



North Yorkshire Police

Force Management Statement

2020/21

Chief Constable Statement



Our Force Management Statement (FMS) for 2020-24 builds upon my previous Statements, but also reflects the changing environment for policing services and the impact of Covid19 on our communities. It sets out how we plan to continue policing through the Covid19 pandemic and beyond. In some respect this global pandemic has accelerated changes that were already beginning to happen within society, such as moving more members of the community into the digital space, moving towards a more cashless society or adjusting our views of work and the workplace. These changes along with the social restrictions that have been experienced have changed community interaction and cohesion which have consequential impacts on both traditional crime trends, and emerging crime. Our analysis tells us that whilst some traditional crimes have decreased further during the last year, other crimes linked to poorer physical health, deteriorating mental health, social isolation, and a decrease in social cohesion have increased. As a policing service we need to be able to adapt and respond to these changes which is why it is, more important than ever, that we need to consolidate the core building blocks that underpin our values as a policing service.

- We are **accountable** to the people we serve
- We meet society's complex and diverse needs, with the delivery of public protection that is **informed by community priorities** and robust **evidence-based** analysis of public and policing need.
- We **respond** to existing and emerging crime types with a focus on preventing vulnerability and harm
- We are always seeking to **improve the productivity and capacity** of our officers, staff and volunteers
- We attract and retain a **diverse workforce** of confident and well supported professionals, who operate with a high degree of autonomy and accountability.
- We are a **sustainable** policing service that makes effective, efficient, and legitimate use of all our resources

The unique impact of Covid19 upon policing, communities, and society has given us the opportunity to use this FMS as a stepping-stone to develop a more complete picture, as we transition out of this pandemic, for inclusion in next year's FMS. This year we have set out our current position and demonstrate our current level of confidence in developing our services to the communities of North Yorkshire to meet future demand.

During 2021 we will be developing and implementing our new Early Action Together model. My ambition as Chief Constable is to see early intervention and prevention truly embedded as a way of working across the whole organisation. Preventing someone from coming to harm in the first place or doing a job "right first time" is the most effective way of improving the quality of life for all of our communities. Even if we deliver an exceptional service in response to an incident, we cannot turn back the clock on the bad things happening in that person's life that may change them forever.



So, going forward that is why we want to focus on **prevention and early intervention** within everything we do. If we can prevent something happening or stop it happening again, fewer people in our society will come to harm.

We can't do this alone; it has to be a partnership effort as we are not always the organisation who can help someone in the most effective way. Sharing information and recognising the right opportunities to support individuals and families at the earliest stage to make a difference can have a life-changing impact.

Working to the principles of the NYP Early Intervention & Prevention Strategy and aligning closely to the Police & Crime Plan and the CARE Priorities, our Early Action Together programme is our opportunity to realise that ambition. This is an exciting and innovative long-term programme of change for the organisation, likely to take up to five years to be completely embedded.

The initial scope of the programme consists of four projects; Customer Contact, Intelligence, Pathways and Placed-based working. We will seek to focus on young people by deflecting them from future offending behaviours or victimisation and on those that are most vulnerable to exploitation both within the physical and digital environment.

Through the programme, and in collaboration with our partner agencies, we will identify good working practices that can be enhanced and improved, decide what is needed to make those improvements, and consider what wasteful processes can be removed. This will make NYP a far more efficient and effective service and in turn will release capacity and opportunities for realising our ambition of becoming a service focussed on early intervention and prevention.

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 service that meets traditional fear of crime, reassurance from a visible police presence, an improved customer service experience, and an enhanced digital policing capability. In addition, by better understanding the changing nature of our demand we will realign our future resourcing and skills requirement so we can work better in partnership with others. This will enable us to ensure that the most effective support is provided to those with vulnerabilities, with mental ill-health, or complex needs, in order to reduce those crimes and incidents linked to social inequality or those that come to notice through the digital space.

Finally I am cognisant that as Chief Constable we, North Yorkshire police, also have a wider part to play in keeping society safe at a regional/national or even global level around our role to support Counter Terrorism (CT), and the dismantling of Serious & Organised Crime (SOC).

