/activities	'Stepping Up Project' where £50,000 has been allocated from the criminal assets fund to establish the project which is guided by a theory of change, creating a diversion towards sport/physical activity to deter and divert young people away from crime/criminality. The project steering group includes key partners, including youth justice services, who aim to steer 300 young people directly through sport interventions. The scope caters for 60 young people to receive a minimum of four 1-2-1 mentoring sessions per year.
No wrong door	Approximately 45 young people each side of the county (90 in total) at any one time subject to NWD intervention. This includes children who are in or on the edge of care, as well as those categorised as unaccompanied asylum children, who are by default more likely to be exploited or recruited by OCG's. However, there are no current indicators relating to SOC due to the early intervention initiatives deployed through NWD. Training within the team has been completed in addition to the current exploitation/risk tools in use, regarding specific enhanced Indicators of children in care, specific to trafficking and Modern Slavery.
Trusted relationships	The Trusted Relationship Project funded by the government will help to foster positive, protective, persistent and long-term relationships between vulnerable young people at risk of exploitation and supported and trained trusted young adults and adults. It will test the relative effectiveness of three types of support models: Restorative Advocates (individuals with lived service experience);

	mentors; and trusted adults identified from within young people's own networks who can support them into adulthood. The project will track which group of young people have the strongest outcomes.
Traveller Liaison	There continues to be a multi-agency led approach with an information sharing agreement in place, however the force does not currently have a dedicated liaison officer, with engagement and activity forming part of the local Neighbourhood policing teams general patrol strategy. COVID has impacted the regular attendance of council staff who have defaulted to calls for service to minimise footfall.
Serious Crime Prevention Orders	3 SCPO's have been granted and are awaiting each individual's release from prison to come into action. There are also 3 SCPO's that have been applied for and are pending court decisions. These orders could be embedded into investigation considerations as routine actions rather than solely pursuing a conviction in silo.

Consequential impact of increasing OCU capacity has had a demand impact on specialist technical and people services which are key to the disruption of organised criminality (Chapter 4 investigations).

Drugs: The first NYP Drugs Market Profile was completed in February 2020. This is the first benchmarking report and moving forwards the ambition is to demonstrate a truly joined up, Partnership approach focussed on presenting an accurate and clear understanding of local demand and dependency levels. As a direct result of the intelligence gaps highlighted to partners, NYP are starting to see increased Intelligence reporting around MDMA and Ketamine. The Youth Commission are including this emerging issue, as a scenario in the delivery of their interactive KYMS (Keeping Mates Safe) game/interactive house party. The aim is to build resilience to say "no" or to consider their safety and that of friends, to make informed decisions. Follow up sessions will be delivered in schools along with the drug services offering specific harm reduction advice.

Dealing with future demand

The anticipated demand from certain areas of SOC as explained above can be problematic to identify when we are reliant upon other forces tackling OCG's. The uplift of DC's into OCU means current demand is being met however having more DC's will also identify more SOC and increase the demand further. Bringing in more partnership collaboration to tackle the subject such as Project Alliance will mean NYP can relinquish some of the actions required to partners who are better suited and skilled to that area of work. Sophistication and technological advances alongside changing tactics and methods (use of encryption and the dark web) mean NYP need to continually invest in the way the force investigate crime digitally. Interdependencies with other departments such as Digital Forensics Unit (DFU) links increased OCU capacity with DFU demand. NYP does not have sufficient capacity to deal with all OCGs so this is managed, through THRIVE and tasking models where we disrupt locally and escalate regionally if needed. With regards to future staffing requirements, consideration will be given in the future to support PC applications direct into OCU with PIP 2 qualifications being sought whilst working within the unit.

The current structure of ECU and the Cyber Crime team appears to be creating an issue of both teams working collectively due to regional tasking and responsibilities placed on the cyber team leading to reduced capacity to assist the ECU. The current structure also leads to a disjointed delivery of safeguarding activity. The Cyber PROTECT officer and the ECU Safeguarding officer are tasked by separate management structures and are not particularly sighted on each other's work and PROTECT activity. This is being overcome to a certain degree through development of professional relationships, but the overall structure seems to work against organisational objectives.

The new NPCC Intelligence Portfolio lead has confirmed that the Intelligence Portfolio and subgroups are in the process of getting refocused and aligned to the digital landscape. The aim is for Intelligence to be at the forefront of policing with access to live, rich, readily available intelligence accessible and available 24/7. We need to ensure all staff are appropriately trained in Open Source Research techniques, equipped with the right technology/equipment and have continuous refreshers. This presents a challenge to the force (associated costs

during periods of National challenge - Austerity, Brexit, national pandemic, getting ahead with the rapidly changing landscape, capacity and capability). Effective Open source Research provides significant opportunities to support an early intervention and prevention model.

The investment in both OCU and expediate teams primarily tackling County Lines has resulted in a capable expertise gap in Drugs expert witnesses. This role had been traditionally been shared across a number of officers as part of their core role, however the ability to flex to meet this area of growing demand is limited by this model and introduction of additional dedicated officers to create resilience and effective capable expertise is being developed.

Consequences of not meeting demand

The consequence of dynamically not keeping up with demand (capacity, capability and technology) and new methods with OCGs and County Lines gangs will likely result in a rise in violent crime and this in turn will create more ripple effect demand on front line resources. In addition, hidden demand, due to unknown technical activity, is a potential significant issue, for example an OCG gained access to encrypted devices across Europe, 10,000 were identified in the UK, these were linked to commodity based OCG's. This shows the picture around SOC that was previously unknown including access to methods around police tactics and corrupt officials.

The impact of our own ECU team not having either a dedicated cyber-crime resource or access to a cyber-specialist to assist specifically the ECU will be at the detriment of cyber victims who do not come under the cyber-crime remit.

Chapter 9: Major events

Lead: ACC Operations

The purpose of this section is to summarise the collective approach to Major events and capture information that crosses all areas of Major Events to provide an overarching view of North Yorkshire Police's collective response. To avoid the repeated inclusion of content across multiple sections of Major events this section will consist only of a cross cutting summary. Where content relates to another section of the FMS, then it will be included in detail in that chapter.

In North Yorkshire Major events is split across four portfolios:

- **Specialist Operations (proactive policing)** which encompasses Armed Policing, Roads Policing alongside Operational Support Units (search and intercept), Rural Task Force and Dogs
- **Criminal Justice** which has oversight of community speed watch and safety camera vans
- **Major Investigations** which has oversight of Counter Terrorism alongside major crime investigations and collaborative cold case review
- **Training, planning and Logistics** which has oversight of Public Order and civil contingencies alongside resource management and operational training.

Overall assessment of meeting future demand

For North Yorkshire Police to remain effective there must be a co-ordinated and balanced approach that understands the consequential impact of using prevention activity, proactivity (albeit it people, tools, technology or engagement) to drive disruption or the capacity and capability of the organisation to provide an effective investigation and enforcement as required.

Below are the summary of identified gaps and issues that might impact on the ability of North Yorkshire to meet future demand:

- Ability to recruit, train and retain armed policing officers in a rural location with low demand for services
- Limitations of being able to deliver specialist armed resources to rural locations expeditiously and therefore increased risk of harm mitigated through more effective use of non-lethal options
- Effective use of road safety data in partnership needs to be exploited to ensure opportunities to remove road-based risk is optimised
- Uplift of Roads policing officers to deliver service more effectively across the 6000-mile road network
- Increase the capable expertise of Specialist Operations to provide more flexible and dynamic response
- Requirement to formalise access to Support Roles for Emergency and Major Incident responses in areas of administration support and skilled log keeping.

Section 9: Armed Policing

Lead: Head of Specialist Operations

Armed policing in North Yorkshire is based upon a risk rather than demand-based model. What that means is the resource is based upon the strategic threat and risk rather than the actual demand for armed policing response. Therefore, the assessing current and future demand is based around resilience and capacity to support other parts of the business in driving intervention, disruption and enforcement activities.

Assessing current and future demand

As a risk-based demand model the levels of fluctuations seen over the last 5 years suggest that demand for core armed policing services is in line with previous years. Volumes are relatively low and mainly relate to spontaneous deployments to incidents involving criminal use of weapons or bladed articles; intelligence led subject searches and investigative assessments; protection of visiting VIPs; crowded places events; and animal destruction for humane reasons. Armed policing is a challenging, high risk role, requiring maintenance of specialist skills. To support the team's capability, training will continue to be a significant commitment.

Based upon current expectations and taking account of the national picture around extremism and organised criminality, there will be a need to invest in future requirements for both non-lethal (Taser) and locally based lethal options (AFO) that builds resilience across North Yorkshire to meet future threat of harm.

Meeting current demand

North Yorkshire Police Firearms governance is overseen by the ACC. The structure has a Superintendent as head of function, Chief Inspector Firearms and an operational lead and Chief Firearms Instructor, both at Inspector rank. The Firearms Steering Group is held on a quarterly basis, to discuss operational capacity and capability, operational performance, operational threat and risk, training threat and risk and set direction in line with the Armed Policing Strategic Threat and Risk Assessment (APSTRA). Regular Senior Management and Firearms Intelligence meetings are held to address any emerging issues. Post regional de-collaboration, NYP works to one (APSTRA) based on threat and risk, demand and geography. The APSTRA is reviewed quarterly and revised annually, to ensure currency. The APSTRA identifies the threats and the resultant demand for armed policing capacity and capability, both in the forthcoming year and appropriately assessed periods beyond that and identifies how those threats will be effectively managed, including the people, places, equipment and training required to do so. The current and proposed response to the threat posed by the criminal use of firearms for North Yorkshire is assessed as being reasonable, proportionate and effective at this time.

Firearms core functionality is high risk, relatively low volume, and outside declaring a major event, the demand is met by the daily resourcing. Capacity and resilience are in-built to ensure police generated demand (training, resilience testing etc.) is accounted for, along with pre-planned demand such as protection for visiting VIPs and crowded places events, without impacting upon risk-based resource provision. Capacity that exceeds core demand is used to drive proactivity and where required supporting the broader organisation to meet the needs of the community at times of peak demand. Armed policing currently manages a vacancy factor of between 15% and 20% across both operational and training roles and recruitment of candidates that can pass the specific requirements and tests to become a capable practitioner. There is no information to indicate any significant upward trend in core demand for armed policing in North Yorkshire. The relatively high vacancy factor does impact on wellbeing of officers and increases the capacity and capability risk, should there be a requirement to respond to local, regional or national demand in the event of a major incident.

Following de-collaboration of the YATH Firearms Training function, NYP Firearms Training has an interim licence from the College of Policing. The CFI is in regular contact with the CoP, so that NYP can achieve a full licence. The earliest this can be signed off is the end of 2021. Additional funding has been approved to meet the anticipated costs as a result of de-collaboration including an uplift training resource, additional weaponry to deliver training and additional armoury storage facilities. The transfer of officers with specialist rifle skills into Training Department has left a shortfall operationally with limited resources per shift to deploy effectively. Following de-collaboration, NYP has maintained close informal working relationships with counterparts in neighbouring forces to share learning and best practice.

Firearms Training is focussed upon maintaining capability within armed policing and operates in accordance with the College of Policing APP Armed Policing Module (APM) and the National Police Firearms Training Curriculum (NPFTC). Training packages are centrally written, quality assured by the CFI before being delivered to operational officers within NYP. Op Plato is tested locally with a multi-agency approach and five exercises have taken place in the last twelve months with a further five planned for the next financial year. Marauding Terrorist Attack (MTA) incidents require a regional response, therefore NYP will exercise regionally to maintain integration of tactics, interoperability and in the deployment of firearms resources with neighbouring forces.

NYP has determined the number of Strategic, Tactical and Operational Firearms Commanders to meet current pre-planned and spontaneous deployment requirements. Firearms officers have been trained in disruptive effects linked to counter terrorism at locations identified through force intelligence. Project Servator deployments have included a range of policing assets such as dogs, safer neighbourhood officers, special constables, armed policing and plain clothes in an unpredictable pattern. In addition, CCTV operators and officers have been trained in Behavioural Assessment Screening System (BASS). The NYP website has a 'Staying Safe' page, directed towards public terrorism advice. NYP has a CBRN Firearms Trainer able to deliver CBRN bespoke training internally and NYP continue to work closely with the national CBRN centre. Working collaboratively with the military, NYP has an active plan in place to engage support if a MTFA incident occurs within the force area. This work with the Garrison on the Local Resilience Forum means that we have SLA's in place regarding their response to protect their bases.

In relation to non-lethal options, there are sufficient Taser devices for the next 1-2 years. In response to the COVID19 pandemic the CoP and NPCC issued advice in relation to the continued authority of Taser Officers and suspended Taser refresher training for a 3-month period. The focus for Firearms Training is now to ensure refresher training is delivered and officers remain certified and deployable. Any additional future funding required for more Tasers, cartridges and training will be built into future financial plans.

The dog's section has decoupled from a separate collaboration with Durham and Cleveland. The team is therefore subject to resilience issues as the new arrangements mature. Numbers of general-purpose dogs are relatively small to the size of the county. These dogs are complemented by specialist explosive and drugs dogs to support the overall response to high risk demand.

Dealing with Future demand

In order for Armed Policing to be able to maintain resilience to support local, regional or national requirements the following key activities need to achieve:

1. Maintaining and delivering training to ensure a professional and capable expertise across all the specialisms required (firearms and CBRN) and achieving a full training licence following decoupling from collaboration.
2. Providing the infrastructure or access to the infrastructure to maintain competence such as fleet, weapons training facilities and a firing range.
3. Succession planning and managing down the vacancy factor through promoting armed policing career opportunities, Transferee Recruitment campaigns and engagement events to raise the profile and understanding of what being an armed officer entail.
4. Engaging new applicants, particularly from underrepresented groups earlier in their career and exploring 'attachment' opportunities.
5. Extending the FSU/CBRN training to include scenarios enveloping the emerging CBRN threat and to cover scenarios such as rail transport once agreement regarding CBRN requirements have been resolved nationally.
6. Expansion of non-lethal options to ensure there is sufficient capability across shifts and districts to meet future demand.

Consequences of not meeting future demand

Armed policing is a high-risk area of business, with relatively low demand for the core function. Overall, it is anticipated that there will be sufficient capacity to meet future demand. However, not being able to meet the investment in training, equipment and diversification could leave capability or infrastructure gaps which will impact on the ability to respond dynamically to meet all threats, the consequences of which would leave parts of the county at risk of significant harm to members of the community of North Yorkshire.

Section 9: Roads Policing

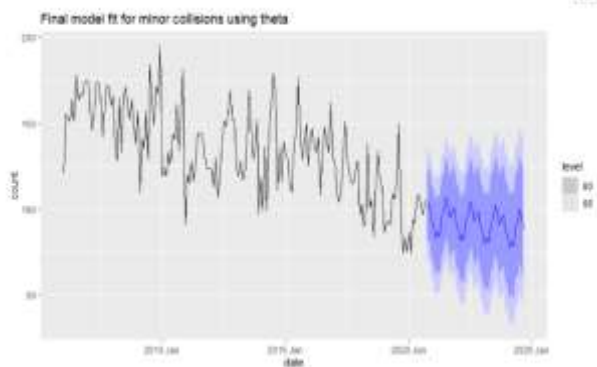
Lead: Head of Specialist Operations

Roads policing is ultimately about keeping people safe and reducing casualties. This means understanding driver behaviour, increasing effective road safety education and engagement with communities, working with others to ensure the road infrastructure is fit for purpose, that signage is clear and visible and where necessary targeting enforcement across the 6,000 miles of road that cover North Yorkshire to deter or disrupt both inappropriate driver behaviour and the criminal use of the road network. It also requires where necessary investigating the collisions that occur on the road network. To do this we need to understand and deliver the most effective solution, for different parts of North Yorkshire with Roads policing, Safety Camera vans and partners working collectively to keep our roads safe.

