



Force Management Statement (FMS8)

2026



Chief Constable Statement

It was the honour of my career to have been appointed the Chief Constable of North Yorkshire Police in April 2024.

I remain committed to serve the communities of York and North Yorkshire through collegiate leadership, building on the work we have undertaken over the last two years to make North Yorkshire Police an outstanding organisation.

I will lead a force focused on preventative policing, to ensure the county remains one of the safest areas in the country.



Having put the building blocks in place on my first year, a plan, a performance framework and an operating model, my second year in post has been focussed on establishing a clear Values & Behaviours Framework, implementing our new Leadership development offer and continuing to address areas of our operating model that have not been reviewed. These include our Specialist Operations Department and a review of our Volume Crime processes and structures.

Values & Behaviours

This year we have engaged with colleagues across the organisation to support the development of our new Values and Behaviours Framework that will underpin all our promotion and selection processes. It's what makes us North Yorkshire Police. Together, our four core values spell out TEAM.

Teamwork: We work as one team to achieve our goals. We build trust, listen to different perspectives, share knowledge generously and embrace challenge and change.

Excellence: We strive to be outstanding in everything we do. We're proactive, take pride in our work, and continuously improve by adapting and innovating. We do the right thing, even when it's not the easy thing.

Accountability: We take ownership of challenges and find solutions. We do what we say we're going to do, take responsibility for our actions, and create a safe space for feedback and learning. We're open and honest in how we overcome obstacles.

Making a Difference: We aim to leave things better than we found them for individuals, teams, and the communities we serve. We invest energy to overcome barriers, inspire others, and consistently strive to deliver an outstanding service.

North Yorkshire Police is a team that is greater than the sum of its parts, with everyone pulling in the same direction.

Leadership Academy

The North Yorkshire Police workforce is the organisations most valuable asset, and we have brilliant and committed officers, staff and volunteers. We invest over 80% of the overall revenue budget in people and the critical factor in our workforce being outstanding is leadership.

We are committed to developing our people to enable them to deliver the best possible service to the Public that we serve. With that in mind we have developed a range of opportunities designed to support our leaders through a range of Senior and Future Leaders Development training, alongside a resource library full of tools and resources to support learning.

Operating Model

Operational Support

Operational Support will be the new name for Specialist Operations within North Yorkshire Police. This change reflects both the breadth of work delivered by the directorate and its core purpose: providing specialist capability, resilience and support to frontline policing across the force.

Operational Support brings together a broad range of specialist operational and enabling capabilities that underpin frontline policing every day. Through continued development, clearer structure and stronger alignment to risk and demand, the directorate provides a resilient foundation for specialist capability across North Yorkshire now and into the future.

Over the past year, Operational Support has undergone significant development to modernise the way it operates, strengthen governance and ensure that specialist capability, training and resourcing are aligned to force priorities.

Operational Support focuses on three core principles:

- Supporting frontline policing through specialist capability and rapid access to expertise,
- Preventing harm by targeting risk, vulnerability and serious criminality,
- Building resilience by ensuring capability, skills and resources are aligned to current and emerging demand.

The review has seen the implementation of the Roads Crime Unit focused on disrupting criminals who use the road network to commit crime. The unit will target high harm and organised offenders, reduce travelling criminality and support targeted operations.

Volume Crime Review

The North Yorkshire Police has had an improving outcome rate and in 2025/26 ended the year at a 22.97% solved/resolved outcome rate, which demonstrates a 2% improvement when compared to 2024/25. Over the last year, the force has reviewed how it investigates volume crime. These changes will bring about further improvements in positive outcome rates, a better service to victims, a high level of investigative standards, and a reduction in the number of live crimes; all in line with our journey to outstanding.

The project has implemented:

- A revised Crime Allocation Policy to ensure that we have the right people with the right skills investigating crime.
- A rebrand and relaunch of the Initial Enquiry Team (IET) into the Desktop Investigation Team (DIT).
- Invested in additional resources to allow NYP to review and respond more effectively to demand.
- A workload profiling tool to enable us to better understand demand and work allocation.
- We have reviewed our leadership and oversight of crime investigations to ensure that investigations are effective, of good quality and timely.

His Majesty's Inspectorate of Constabulary Fire Rescue Service (HMICFRS) Inspection Report

The PEEL report is HMICFRS's independent assessment in the public interest into the effectiveness, efficiency and legitimacy of police forces and fire & rescue services nationally.

The force has continued on its improvement journey and that hard work has helped us to achieve six very solid Good assessments which demonstrates the excellent progress we are making in our ambition to be an outstanding force.

The HMICFRS grading of our performance is:

- Good – Leadership and Force Management
- Good – Attracting, developing and retaining the workforce and creating a diverse and inclusive workplace
- Good – Using powers fairly, appropriately and with justification
- Good – preventing and deterring crime and antisocial behaviour and reducing vulnerability
- Good – Safeguarding children and adults at risk of harm
- Good – Managing fraud
- Adequate - Responding to the public
- Adequate – Investigating crime
- Requires Improvement – Providing a safe and lawful custody environment.

What this means for the public

Our focus on continuous improvement, over recent years, has started to deliver positive results for the communities we serve.

Initial Contact 999: For full financial quarter over 96% of calls were answered within SLA. Average answer time continues to reduce further to 3 seconds from 7 seconds the previous year.