The road ahead of us will be full of challenge and uncertainty but I believe that together, with our partners and communities, we can make North Yorkshire a safer place to live, work and enjoy

*This is the force management statement for **North Yorkshire Police** and except where stated otherwise, the information in this statement is complete and accurate in all material respects.*

Signed: 

FMS Summary and assessment of priorities

In undertaking our assessment, cognisance has been given to the current national position around the pandemic, the development of our Early Action Together model, and the current position of the collaboration of our enabling services across Police and the Fire and Rescue Service. This assessment has been split into two:

1. Each chapter of the FMS has been subject to an assessment based on the maturity of our current understanding and our confidence to address future demand (where appropriate including visual models) that impacts upon other different sections of the FMS
2. A summary of the highest priorities and highest risks, and how they will influence the delivery of our Early Action Together model and our operational control priorities.

1: Assessment. This FMS is made up of 12 chapters, the detail of each is described in the appendix to this summary. Chapters 1 (Finance summary) and 2 (Wellbeing) have not been subject to a confidence assessment as they set out our financial and wellbeing approach that underpin the other 10 chapters. Our confidence assessment is based on the capacity (police Officer or staff), capability, tools/ technology, and infrastructure requirements to meet future demand and is expressed visually as:

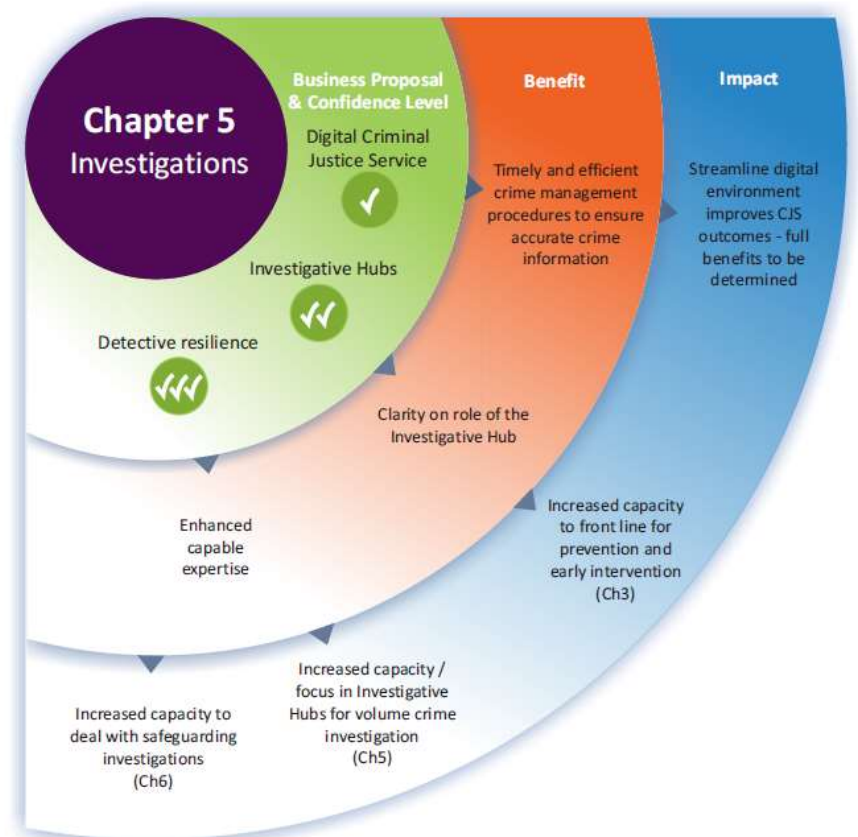


Chapter 3: Responding to the public has identified two areas of change/ investment to meet future demand. These are the investment into an Initial Enquiry Team (IET) and the expansion of the Crime Recording and Occurrence Management Unit /Crime Management Unit (CROMU/CMU). The IET forms part of Early Action Together and is accounted for within the force priorities and NYP has a high degree of confidence that this will be delivered in 2021 through police officer uplift and in doing so will both enhance customer service and generate additional capacity on the front line. The CROMU/CMU forms part of improving the timeliness of recording practices that will drive more informed analytics and decision making. This sits outside current budgeted arrangements so NYP has a lower (moderate) degree of confidence that this will be delivered in 2021.