Assessing current and future demand

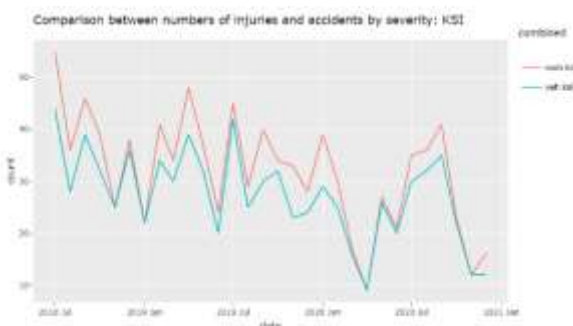
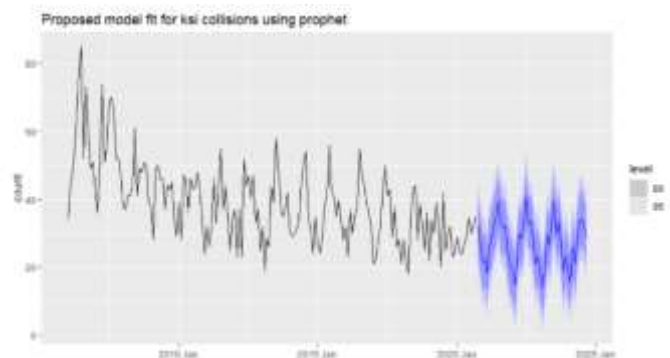
Prevention through Education: Op Spartan is where members of the public can provide DashCam footage directly to the police. These reports can result in either an educational letter, an actionable intelligence feed, a personal intervention visit, a driving course, points and a fine or a judicial disposal. At present Op Spartan sits outside core systems and therefore information held does not integrate with other data sources and is not being proactively promoted due to capacity issues to assess the true extent of public demand and therefore doesn't at present (being addressed) exploit this opportunity fully as a road safety tool. Op Tutelage which is again a capacity limited activity looks nationally at no insurance vehicles and can result in identifying significant volumes of vehicles with no insurance on our roads which result in a significant uplift in referral letters being sent and insurance being put into place. Again, as this sits as an isolated data source it doesn't exploit this opportunity fully as a road safety tool. The aim of the 95 Alive Partnership (to be rebranded NY safer roads partnership) is to reduce casualties on our roads and improve the safety and quality of life, both for people who live in the area and for those who travel through it working in partnership with York City and NYCC over Speed limit reductions and road signage. Each aspect of prevention delivers road safety, but the full impact of the collective approach cannot be fully released or mapped at present.

Intervention: The ANPR Hub (see chapter 10) is based in the Force Control Room with dedicated staff who monitor and assess real-time information relating to vehicles identified as being connected to criminality and build up intelligence about their movements generating targeted opportunities for disruption activity.



Response and Investigation: The focus on road safety is keeping people safe on the roads in North Yorkshire. In simple terms this predictive model looks at the difference in minor collision on the road over time (including injury/no injury) and Killed and Serious injury collisions. Predictive numbers in this context are indicative of the effectiveness of road safety activities and have been adjusted to account for COVID19. Overall numbers have shown a general downward trend over the last 10 years and modelling suggests this will start to level off against 2019 data by around 2% fewer incidents per year going forward.

For Killed and serious injury road collisions the picture is similar in that the general trend is predicted to flatten off with a potential overall reduction over the next four years of around 2% per year. As such the demand for roads policing services (including MCIT, FCIU) is likely to remain relatively static but within existing tolerances.



Finally it is also important to correlate the number of individuals killed or seriously injured on the roads of North Yorkshire against the number of collisions recorded (right) to enable assessment upon whether the data suggests an increase in incidents or more injuries per incident. This helps to inform road safety initiatives and where to target activities.

Enforcement: The Traffic Bureau uses a risk-based demand model with central management of the Safety Camera Vans (SCV). The team manages resilience through carefully planned deployments which are matched to resource and fleet capacity. Their primary aim is improving road safety and reducing anti-social road use to help reduce casualties, collisions and ultimately road deaths. Their activities are divided into deployment, processing, prosecution and supporting operations and multi-agency work. In addition, Specialist Operations undertake targeted enforcement campaigns around drink/drug driving, traffic offences, vehicle safety and vehicle licensing/insurance.

Organisational support: Whilst RPGs primary function is road safety, they also support the broader organisation in responding to incidents as this provides vital support in delivering service to the communities of North Yorkshire at times of peak demand. They provide resilience to operational policing and have seen an uplift in Taser Trained RPG officers to aid response and Firearms officers and support Control Strategy priorities as required. Based on current Storm data (22 months) RPG support the organisation by deploying to around 580 incidents per month of which 268 are transport related (208 as I or P) against an organisation demand for transport related incidents of 1004 (707 as I or P). Where there are RTCs including injury, RPG attend around 36% of all incidents which is fewer than expected but reflects current capacity and resilience.

Meeting current demand

Strategic oversight for RPG and specialist operations, is led by the ACC who chairs a quarterly service plan review meeting. A daily tasking meeting is held which examines demand for roads policing and allocate resources according to intelligence-based data for the proceeding 24hrs. A Roads Policing & Safety Strategic Group has been established supported by a Roads Policing STRA to better understand demand and ensure RPG capabilities meet policing demands locally and regionally. Recommendations and AFIs adopted because of the HMI-CFRS 'Roads Policing: Not optional' report (July 2020) are to be progressed through the newly established Roads & Safety Strategic Group.

Prevention is a key area of focus and therefore participation in collaborative days of action with partner agencies to support local, regional, and national safer roads initiatives and to raise awareness of road safety is important. NYP supported the NPCCs Winter Drink & Drug Drive Campaign with Op Attention. In collaboration with the 95 Alive Partnership (York and North Yorkshire Road Safety Partnership), NYP is prominent in promoting several campaigns to prevent collisions on our roads through BikeSafe and ROADWiSE.

Intervention: Roads policing officers work closely with the Traffic Bureau to improve road safety and target offenders. Speed and other enforcement are mainly delivered through safety camera vans. RPG officers have the authority to exercise powers to prohibit the use of vehicles and trailers which present an immediate danger to public safety such as insecure loads and hazardous materials. Officers also work in conjunction with the Driver and Vehicle Standards Agency on days of action and pre-planned operations. Officers undertake spot checks with the DVSA and neighbouring forces to ensure vehicles meet road safety standards to reduce the chance of incidents. Due to the large geographical area of North Yorkshire and to build local resilience and support for effective delivery of service, student officers are trained in the use of the breath testing Camic Datamaster device. In addition, Drug wipe training has also been delivered to response and other Specialist Operations officers.

Response and Investigation: RPG provide the initial response and investigation to RTC related incidents, but due to abstraction the available RPG capacity prioritise initial response to the most serious RTCs leaving other road collisions to be supported by other operational colleagues. In the last 11 months of 2020 the levels of KSI in North Yorkshire are lower than the equivalent 11 months in 2019 but fatalities are at a similar level of around 4 per month despite the reduction in traffic flows due to COVID19. Based upon command and Control data immediate response by RPG to road collisions with an injury was around 47% (2.4% lower than the equivalent period in 2019). An assessment around capacity for Roads policing officers to respond to more road collisions has to be balanced against the size of the road network (see left) in North Yorkshire, road safety priorities, patrolling the roads and the level of capable expertise that sits across the broader organisation (step 3).



MCIT (Major Collision Investigations Team) take on the requirement to investigate complex, life changing and fatal road traffic collisions (RTC). In addition, MCIT manage the demand and service of Op Spartan, a public reporting system. This enables RPG officers more capacity to respond to the serious RTCs, focus on road safety and deploy to other priorities. MCIT is made up of two teams of officers and all investigators must have completed the Road Traffic Law Course and many have obtained additional investigation related skills ensuring the teams have the required spread of experience and capability to conduct the role.

FCIU (Forensic Collision Investigation Unit) provide the forensic capability for MCIT and serious crimes where their expertise might be relevant. They provide opinion on how the collision occurred based on the scientific data and information recovered from the scene, vehicles, and subsequent investigations. All FCI have

completed part 1 & 2 of the Forensic Collision Investigators UCPD qualification along with other specialist training. NYP is part of the Forensic Collision Investigation Network (FCIN), led by North Wales Police to develop a corporate Quality Management System and UKAS accreditation by of 2022. This will include determining the resource requirement to ensure NYP are able to provide FCIU capability and service in line with ISO 17020 requirements. In addition, NYP have identified existing premises to be utilised for the forensic collision investigation base with laboratory, property store and secure office environment to deliver services in line with ISO accreditation requirements.

Enforcement: RPG focus on both improving road safety and combatting criminal use of the county's roads. This is achieved by targeting offenders and increasing enforcement activity around 'Fatal 5' offences to reduce the number of people killed and seriously injured on the counties roads and to educate drivers on road safety to improve driver behaviour. Their output can be assessed in relation to effective use of police powers to promote the safe use of the roads (Traffic Offence Reports (TORS)). Traffic bureau can adapt their capacity and capability as the resources are omni-competent. The department is proactive and relatively self-sufficient as they generate their own demand dependent upon the number of SCVs which are deployed. Safety violations will always be their priority and timescales for these are governed by legislation. Some of their vehicles are equipped with ANPR capability but this is limited by end of life technology and delays in delivery of national systems (NYP are contributing to the National ANPR Service as a pilot force but at the moment we do not have a date when the full functionality will be delivered). Traffic Bureau costs are recovered through surplus levies received from the driver educational courses as regulated through National Driver Offender Retraining Scheme (NDORS) which also expands to specific projects funded by Highways England such as average speed cameras through road works. SCV operation takes an intelligence led deployment approach which include high risk sites. NYPs safety camera van and motorbike deployment are published weekly on the NYP website including outcomes. Twitter and Facebook are used extensively by the Traffic Bureau to help publicise results of excessive speed recorded by the SCV for education and engagement purposes.

Existing in-car video equipment is aging and requires replacing, so Watchguard has been procured and implementation is expected by mid-2021. The upgrade will ensure that best evidence is gathered and contribute to improved prosecution rates.

Dealing with future demand

In order to be able to meet future demand and enhance the safety of the roads in North Yorkshire the Roads policing aspect of Specialist Operations needs to ensure implementation of the recommendations in the recent HMI-CFRS report on Roads Policing delivered through the Road Safety Strategic Group:

1. Re-focus police resources, to better service the primary aim of improving road safety, with a prevention and early intervention approach. Prioritise high risk areas (refreshed KSI routes) and high-risk groups in terms of engagement, education, and enforcement.
2. Improve community engagement by co-ordinating police, partner, and community activity to maximise opportunities including community speed-watch and community action groups.
3. Explore and evaluate the full range of tactical options to enforce and support road safety, including average speed cameras, and opportunities to divert drivers at an early stage.
4. Renew and re-invigorate external partnerships to maximise opportunities for prevention and early intervention in collaboration with partners such as NYFRS and York and North Yorkshire Road Safety Partnership.
5. Develop an over-arching Road Safety communications and engagement plan, including national campaigns, and co-ordinating social media activity to maximise promotion of Road Safety messages
6. Ensure information flows are expedited to deliver actionable intelligence that drives effective response
 - a. Op Saviour: Evaluate the pilot in Hambleton & Richmondshire, with a view to assessing the suitability for roll out across the county in 2021.
 - b. Op Spartan: re-engineer and promote this initiative, with resources and training in place to action the volume of information received.

7. Expand the use of mobile technology, particularly with regards to the issuing of TORs and submitting intelligence to allow maximum visibility of resources. This links into the professionalising of the roads policing role where the use of technology should be mandatory.
8. Review and assess CRASH system of RTC recording, to determine if through integration with existing core recording systems it will improve quality assurance monitoring of RTC data.
9. Meet the ISO accreditation standard within a collaborative framework that retains sufficient capacity and capability to meet demand.

Overall, this will drive embedding of the road policing STRA as the cornerstone of Roads Policing, understanding of the prevention landscape and the capacity and capability required to be effective alongside partners. This will be built upon effective use of Intelligence and Business Insight services to develop an enriched picture of demand, and where to target activity. This will be underpinned with resilience, capable expertise (operational and analytical), exploitation of the ANPR network, and more effective use of safety camera vans, to enhance intelligence and enforcement opportunities. Initial approval to internally restructure management into a functional model has been granted to create a Road safety/roads policing lead. The next steps will work through how to improve both operational response delivery and road safety activities through an internal capacity review and options around resource additionality delivered through the national police uplift with the associated vehicle assets.

Consequences of not meeting future demand

If NYP is unable to enhance and deliver more effective road safety and demonstrate that every avenue to reduce death or life altering injuries on the roads of North Yorkshire, (given demand is predicted to remain at current levels under current processes) has been delivered, this would have a negative impact on public perception and reduce public confidence in our approach to road safety.

Section 9: Public Order/Public Safety (POPS)

Lead: Head of Training, Planning & Logistics

The purpose of public order law is to ensure that individual rights to freedom of speech and freedom of assembly are balanced against the rights of others to go about their daily lives unhindered. NYP has obligations under the Strategic Policing Requirement to contribute resources where there are “Threats to public order or public safety that cannot be managed by a single police force acting alone”.

Assessing Current and Future demand

The Public Order / Public Safety (POPS) STRA (Strategic Threat and Risk Assessment) is reviewed and updated twice yearly, in line with the national requirement, and force STRAs are aggregated to formulate regional STRA's, which are then in turn aggregated to formulate the national STRA. However, because of the COVID19 pandemic the refreshing of the STRA has been paused. The STRA identifies known and emerging threats and risks within the force area that would require a public order response. The biannual review considers key issues that present threats of public disorder and considers progress to manage and mitigate issues. A matrix assessment of threats and risks in terms of their likelihood and impact is completed, to ensure that operational requirements, resource planning and resource allocation is both sufficient and proportionate. This then enables the force to review capability and capacity, and document any actions required to resolve issues of concern.

The impact of the COVID19 pandemic and lockdown saw many of the protest groups the force encounters being relatively inactive. There has been an emergence of protests specifically about COVID19 related matters and expressing dissatisfaction with the restrictions upon everyday life that Health Regulations have imposed. It

is anticipated that as the country emerges from the pandemic demand will revert to a more usual pattern. Single-issue protests can be either planned or spontaneous and can embrace a range of causes including extreme right wing, far right, extreme left wing, animal rights, and environmental protests. There is nothing at present to suggest escalation of protests and marches in the force area for the Far Right or any Extreme Left-Wing groups. Environmental Protest is currently considered low risk. In recent years North Yorkshire had protracted anti-fracking protest at Kirby Misperton. The Government stance seems to have shifted away from fracking, so likelihood of renewed protest has diminished. Extinction Rebellion have emerged in the period since the fracking protests and they continue to undertake actions, but the impact of their activities is much lower than those of the anti-fracking protestors. It is anticipated that we may see further growth in grass roots environmental protest within our urban areas that utilises tactics based around non-violent direct action and low-level civil disobedience over the next 3 to 4 years.

In context of regional and national public order NYP tends to be a net supplier of mutual aid for POPS operations and generally manage to manage our internal demands without remit to mutual aid. There are several national events in 2021 and 2022 that could prompt significant requests for mutual aid. These include the G7 summit (to be hosted in the UK in 2021), the United Nations Climate Change Conference (commonly known as COP26, to be held in Glasgow between 1st and 12th November 2021) and the Commonwealth Games (in Birmingham between 28th July and 8th August 2022). Internally public order events include; some York City and Harrogate Town football matches, a number of the York Racecourse meetings, the Tour de Yorkshire cycle races and a range of agricultural shows and music events across the county throughout the year. These were mostly cancelled in 2020 due to Coronavirus with the prediction that they will return at some point in 2021/22, although their scale (and therefore policing requirement) may be reduced depending on the health control regulations in place at that time and some such as the Tour de Yorkshire cycle race have already taken the decision not to proceed in 2021.