Initial Contact 101: We have increased our SLA for 101 calls by nearly 5% year on year, and 21% compared to the year before. We have reduced our call answer time by a further 57 seconds compared to the same period last year. Negative discontinuance has now fallen to 5.67% from 15% previous year and 7% the year before that.

Resource deployment Service Level Agreements: Above national target of 80% for Immediate incidents. Priority grade have remained consistent throughout the financial year.

Outstanding Suspects & Arrests: Outstanding suspects volumes continue to decrease. Arrest rate having a direct impact on detection rates.

Outcome Rates: Maintained positive outcome rates from March 2025. NYP has the 3rd highest charge/summons rate nationally (at end of Dec 2025).

Crime & Investigation: 3.5% reduction in total crime down from last year which equates to 816 less victims compared to previous year. The lowest crime rate per 1,000 overall across all 43 forces.

The Future

Our Force Management Statement (FMS) for 2026/27 builds upon previous statements, but also reflects the changing environment for policing services, greater partnership working and the

government's continued investment in Neighbourhood Policing and their national priorities. The FMS will inform our investment decisions for the coming year, agile and aligned to force priorities and threat, harm and risk.

As Chief Constable, I am keen to ensure that prevention and early intervention are truly embedded as a way of working across the whole organisation. That is why we will focus on evidence-based problem solving across everything we do. As a police service, we can't do this alone; and we will continue to work with a whole range of partners as well as communities themselves.

As the largest geographical county in England, we import cross border offending across a range of crime types. In support of this, the force continues to work in partnership with the National Crime Agency, the Regional Organised Crime Unit, and other Law Enforcement Agencies to tackle serious and organised crime, counter terrorism, and cross border criminality, to keep our communities safe.

As we continue our journey to be an outstanding Force we will assess and respond to the impact of the new **Sentencing Act 2026**.

The Sentencing Act is rooted in the Independent Sentencing Review to design a more suitable sentencing framework to ease the prison crowding crisis.

Key changes for policing in legislation include:

- Offenders in prison can earn earlier release or improved conditions if they take part in rehabilitation and follow the rules.
- Courts will now usually avoid sending people to prison for short periods of less than 12 months. Instead, offenders will normally receive a community-based sentence.
- New community/suspended-order requirements to better address the causes of offending while keeping communities safe.
- New rules for how offenders are managed once released from custody to ensure better supervision and public protection in the community.

This may increase demand on police forces to manage offenders in the community and respond to an anticipated increase in crime, including enforcement of breaches of court and community requirements orders. We will monitor the data and respond accordingly.

The Government's January 2026 **Police Reform White Paper** proposes the largest redesign of policing in England and Wales since the 1960s, aiming to create a new "National Police Service" and reduce the number of local forces. Key measures include setting national standards for leaders, implementing a new performance system, and establishing a Neighbourhood Policing Guarantee to tackle local crime.

Key Aspects of the 2026 Police Reform Proposals:

Structural Overhaul: The government plans to merge existing police forces into larger regional forces to reduce duplication and improve efficiency.

National Police Service: A new national body will likely be formed by merging the National Crime Agency, College of Policing, and the National Police Chief's Council (NPCC) to handle serious, organised, and counter-terrorism crime.

Performance & Accountability: A new Police Performance Unit will track data nationally, with targets for response officers—such as attending high-priority incidents within 15 minutes in cities and 20 in rural areas.

Local Policing Focus: Despite regionalisation, the reforms aim to strengthen neighbourhood policing, holding forces accountable to local policing guarantees.

Centralised Governance: The reforms may shift some accountability mechanisms—such as the power to dismiss chief constables—from local police commissioners/Mayors to the Home Secretary.

The Force is engaged with the Police Reform work both Nationally and Regionally and will look to ensure that the outcome is what is the best option for the public of York & North Yorkshire. As Chief Constable, I am determined that any reform of policing structures must be based on evidence and should be supported by a business case that sets out how they will deliver better outcomes for the public of York and North Yorkshire.

Declaration

This is the 2026 Force Management Statement for North Yorkshire Police. Except where stated otherwise, the information in this statement is complete.

Signed:

A handwritten signature in black ink, appearing to read 'Tim Forber', with a stylized flourish at the end.

Chief Constable Tim Forber

Force Management Statement Summary

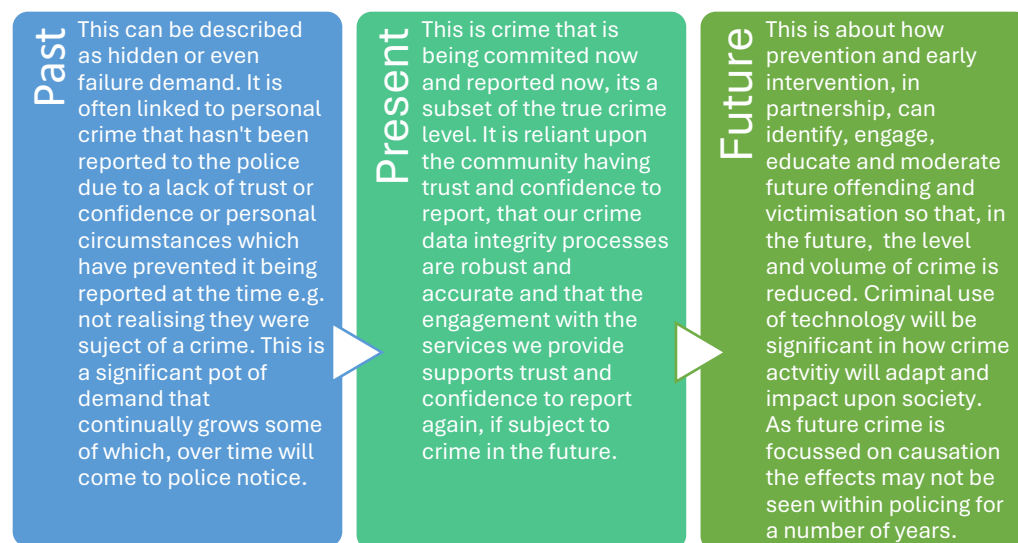
The summary has been split into two parts:

- A summary of each chapter highlighting the demands and identified risks,
- A strategic risk assessment.

Part 1: FMS summary of each chapter highlighting demands and identified risks.

This FMS is made up of 12 chapters and the detail of each is described in the appendix to this summary. Each section has been assessed to understand our current and future position based upon the demand the force is expected to encounter.

In assessing the demand that the force expects to face and in generating the key risks to the force over the next planning cycle, consideration has not only been given to current demand but also future demand and past (non-recent hidden demand or failure demand).



Delivery of policing services to the communities needs to map how it will balance the current needs of the communities, put plans in place to reduce the future needs of the community and the future growth in new or emerging areas of demand and also deal with those crimes that have remained unreported until now. This also needs to be delivered within a defined financial envelope (Chapter 1), enabled through effective support services (Chapters 10, 11 and 12), whilst maintaining the wellbeing of the workforce (Chapter 2), with effective tools and technology within a sustainable infrastructure.

Overall Summary

In writing this FMS we have taken cognisance of the emerging national picture, regional commitments and placed these in a local context. There are a number of cross cutting themes which will influence the force's current and future response to the demand identified within this FMS.

This year has seen us continue to focus on improving outcomes for victims through attaining a high level of investigative standards. This has been delivered through implementing changes to the operating model following the Volume Crime review, improving investigative standards through the introduction of a Case Progression Team, investing in the in-house development of an innovative digital tool designed to improve file quality and improving detective capacity and capability.

Neighbourhood policing spearheads the delivery of community engagement in this organisation. We have developed a clear direction for the delivery of our Neighbourhood Policing offer, to support delivery of the Neighbourhood Policing Guarantee. We have delivered a scientific approach to the number of staff and officers that we have within those teams. We have also refreshed our demand profile for Response policing.

Corporate Development provide the focus on strategic planning, understanding our demand, our performance, where we invest and how we continuously improve service delivery. This includes supporting the organisation in the delivery of its Priority-Based Budgeting (PBB) programme. PBB will provide a structured review of specific areas of business to ensure resources are aligned to risk, statutory obligations and organisational priorities. The PBB process enables the force to better understand service levels, demand drivers and productivity, and to test different resourcing options to ensure they remains sustainable, proportionate and effective.

Our Support Services are set up to deliver our Plan on a Page including our commitment and investment ambitions around our technology, our estate, fleet and investment in developing our people.

Our changes to the operating model have been undertaken in the context of the challenging financial envelope against which we must deliver not least through the increase cost of energy and consumables and rise in salaries above the assumed increases we have budgeted for and reduction in central funding. Our Business and Financial planning approach prioritises the need for investment and support for change.

The force received favourable outcomes in grading at the most recent PEEL inspection, published in April 2026, and we have continued to focus on delivering tangible improvements across our service in all chapters of our FMS. We will continue to build on them to ensure that we continue to provide an efficient, effective and legitimate service.

There are still a number of challenges facing North Yorkshire Police including:

- Developing our understanding of the impact of the Sentencing Act 2026 which is expected to increase demand on police forces to manage offenders in the community and respond to an anticipated increase in crime. We will monitor the data and respond accordingly.
- Ensuring that the force sustains improvement by responding to all calls for service in an appropriate and timely manner. There are further opportunities for improvement through the FCR Futures project.
- The force has increased its detective capacity to better meet demand and investigative capability continues to develop. Whilst volume may be stabilising in some areas, complexity is increasing and it is essential that force continues to develop its capable expertise across its detective cohort.
- The Volume Crime review is being implemented with the aim of achieving a more consistent approach to volume crime investigation, streamlining process to reduce the time to investigate crime, improve the victim journey and increase positive outcome rates.
- Continuing to drive improvements in case file quality in order to reduce victim attrition and improve criminal justice timeliness and outcomes.
- Demand from managing offenders of sexual offences is increasing as the force also looks at proactive opportunities to prevent harm.

- Financial challenges mean there is the requirement to proactively identify efficiency savings. The challenges of price volatility of critical assets, and ongoing centralised funding uncertainty impact on affordability.
- North Yorkshire as a smaller Policing organisation has limited resilience to support and meet the national Strategic Policing requirements. Work continues to ensure that delivery is as effective and efficient as possible.
- To meet future demand, NYP is maximising the potential of innovation. Artificial Intelligence and robotic process automation are essential to drive efficiencies and improved productivity within a challenging financial environment to meet changes in demand. The force has created an innovation capability, engaging staff across the force to identify areas of inefficiency to be considered. The force is also implementing the establishment of proactive capacity to accelerate delivery of innovative opportunities.
- Ensuring that the force uses AI in line with the requirements established in the NPCC AI covenant.
- The Police Reform White Paper proposes the largest redesign of policing in England and Wales including plans to merge existing police forces into larger regional forces to reduce duplication and improve efficiency. This may potentially cause some nervousness amongst the workforce however this is recognised by the Chief officer Team and is being addressed through clear communications.