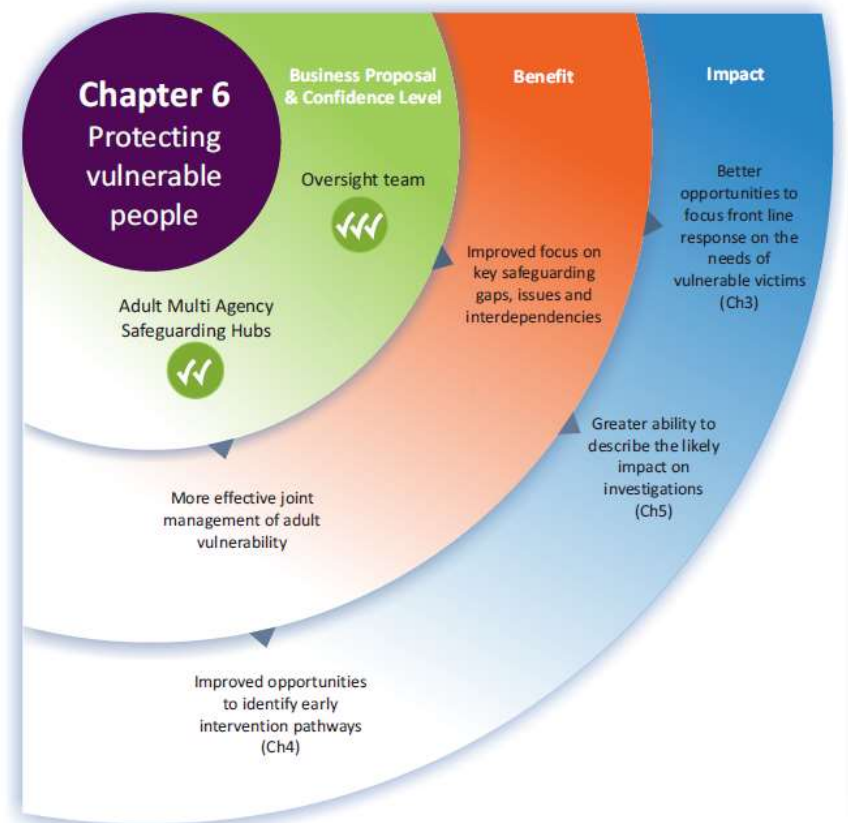


Chapter 4: Prevention and Deterrence is the central focus of NYP’s ambition to meet future demand. Place-based policing will be the central beneficiary of all the changes being delivered out of Early Action Together. Investment through previous years Precept uplift has bolstered this area of business to enable partnership activity to develop and mature over the next few years so that there is a collective understanding on how we embed the joint delivery model across police, fire, partners and community with additional capacity, information and intervention options coming on stream as the other parts of the EAT are implemented. Internal assessment will need to be conducted during 2021 to assess the added value of problem orientated policing and problem-solving plans to determine future capable expertise requirements in this area. In addition, evaluation of the most appropriate type of engagement model as we move into a post pandemic society needs to be described and implemented based upon the future community landscape.

Chapter 5: Investigations has identified this year the same two issues/gaps that have been experienced in the previous year. Firstly, the national shortage of Detectives has put strain upon existing resilience and whilst resource numbers have been adjusted to demand previously, the gap in capable expertise remains. Detective succession planning, recruitment, talent spotting and retention has been put into place and NYP has a high level of confidence that we will be able to increase capable expertise to offset future demand although this will be subject to review once a clearer picture of hidden pandemic related demand is known. Secondly the ability to better integrate with Crown Prosecution colleagues as part of the broader nationally driven programme remains a concern. At present there are knowledge gaps associated with individual pieces of work to inform the collective impact of a fully digital Criminal Justice Service (CJS). This is in part due to understanding more of the requirements from the national programme and prioritisation issues within NYP. Whilst there is an expectation that the whole programme of work will be delivered and confidence that individual pieces of work will be achieved, our gaps in collective understanding of the full impact and cost of change upon future capacity, capability, tools and infrastructure means that the organisation has a relatively low degree of confidence that this will all be achieved within the next four years. In addition the future definition of the role of Investigative Hubs stills needs to be resolved although this work is linked to both detective capability (which will reduce demands on Investigative Hubs to manage serious crime demand) and Early Action Together which will generate capacity within front line resources (to absorb more volume crime investigations). In addition, there is a requirement to review and consider the uplift of police officer surveillance resilience to provide specialist support to investigations in line with future demand requirements.