Meeting current demand

Governance and accountability lays with Superintendent for Training, Planning and Logistics (TPL). This has been a recent change and will be incorporated in the next iteration of the NYP Public Order STRA. The Head of TPL is the POPS Force Lead and the North East Region Public Order and Public Safety Working Group (NERPOPSWG) representative. Additionally, there is a regional Public Order Practitioners Group attended by a Public Order Inspector and Sergeant. The establishment numbers are reviewed periodically, taking account of the Public Order STRA, to ensure NYP has appropriate numbers of trained resources and the correct number of officers for specialist roles. NYP considers there to be sufficient capacity and capability to deal with the anticipated requirements within North Yorkshire. NYP's obligation is to provide 4 mutual aid PSU's simultaneously. (The 4th PSU can be a joint deployment with Cleveland and Durham). To do so, NYP need to maintain between 8 and 10 Police Support Units trained to Tactical Level 2 (TL2). Level 2 officers are equipped with specialist protective equipment and receive training in a variety of tactics to deal with public disorder. The standard deployment unit for Level 2 public order duties is a Police Support Unit (PSU). As part of its succession planning, NYP generally run one initial course for around 25 new PSU officers each year. NYP conducts Level 2 PSU training jointly with Durham and Cleveland and in Autumn 2020 conducted Level 2 training at a site in North Yorkshire. This phase was undertaken with Cleveland and the forces continue to review options for future training partnerships. The role of level 2 public order officer is voluntary which can lead to some challenges in resilience as many of the events that require PSU officers occur on weekends, however this position is mirrored nationally. In addition, NYP have Level 3 officers who receive training in low level tactics such as basic cordons and they do not utilise specialist tactics or wear specialist protective equipment. During 2020, a national requirement for Level 3 officers has been defined for the first time. NYP's maximum commitment would be 66 Level 3 officers to be deployed on mutual aid. The force can meet this requirement in terms the number of officers trained in the short term.

The national Mercury database is refreshed every 3 months and analysed to identify current level of skills sets within NYP to meet force and national requirements. This then informs submissions for the Costed Training Plan, to commission recruitment and training to meet any identified specific skill shortages. The greatest impact upon resilience and retaining capable expertise at Inspector rank in fulfilling the functions of PSU Commander and Bronze Commander due to the relative size of the pool the officers can be drawn from.

Dealing with future demand

The national pause placed on refreshing the STRA due to the COVID pandemic has delayed the review and refresh of the force STRA. The national Public Order leads are currently in the process of reviewing the format and content of the STRA and guidance is expected to be released in early 2021. Following this, the force will undertake a review of its STRA to inform the policing requirements (capacity and capability) for the next two years.

Consequences of not meeting demand

NYP resources are currently sufficient to meet anticipated threat in North Yorkshire. However, if the full mutual aid commitments of four PSU's are simultaneously required then this would significantly impact on resource capacity for any concurrently running internal Public Order issues, particularly given the geographical makeup of the Force area.

Section 9: Counter Terrorism

Lead: Head of Major Investigations Team

Counter Terrorism Policing is an alliance of UK police forces working closely with security and intelligence agencies. Counter Terrorism Policing is the primary means for disrupting terrorist related activity in the UK, a significant contributor to international disruptions, and a core vehicle for the delivery of preventative and protective activity. In addition to significant proactive operational work, Counter Terrorism Policing can be mobilised in response to single or multiple terrorist incidents, surging and flexing resources across the UK in accordance to where the threat is greatest. The National Counter Terrorism Policing Network splits terrorism into two categories: Terrorism and High-Level Aggravated Activism (Terminology and Threshold change implemented on 18 Jan 21).

Nationally: **North Yorkshire Special Branch is part of the National Counter Terrorism Policing Network.**

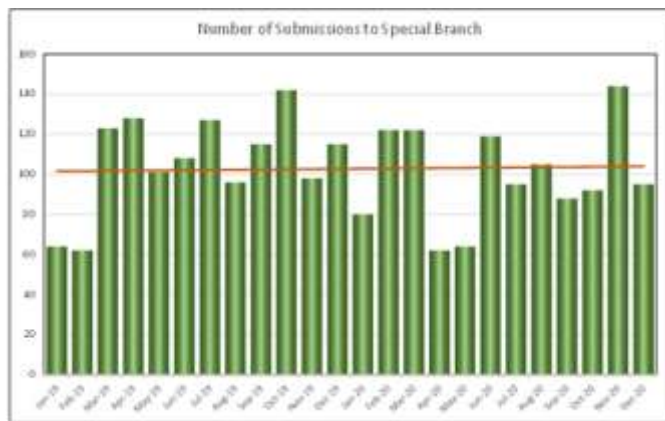
This Network stretches across the UK and sees specialist officers and staff working with MI5 and other partners to find information and evidence to thwart terrorist planning and help bring perpetrators to justice.

Regionally: **North Yorkshire Police is part of Counter Terrorism Policing North-East.** Each CTU provides coordination and specialist support and has a wide range of expertise including skilled detectives, financial investigators, analysts, forensic specialists, and high-tech Investigators. It is anticipated that full regionalisation of function and funding will be in place by April 2022.

Locally **Special Branch work closely with** Counter Terrorism Security Advisors (CTSAs) that Identify and assess local critical sites which may be vulnerable to terrorist or extremist attack, devise and develop appropriate protective security plans to minimise the impact on that site and the surrounding community, promote awareness of the threat from terrorism, develop positive ongoing relationships with the local business community, partner agencies and site owners to encourage a coordinated approach, receive comprehensive specialist training in areas such as explosives and pre-cursor chemicals, pathogens and toxins, radiological sources and the threat from Chemical, Biological, Radiological and Nuclear (CBRN) attack, have responsibility for the protective security of "Crowded Places"; those areas which by virtue of their crowd destiny may be vulnerable to terrorist attack.

Assessing Current and Future demand

Despite two COVID19 lockdowns occurring in 2020, NYP has seen only a 7% reduction in the volume of intelligence and other material being submitted for assessment. The chart indicates that, even with this reduction, there is a slight upward trend.



National indications suggest the next four years are unlikely to bring any significant reduction in the volume of CT investigations. The demand for resources remains high and further increases in the national threat level are anticipated in the future for several reasons:

UK residents traveling to and from abroad for extremist purposes, although the threat has reduced due to the changing situation in Syria.

Self-Initiated Terrorists (S.I.T.) who by their very nature are difficult to identify, making the manifestation of this threat difficult to predict and prepare for.

Online radicalisation and the increasing use of technology by extremists, as the volume of digital

material recovered in CT investigations continues to rise (this trend has been exacerbated during lock down). Abusive, threatening, or intimidating behaviour aimed at MPs, their staff and families which will remain a priority for local policing and Counter Terrorism Policing North East (CTPNE) for the foreseeable future, particularly regarding the UK's exit from the EU. CBRN is an emerging issue and the armed response and specialist training associated with this is likely to bring increased demand.

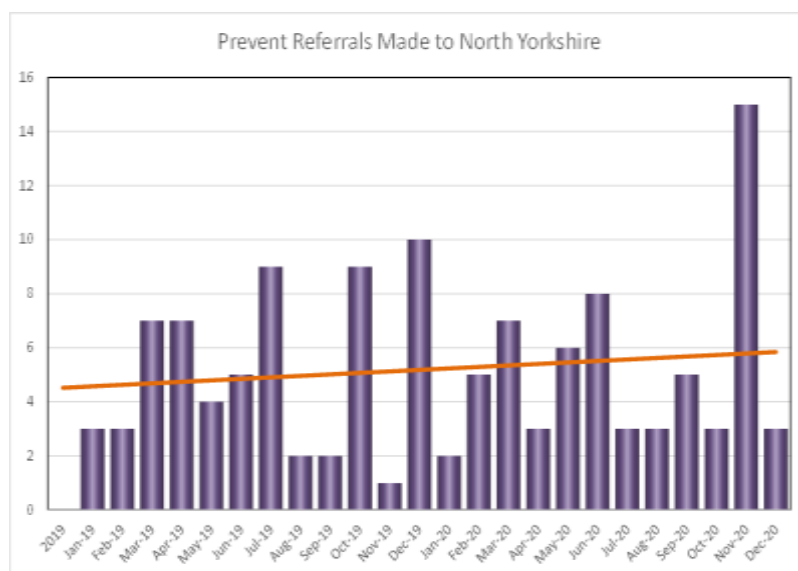
Dealing with current demand

The National CT Policing Network is an alliance of UK police forces working closely with security and intelligence agencies to disrupt and prevent terrorist related activity, accountable to the National Police Chiefs' Council's 'Counter Terrorism Coordination Committee' (CTCC). A Counter Terrorism Local Profile (CTLP) is produced annually by NYP in collaboration with partner agencies, outlining the threats and vulnerabilities from terrorism and extremism within North Yorkshire. NYP's Special Branch (SB) is part of the National CT Policing Network (NYP is part of the North East regional CT Unit) which is responsible for the delivery of the UK policing contribution to the CONTEST strategy. North Yorkshire Police Special Branch, through regional responsibility/force responsibility, is there to drive enhancements in intelligence assessment, management and understanding in line with CTP priorities. This is delivered through having a robust plan to raise district awareness of responsibilities to CTP including the appropriate audit and review and evaluating the quality of intelligence submissions on extremist political and terrorist activity, disseminating intelligence for operational use and working with partners such as the Security Services at a local and national level to deliver the CONTEST Strategy by complying with national assessment processes. The NYP Counter Terrorist Security Coordinator (CTSecCo) lead chairs the regional SecCo meeting and sits on the national board, ensuring that NYP is at the forefront of developments and best practice in this field. They also lead on Protect & Prepare for NYP and sit on the regional board for Protect & Prepare. All relevant events within NYP are assessed by a CTSecCo and appropriate Public Order Commander to ascertain the level of intervention needed based on a threat assessment. All relevant plans (e.g. Op Temperer, Op Plato) are tested, trained, assessed, and reviewed in line with National Counter Terrorism Security Office (NaCTSO) guidance. Partners are involved at all levels including in testing, ensuring strong preparedness across the North Yorkshire Local Resilience Forum (NYLRF). NYP also attend Counter Terrorism Task Group (CTTG) meetings at York and Harrogate which are run and chaired by other agencies e.g. the York meeting is chaired by the Head of Security from the Minster.

Project Servator (see section 9: Armed Policing) continues to help detect and deter criminal and terrorist activity through engagement with the public, visitors, partner agencies, as well as local and national businesses.

This approach increases “Eyes & Ears” around the county and continues to feed vital information to keep communities safe. Operation Temperer is the deployment of armed military personnel to support the police in the event of actual or expected terrorist activity in the UK. Training is provided locally to test NYP’s response to Op Temperer, which includes an annual College of Policing input to all Authorised Firearms Officers (AFOs); Operation PLATO is the pre-arranged response for emergency services during a suspected Marauding Terrorist Attack (MTA) and NYP exercise regionally to integrate tactics, interoperability and in the deployment of firearms resources with neighbouring forces. MTA is tested locally with a multi-agency approach and NYP has developed an innovative training programme with the aim of addressing the gap in training of the Command and Control response to MTA incidents.

Special Branch in North Yorkshire is a small unit with capable expertise and meets its stated aim to mitigate the threat from international terrorism and domestic extremism. Covid19 has had an impact on training and development and transition of resourcing budget to regional network. Training requirements are nationally determined and delivered by national and regional CT network trainers and whilst the vast majority of SB are capable experts the additional development of skills has been impacted by Covid19. The equipment used by SB is fit for purpose and staff have the tools required to perform their roles with specialist equipment available



from either the regional or national CT network if necessary. Prevent referrals (relating to radicalisation concerns) observed a growth of 1% between calendar years 2019 (62 referrals) and 2020 (63 referrals), although Covid19 lockdowns and school closures may have prevented further referrals being made. Referrals result from a combination of proactivity and education to raise awareness of terrorism through national and local communication campaigns based on the Prevent strand of the CONTEST strategy, and through the introduction and embedding of NYP Prevent champions in 2019 and 2020 being underpinned with an additional Prevent officer.

Every six months NYP review our capability regarding CT SecCo’s, Police Search Advisors, Licensed Search Officers and CBRN staff, which entails considering current numbers, succession planning, operational demands, and benchmarking against regional forces.

Dealing with future demand

It is anticipated that this upward trend in Prevent referrals received by NYP will continue to rise, particularly with the forthcoming launch of further Prevent champions within partner agencies. News reporting has also indicated an increase in potential radicalising activity taking place online during lockdowns. Should there be a similar increase in Prevent reporting in the future SB would need to consider a review of their working practices, such as prioritisation of referrals based on a threat and risk assessment, as current capacity may not be sufficient to manage an increase in demand. This would be done in conjunction with a capacity assessment around an increase in prevent officers. Assistance would also be sought from the regional CT network to deal with any demand (e.g. high-risk cases) that NYP could not fulfil; with the anticipated regionalisation, support from the regional network should be available.

Increase in demand for investigative resources, would require support from the regional CT network (and other neighbouring forces) for critical functions when requested. Currently, during the COVID-19 pandemic, plans are in place to support both the national and regional CT network if necessary. Planning advocates the potential for support from within the regional CT network for critical functions, with investigations being assessed, prioritised, and considered for "pausing" while the demand landscape can be more fully understood.

Online radicalisation and the increasing use of technology by extremists are areas of increasing concern, with the online space offering a readily accessible platform for extremists to communicate, recruit and facilitate. The volume of digital material recovered in CT investigations is unprecedented and continues to rise, requiring significant resources to manage enquiries and mitigate risk. NYP has access to regional resources to assist with the examination of digital material which is currently sufficient to meet demand on a prioritised basis.

NYP are currently exploring the option of introducing 'Airbox' into the force. This is technology used by many forces in the armed policing world, expanding into other areas of policing. Airbox enables interoperability between departments and agencies to view live time where assets are operationally and can be used to map resources, offering capability to share information and footage live time from scenes. This will improve mobilisation considerably, especially when dealing with terrorist incidents. Currently there is a disconnect between normal armed resources in NYP and the Counter Terrorist Specialist Firearms Officers (CTSFO), which has proven to be a blockage when dealing with an incident in force. The technology can also be used across other responders when dealing with a multi-agency JESIP type response; NYP are looking at how this can be purchased to include the fire service. This will make responding far more efficient within NYP and bring us in line with other regional and national forces.

NYP plan to run an exercise in 2021 to test NYP's response to a simulated MTA incident. NYP and community safety partners are supporting a campaign to tackle the threat of online radicalisation during the coronavirus emergency. Co-ordinated by Prevent and with a focus on its "Let's Talk About It" website, it is aimed at young and vulnerable people who could be at risk of being groomed by extremist individuals and groups online. A day of exercising scheduled to take place in May 2020 at NYP has been postponed until February 2021; this will be attended by the Office for Security and Counter Terrorism (OSCT), NCTPHQ reps along with Cleveland Police dispatchers to share NYP's learning. Exercise Iridious scheduled to take place in May 2020 in Southampton was cancelled due to COVID-19. The PLATO lead for FCR has supported the NCTPHQ Operational Development Unit (ODU) exercising team at four national exercises and will again be supporting them in 2021. This enables NYP to learn from a national picture and to share and develop best practice.

Consequences of not meeting future demand

It is not anticipated that there will be any residual demand that cannot be met through the CT network.

Section 9: Civil Contingencies

Lead: Head of Training, planning and Logistics

North Yorkshire Police (NYP) is England's largest single county force, covering all North Yorkshire (NY) and the City of York. NY is a vibrant and diverse county, comprising rural and urban areas with several iconic and strategic locations as well as the Yorkshire Dales and the National Parks. The county under normal conditions has a steady influx of tourists and students throughout the year.