Below is an executive summary of each of the chapters highlighting the key themes and risks:

Chapter 1: Finance	
Section	Executive Summary
Finance	• Following consultation with the public, the York and North Yorkshire Deputy Mayor for Policing, Fire and Crime opted to increase the Council tax precept for policing by £15 to £335.86 on a Band D property at 4.67%. • Government grants have increased by £2.5m (+2.2%), with £1.6m of this being ringfenced towards the Neighbourhood Policing Grant. • The MTFF provides sufficient resources to deliver and maintain overall police officer numbers of 1,655 FTE in 2026/27. • The force's Business and Financial Planning cycle assesses unmet need against threat, harm and risk and identifies any new and emerging pressures. Where gaps are identified these are prioritised with some of the main investment included within the budget and precept proposal. • NYP is committed to driving forward improvements to productivity and the Chief Officer Team (COT) is focusing on Robotic Process Automation, Technology and Priority Based Budgeting (PBB) to increase productivity and ensure resources are invested in the right areas of the business. • The savings generated by NYP at 4.37% of the overall non-pay budget supports governments productivity target of 2% and the overall balancing of the 2026/27 budget. • Capital plan expenditure is informed by the needs of the force, where the capital programme is £39.9m for the 4-year period 2026/27 to 2029/30. This is captured in the Chief's Statement of Need, approved by the Deputy Mayor in February prior to the beginning of each financial year. The outturn position of 2025/26 has seen schemes moved forward into 2026/27, thereby increasing the 4-year capital programme by £3.7m. • The external auditor issued their Independent Auditor's Report in relation to the accounts 2024/25 where they gave an unqualified opinion on the financial statements for the year ended 31 March 2025.

	The HMICFRS PEEL 2025-27 inspection found that ‘The force can show how it aligns finances to its priorities and how it decides if its expenditure offers value for money. It clearly links its budget allocations to strategic objectives and operational needs.’
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Chapter 2: Wellbeing	
Section	Executive Summary
Wellbeing	- The Wellbeing Strategy, underpinned by the Wellbeing Pledge, aims to promote a happy, healthy, engaged, and productive workforce. Each year a new theme for the Pledge is promoted, which is informed by emerging topics that occurred in the previous year from survey results and feedback from the workforce, and the theme for 2025/26 is linked to “Mental Fitness and Resilience”. - In the latest PEEL Inspection, HMICFRS said that North Yorkshire Police is good at attracting, developing and retaining its workforce and creating a diverse and inclusive workplace. - The force is proactive in developing its leaders and staff through the continued delivery of the leadership programme, which includes modules on wellbeing. - The force has launched a Values and Behaviours Framework in January 2026. This framework defines NYPs values and clearly identifies the supporting behaviours that will embed them within NYPs everyday interactions and communications. - Police Officer/Staff assaults and the impacts of work-related trauma are routinely reviewed, ensuring processes are in place to support officers and staff, and provides oversight of a proportionate investigation leading to an appropriate Criminal Justice outcome.

Chapter 3: Responding to the Public	
Section	Executive Summary
Calls for Service and Incident Response	- The projection for 999 calls indicate sustained demand with clear seasonal patterns. The demand modelling has forecast that 999 calls are anticipated to increase over the next three years, however, it may be too early for the full effect of the range of channel choices to influence the model and professional judgement would suggest that demand is likely to remain similar to the volume recorded in 2025/26. - In relation to 101 calls, the projections indicate sustained demand with clear seasonal patterns. The force saw a 21.9% increase in 101 calls in 2025/26 when compared to the previous year. - In addition to the volume of calls, the complexity of calls is critical as this can increase the total effort by significantly increasing the time taken by the Communications Officer to acquire all the relevant and necessary THRIVE+ information. - Single Online Home (SOH) is the national web platform police forces have adopted that allows the public to interact with the force. Current data indicates an uptrend in reports over the last two years and in 2025/26, there were 39,542 SOH reports submitted to NYP which was a 11.8% increase when compared with 2024/25.