Chapter 6: Protecting Vulnerable People (PVP) is a key driver that underpins the Police and Crime Plan. Investment in this area of business has taken place over the last few years in recognition of the increased demands for policing services from those that are most vulnerable. As a small rural force, the teams supporting different vulnerabilities are often small and retention of capable expertise can be problematic. The Covid19 pandemic, has reduced situational vulnerability due to social restrictions, closure of the night-time economy, reduction in travel. However, it is likely that there is an underlying additional hidden demand in circumstantial vulnerability linked to domestic abuse, institutional isolation and stresses upon mental health which are expected to emerge post pandemic. The structure and size of the safeguarding teams will mean that there will be small identified gaps in both resource requirements and tools / tech which could be effectively managed through the provision of an oversight team. Such a team would work closely with colleagues from Intelligence, Partnerships, Crime and Business Insight to develop a more enriched picture of safeguarding pathways, gaps and issues that can deliver a more focussed safeguarding response. NYP has a high level of confidence that this could be achieved through the police uplift. The additional investment in an Adult MASH reflects the increased levels of vulnerability in the community. This sits outside current budgeted arrangements so we have a lower degree of confidence that this will be delivered in 2021.



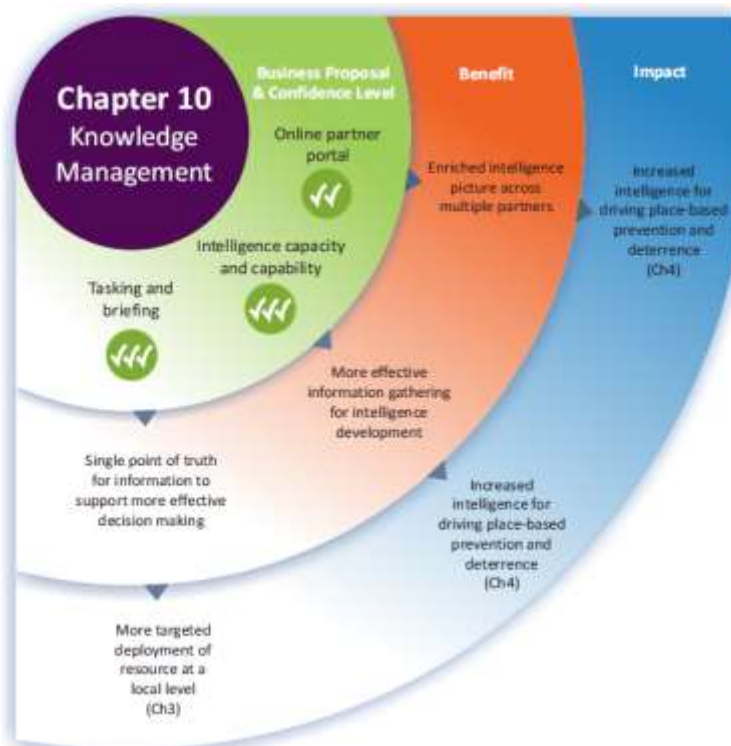
Chapter 7: Managing Offenders is a core element of investigative practice specifically the management of registered sexual offenders (category 1), violent and other sex offenders (category 2) and other offenders who may pose a serious risk of harm to the public (category 3) along with offenders who pose a high risk of reoffending and have consented to be part of Trinity (Integrated Offender Management Scheme). This work is volume led in terms of demand and whilst anticipating future resilience requirements beyond 2022, this will be subject to review towards the end of 2021 in conjunction with clarity on the funding arrangements for Integrated Offender Management.

Chapter 8: Serious Organised Crime is a high-risk area of business for NYP and the force responds to local, regional and national threat. Whilst SOC is managed effectively by the force with recent uplift in resources into the Organised Crime Unit and local expedite teams, additional gaps in capable expertise have been identified in specialised areas which need to be addressed. Closer working technical expertise between regionally delivered cybercrime and locally delivered economic crime would be beneficial in ensuring the full scope of cyber enabled offending and the impacts on victims are better understood. In addition, the investment in resourcing to tackle organised crime has highlighted limitations in Drugs Expert Witness capability which has traditionally been shared across officers but due to increased demand now requires dedicated expertise.

Chapter 9: Major events covers a range of policing activities including armed policing, roads policing, Operational Support Units (search and intercept), police dogs, counter terrorism, civil contingencies and public order. Gaps have been identified in some areas of capable expertise that falls within existing management structures although it has been identified that the road safety portfolio needs reinvigoration and that the data and analytics that sit underneath it need improving. At present there is a high degree of confidence that this will be achieved through internal redesign within Specialist Operations although further consideration may be required around capacity and capability moving forward as the new road safety portfolio develops. This is aligned with the requirement to uplift road policing resources to provide more resilience across the road network to improve both road safety and road enforcement activities. This would require uplift in officers and potentially vehicles and technology depending on the approach and deployment model adopted. At present there is only a moderate level of confidence that this can be achieved until the full impact of the deployment model is known.