NYP as a Category one responder within the Civil Contingencies Act 2004 (CCA2004) is subject to the full set of civil protection duties and are required to have in place the mechanisms to:

- assess the risk of emergencies occurring and use this to inform contingency planning.

- put in place emergency plans.
- put in place business continuity management arrangements.
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency.
- share information with other local responders to enhance co-ordination.
- co-operate with other local responders to enhance co-ordination and efficiency.

Assessing current and future demand

Within NY and the City of York, the North Yorkshire Local Resilience Forum (NYLRF) exists to oversee Integrated Emergency Management (IEM) locally. NYLRF promotes the JESIP principles for joint working. This is done by NYLRF maintaining the Response to Major and Critical Incidents (RMCI) process. The RMCI defines how NY agencies will work and communicate together and promote a consistent multi-agency approach to response and joint situational awareness. NYP is a major stakeholder in NYLRF and the default lead agency as set out in the RMCI. The Emergency Planning Unit (EPU) manage geographical areas within NY and the City of York, working closely with local policing teams and council Emergency Planners through NYLRF. The risk of emergencies is informed and influenced through a range of sources:

- National Risk Register and Cabinet Office Briefing Room (COBR)
- NYLRF Community Risk Register and past lessons of local emergencies e.g. Flooding
- Counter Terrorism intelligence
- Unforeseen emergencies JESIP METHANE report.

Demand is managed around the principles of IEM (Anticipation, Assessment, Prevention, Preparation, Response and Recovery). Where there is predictable known demand (expected activities at some point throughout the year) planning can be put in place supported by dynamic response to meet unexpected demand.

Example: Pandemic COVID19: The event started in the UK in Feb 2020, by March 2020 NY declared a Major Incident to manage locally the Covid19 outbreak. This situation triggered: NYP Internal Business Continuity response with a dedicated Silver commander. A Resource Hub was established to provide the NYP workforce with a one-stop shop for information and advice relating to the force's response to COVID 19. The hub's remit was to:

- *Provide a single point of contact for officers and staff if they are unsure how to book absences and quarantine to ensure there is a consistent approach across NYP,*
- *Provide the force with a daily position in relation to resourcing and provide a single point of contact and co-ordination of ancillary resources such as Fleet, ICT and PPE Logistics. This was underpinned by analytics to support decision-making.*

North Yorkshire Local Resilience Forum (NYLRF) Multi-Agency response, with the Strategic and Tactical co-ordination groups was established and a dedicated Multi-agency Coordination Centre (MACC) set up to specifically manage the IEM for Covid-19. As the pandemic progressed and waves of impacts were better forecast, NYLRF developed trigger plans Command, Control, Communication (C3) documents prepared in readiness of the second wave that started in September 2020 and coincides with seasonal flu. By early 2021 a third national Lockdown was triggered by Gov.uk on the 5th January 2021 and the response continues to be managed and led by North Yorkshire Police at this stage.

Flooding: Extreme weather events such as flash floods are becoming more common and widespread across NY and are difficult to plan for, as the extent and impact of rainfall cannot be predetermined. Lessons learnt from previous flooding assist in informing NYLRF and NYP to high-risk locations. Ongoing engagement with Flood mitigation planning and NYLRF aims to improve the response to each new situation of flooding. For example, March 2020 saw localised flooding after Storm Ciara (08-09.02.2020) followed quickly by Storm Dennis (15-16.02.2020) NY experienced widespread travel disruption, trees blown down and localised flooding impacting

communities. The learning from these events was gathered to help improve the planning and response to any future such events. February 2021 (18.01.2021-22.01.2021) has seen Storm Christoph impact the county and wider parts of the UK. The response to the storm was managed as a concurrent incident alongside the ongoing Covid19 response. The response to the storm was managed where possible using technology to hold virtual meetings and manage the response within Covid19 parameters examples being: planning for Covid19 safe evacuations of at-risk residents, releasing clear multi-agency communications to support at-risk residents evacuation during a lockdown.

Animal Disease continues to pose a risk due to the extensive size of rural areas of NY and the size of rural livestock, birds, and wildlife. 2020 Avian Flu response: December saw a significant Avian Flu outbreak in the Hambleton and Richmondshire areas of the county. The responses were led by Trading Standards teams within a multi-agency response. The risks have been considered as part of the Covid19 response and concurrent incident management.

EU Exit (Brexit) 31.12.2020: During the negotiations activity EPU have been involved in multi-agency meetings to ensure risks were discussed and managed examples being: A concern of interruption to the supply of key water treatment chemicals to Yorkshire Water a possible community impacts, the risk was mitigated through work by Yorkshire Water. The team were involved in discussions to manage mutual aid requests and the M62 'Op Stack' process. The incident response was stood down January 2021 after Gov.uk negotiations had been concluded.

Meeting current demand

EPU is a small team that sits as part of the Operations and Contingency Planning Team (O&CP) within the Operational Training, Planning and Logistics business areas that undertake annual ongoing activity.

Integrated Emergency Management (IEM) team ensures that IEM is managed within the organisation and that NYP is able to be prepared and respond in the event of a major incident in line with the Civil Contingencies Act 2004 (CCA2004) and associated publications, Joint Emergency Services Interoperability Principles (JESIP) Joint Doctrine and College of Policing APP. To do this EPU maintain a range of assets to support NYPs response to an emergency:

- Resilience Direct™ the UKs secure web-based platform administered by the Cabinet Office. It is and can be accessed via any standard internet connection for the timely sharing of emergency response and planning information between agencies.
- Gold/Strategic Command Room, Silver/Tactical Command Room, and fall-back rooms.
- Incident Command Unit (ICU) suitable as a forward control point if required by a Silver Commander. Deployed through the FCR or EPU.
- Gold Command Laptops and a single dedicated Major Incident ICT log on. It was identified during the management of Storm Christoph and the use of MS Teams to host frequent multi-agency meetings required a process to allow an open channel to be managed in line with force ISO policies, this has been achieved using the dedicated Major Incident ICT log on.
- Policies and procedures (Emergency Planning Procedure and Major Incident Procedure)
- EPU internal web page that shares: Emergency plans, Storm plans held the Force Control Room and Business continuity management arrangements and procedures for preventing, reducing, controlling, or mitigating the effects of emergencies and responding effectively in the event of an emergency occurring.

NYLRF is the multi-agency body that promotes and enables all agencies to cooperate, support and share knowledge resources, equipment, and assets. The work is fundamental to promote interoperable partnership working and responses to any major incident. The EPU team works closely with NYLRF colleagues across the county to progress joint working with partners supported by the ACC Operations. NYP have been involved in

the development of the NYLRF programme to drive the local resilience forum forward over the next four years. The work will include identifying key risks and any gaps in activity for NYLRF to progress work streams against. The work will be benchmarking against the National Resilience Standards (NRS) throughout the process.

- 'Operation Power' ensures specialists can assist British nationals and the Foreign and Commonwealth Office during times of major emergencies across the world. Operation Power puts in place a nominated UK police force for every month of the year. NYP is on-call for a 5-week duration (every 10 rolling months) as a minimum. NYP is the lead police force for the North-East Region. In the event of a major international emergency the UK Disaster Victim Identification (DVI) will nominate another region to standby/support if required.
- Major Incident Training: During the Covid-19 response EPU have provided a remote training package for student officers, PCSO's and Specials and delivered training to Force Incident Managers (FIM's) and continued to promote the multi-agency working and RMCI process to all Chief Inspectors and Superintendents.
- NYP Major Incident Advisory Team (MIAT) is comprised of nominated post holders, each with responsibility for a specific area to ensure that NYP is fit for purpose to respond to a major incident in their respective field. The MIAT meet periodically, minimum annually and chaired by the ACC Operations portfolio.
- Development of a new Prepare and Protect board that will be responsible for the coordination of associated plans and NY activity.

Incident Management and unplanned activity: EPU maintain an incident management monitoring process and have access to Web Storm to allow up to date information to be shared, this activity is being completed to record and track activity and ensure debriefs are managed for identified incidents and lessons learnt are gathered, informing future planning and responding. Learning and recommendations to be shared with JOL online hosted by JESIP, NYP process and NYLRF.

Dealing with Future demand

Demand is monitored using past evidence and horizon scanning; in April 2020, the EPU team had resilience to meet demand. Ongoing situational awareness with emergencies is monitored across the entire O&CP department with the ability to task, move and request resourcing if required. At points of significant demand during live incident response and management, the resource impacts can be significant on the EPU team, managing both the response and business as usual activity simultaneously. During these times, close monitoring of activity is triggered through team meetings and management reviews to quickly identify any areas of concern to manage the risk or provide additional support internally or from the broader NYP resource.

The future needs assessment has identified the following activity to progress to ensure capable expertise is maintained to meet future demand; During 2021 upskilling EPU officers to be accredited trainers and debrief facilitators, and complete an NYP training needs assessment to identify any gaps and aim to maintain a level of resource with Multi Agency Gold Incident Command (MAGIC) training.

EPU will continue to promote the civil contingencies act, JESIP, NYLRF, the RMCI process and Resilience Direct™, through training and exercising, internal communications and joint working to develop understanding and encourage further buy-in amongst NYP colleagues, EPU will undertake exercise planning with a focus on key risks, to raise awareness of processes and procedures to be triggered by NYP staff and other agencies in the event of a Major Incident including a Marauding Terrorist Attack.

The COVID19 response has identified a need to formalise access to Support Roles for Emergency and Major Incident responses, which has been highlighted as a future planning option in areas of administration support and skilled log keeping, NYP have a number of multi-agency skilled Operational, Tactical and Strategic officers

who can take on roles in the event of a multi-agency response. EPU will continue to work with these core roles including Force Incident Managers (FIMS's) to develop their skills and provide bespoke support when required. EPU will work to engage Chief Inspector level representatives to join NYLRF planning boards (Risk and Assurance, Training and Exercising) as part of their role development and engagement with the multi-agency work of NYLRF and continue to develop the best use of Technology within the IEM such as MS Teams with tested fall-back procedures.

Development of a new Prepare and Protect Board that will be responsible for the coordination of associated plans and NY activity and NYP Major Incident Advisory Team (MIAT).

Consequences of not meeting future demand

It is not anticipated that North Yorkshire won't be able to meet its Civil Contingencies requirement. The worst-case scenario for not meeting future demands could result in NYP not maintaining the civil protection duties as set out in the Civil Contingencies Act 2004 (CCA2004). This has the potential to negatively affect the response to a Major Incident, with catastrophic impacts and expose NYP to criticism and legal proceedings. As stated by the Cabinet Office in the Revision to Emergency Preparedness; civil protection arrangements need to be integrated both within and between Category 1 and 2 responders. They should also be conducted according to a practical doctrine beginning with anticipation and assessment of risk and concluding with effective response and recovery arrangements. The Act focuses on emergency preparedness, but its requirements should be seen in the context of integrated emergency management (IEM). (Cabinet Office, Emergency Preparedness Cpt1 2012)

Chapter 10: ICT and Knowledge Management

Leads: Managing Director (MD) enableNY and ACC operations

The purpose of this section is to summarise the collective approach to ICT and Knowledge management and capture information that crosses all areas of service to provide an overarching view of North Yorkshire Police's collective response. To avoid the repeated inclusion of content across multiple sections of the FMS this section will consist only of a cross cutting summary. Where content relates to another section of the FMS, then it will be included in detail in that section.

In North Yorkshire Force-wide functions are split as follows:

- **ICT and Business Insight sit as part of the broader EnableNY (MD)**
- **Covert Intelligence and Operational intelligence** sit within the Covert Authorities and Crime departments under the ACC operations.

Overall assessment of meeting future demand

For North Yorkshire Police to remain effective there must be a co-ordinated and balanced approach that understands the consequential impact of how ICT and knowledge management functions enables the delivery of effective operational service

Below are the summary of identified gaps and issues that might impact on the ability of North Yorkshire to meet future investigative demand

- **ICT and Business insight** are currently subject to collaborative consultation (see chapter 11: Force-wide services) as part of enableNY.
- **Operational Intelligence:** Under Early Action Together (EAT): **Capacity** to meet future demand will need to be reviewed under a central governance structure to streamline processes and ensure delivery of a unified culture. **Capable expertise** to collect, develop and enhance traditional capabilities and open source research underpinned by a Professionalised Practice assessment portfolio system will need to be invested in, **Tools and Tech** to create an effective tasking and briefing platform will need designing and implementing and digital **Infrastructure** through technology to create a two-way electronic online portal for police and partnership intelligence will need to be created.
- **Covert Intelligence:** As there is a correlation between operational demand and covert intelligence requirements it is anticipated that this area of business will need to grow.

Section 10: ICT

Lead: Head of ICT

ICT as a core enabling service sets out to deliver the requirements of operational policing that are defined under national mandatory requirements, local transformational requirements, transitional requirements (these tend to be digitisation of manual processes) as well as maintaining business as usual for Policing and the Fire Service. It is aligned to Business Design and Assurance who manage the change pipeline for development and implementation of new systems. ICT is made up of three component parts:



Service Delivery: provides all customer service support requests, fault finding, repairs as well as managing cyber security and CT asset procurement and capital replacement

Application services and development: implementing changes and improvements to Software Platforms (SharePoint, Developments, Office365, Teams) and Policing Systems (Niche, Storm, Origin) supported by resilient available databases, which are backed up and recoverable based on force needs

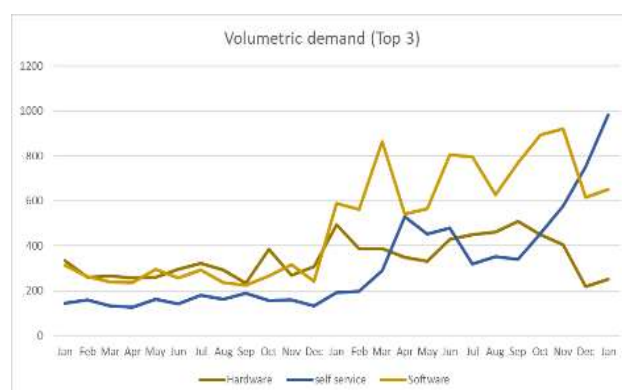
Infrastructure Support - includes management of servers, storage, and computing power to deal with current data demand, mobile connectivity, and back-up systems.

Assessing current and future demand



However, resolution time (open to closure) have decreased in relation to software and levelled out in relation to self-service. This reflects the changes in approach and processes to manage demand during both COVID19 and organisational changes to software and systems. Demand is expected to remain high due to a combination of working practices and expansion of digital tools and assets.

Service delivery: Organisational demand (incidents, advice, or asset requests) into ICT flows through the service delivery function of ICT and is allocated to specialist resource areas as required. In general terms demand for ICT services has increased since the start of 2020 and this has continued through COVID19 (See left). Most volume demand can be grouped into Software, Hardware and self-service reporting with self-service and software seeing the biggest increase in demand.



Application services and development: Future demand for ICT is predicted to increase as people start to understand application capability along with the emergence of 'free' open source solutions along with other tools that will become available through the National Enabling Programme (NEP) and cloud based technology, for example PowerApps, which could deliver operational benefits. Within databases, demand will remain constant as applications should be replaced and it is not anticipated that this number will grow significantly. It is likely that GIS will experience a slight increase in demand especially in the short term as data cleansing activity is carried out. However, the Apps/Dev team will experience a significant increase in demand for software platforms with future change projects (see section on BDA).

Infrastructure: The infrastructure across NYP includes servers, storage and computer power which is continually monitored and is deemed sufficient at present to deal with current data demand as it was new at the time of moving to Alverton Court HQ in 2017 and is therefore in the middle of the re-investment cycle. Data centres are located at HQ and there is a secondary data centre in Harrogate which can deal with the amount of data storage required. Demand upon the department is also affected by ad hoc requests which have not been accounted for but may require ICT support in the future. ICT manage expectations and advise of the correct procurement process for extra technology to ensure that the appropriate support can be put in place.