	• The force introduced the Live Chat facility to the NYP public facing website in February 2025. In 2025/26, there were 2,192 chats, which equates to a daily average of 9 chats. • The force is currently achieving the expected level of performance in relation to 999 calls and has achieved the National standard for answering 999 calls consistently since October 2024. The compliance to the 999 SLA has improved from 91.33% in 2024/25 to 94.5% in 2025/26. • In the absence of a national 101 SLA the force changed its 101 SLA from answering 80% of 101 calls within 3 minutes to answering 80% of calls in 5 minutes, this was approved by the Deputy Mayor in October 2025. The force is currently achieving the expected level of performance in relation to 101 calls and has seen sustained improvements throughout 2025/26. • Customer Contact has an establishment of 112 FTE Communications Officers, and as of March 2026 has 99.9 FTE with a further 16 FTE expected in September 2026. The establishment for Dispatchers is 72 FTE with 60.1 FTE in post in March 2026. • Working with Digital Public Contact (DPC), the force is working towards implementing the National My Police Portal by April 2027. The system will enable two-way communication between the victim and Officer in the Case. • NYP are one of four forces that have been selected to take part in a national pilot with Digital Public Contact for Single Online Home integration into STORM. • The FCR is developing options for improving efficiency through the 3 year ICT Futures project. • The force needs to ensure that it maintains its SLAs in relation to 999 calls and 101 call handling timeliness. If it doesn't continue to improve, it will lead to loss of public confidence, reduced engagement and potential harm being experienced by communities where the police are not made aware. • The forecast is showing a downward trend for immediate grade incidents over the next 4 years with some seasonality and a stable trend for priority grade incidents. • The Initial Enquiry Team (IET) has been incorporated into the newly named Desktop Investigation Team (DIT), which went live in April 2026. The DIT is an alternative method of providing a response and resolving incidents expeditiously where physical deployment of a resource is not the most appropriate or effective approach. • The force is utilising evidential video software to reduce attrition, enable early advice and offer safeguarding measures. • The FCR actively utilises assessments to help the force determine the Threat, Harm, Risk and Vulnerability of those who require police assistance. • The force monitors its performance through a series of dashboards and Commands hold a Daily Management Meeting (DMM) to consider emerging demands and identify those that are the most vulnerable and the most dangerous. • In 2025/26, the resourcing for Response Policing was reviewed and remodelled and set an establishment of the required number of Full-time equivalents. • The force has implemented evidential based video calling which will provide an alternative contact option for victims and witnesses as well as providing efficiencies for the frontline.
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	• Working with Digital Public Contact (DPC), the force is working towards implementing the National My Police Portal by April 2027. • The increasing range of options in terms of channel choice, such as Live Chat, will provide another avenue for the public to report incidents to the police however this will not necessarily reduce demand and will need to be closely monitored to understand the new and future demand it will bring.
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Chapter 4: Prevention and Deterrence

Section	Executive Summary
Prevention and deterrence	• The prevention and early intervention approach is well established across North Yorkshire Police with a focus on identifying and problem-solving in partnership to tackle local problems early before they escalate and create demand upon other parts of policing or partner agencies. • Local Policing Support contributes to ensuring strategic multiagency relationships are efficient and effective and will look at societal demand and the targeted activities that are impacting on local communities focusing on qualitative benefits. • The seven pillars of the Neighbourhood Policing Strategy 2025 – 2029 aligned to the Neighbourhood Policing Guidelines, have effective neighbourhood policing at its core, with key themes such as safeguarding, engagement, problem-solving and governance at the heart of it. • The Neighbourhood Policing Guarantee aims to improve the public's confidence and trust in the police, will see an increase of NPT officers within communities to enhance visibility. • The Sentencing Act 2026 is a significant reform that amends the Sentencing Act 2020 and the Sentencing Code. One of its primary aims is to shift sentencing towards community-based punishment and rehabilitation. This is likely to impact on a number of teams force wide and particularly NPT demand as more offenders will require management in the community. • Collaboration with bordering Forces, Specialist Operations, local policing departments and the National Wildlife Crime Unit. The Rural Task Force (RTF) efforts are particularly focused on deterring rural crimes such as poaching and quad bike thefts through targeted initiatives and partnerships. • Governance and oversight of Neighbourhood Policing is through the Neighbourhood Policing Delivery Meeting chaired by the C/Supt Local Policing. This meeting reports into the Local Policing Board chaired by ACC Local Policing & Safeguarding. • In relation to Neighbourhood Policing Teams, the force has the capacity to meet current demand. NPT resilience and ability to respond to core neighbourhood activity has improved in the last 12 months. • Problem Solving Training has been delivered to the majority of the workforce during 2024 and 2025. Bespoke training delivered to officers and staff has bolstered the force's knowledge and understanding of problem-solving. • Developed with partners, the ASB tactical plan was published in April 2026. It outlines NYP's multi-agency approach to tackling ASB within the community. Governance is through the Neighbourhood Delivery meeting with strategic oversight at the Local Policing Board. • Following the cessation of the Home Office funding, the force continues to deliver ASB hotspot patrols in line with the ASB tactical plan. The use of

	technology supports the collection of data for evidence based targeted ASB hotspot patrols. • The Alcohol Licensing Team manage the NYP responsibilities under the Licensing Act regarding premises selling alcohol to the public, temporary event notices, scrap metal dealers, sex entertainment premises and gambling establishments. The team actively manage a portfolio of around 6,000 licensed premises across the two licensing Authority areas within North Yorkshire and the City of York. • The force has a new targeted patrol plan for the Night-Time Economy (NTE) and has defined an NTE incident to be an incident occurring between 18:00 and 06:00 which is recorded as any type of violence, drug or alcohol, public order or ASB related occurrence. • Local Policing Support continues to engage with intervention projects such Op Choice, Op Divan, Op Hat-trick and the Stepping Up Project designed to reduce entry into the criminal justice system and provide effective early interventions. • NYP operates Stop and Search powers in line with Best Use of Stop and Search Scheme and its use is intelligence led. NYP has an automated system for quality assuring all stop searches through supervisors. Additionally, Tactical Advisors and Champions conduct dip samples to review the quality of these assessments and stop searches, identifying any recurring themes, issues and examples of good practice. • NYP applies force during policing activity in line with College of Policing Guidance, Authorised Professional Practice and relevant legislation. NYP is committed to understanding how, when, and why they use force. Quality assurance is achieved through supervisors utilising an automated service which flags forms which fit the oversight criteria, which is further supplemented by internal independent scrutiny through Use of Force Champions, providing a higher level of assurance by dip sampling supervisor reviews and providing feedback. • NYP has embraced the prevention and early intervention methodology utilising a Problem-solving Plan approach as the main vehicle to reduce future crime and sustain the viability of the force to meet demand. If this approach is not embedded to drive future benefits, the likely consequential growth of reactive demand and crime will outstrip any resourcing model the force can afford to put into place.
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Chapter 5: Investigations	
Section	Executive Summary
Investigations including digital	• The risk assessment reflects the areas of highest harm and overall risk from the most recent MoRiLE assessment. The above risk assessment table shows the top 4 highest scoring areas, with murder being the highest. • The forecasts predict that neighbourhood crimes will reduce over the next four years. In 2025/26, recorded crime has reduced by 3.7%, vehicle crime by 13.8% and burglary by 10.1%. • Crimes of violence are predicted to remain static over the next four years. In 2025/26, the force recorded 17,863 violence against the person crimes and the model predicts that the force can expect to record 17,739 violence crimes per annum for the next four years.