Chapter 10: ICT and Knowledge Management covers the broad spectrum of technology and intelligence. ICT and Business intelligence sit as part of the enableNY programme and are being developed in partnership with other force-wide services. This chapter therefore focuses upon operational and covert intelligence. Operational intelligence has been identified as an area of focus under the Early Action Together model and sets out to assess both the capacity and capability requirements alongside technical developments that drive more effective information sharing to inform effective action. At present there is a high degree of confidence that the force will be able to deliver capacity, capability and intelligence led tasking and briefing suite of solutions to meet current and future requirements. There is a lower degree of confidence in being able to achieve the online partner portal due to pressures on the delivery of technical ICT solutions already being experienced by the force through transitional, transformational, or mandated change.



In addition, there is a requirement to review and consider the uplift of police officer capacity into covert intelligence to provide additional intelligence insight or support to investigations in line with future demand requirements.

Chapter 11: Force-wide Functions are described as enabling services (People, Finance, Estates, Fleet, Business Design, and ICT (see Chapter 10)) and Professional Standards (PSD). PSD are looking at consolidating their capacity and capability requirements in uplifting resilience in Investigation Management and also to undertake a capacity evaluation 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. Enabling services (enableNY) is currently being developed through consultation with NYP, NYFRS and their respective unions around the delivery of a collaborative model that is designed to better understand and deliver the operational requirements and expected outcomes of these clients, in order to make them more effective in serving the public.

Chapter 12: Collaboration covers those activities that are delivered either in partnership with other forces or provisioned to North Yorkshire Police by another force on a supplier: client basis. Existing governance structures are in place to manage the delivery and cost of service provision depending on the model adopted. Understanding and responding to future demand falls within the remit of each those collaborations.

2: Priorities. The priorities of North Yorkshire Police are focussed on two key areas where it has been identified that either knowledge gathering, or investment, or change is required to enhance service to communities, keep people safe, feeling safe and support delivery against the Police and Crime Plan. These priority areas are the Control Strategy themes and the Early Action Together model.

Control strategy themes: These are themes identified by North Yorkshire Police where there were gaps in our knowledge, capability or current approach which might result in harm to the communities we service. These were identified as Domestic Abuse, Serious Organised Crime, Sexual Abuse and Exploitation and Personal Fraud. Each part of policing business supports these control themes which is assessed through North Yorkshire Police's Operations Board. Areas of the FMS that identified investment or change are as follows:

Chapter	Control Strategy theme	Requirement
5: Investigation	Sexual Abuse and exploitation	Detective capability for investigating serious Crime
6: Protecting Vulnerable People	Domestic Abuse	Creation of a Safeguarding Oversight Team
8: Serious Organised Crime	Serious Organised Crime	Investment in specialist capability

Prevention and Early Intervention (Early Action Together: EAT): looks at delivering place-based policing designed with partners to deliver early intervention and prevention activities to reduce the likelihood of either future or repeat harm from taking place. To achieve this, the co-dependant steps in the process from initial contact, intelligence identification and pathway delivery need to be achieved. Areas of the FMS that identified investment or change in these areas as follows:

Chapter	EAT area	Requirement
3: Responding to the public	Customer Contact	Creation of an Initial Enquiry Team
6: Protecting Vulnerable People	Pathways	Creation of a Safeguarding Oversight Team
10: Knowledge Management	Intelligence	Investment in capacity and capability of Intelligence (including ANPR)
		Development of a new Tasking and Briefing tool to support more effective information and data sharing to front line operational officers
		Development of an information portal with partners

Mandated Change: In addition to internal drivers for change and the landscape change through EAT, there are areas of nationally mandated change which form part of the Change pipeline in North Yorkshire Police and are managed as part of the investment cycle through the Programme Management Office. These are aligned with internal change requirements which sets out transition change, transformational change, collaborative activity or support enhancements under business as usual. Within this FMS cycle there are 35 police change projects of various sizes of which 12 are nationally mandated. Management of these projects fall within the remit of the Programme Management Office and are reviewed, prioritised, and approved through existing governance arrangements as business plans or proof of value are developed.