National drivers of demand: The National Policing Digital Strategy: Digital, Data and Technology Strategy 2020-2030 (the Strategy) will continue to build upon the Policing Vision 2025. The Strategy places digital transformation at the heart of their ambitions for the police service, supported by changes to data, technology and the development of the people who lead, manage and use it. 90% of all data has been created in the last 2 years, so in the next two years it is also likely to increase 100 fold and as hardware becomes cheaper, more data will be stored and whilst this provides substantial opportunities to policing, it also presents greater risk around cyber security. As part of the Policing Vision 2025, new technological advancements are being released through National Enabling Programmes (NEP). The NEPs will provide a modern technology environment that will transform ways of working across policing in the UK through the delivery of inter-related programmes.

Meeting Current Demand

ICT are central to enabling the transition of services into a digital environment (O365, CJS), transformational changes through the new Target Operating model (Early Action Together) as well as maintaining BAU across the network. The five-year budget reflects the projects highlighted within the ICT Digital Roadmap and Digital Pipeline and an adequate refresh budget which, if maintained, will allow the ICT function to maintain the condition of the ICT systems and infrastructure in the future. There is a newly developed ICT Service Plan which the Head of ICT will be responsible for updating ahead of the quarterly Service Plan Review meeting. The Target Operating Model (TOM) and Joint Digital Strategy are being developed between NYP and NYFRS to ensure a more collaborative approach can be achieved under the enableNY programme which focuses on service delivery to the public.

From April 2020 the Technical Project Managers and Business Analysts who worked in ICT joined the programme Management Office as part of the Business Design and Assurance Team to provide a single collective office for delivering change. This will be underpinned with a Design Authority to ensure at point of concept that projects are technically achievable and compatible with existing systems through the production or architectural design diagrams.

Service delivery: The Service Desk and desk top support are entry level roles into ICT, however, and whilst there is a pool of resource to recruit from, capable expertise can be an issue which is why in certain roles a career progression plan is already in place. Covid19 and increased the pace of change (move from fixed to flexible assets) and increase the complexity of identifying and solving the problems due to social distancing and remote resolution. Assets, where planned for, and contingencies were in place to ensure asset delivery and roll out to support the accelerated and enforced move to remote working. The team work on a prioritisation basis and mainly operate reactively due to the influx of IT service desk calls and the additional response requirements due to Covid19. There is a problem management process in place which includes reviewing the lifecycle of problems to prevent incidents from recurring and to minimise the impact of incidents that cannot be prevented. Standardisation of policies, processes and audit to appropriate standards sits within service delivery. Recent audits identified gaps in processes and audit management around active directory are being rectified and the creation of some performance statistics to drive understanding of issues, resolution times and trends. NYP understands what is needed for critical services and are putting improvements in place to ensure they are future proof through dedicated cyber security recruitment which also sits within service delivery and is subject to consultation as part of enableNY.

Application Services and development: Capacity within Apps/Dev, DBA and GIS have remained fairly resilient and whilst there is significant capable expertise within the team there is a need to broaden those capabilities to provide enhanced technical resilience across different key functions and align with new and emerging technology. Capacity to support developmental activities is limited and demand is brokered between internal service programmes and organisational service programmes based on a prioritisation process aligned to capable expertise capacity.

Infrastructure: is split into Telephony/data/networks, Radio/operational technology, and Server/storage. Capacity and capability pressures exist within both Telephony/data/networks and Radio/operational technology. ICT have a requirement to remain up to date with their skills and also maintain certifications, for example, ICTs Network contract requires CISCO certifications. Server, storage and computer power is sufficient, to meet the current needs of the organisation until the data centre is subject to renewal in 2023 at which point it will be considered in conjunction with a cloud strategy around the most efficient and effective blended delivery model.

Dealing with future demand

ICT is an enabling service that sets out to meet operational client requirements that drive improvements in services to the communities the force serves ensuring the tools. This translates through the acquisition and distribution of kit, provision of access to software tools, implementing new tools and technology, keeping the infrastructure safe on site or in cloud, but also accessible and flexible to respond to planned or unplanned demand upon services. For ICT to provide effective delivery of the live police environment, meet the requirements of the National programme of change, and support the internal organisational drivers for change the following activities the implementation of enableNY would need to be achieved:

- Integrated common standards, policies, infrastructure and systems for the Police and Fire Rescue Services to simplify services and enable efficiencies in technology current and future requirements
- Integrated capacity and capable expertise for the police and Fire rescue service to build flexibility to respond to client needs more effectively.
- A strong design authority that enables effective architectural design to support the programme of change in that it assures solution designs are fit for purpose, meets requirements, and can integrate and work within the existing enterprise architecture and infrastructure. This requires development of architecture and design controls; defining and enforcing standards, methodologies, processes, and tools against which projects deliver.
- Effective resource management tools that enable prioritisation and reprioritisation of tasks and enable trend analysis in capable expertise to be mapped to support future skills investment requirements
- Adopting an agency/test to employment approach to fully assess skills and capability requirements for talent acquisition that meet modern policing and fire service requirements.

Consequences of not meeting future demand

Stresses or variation to delivery of enableNY will result in focus being directed upon maintaining the live environment which will result in subsequent delays in developing and implementing new services that are designed to improve efficiency of frontline services, accessibility of the community.

Section 10: Knowledge Management

Lead: ACC operational Policing

North Yorkshire has three levels of intelligence functionality:

- **Covert intelligence** which proactively or reactively gathers intelligence through covert means and is legislated through the Regulation of Investigatory Powers Act 2000 (RIPA) and are subject to scrutiny from the Investigatory Powers Commissioner's Office (IPCO)
- **Operational intelligence** which is the gathering, assessment and operational translation of intelligence (both policing and partners) into operational actionable material that enables policing to proactively target criminal offending behaviour, protect members of the community and build a detailed operational intelligence picture for policing
- **Business Intelligence** which checks, tests, cleans and assesses organisational data to ensure it is suitable for analysis, identifying error or issues where data doesn't correlate with the norm. It then analyses, joins,

visualises and predicts data in the form of dashboards and data models that adds value in current and future decision making. It also supports the translation of complex data including multiagency data into simple solutions to promote understanding and adoption of data as a core tool for decision making.

Assessing Current and future demand

Covert Intelligence demand is directly linked to crime demand especially high-risk areas such as organised criminality (see Chapter 4 Investigations) and the level of response is managed in relation to capacity and capability to deliver. Dedicated Source Units are a nationally recognised and adopted intelligence function, working with Covert Human Intelligence Sources (CHIS), to prevent and detect crime and disorder. Officers who work in this area are highly trained with nationally recognised qualifications.

Operational Intelligence runs through all aspects of Policing and informs key decision making against criminality, threat, risk, and harm. Intelligence is at the forefront of operational decision making and has to be up to date, evaluated, analysed and understood; in order to provide best value and prioritise actions and tasks to the most appropriate enforcement or partnership agency for response. The threat from terrorism, cybercrime and organised crime continues to both grow and evolve its methodologies. As a result, policing will place more emphasis and focus on identifying emerging threats to protect individuals, organisations and society as a whole through development of new law enforcement capabilities and ensuring staff are trained and equipped to deal with the new and ever changing threat. Intelligence reports are predicted to increase due to specific published Intelligence requirements, and improved briefings, training, and awareness will raise the value of Intelligence and improve partnership working (the number of partnership Information sharing forms has quadrupled). In addition opportunities to undertake more open source research within the digital environment (critical to policing and partners in preventing, disrupting or investigating) supported by the National Police Chiefs Council (NPCC) and 3iii (Internet Intelligence & Investigations) work stream (in that OSR and OSIT should be mainstreamed and widely available) will increase intelligence opportunities and additional demand for analytical and intelligence services

Business Intelligence (see section 11: Business design and Assurance) demand is based on a priority approach supporting the police and the OPFCC through commissioned pieces of work that result in production of service improvement reviews, reports, self-service dashboards, or standalone data models. This approach surfaces data from the forces main three systems (people, records management and command and control) but needs to be expanded into other internal systems and open source data as standard. Next steps capability is to a degree limited by the forces technology capability and future demand increases (including delivery of analytics to the Fire service) will need to run in parallel with an expansion of tools, technology and capability, including the use of more cloud based services. The current blend of Microsoft tools (SharePoint and Microsoft BI) and open source tools (R, python) is being matured but isn't yet fully developed to meet the full future analytics requirements across Police, Fire and Rescue Service and OPFCC. Descriptive, diagnostic, and predictive modelling is embedded, but developing prescriptive data models is still in its infancy. As the breadth and understanding of the data matures and the number of systems from which data is pulled increases more enriched and informative business intelligence solutions will need to be delivered.

Managing current demand

Covert Intelligence: The North Yorkshire Police Dedicated Source Unit (DSU) is a covert function that works to gather, assess and disseminate actionable intelligence across a whole spectrum of crime types, from offending around drug supply and acquisitive crime to modern slavery, human trafficking and domestic abuse.

Operational intelligence enables effective prioritisation action against threat, harm and risk and delivers the maximum impact on SOC, tactical priorities and are at the forefront of a Prevention and Early Intervention model (Early Action Together). Intelligence is gathered from a wide range of sources to maximise 'Analysis &

Tactical' opportunities and to identify opportunities for early disruption as well as reactive response. Intelligence staff are trained as capable experts and equipped to effectively tackle and dismantle the future threats and flex to the changing tactics and complex methods undertaken by offenders and sophisticated OCGS. The Force Intelligence Management Unit (FIMU) are responsible for the research, evaluation, inputting, and management of intelligence reports across North Yorkshire. In 2019 there were over 3000+ unprocessed Intelligence reports waiting input but during 2020, this has been more than halved although backlogs still exists despite an increase in resilience due both to increased volumes and the complexity of the Intelligence, which takes increased time to research and process effectively. The Intelligence backlog remains on the force risk register and the FIMU team routinely research and input over 1000 pieces of intelligence per week. The triage and reading of all intelligence reports continue, so it can be prioritised accordingly to mitigate risk. Current resilience impacts on the ability to deliver against national strategy because Intelligence officers core activities and capable expertise has been diluted through omni-competent roles introduced through previous force reviews. Automatic Number Plate Recognition has recently moved into Intelligence management which provides oversight and management of identifying and tasking of resources to those vehicles identified across the North Yorkshire Road network that are potentially involved in criminal activity. Resilience at certain times is sought from the Force Control Room as the teams are co-located to facilitate 24/7 coverage.

Business Intelligence: Business planning has become part of Business Insight and enabled the development of Service Delivery Plans that are supported by data analytics, audit services, reality testing and where appropriate through a suite of self-service dashboards. The development of BI business workflows and the development of service catalogues has enhanced the existing commissioning route for new analytical work. This is underpinned through internal skills development in data modelling that support descriptive, diagnostic and predictive data analytics. Numerous analytical self-service dashboards have been developed including those bespoke for Covid19. Data error assessments have been developed and will be reported through the Risk and Assurance in exception to drive corporate ownership. Technology integration issues and capable expertise has limited the development of BI and although good diagnostic and descriptive analytics have been developed the move to predictive analytics has been slower but supported through level 4 apprenticeship programme. Prescriptive analytics (Maturing our data science approach) is in its infancy whilst the organisation develops its capable expertise (using specialist resources procured on a temporary basis) and technology platform.

Dealing with future demand

Covert Intelligence: The DSU has capacity and capable expertise that is appropriate and flexible enough to meet the demand currently presented by North Yorkshire and the City of York, taking into account crime types, geography, population and our responsibilities regionally and nationally. As there is a correlation between operational demand and covert intelligence requirements, any future demand requirements will be subject to review but it is anticipated that this area of business will grow.

Operational Intelligence's ambition forms part of the developing Early Action Together (EAT) and is currently subject to the development of a costed business case. The EAT is North Yorkshire Police's adopted approach to policing where prevention and early intervention sits at the heart of decision making. Making this happen requires a co-ordinated and integrated approach. To deliver **Capacity** to meet future demand in relation to the national SOC Strategy, national Intelligence Strategy and 3i requirements, it is expected that there will need to be a review of capacity and staffing levels within the Intelligence function due to its critical role and the fact it cuts across all areas of business. Bringing all operational intelligence functions under one central governance to streamline processes and ensure delivery of a unified culture is designed to reinvigorate the service and ensure compliance against the National Intelligence Model minimum standards. Core meeting structures will be aligned to corporate governance arrangements and delivered in line with agreed service plans and modelled against appropriate capacity requirements. **Capable** expertise is essential and exploring new opportunities to collect, develop and enhance traditional capabilities to increase the quality and quantity of intelligence available is a key factor in ensuring intelligence sits as a central pivot in policing. Open source research is one area where there has been unprecedented change and current gaps exist with staff training, capability/skillset

and equipment. It is therefore important to recognise the additional skill set and specialist resource requirements that will broaden the capability to incorporate Safeguarding and Prevention and Early Intervention and this will be done through the adoption of a professional practice assessment system. **Tools and assets** need to adapt to a more modern policing environment. Technology systems require review to deliver an improved tasking and briefing platform. Requests and responses from tasking vary from Command to Command and shift to shift so a standard approach with full oversight, improved coordination and accountability is required. **Infrastructure** that creates a two-way electronic online portal for police and partnership intelligence will improve the development of the joint strategic needs and facilitate partners to submit Information and Intelligence supporting Prevention and Early Intervention.

Alongside this as part of intelligence resilience is the capacity and capability to deliver 24/7 ANPR intelligence activity. With ANPR moving into intelligence management there is an ambition to build upon existing capability to facilitate a 24/7 capability.

Operational intelligence is intrinsically linked to **Business Intelligence** (part of Business Insight) which takes a more holistic view of organisation data and information. The future delivery of Business Intelligence is currently subject to a internal assessment around where analytics remains on internal systems or migrates into cloud. Integrating different analytical tools and data sets to enhance understanding of organisational data to inform decision making is a key part of the development of Business Insight data and analytics toolkit. Both NYP and NYFRS will benefit through the provision of an enriched data picture across both organisations. This also links into the launch of an analytics working group in 2021 which will include the OPFCC, Fire and Police and act as a focal point for data culture, novel analytical approaches and prioritising data requirements that underpins the delivery of service across all three organisations. The adoption of Predictive analytics and then the progression through data science to prescriptive analytics is part of the development of Business Intelligence with closer integration of business planning and analytics so that both component parts of Business Insight will also drive the use of analytics at the heart of business and financial planning.

Consequences of not meeting future demand

Operational Intelligence as part of Early Action Together has identified potential capacity and capability issues to maintain and deliver enhanced intelligence delivery to front line officers and that this needs to be underpinned by appropriate technology. Not being able to fully achieve this will limit or delay building the intelligence picture and potentially impact on the delivery of prevention, intervention, safeguarding, or enforcement activity expected of the police service.

Chapter 11: Force-wide functions

Leads: Managing Director (MD) enableNY and DCC

The purpose of this section is to summarise the collective approach to force-wide functions and capture information that crosses all areas of service and provide an overarching view of North Yorkshire Police's collective response. To avoid the repeated inclusion of content across multiple sections of Force-wide Functions this section will consist only of a cross cutting summary. Where content relates to another section of the FMS, then it will be included in detail in that chapter.