	• Due to the continuation of reliance upon digital technology and the growth in digital engagement, it is expected that volume and complexity in this area of business will grow and encompass a broader range of digitally facilitated crime. • The operating model within NYP separates CID and Safeguarding Investigation teams (SIT) under the control of local Commanders; delivering locally owned resources and accountability. Investigative training is organised centrally by Learning and Development to provide required training for all crime related functions. • A monthly Investigation and Crime Standards Board continues to provide enhanced governance and oversight of the investigative process, to improve efficiency and effectiveness and improve the standard and quality of investigations. • The force has a Crime Allocation and Investigation Procedure which defines how investigations will be allocated, investigated, managed and reviewed along with team and individual responsibilities. • The success of the DHEP programme means that the force is currently running at approximately its full time equivalent (FTE) but it is acknowledged that the benefit of having an increased capacity has not yet been fully felt in some CID and SIT teams as capability, experience and training develops. • A significant investment in technology and resource within the Digital Forensic Unit (DFU) has been undertaken over the last few years to reflect the growth in the digital space and the continual development in devices. Demand pressures exist which is managed through a tiered internal Service Level Agreement (SLA). • A Volume Crime Review has been undertaken to understand how the force deals with the volume of PIP1 crime. The review considered how processes could be streamlined to reduce current live crime volumes, improve the victim journey and improve positive outcome rates. • Op Crystal, a programme of continuous professional development for all PIP1 investigators, ran throughout 2025 and continues in 2026 with multiple training packages delivered to improve investigative standards, case file quality and ensure better outcomes for victims. • The force will continue to acquire and develop its detective talent by proactively targeting and generating interest in investigative posts. • During 2026/27, a review of the benefits of the various aspects of the Volume Crime review will be conducted. This will be supported by assurance activity taking place throughout the year. • An internal review of DFU has been conducted looking at internal restructure, recruitment, retention and welfare, this has been approved by the Chief Officer Team. • To be effective in delivery of future demand NYP needs to be able to retain and develop its detective capability to meet the changes in demand in the future.
Fraud	• North Yorkshire Police follows the national policy for reporting fraud, directing victims to Report Fraud where appropriate while responding to reports from vulnerable victims and/or where there is a locally based suspect or local enquiries to be made. • In total there were 3,468 fraud reports linked to North Yorkshire in 2025, representing a fall of 378 (9.83%) when compared to 3,846 reports made in

	the same period last year. However, data from Report Fraud indicates that the volume of fraud reports has been increasing since November 2025. • The Strategic Intelligence Assessment (SIA) indicates that victims of fraud span all age groups, but elderly victims experience the highest-value losses. • The increased power of technology means that mass frauds can be committed targeting large communities. Most high-priority frauds are cyber-enabled, with offenders increasingly using AI tools, deepfakes, and advanced social-engineering techniques to create convincing phishing attempts, impersonation scams, and fraudulent investment material. • Complex investigation is primarily delivered by the Economic Crime Unit (ECU) who deal with major fraud and complex money laundering investigations. Volume fraud is dealt with on Commands with the support and guidance of the ECU. • The ECU has two Fraud Assessors, who assess all disseminations from NFIB and reports made which meet the “call for service” criteria and create an investigation plan prior to allocation, and a 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. • Officers and staff within the Economic Crime Unit have undertaken comprehensive specialist training relevant to their investigative roles including the Specialist Fraud Investigator training course. • The management of future demand will be through prevention delivered through advice, reassurance and also safeguarding those at a local level that are vulnerable. • If the investigative demand from fraud cannot be reduced through prevention work, it will likely 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.
Custody	• In 2025/26, custody detentions (primary arrests and those detained upon answering bail) were 13,068. • The forecast for Voluntary Attendance (VA) indicates a downward trend and reflects the observed reduction in VA volumes; 2,171 in 2025/26 when compared to 2,270 in 2024/25. • The Sentencing Act 2026 is a significant reform that amends the Sentencing Act 2020 and the Sentencing Code. One of its primary aims is to shift sentencing towards community-based punishment and rehabilitation, with individuals subject to a wider range of orders. There will be an increase in bail conditions attached to these orders, which may potentially be breached and therefore require enforcement action. It is anticipated that these factors will place additional pressure on custody provision. • Suspect management through Bail and Released Under Investigation (RUI) are subject to scrutiny to ensure levels are appropriate. The force has seen an increase in demand in Custody linked to the greater use of bail as opposed to RUI. This has resulted in increased process and administration associated with detainees being bailed, re-bailed and subsequently charged in Custody. • The governance arrangements for custody include a monthly Custody Manager Performance Meeting. This informs the quarterly Custody Strategy

	Group chaired by the Head of CJD. Escalations and exceptions are reported to the ACC as part of the Criminal Justice Quarterly Performance Meeting. • External scrutiny of custody is delivered through the Custody Detention Scrutiny Panel, established in 2025, and increases transparency and further professionalises custody performance to reinforce trust and confidence. • Maintaining resilient levels of staffing within Custody is challenging and can impact upon operational flexibility. • As part of the force's wider Priority-Based Budgeting (PBB) programme, custody is subject to a structured review to ensure resources are aligned to risk, statutory obligations and organisational priorities. The PBB process enables the force to better understand service levels, demand drivers and productivity, and to test different resourcing options to ensure the custody function remains sustainable, proportionate and effective. The outcomes of the review will inform future investment and feed into the 2027/28 business planning cycle • Investment is being made in relation to technological advancements to continue to deliver safe custody services. • Whilst significant improvements have been made, some of the estate is aged, which could result in unforeseen disruption to operational policing as a result of unplanned closures of the custody provision to minimise risk.
Criminal Justice	• The demand on the Criminal Justice Department (CJD) can be split into two types, the business-as-usual responsive demand and the demand generated from continuous national changes, whether it be legislative, ministerial, NPCC or from other agency change programmes. • The responsive demand is linked to crime and non-crime investigations being investigated by a larger establishment of officers, a proportion of which are inexperienced and require additional support. • A significant programme of national change and improvement activity, generated from a large suite of NPCC portfolios, will place increased demand and requirements on CJD leads and function as a whole, the effects and benefits of which will impact the whole force. This work continues to gain increasing momentum, public focus and accountability. Criminal Justice account for 25% of the programmes and projects on the change pipeline. • The Case Quality Review Function acts as a gatekeeper for all CPS charge cases and provides advice and guidance to officers for all remand in custody and CPS authorised charging decisions, this accounts for circa 25% of case file throughput. • The Case Progression Team (CPT) provide support to frontline officers undertaking investigations by managing redaction and unused material. The team also includes a file quality review function for police charge files to improve case file quality. • File quality remains a significant area of focussed ongoing improvement activity in North Yorkshire. In August 2025, the force went live with Blueprint which is an innovative digital tool designed in-house to streamline file build processes, reduce duplication and improve file quality. • The latest Home Office statistics (2024/25) indicates that there are 23,646 certificates with 73,028 weapons held in the policing area. North Yorkshire has the highest number of firearms certificates in the country per head of population and the 3rd highest for shotguns.

	• CJD have sufficient capacity and capability to meet current demand across the majority of teams however, resilience is marginal in some areas and relies upon expeditious recruitment to minimise the impact. The RASSO arm of the Case Quality Review Team (CQRT) and the Witness Care Units (WCU) do not have sufficient capacity to meet demand. • The Sentencing Act 2026 is a significant reform that amends the Sentencing Act 2020 and the Sentencing Code. One of its primary aims is to shift sentencing towards community-based punishment and rehabilitation. The force is developing its understanding of the potential impacts of the changes which will include close monitoring and evaluation of a range of quantitative and qualitative measures. This evidence base will form a critical part of the understanding the demand picture and any future business planning requirements. • Future requirements will need to be closely monitored in relation to the potential to introduce a mixed economy safety camera infrastructure, including mobile and fixed capability, to cover North Yorkshire's extensive road network and arterial routes. • Increasing reporting requirements locally and nationally, for instance surrounding the Victim's Code, along with continued demands associated with criminal justice system case-file throughput, means that it will be important the force identifies opportunities for innovation and process improvement in this area.
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Chapter 6: Protecting Vulnerable People	
Section	Executive Summary
Adult Safeguarding	• NHS Adult Safeguarding data (2024/25), published in November 2025, can be used as an indicator and suggests that they saw a 4% increase in concerns of abuse on the previous year, which is slightly below the average annual growth rate per year compared to 2023/24. • The number of referrals by Public Protection Notices (PPNs) for adults at risk has increased over the last four years, placing more demand upon the risk assessment process. The demand has increased by 18.7% in the last two years • The number of Adult Safeguarding meetings across both North Yorkshire and the City of York that have taken place where there has been some initial police involvement, has increased from 373 meetings in 2024/25, to 421 in 2025/26, an increase of 12.9%. • NYP are a member of the Adult Safeguarding Partnerships attended by the Chief Superintendent Head of Safeguarding and both local authorities. These boards have responsibility for overseeing the strategic and operational response to Safeguarding Adults. • The Multi-Agency Safeguarding Hub (MASH) and Multi-Agency Screening Team (MAST) are co-located within council premises alongside social services and includes the force's dedicated Adult Safeguarding Team which comprises 1 FTE DS and 2 FTE PCs to provide a consistent and dedicated police response. • The Missing and Exploitation team (MET) have a wide portfolio, which includes adult exploitation and vulnerable adults. The force has the capacity to meet current demand.