In North Yorkshire Force-wide functions is split across two portfolios:

- **Professional Standards (DCC)** which has oversight of vetting, PSIU and professional standards activities
- **enableNY (MD)** which encompasses all core enabling services on behalf of the police, OPFCC and Fire Service and is broken down into ICT (see chapter 10), people services, Estates, Fleet and Logistics, Finance and Business Design and Assurance (Programme Management Office (PMO), communications, Business Insight (see Chapter 10), and Information Management)

Overall assessment of meeting future demand

For North Yorkshire Police to remain effective there must be a co-ordinated and balanced approach that understands the consequential impact of how force-wide functions enables the delivery of effective operational service. Below are the summary of identified gaps and issues that might impact on the ability of North Yorkshire to meet future demand:

- **PSD** Capacity evaluation will need to be conducted in vetting prior to the cessation of temporary posts held until March 2023 to understand the impact of the new Vetting APP which will increase the frequency of vetting reviews.
- **enableNY** is currently being developed through consultation with Police, NYFRS and their respective unions around the delivery of a collaborative model. The design principle is to understand the operational requirements and expected outcomes of clients to make them more effective in serving the public. It will be designed to make it simple to request and receive services, with a focus on effective supply chain management, timely delivery and efficient process engineering whilst retaining flexibility to respond dynamically. enableNY aims to provide a more structured approach to planning, the services provided, to deliver outcome-focused commissioned services. It will work to ensure that the requirements of its clients are understood and that there is a clear offering of the services being provided. Where possible automation and self-service will simplify access to data, information, and insight to support operational decision making. At present each Force-wide function is developing and consulting upon how that area of business will be delivered and therefore certain parts of this FMS are still be being developed around how it will meet the future demand requirements of the organisation. This is being undertaken against the backdrop of a global pandemic and the challenges force wide services have had to deliver services in different ways.

Section 11: Professional Standards Department

Lead: Head of PSD

Professional Standards are focussed on three main areas: Professional Standards Integrity, complaints and allegations, and Vetting. In 2020, there have been two fundamental changes to the way complaints are dealt with. Firstly, the introduction of new legislation in February placed a focus upon line managers dealing effectively with the majority of complaints to encourage continuous learning from officers. Secondly, with effect from March, initial complaints and recognition moved to a newly established team within the Office of the Police, Fire & Crime

Commissioner (OPFCC). In both cases the most serious breaches of conduct continued to be investigated by PSD including from May 2020, the investigation of Police Staff misconduct matters moving across from People Services.

Assessing Current and Future Demand

Professional Standards Integrity Unit (PSIU): PSIU demand is split over four areas of business: case files, confidential reporting, intelligence reports and non-operational requests (activities which sit outside the PSD control strategy). This demand is generally reactive but is influenced by PSIU led proactivity, for example, there has been a significant increase in anonymous messenger (one of the force confidential reporting tools) which is predominantly due to the proactive work undertaken by PSIU (e.g. roadshows, inputs to new student officers, PCSOs, transferees, tailored presentations) to increase awareness against a background societal change where there is less tolerance to certain types of inappropriate behaviour.

The force has recently invested in monitoring software which has begun a phased roll out from January 2021. It is anticipated that the proactive use of this software will uncover aspects of hidden demand (i.e. more misconduct issues) through have 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 aligned to the capacity and capability of PSIU. Other influencing factors on future demand are the changing workforce and 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.

Complaints and Allegations (PSD): In March 2020, initial complaints and recognition moved to a newly



established team within the Office of the Police, Fire & Crime Commissioner (OPFCC) whilst, the most serious breaches of conduct continue to be investigated by PSD. The volume of complaints and allegations recorded has remained relatively static for PSD despite the change even accounting for COVID19 although additional administrative capacity has been generated through triage (initial assessment of reports of dissatisfaction) moving to the OPFCC. Demand for PSD is also influenced by

both internal and external factors. Internally, the introduction of the new monitoring and auditing software within PSIU may highlight hidden areas of demand which will subsequently require PSD investigation. In addition, it is too early to determine whether the Police (Complaints and Misconduct) Regulations 2020 or the new arrangements will necessarily change the volume of demand. However, it will change the routes via which demand is dealt with, as the structure and format of complaints are managed differently (e.g. local resolutions are no longer being used, more emphasis is being placed on line managers to deal with complaints against their staff via reflective practice). Externally, the impact of enforcement activities e.g. policing protests can result in increases in complaints, for example, complaints increased as a consequence of protests against fracking and similar increases may be seen if protests around Brexit, climate change and COVID19 restrictions occur. PSD department demand is predominantly reactive however, the service plan has identified the need to be more proactive specifically in terms of prevention and early invention.

Vetting Unit: Vetting demand has increased year on year since 2016/17, as more information is shared outside NYP with external partners and stakeholders and an increased requirement for individuals to access our systems or premises. All non-police personnel (including NYFRS) are vetted to NPPV levels. Vetting demand can be split into three areas, new applications, renewals and reviews of vetting clearances. The level of vetting determines the frequency at which a full vetting renewal is required e.g. MV vetting requires renewal every 7 years, RV every 10 years, NPPV2 every 3 years. A vetting review requires the individual to outline any changes in their personal circumstances and appropriate vetting checks are then conducted by the Unit. Since 2016, an increase in renewals has been observed as the force started vetting in 2006.

The imminent publication of the new Vetting APP in early 2021 will likely increase the frequency of reviews. Annual reviews on all MV (and above) and NPPV3 will be required, this change means that there are 1552 individuals in who will now require an annual review (1,162 hold MV and 390 have NPPV3), placing additional demand on the Vetting Unit and those individuals required to provide the information. There is a significant upward trend in vetting anticipated due to the 20,000 police officer uplift across police forces in England and Wales over the next three years. Vetting are in regular communication with People Service to discuss force recruitment plans, movers and promotions.

Dealing with Current demand

PSD are accountable locally to the DCC and nationally, to the Independent Office for Police Conduct (IOPC). The department is represented at the quarterly performance meeting with the IOPC in respect of complaints and conduct matters. PSD's service plan is linked to both the Police and Crime Plan and NYP's control strategy, and delivery is monitored through the fortnightly PSD departmental tasking and co-ordination meeting and performance reviews with the DCC. Monthly PSD performance reports which include the vetting departments statistical output are produced for the DCC and published force wide. Vetting processes are conducted in adherence to the National Vetting Code of Practice and associated College of Policing's Authorised Professional Practice (APP) guidance on Vetting. In line with APP, PSIU contribute to the national counter corruption strategic threat assessment by providing data relating to corruption intelligence and investigations, highlighting local priorities, and identifying emerging themes and trends. In accordance with NPCC and HMICFRS guidance, the force has developed a separate abuse of position action plan to deal with this specific threat, which is monitored through the departmental meeting structure. There are no issues with the recruitment and retention of staff across the PSD.

PSIU: PSIU have capacity and capability to meet its current demand however their effectiveness can be impacted by any ICT resilience issues due to their dependency on IT systems. In addition, PSIU are concerned that the balance between procuring new software and the auditing requirements is not always at the forefront of the force's mind. Abuse of position for a sexual purpose (APSP) has been prominently raised among the workforce to improve the workforce's knowledge and understanding around abuse of position. PSD have provided APFSP inputs to supervisors as part of a Continuous Professional Development (CPD) Day in December 2019 and the Vulnerability Assessment Team (VAT). This is supported by an iLearn package and information available on the intranet page dedicated to this area. Senior members of PSD have engaged with agencies who support and work with vulnerable people (e.g. the NHS, Independent Domestic Abuse Services) to raise awareness of corruption in relation to APSP and the warning signs of inappropriate behaviour by police personnel that could potentially indicate an abuse of position.

PSD: Initial complaints and recognition handling is now dealt with by a newly established Complaints and Recognition Team at the Office of the Police, Fire and Crime Commissioner (OPFCC) following legislative changes on 1 February 2020. The new team aims to provide recovery of service wherever possible and defuse and de-escalate complaints. Where complaints cannot be resolved by the team, or should the complainant request it, the matter will be referred to PSD (Schedule 3). The process is still in its first year, but an early review conducted by the OPFCC found that whilst the quality of complaints and recognition handling is good,

the time taken to process them is slower than expected at this stage. PSD recently ran a recruitment campaign for investigators in line with succession planning and the establishment of additional Investigator posts owing to the transfer of police staff discipline investigations to PSD from 1st September 2020. The current structure of the PSD team, the DI managing the investigative resources directly, does not provide sufficient capacity for the team to make a proactive contribution to the force prevention and early intervention priority.

Vetting: The force's Vetting processes were audited by NYP's internal auditors during 2019, which concluded that the processes and controls are suitably designed, consistently applied and operating effectively. All members of NYP are vetted to the appropriate standard before they join the organisation, and this is fully auditable via the Corevet system. All posts have been allocated a vetting level and HR notify Vetting of all police staff and officer moves, these individuals are subject to a vetting review unless already vetted in the previous 12 months. The Vetting Manager has completed dip sample checks on high profile departments to ensure individuals are vetted to the appropriate level and undertakes a bi-annual review of vetting levels to ensure that all roles are graded appropriately, providing additional assurance.

The Vetting Unit's researcher resource decreased as part of the Transform 2020 (T2020) change programme in response to efficiencies resulting from the introduction of e-vetting. However, the benefits of the system are realised in the clerical part of the vetting process and have had no impact in reducing the demand of the vetting researchers. The PSD and Vetting Administration teams were consolidated as part of the T2020 change programme and are an omni-competent role. Capability within the team is reduced due to the limited availability of PND licences and access to training. As part of the nationally coordinated work being undertaken by the CoP with regards to determining the resource requirements within vetting teams to support the national uplift in officer numbers, the Vetting Unit have completed their demand and resource modelling. This modelling identified a capacity gap in Vetting researchers and supervision and as a result, vetting researchers have increased by 3.0 FTE until the end of March 2023. This transition period and an increase in demand owing to increased recruitment and vetting of non-police personnel to access our systems or premises has led to a decrease in SLA compliance against the 37.5 working day target turnaround. In the period January to September 2020 target dates were met in less than 50% of vetting cases although the impact of the recruitment has resulted in an increase to 79% in October 2020. To manage the backlog in vetting applications, the unit have modified their activities to meet the minimum review requirement of APP to alleviate some of the pressure.

Meeting future demand

PSIU: The force is rolling out a proactive monitoring and audit solution which will increase the PSIU's capability to monitor and identify corruption and misconduct. It will automate the auditing of NYP systems and address current gaps in PSIU's auditing capability to effectively monitor NYP IT systems, whilst providing the tools necessary to prevent and, where necessary, act upon misuse of the organisations information assets. It will allow allegations of misuse of Force ICT systems to be proved or disproved quickly instead of protracted investigations which currently use intelligence from several data sources, taking time and resources to achieve. Enhancements in PSIU's end product are anticipated, however what PSIU save in not duplicating work (the software will look across multiple systems all at once), may be taken up in additional investigation time as PSIU's ability to identify issues increases (i.e. the software may reveal more misconduct/misuse of IT systems). Following implementation, the PSIU will commence the evaluation process which will primarily be a qualitative exercise. This will also seek to evaluate that the risk-based model of proactive monitoring is aligned to the capacity and capability of the PSIU.

PSD: It is anticipated that the newly established Complaints and Recognition Team should assist in reducing demand on the PSD, however it is unknown when this will be realised as there will be a period of transition whilst the new team embeds. A number of reviews are scheduled to take place to evaluate the new team, including a benefits review, an IOPC review and an internal audit by NYP's internal auditors (scheduled for

early 2021), the review will consider the controls and framework in place for receiving, recording and resolving expressions of dissatisfaction from the public). To provide further scope for the PSD DI to deliver prevention and early intervention activity and outreach, PSD have developed an initial business case for the implementation of an Investigation Manager post (DS). This will be aligned from the uplift programme and will align the unit's supervisory structure with other investigative units.

Proactive inputs by PSD on integrity and abuse of position will be expanded to include newly promoted sergeants and inspectors courses (to improve knowledge and awareness of the kinds of behaviour that should be reported) and custody sergeants courses (regarding deaths in custody to assist with prevention). The result of this activity could realise contrary impacts upon the demand; a reduction resulting from driving up standards and ethical behaviours but also an increase in demand generated by enhancing supervisor's knowledge in identifying corruption. This is supplemented by the Vetting team proactively trying to resolve matters to avoid referral to the PSD e.g. internal staff identified as financially vulnerable will be invited to a vetting interview to try and resolve any potential welfare issues before they escalate.

Vetting: Funding for an additional 3 FTE vetting researchers was identified following an assessment of the resource required to support the national uplift. These posts are secured until March 2023. An evaluation will need to be conducted prior to the cessation of these posts to maintain service delivery post March 2023. The imminent publication (expected early 2021) of the new Vetting APP will increase the frequency of reviews, requiring annual reviews on all MV (and above) and NPPV3, placing additional demand on the Vetting Unit. The impact of the changes will be reviewed to determine what additional resource capacity is required.

The PSD incorporating all parts of the function are developing Prevention and Early Intervention strategies. This includes the utilisation of the ATA software, increased vetting, and also, a Problem Solving approach to areas of risk such as high complaint or conduct rate officers and staff, overlaying wider HR and Legal oversight with PSD data through thematic activity in the TT&CG, and a schedule of continuous improvement and development within the team.

Consequences of not meeting future demand

Vetting: Any residual demand which cannot be resourced would not generate any anticipated harm to the public or organisation as individuals would still be vetted. Whilst there may be delays in the vetting and recruitment process linked to capacity of the team this would be mitigated by a risk-based approach e.g. risk to the organisation of delays in recruiting to the role.

Section 11: Estates, Transport, and Logistics

Lead: Head of Estates, Transport and Logistics (Head of Assets)

The Estates, Transport and Logistics function forms part of the enableNY collaboration providing services to North Yorkshire Police, North Yorkshire Fire and Rescue Service and OPFCC. They are split into:



Estates: oversee and maintain all estate including the significant budget for capital projects to ensure the estate is fit for purpose.

Transport: maintain and replace a range of fleet vehicles in line with the capital replacement programme.

Logistics: responsible for the management and distribution of all personal equipment and uniform assets.

Assessing Current and Future Demand

Estates, Transport and Logistics each function using a capacity led demand model with some of the activity forming part of a programme of planned work e.g. maintenance of estate and fleet. Most of the activity is reactive. The demand is assessed based upon need and risk and activity is re-prioritised accordingly and where demand exceeds capacity, particularly in the case of fleet, there is the option to outsource work to contractors. Whilst some of this reactive demand is unavoidable, there are plans to change the focus of the teams and increase forward planning by considering estates, fleet and logistics at an earlier stage of any project or initiative as that would reduce deviation from planned programmes.

Through their five-year capital plan combined with the estate's strategy, plans are in place to review every property within the forces portfolio that has not already been reviewed. Whilst there will always be a requirement to have a core police estate, the strategic aim is to ensure the overall size of the estate reflects need and future opportunities to work in a more agile way whilst increasing NYPs presence both within the community and online, to ensure that the overall estate is affordable, flexible and meets both operational policing and community need. The COVID19 pandemic resulted in an immediate need to accelerate agile working, for example working from home, across almost the whole organisation. The learning from the response to COVID19 is being evaluated as part of the recovery phase and will inform and reshape long term strategies. This includes assessing the balance between using technology remotely and within the estate therefore developing a more agile, greener and effective approach to building utilisation. To better inform both replacement and maintenance programmes, the use of stock condition surveys and fleet information such as vehicle service histories is being developed. Using information such as the age and condition of assets, service history and linking this to the likely lifecycle of the asset will provide a more analytical approach to the planned demand for Estates and Transport.

The existing fleet is sufficient to meet current demand however the direction of policing through prevention and early intervention delivered through place based policing, alongside the alignment of the police uplift programme resource, could place additional stress and challenge on current and future fleet capacity especially given the extensive rural nature of North Yorkshire. Also, the sustainability agenda will bring new challenges including how the force adapts its fleet and estate to accommodate the government mandate that all new vehicles sold by 2030 will be zero emission. In addition to changes in infrastructure this will also require an assessment of the capable expertise required for all associated maintenance and extensive engagement with end users to understand capabilities, risks and opportunities presented by this change.

Dealing with Current demand

The Joint Estates Strategic Framework sets the decision making and design principles for all estate and assets. This is currently underpinned by the estate strategy. The strategic framework will be underpinned by a Strategic Asset Management Plan which will set out the proposed estates activity over a five-year period, aligned with the medium-term financial plan of the Force. Additionally, the shared sustainability strategy outlines the approach to reducing the impact on the environment in the future and is a joint plan with NYFRS. Led by the estates team, the strategy reaches across all areas of business and operations. Vehicle fleet is replaced in line with a replacement policy which is used to inform an annually updated five-year capital rolling plan and is reflected in the MTFP. Vehicle utilisation and management is overseen by a series of groups including the Vehicle User Group, Driver training group and subgroups which look at specific vehicle specialisms.

Estates: The Estate team has the capacity and capability to meet normal levels of current demand. Estate management is the responsibility of the Estates Manager and team of in-house building specialists and support staff. They manage the sale, acquisition and new build of premises and facilities, including negotiations with partner organisations where NYP is co-located. The estates service desk is the first point of call for maintenance issues or the availability of utilities and the building specialists are responsible for the maintenance, repair and refurbishment of NYPs properties. The Facilities and Sustainability officer is responsible for managing "soft services" such as cleaning, waste, and energy management. There are some specialist services which the team is unable to resource e.g. asbestos management and where required these are contracted.

Fleet: The Transport team works across both police and fire and encompasses staff from both NYFRS and NYP. The team is co-located in a joint facility, which also incorporates the main vehicle workshops and uniform and equipment stores of both organisations. The transport team are responsible for the maintenance of the entire fleet however, some specialist services e.g. installations, complex repairs are provided by contractors or specialist dealers. Capable expertise retention has been problematic due to the location of its premises and the level of remuneration that can be achieved in the public sector when compared to the private sector.

Logistics: The logistics team has the capacity and capability to meet normal levels of current demand. The team works across both organisations to deliver services in relation to the provision of equipment and uniform to multiple areas of business and geographically, across the whole county. They are responsible for purchasing, storage and distribution of these assets. The provision of certain asset types such as clothing, which have long lead-in times, has created challenges. Whilst there are new options emerging around contracts the Logistics Team have focused on working with internal teams to change internal processes to minimise these challenges e.g. earlier identification of new users in the recruitment process to mitigate the long lead in times for clothing and some equipment and has the effect of reducing stress for staff and complaints about missing or late equipment.

Meeting future demand

Estates, Transport and Logistics has begun the process of formalising an existing close collaborative working arrangement which already existed at management level across all levels of the business. The forthcoming enableNY changes will seek to embed this collaborative approach to maximise effectiveness and efficiency and ensure that a sustainable solution has been implemented for all collaborating parts of the business. Estates, transport and logistics capacity and capability is being considered as part of this enableNY consultation to better address a move to a more pro-active strategic partnership, focused on outcomes and benefits to the public and the Force rather than the current re-active and transactional model.

In addition, Estates, Transport and Logistics is planning to develop ways of enriching the data available through condition surveys and by linking this information to, for example, anticipated life cycles, with the aim to provide a more analytical approach to its planned replacement and maintenance programmes and to focus on

continuous improvement through measurement and review. This is constrained at present by reactive demand, which can impact upon the functional ability to deliver against this programme of work due to the need to re-prioritise. To mitigate the impact of this the function will work more closely with its clients in conjunction with service planning to support them in developing a better understanding of their estate, transport and logistic needs. Estates, Transport and Logistics all have a key role within the COVID19 response approach and the recovery plan and are fully involved in the development of the Force's recovery strategies to ensure the most agile and efficient use of assets to meet changing needs in the future.

Consequences of not meeting future demand

The force anticipates that its plans subject to collaboration are sufficient to meet future demand.

Section 11: People Services

Lead: Head of People Services

The People Services function forms part of the enableNY collaboration providing services to North Yorkshire Police, North Yorkshire Fire and Rescue Service and OPFCC. It is split into four areas:



People Operations: encapsulates the transactional and demand-led elements of People Services including activity such as employee relations advice, systems administration, Health and Safety and regulatory and legal compliance projects.

People Partnering: is strategically focussed, managing the client relationship to ensure the priorities and outcomes of People Services are strategically aligned. They will also deal with complex change management and the design and implementation of service specific solutions linked to continuous improvement.

Health and Wellbeing: Provides both demand-led and proactive health and wellbeing interventions, covering physical and psychological support.

Talent and development: have responsibility for talent planning, acquisition, management and development and the inclusion and diversity portfolio.

Assessing Current and Future Demand

The four areas of People Services function using a capacity led demand model however, the level of reactive and proactive demand differs across the teams.

People Operations: Demand in this area of People Services is mainly reactive and transactional in nature. The volume of activity is influenced by the management capability of line managers across the organisation. Following a change programme in 2020, a new service delivery model was introduced in the form of a helpdesk. Supplemented by a self-service approach this aimed to provide the workforce with a more structured and efficient way of accessing people services. People information is managed on the Origin system and the force is looking at streamlining some of the Origin services which alongside greater emphasis on self-service, will drive future efficiencies. The team uses three separate systems; itrend, TAS and Origin, an upgrade is scheduled for the TAS system in 2021 and upgrades and changes to functionality for Origin are scheduled later this year, which should realise efficiencies in the process. Nationally, case law published in 2020 regarding pension remedy will require careful consideration. This work is yet to be scoped but is likely to require an increase in both capacity and capability to respond.

People partnering: Demand within People Partnering is, in the main, proactive, and more strategically aligned. Working closely with clients, the team seek to identify, design, and implement service specific solutions. In the

future, this will include working more closely with Heads of Function to succession plan and build capable expertise across all levels of the organisations. Designing and implementing a robust process for the measurement and improvement of colleague engagement will be a key priority.

Health and Wellbeing: Demand for the Health and Wellbeing Team is both demand-led and pro-active. Officers and staff can access services through self-referral or via their line management and this includes the Counselling Service (support for mental health issues), the Occupational Health Service (physical health matters) including providing regular screenings for people in specific roles and the TRiM programme, which is an assessment service for those who have experienced trauma at work. Proactively, the team provide educational workshop programs and support a number of health and wellbeing initiatives in support of the organisation's wellbeing approach (see section 2). In 2020, the wellbeing pledge was launched with positive psychology as the theme however, responding to the organisational need in response to the COVID19 pandemic has meant that much of the proactive work regarding the pledge has been delayed. Future proactivity will include reinvigorating this initiative and ensuring that the strategic vision for wellbeing is embedded across the organisation.

Talent and Development: Operation Uplift targets are captured in the workforce plan and are linked through to the MTFP. These increases have a subsequent impact upon the demand for promotion processes and the team is working with the EAT programme to understand the associated demand. In addition to meeting our recruitment targets, developing a representative workforce is a priority for the force and the team have responsibility for the delivery of the positive action portfolio. Training services has been restructured in order to better align the service offering to the requirements of the organisation; all mandated and operational training sits within the Operational Training, Planning and Logistics function and any developmental training e.g. leadership sits is the responsibility of People Services. Future demand in this area will increase as the organisation is looking to develop a range of costed options for leadership and management development training and Equality and Diversity. There may also be a further impact upon future demand as the department explores options for improving talent development e.g. a review of the existing PDR process in order to better align to talent mapping, succession planning and improve links to individual competence.

Dealing with Current demand

The function has a workforce plan which is linked in the forces Medium Term Financial Plan (MTFP). The People Services Service Plan details its deliverable and measures up to 2021/22. A service catalogue is being developed for People Services which defines the service offering for its clients and associated KPIs. People Services is part of the enableNY collaboration and are first function to consult the workforce in relation to these changes, implementation of the new service model as outlined in this FMS is expected to commence from 1st April 2021.

People Operations: has the capacity and capability to meet current demand. The hub (including helpdesk) provide support for employee relations advice, coaching, systems administration and starter and leaver administration requirements. The team's efficiency can be affected by officers and staff not utilising the self-service option in the correctly however additional guidance has been produced to reduce this. A number of the roles in the hub are entry level which has resulted in challenges regarding retention and recruitment. Health and Safety and people projects (for regulatory and legal compliance) also form part of People Operations and provide support to the People Operations Manager in respect of quality assurance, trend spotting, continuous improvement, and demand management.

People partnering: There is sufficient capacity and capability within the team to meet the current demand. People partnering create and drive business impact for clients to make sure our communities across North Yorkshire receive the very best service they deserve. People Partnering focuses on deliverables, moving from measuring process to measuring results. The teams focus is having a deep understanding of our client's business model and collaborating with them to create client specific people plans in line with business

objectives. We also deliver value added projects which emanate from the strategic priorities aligned through our service plans.

Health and Wellbeing: The Health and Wellbeing department has the capacity and capability to meet current demand. The department was restructured as part of the Towards 2020 programme and the enableNY review and a dedicated Health and Wellbeing Manager appointed. All welfare advisors are qualified counsellors or psychotherapists and provide several internal therapeutic interventions tailored to individual needs, including person centred counselling and cognitive behaviour therapy (CBT). All staff are also being trained in Eye Movement Desensitisation and Reprocessing (EMDR), which is a NICE treatment for PTSD. Individuals can self-refer to the Health and Wellbeing Department or this can be completed by line management. All individuals are contacted within 5 days of a referral with a physical appointment being 2-3 weeks. The pandemic has also impacted upon the ability of the Health and Wellbeing department to schedule and run its regular wellbeing events however, some of these sessions are now being held virtually via Teams e.g. stress and relaxation sessions.

Talent and Development: The team have the capacity to meet their current demand however, there is a gap in relation to having the capable expertise in talent development to deliver the programme of work. Recruitment into the department is the primary option however, if suitable capability is not identified then commissioning the service would be explored as an alternative.

Meeting future demand

Pension remedy will require the organisation to evaluate the pension offering afford to both current and retired employees to ensure that it is in compliance with recent case law. Working closely with our partners and pension providers, this work will need to be fully scoped but is likely to require a significant investment in both capacity and capability.

A recent decision has been made to secure an upgrade to the existing Origin system which will provide enhance capability. Additional resources will be required to ensure the successful testing, roll out and organisational embedding required.

Leadership and management training are key element of talent development and has been highlighted as a priority for the force. A range of tiered costed options is being developed for delivery in Spring 2021.

Consequences of not meeting future demand

No timescales have been provided for organisations in relation to pension remedy. There is a risk of legal non-compliance if the organisation cannot invest sufficient capacity and capability to meet any proposed deadlines.

Section 11: Finance

Lead: Head of Finance & Section 151 Officer

The Finance function is included within the enableNY collaboration, providing services to North Yorkshire Police, North Yorkshire Fire and Rescue Service and OPFCC. They are split into:

- Payroll and pensions
- Budgeting and accounting
- Purchasing and procurement.

Assessing Current and Future Demand

The finance function operates using a capacity led demand model. A large part of the demand is transactional and driven by statutory timescales i.e. pay dates, accounting requirements.

Payroll and pensions: The Payroll and Pensions team process payments relating to contracts of employment with North Yorkshire Police including business expenses. Demand for the team is linked to the number of employees and therefore, the impact of the recruitment from the officer uplift and any change in turnover or retirements may result in a marginal increase in demand. Nationally, case law published in 2020 regarding pension remedy will require careful consideration. This work is yet to be scoped but may require an increase in both capacity and capability to respond.

Finance and accounting: Budget responsibility is allocated to budget-holders and each budget-holder has a nominated accountant to support them in managing their budget. The force uses the Oracle system as its ledger and to generate its budget reports however, in the future the force is looking to realise efficiencies through an enhanced reporting system and through integration of business support systems and transactional processes with North Yorkshire Fire and Rescue Services.

Purchasing and procurement: Demand for procurement and purchasing is relatively static as, for the most part, the items the force needs to buy are standard items that are repeatedly purchased over time. For frequently used items, NYP already has contracts with suitable suppliers and can be requisitioned through the IProc system. Request for products or services which are new or don't have an existing contract are dealt with differently depending upon their value:

- If the value of the contract or purchase will amount to a total of £50k (ex-VAT) or more over four years, then a Procurement Request Form (PRF) is completed and forwarded to NYP Procurement Team. If the request is appropriate, the NYP Procurement Team will forward to the Regional Procurement Team who take on large-scale and high-value procurements for NYP and other Yorkshire and the Humber Forces.
- If the value of the contract or purchase amounts to >£10k - <£50k (ex-VAT) over four years, then this is handled by the NYP Procurement team.
- Purchases of <£10k can be handled within the functions in accordance with the procurement rules.

Both the impact of Blue Light Commercial negotiating some contracts and the procurement team likely to assume responsibility for FRS procurement through the enableNY collaboration, may require some re-profiling of how procurement demand and activities are managed locally.

Successful implementation of the enableNY collaboration brings opportunities to realise efficiencies through moving to joint systems e.g. ledger, payments and payroll, incorporate joint working approach across roles and processes and to potentially reinvest into proactive, effective and professional financial services.

Dealing with Current demand

The financial regulations and rules are set for the organisation by the Police, Fire and Crime Commissioner. The DRM (Devolved Resource Management) manual is a record of the financial procedures of the organisation and is supported by the schemes of authorisation and delegation. The Investment and Efficiency Board is focussed on financial scrutiny and oversight e.g. review of forecast under and overspends against revenue and capital budgets and their impact, including delivery of efficiency and savings programmes.

Payroll and pensions: The team has the capacity and capability to meet demand however there are opportunities to improve efficiency through the streamlining of the existing manual processes.

Finance and accounting: There is insufficient capacity to meet all the current demand however, there is insufficient capable expertise. The team only have the capacity to conduct quarterly financial reporting as posts have been reduced and remaining capacity being redirected into more transactional activity. There is a gap in relation to providing better information to the organisation and maximising opportunities for self-service. The team are also looking to developing a more business partnering approach, working more closely with budget holders to increase their financial acumen, improve consistency of all budgeting reporting and reviews of efficiency plans and strengthen financial ownership and accountability.

Purchasing and procurement: Purchasing and procurement has sufficient capacity and capability to meet current demand. The team have introduced several e-forms to improve consistency and quality of information submitted to them. Through the enableNY collaboration the opportunities to improve resilience, reporting and self service will be evaluated further.

Meeting future demand

The Finance Department has begun the process of formalising collaborative working arrangements under enableNY and has developed a business cases for consideration and adoption following consultation. This business case will seek to embed a collaborative approach to maximise effectiveness and efficiency through optimisation of processes and systems. It will also provide a sustainable solution is implemented by enhancing its service offering through a business partnering approach. The business case will also consider developing the department's capacity and capability for joint procurement activities working closely with FRS, the Yath Regional Procurement Team and Blue Light Commercial.

Consequences of not meeting future demand

The force anticipates that its plans, subject to collaboration, are sufficient to meet future demand.

Section 11: Business Design and Assurance

Lead: Head of Business Design and Assurance

The Business Design and Assurance function forms part of the enableNY collaboration providing services to North Yorkshire Police, North Yorkshire Fire and Rescue Service and OPFCC. They are split into:

Programme Management Office (PMO): The main aim of the PMO is to ensure that change is delivered in a consistent, effective manner and as efficiently as possible, by utilising change management methodologies and standard reporting tools and also incorporates operational policing colleagues. There is also a renewed focus on benefits realisation.

Business Insight: seeks to deliver improvement through improved data analytics, future scanning and research audit and assurance, business planning, inspection, quality management, service improvement, effective risk management and reality testing with the front line.

Information Management: incorporates Information Security, Records Management, Disclosure and Barring Service, Data Protection and Niche Systems Administration. The team works towards NYP's compliance with all the relevant legislative and business standards and the key elements of Information Management contained within APP Guidance for the Management of Police Information.

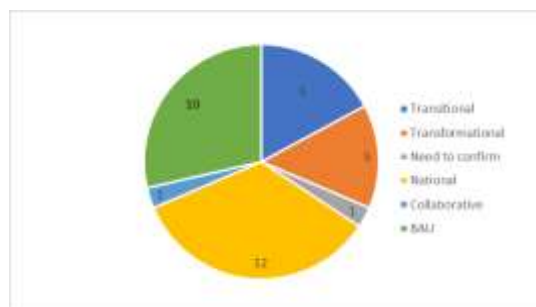
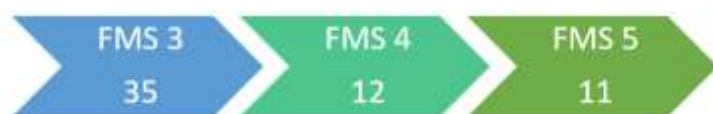
Corporate Communications: The team is a specialist business service which provides internal and external communications services, support in relation to digital engagement, media relations and a wide range of other communications techniques.

Executive Support Services: The team provide professional support to members of the Chief Officer Team, Heads of Function and Superintendents as well as internal customers and members of the public.

Note: Central Administration Office: This team is managed by the Head of BDA but is a Fire and Rescue service NYFRS support function.

Assessing Current and Future Demand

Programme Management Office: PMO demand is managed and prioritised via the change pipeline. The pipeline currently contains 58 police related projects; these fall within the following FMS periods:



For the period of this FMS there are 12 nationally mandated projects scheduled. Internally projects have been apportioned into the following categories: transformational, transitional, collaborative and BAU.

There are some projects where the requirements are not sufficiently mature or not enough information exists to enable them to be categorised. Several of the projects identified for initiation during this FMS period are detailed within the respective chapters, however over half of these projects are at an early stage in terms of scoping their requirements and, as such, it is too soon to present them as proposals within the respective Step 3 sections. As the volume of change continues to grow a prioritisation process will be introduced to manage growth in future demand. There is a renewed focus upon benefits realisation and management and, in conjunction with a newly established benefits manager post, the force is developing a benefits framework which will set out a consistent approach for managing benefits.

The operational change lead sits within the PMO and is responsible for translating the operational requirements, articulating, and realising the associated benefits and embedding the capability into business operations and are key to providing the bridge between the programme and business operations.

Business Insight: Demand for Business Insight services is split into mandated requirements, commissioned requirements, supporting ad-hoc national or regional requests and future development. Mandated requirements relate to tasks and activities that must be completed to meet the requirements of external bodies in particular the Home Office and HMICFRS, legislative requirements or internally designated activities e.g. Annual Data Return (ADR), FMS, HMICFRS inspections. Commissioned products are additional services offered by Business Insight aligned to available capacity. These requests are prioritised for delivery against organisational objectives. Ad-hoc mandated services are provided to the Force, OPFCC, central government,

NPCC or inspection bodies that fall outside the planned schedule but are required to be supported and delivered at short notice.

Demand for Business intelligence (See chapter 10) through data Analytics is likely to grow as the breadth and depth of data within police and across partners grow. Additional technical and quality assurance to demonstrate compliance will increase against a landscape of policing scrutiny and more effective understanding of service benefit and project review will also increase demand. Business planning functions that work closely with colleagues across the organisation will embed a dynamic integrated business planning tool that closely aligns to the FMS, change pipeline, MTPP and MTFP. Associated medium term demand requirements will grow to ensure effective transition towards a more planned approach to service delivery with unexpected activity being the exception.

Information Management: The Disclosure and Barring Service have seen demand exceed predicted levels in the previous two years and this trend is anticipated to continue, the predicted volume forecast for 2020-21 is 48,458 (anticipated 4% increase). Demand is reviewed regularly and there is the ability to apply for additional funding where actual demand exceeds the predicted levels. The remaining areas of Information Management; Force Crime and Incident Registrar, Compliance Management, Records Management, Information Security and Niche Systems Administration teams all function on a capacity led demand model.

Records Management continues to see increasing demand for corrective activity resulting from a rise in duplicate records generated through the way TuServ searches for records. The team are also risk assessing additional areas of demand such as deletion of data on Niche RMS and other systems where we hold information for deletion including email. Other Niche change projects also have the potential to impact upon future demand e.g. Two Way Interface (TWIF) is a national requirement and is the two-way exchange of information between the Police and CPS Case Management Systems (CMS) and effectively allows information to come back across to populate Niche from the CPS CMS. The quality of the data sent through the interface to Niche will determine if there will be an increase in demand upon Niche Systems Administration (NSA) in terms of corrective activity. Through the National Enabling Programme, the force is moving towards cloud-based storage rather than local servers, careful management by all personnel in relation to storage and deletion of records will be necessary to not have a consequential impact on Information Management.

Continued investment in core system assets such as niche increases demand for the ongoing support requirements to enable business and technical changes to be made over the coming years. Therefore, resourcing arrangements will need to be assessed, delivered, and sustained over the medium term

Corporate Communications: Corporate communications function via a capacity led demand model. Core activity is defined within the service catalogue, supported by the Service plan, and is supplemented by a commissioning process. The team also maintains a reactive capability to respond to emergency incidents. Corporate Communications receives approximately 150-200 media enquiries per month and Covid19 has seen demand maintained at the upper limit of this range. A new Service Level Statement is being developed for media engagement which aims to shift the focus from high volume / low level enquiries towards more strategic themes with formal opportunities to meet senior commanders across the force.

The force engages with the public through a range of social media channels including Facebook, Instagram and Twitter and has seen followers increase across all accounts. The role of Corporate Communications in developing the force's approach to digital engagement and focusing on public engagement needs to be explored further. An upward trend in future demand is anticipated in terms of being able to engage with the public via their choice of channels and the need to improve the level of monitoring and interaction across our digital channels. The College of Policing report on Policing in England & Wales Future Operating Environment 2040 points to the developing trend in the volume and sophistication of disinformation online and the challenge this brings to the police's ability to 'control the message' at critical time. It proposes that there may

be a requirement for police communications teams to take on a fact-checking or counter narrative role to reassure the public, protect operational integrity and maintain police legitimacy.

Executive Support Services: The Executive Support Team comprises an Executive Support Services Manager, Personal Assistants (PAs) who provide support to the Chief Officer Team and Secretarial Support Officer (SSOs) support to Heads of Function and Superintendents with a defined service offering. The PA team are responsible for Case File Management on behalf of the Chief Officer Team, as well as Chief Officer Led events and ceremonies. The SSO team also provide a meeting facilitation service to other members of North Yorkshire Police for meetings that are not chaired by Heads of Function or Superintendents, but that meet the criteria for SSO support. Demand upon the team is determined by their capacity with a defined number of roles within the organisation allocated a specific amount of executive support service resource.

Dealing with Current demand

All teams within the BDA function have service catalogues which defines their service offering. Change is governed through the Change Board which oversees all business cases and any amendments to the change pipeline. This board feeds into the Chief Officer Team (COT) Investment and Efficiency board which ensures that all change aligns to the delivery of the organisational strategic objectives and the delivery of the Police and Crime Plan, it manages the impact of any slippage on investment programmes or under delivery against any savings plans. In support of the Change Board the organisation is looking to establish portfolio programme management boards which will focus on elements of agile working, digital delivery and channel management. Information Management is governed through the Information Assurance Board (IAB), chaired by the Deputy Chief Constable as Senior Information Risk Owner (SIRO) and is held quarterly to provide assurance to the SIRO on governance and compliance activities. NYP are developing a revised Information Management Strategy and this is documented in the department's Service Plan. Risk Management is governed through a Risk and Assurance Board and this considers matters for referral into Executive Board and the Joint Independent Audit Committee.

Programme Management Office (PMO): The PMO does not have sufficient capacity and capability to meet its current demand. The volume of change scheduled on the change pipeline for this financial year has outstripped the available capacity. To try and alleviate this gap the PMO is looking to separate projects into defined programmes of work each of which will have a senior responsible owner, this will need to be supported by additional programme and project management resources and business analysts. There is also an opportunity to improve the effectiveness and efficiency of the PMO by introducing new project management software, this would improve monitoring and exception reporting against all projects.

Business Insight: The Business Insight team has the capacity to meet its current demand except for business continuity, this capacity gap has been heightened further as a result of the response and recovery elements associated with the Covid19 pandemic. The capability of the data analytical team has been impacted both through technology development, access to tools and the need to grow capable expertise to develop its predictive and prescriptive analytics. (See also chapter 10: ICT and Knowledge Management).

Information Management: Information management has the capacity and capability to meet its current demand however, there are some challenges in relation to compliance management. Improvements to Crime Recording have been made as a result of the actions following the HMICFRS Crime Data Integrity Inspection and demand for the FCIR function is now stable. Compliance and data quality remain key areas of concern for the force, improvements in this area are monitored through the Victim Service and Crime Data Integrity Assurance Group. Following the implementation of GDPR an assessment was carried out regarding overall compliance. Through data mapping and the development of an information asset register, several gaps were identified and compliance against controls documented. There is a significant amount of work to do to address the data

protection gaps recorded on the action plan with the limited resource available, to support this area additional temporary resource has been recruited.

Corporate Communications: The corporate communications team has insufficient capacity to meet the current demand, the impact of the Covid19 pandemic has meant that in order to service both the requirements to respond to the pandemic and to maintain BAU it was necessary to suspend the commissioning process and developmental activities. Corporate Communications is made up of omni-competent communicators which provided greater resilience, this was particularly evident during the Covid19 pandemic. However, there are also areas of communication which would benefit from more focused capable expertise including in relation to developing legislation which will give the public the ability to report crime on all official force digital channels which, without the additional of some specialist capability, will present challenges.

Executive Support Services: Executive Services have the capacity and capability to meet current demand. The team were restructured as part of the Transform 2020 programme which resulted in a refinement of their service offering and clearer delineation in relation to levels of support. In addition, the PA's and SSO's share several omni-competent activities which enable them to work with a high degree of flexibility. The consequence of the refinement of their services and the team's ability to respond flexibly has provided to option to consider extending the existing client base.

Meeting future demand

Business Design and Assurance has begun the process of formalising collaborative working arrangements across all its functions through developing business cases for consideration and adoption following consultation. These business cases will seek to embed a collaborative approach to maximise effectiveness and efficiency and ensure a sustainable solution is implemented. BDA capacity and capability is being considered as part of this enableNY consultation to ensure that changes are delivered in a structured way and delivers against the existing service catalogues.

Consequences of not meeting future demand

Stresses or variation to delivery of enableNY will result in focus being directed upon prioritised activity which will increase reputational risk through subsequent delays in developing and implementing new services that are designed to improve the efficiency of frontline services and accessibility of the community.

Chapter 12: Collaboration

This section of the FMS describes the collaborations involving North Yorkshire Police. They are divided into three distinct approaches

1. Collaboration with police force partners in the Yorkshire and Humber region
2. Collaboration with Police partners in Durham and Cleveland
3. Collaboration with Fire and Rescue partners

Note: NETIC (North East transformation, Innovation and collaboration) which sought to identify new collaborative opportunities whilst co-ordinating the governance arrangements for existing collaborations will cease at end of March 2021. Chief Constables will lead collaborative approach and activity through a retained CCOB, and each Chief will report this into their own local accountability structures. Ongoing specific national funded arrangements will continue whilst other collaborative activities will be at the discretion of Chief Constables.

YatH: is the collaborative arrangement for policing services in the Yorkshire and the Humber

YatH collaboration encompasses North Yorkshire Police, South Yorkshire Police, West Yorkshire Police and Humberside Police. The collaboration includes the following shared functions which are provided under a section 22a agreement with North Yorkshire Police in each case acting as the client:

Regional Scientific Support Services (service provider West Yorkshire Police)

- This includes all traditional police forensic functions (crime scene investigation, fingerprints, footwear services, chemical enhancement, and imaging) and the management of the contract including submission to the forensic supplier.

Regional Organised Crime Unit (service provider West Yorkshire Police)

- This service includes access to regional Cyber Crime Unit, regional Operations Unit, regional Development Team, North East Region Asset Recovery Team, Regional Intelligence Unit, Regional Confidential Unit, Regional Organised Crime Threat Assessment Team, UK Protected Persons Service, Regional Undercover Online Unit and regional technical surveillance (TSU). The ROCU acts as the regional link with national law enforcement agencies as well as international law enforcement partners.

Note: The Technical Support Unit is split between level 1 support which is devolved and managed by North Yorkshire Police and level 2 support (complex sensitive covert techniques that support requirements required by the Major Inquiry Teams, Organised Crime units, Special Branch and other specialist teams) which is delivered via the ROCU.

UWSU (service provider Humberside Police)

- This service is provided to North Yorkshire on a request per use basis.

Procurement (service provider South Yorkshire Police)

- Regional Procurement works to deliver collective value for high cost or complex collaborative or force procurement. Local procurement arrangements have been retained by the force and form part of finance department under enableNY (see chapter 11).

In all collaborations demand modelling for these services is undertaken by the service provider and as part of the agreement, North Yorkshire Police either contributes on a net revenue expenditure (most services), demand-based modelling (parts of RSSS), or on a pay as you go basis (UWSU). Governance arrangements are being refined following the closure of NETIC to ensure checks and balances are in place around how the supplier manages current and future demand.

Note: Firearms Training that was previously delivered through a collaborative licence in the YatH has ceased and the forces firearms training services have returned to force (see Chapter 9)

Evolve: is the collaborative arrangement for policing services for North Yorkshire, Durham and Cleveland.

Major Crime Investigation (see chapter 5), since 2016, has been delivered through collaboration with Cleveland Police; however, this collaboration will be subject to decoupling from April 2021. This move will reinforce local policing, with enhanced ability to provide specialist skill support to combat complex and changing crime types. NYP and Cleveland Police will continue to collaborate on the cold case review of unresolved Homicide and Major Crime enquiries.

Evolve Collaborative Legal Services: is led by the Director of Evolve Collaborative Legal Services, working under a section 22a Collaboration Agreement between all three forces. The Joint Corporate Legal Services Department within NYP provides in-house legal services to both the Chief Constable and the Police, Fire & Crime Commissioner for North Yorkshire (PFCCNY). Legal Services within North Yorkshire reports to the DCC as well as the Director of Evolve Collaborative Legal Services. Evolve Collaborative Legal Services now advise the three Chief Constables and the three Commissioners. Acting for all six clients across the three forces is possible under a Solicitor's Regulation Authority (SRA) Waiver but currently this does not extend to acting for the North Yorkshire Police, Fire & Crime Commissioner Fire and Rescue Authority (NYPFCCFRA) as this is a separate Corporation Sole until a separate waiver is approved by the SRA. Summary of Services include:

- Legal advice on corporate, public law and employment matters
- Advice and representation on police operational law, including human rights, civil liberties, and equalities law
- Handling and management of all civil litigation brought against the Chief Constables or the Commissioners.

The ability to meet demand is largely dependent upon the effective embedding of the collaborative legal services model and the provision of additional temporary resources to address demand gaps to ensure that performance levels can be adequately maintained. Any residual demand gap will be subject to review through the existing collaborative arrangements.

enableNY: is the collaborative arrangement between North Yorkshire's Police and Fire and rescue services

enable North Yorkshire (enableNY - Chapters 10 and 11) was launched in April 2019 under a Section 22A Collaboration Agreement, bringing together the support functions of North Yorkshire Police (NYP) and North Yorkshire Fire & Rescue Service (NYFRS) to facilitate the provision of an efficient and exemplary service to the people of North Yorkshire in support of frontline officers, staff and firefighters. **enableNY** is currently being developed through consultation with Police, NYFRS and their respective unions around the delivery of a collaborative model. This is based upon the design principle of understanding the operational requirements and expected outcomes of the client to make them more effective in serving the public.

The five functional areas included under enableNY:

- Business Design & Assurance (comprising of Business Insight, Programme Management Office, Corporate Communications, Executive Support Services and Information Management)
- Estates, Transport & Logistics (Assets)
- Finance
- People Services
- Information, Communication & Technology (ICT).