	• In 2025/26, an uplift in the Vulnerability Assessment Team (VAT) budget was implemented to improve line management ratios for DI and Sergeants, add to overall resilience, reduce the need to realign resources, minimise overtime and enhance wellbeing. • Whilst the safeguarding restructure has built vital capacity in this area, not enhancing adult safeguarding beyond statutory obligations could leave vulnerable adults at risk of harm.
Child Safeguarding	• Child sexual abuse and exploitation crimes are seen as proxy measures for safeguarding demand and the forecast shows a relatively stable trend with some seasonality in relation to CSE/CSA crimes being reported. • The Public Protection Notice (PPN) is submitted by the officer and can include concerns of domestic abuse, child concern, exploitation, or a combination of them. The forecast includes PPNs where “child concern” is listed and shows an increase. • PPNs are subject to a risk assessment and as part of that process, in partnership with local authorities, may result in a requirement for a Child Protection strategy meeting to be held. There were 1,988 Strategy meetings held in 2025/26, an average of 166 per month, which has decreased by 7.2% when compared with 2024/25. • Operation Encompass is a police and education early information safeguarding partnership, enabling schools to offer immediate support to children experiencing domestic abuse, child on parent abuse or peer to peer relationship abuse. Data indicates a 3.8% increase in Op Encompass when comparing 2025/26 to 2024/25. • The Children’s Wellbeing and Schools Bill received Royal Assent in April 2026, introducing strengthened duties on partner agencies to work together to keep children safe. The introduction of Family Help and Multi Agency Child Protection Teams will have a direct impact on policing. • The Missing and Exploitation team (MET) have a wide portfolio, including subject matter experts (SMEs) in child sexual exploitation. The Exploitation Team SMEs focus on prevention and early intervention, driving proactivity across the force, conducting visits to high-risk victims and engaging with partners. • The Online Child Abuse Team (OCAT) is the primary investigation department for all National Crime Agency (NCA) and Child Exploitation and Online Protection (CEOP) referrals, Online Child-Abuse Activist Groups (OCAG) investigations and undercover proactive investigations. • A key function supporting safeguarding children is via the Multi-Agency Screening Team (MAST) and Multi-Agency Safeguarding Hub (MASH). These teams conduct screening of referrals made to Children’s Social Care. • The force closely monitors the quality and quantity of PPNs being submitted to the MAST/MASH by Police Officers and staff. Extensive training has been provided in relation to both the voice of the child and the use of the PPN proforma, and the DI Vulnerability Assessment Team (VAT) continues to deliver a rolling programme of PPN training. • In 2025/26, an uplift in the VAT budget was implemented to improve line management ratios for DI and Sergeants, add to overall resilience, reduce the need to realign resources, minimise overtime and enhance wellbeing.

	• Child Safeguarding is complex, sensitive to changes in both resilience and capability across police and partners and therefore needs to be considered individually and collectively across all agencies.
Domestic Abuse	• The predictive analysis indicates that the domestic abuse related crime trend will remain stable over the next four years with some seasonality expected around summer and Christmas periods. The majority of such crimes recorded by North Yorkshire in 2025/26 tend to be violence offences (80.4%). • The force has observed an increase in demand in relation to the number of Multi-Agency Risk Assessment Conferences (MARACs) held, with 2,094 taking place in 2025/26 compared to 1,873 in 2024/25. • An important protection power which policing has available to support victims of domestic abuse is the Domestic Violence Protection Order (DVPO). These enable victims' space to think and act by providing a 28-day period where the offender is separated from the victim. North Yorkshire Police has seen increase in the number of DVPOs applied for in 2025/26 with 223 applications when compared to 202 applications in 2024/25. • Alongside their right for space is also the 'Right to Ask' (RTA) and the 'Right to Know' (RTK) through Domestic Violence Disclosures (DVDS). RTA applications have continued to increase with a 25.7% increase when comparing 2025/26 to 2024/25. There has also been an increase in relation to RTK application of 12.5% when comparing the same period. • Domestic Abuse is an NYP Control Strategy 2026 priority under VAWG with an underpinning Domestic Abuse Tactical Delivery Plan which is scrutinised through the Domestic Abuse Tactical Delivery Meeting which reports into the Vulnerability Board. • NYP deliver services in relation to DA in a multi-faceted way. Safeguarding managers, as subject matter experts, oversee Adult Safeguarding and DVDS, Child Safeguarding, and MARAC and MATAC. Domestic Abuse Co-ordinators (DACs) are responsible for the training of NYP staff and partners, as well as engagement with victims and communities to inform the development of DA services. • There is sufficient DA capacity and capability to meet current demand if fully staffed, however, it doesn't leave any level of resilience for absences or absolutions. • DA related crimes are investigated on local Commands and allocated dependant on the level of the risk/injuries.
HBV/A, FGM, FM	• In the last 4 years the force has recorded a low number of reported crimes/incidents of Honour Based Abuse (HBA), Forced Marriage (FM) or Female Genital Mutilation (FGM) in North Yorkshire. • NYP has a specific HBA, FM and FGM procedure which contains comprehensive guidance for the prosecution and safeguarding required when dealing with cases involving HBA, FM and FGM. • NYP does not have a bespoke team that delivers a service to tackle HBV/A, FM and FGM however this is mitigated by bespoke training being provided to specialists. • Additional training has been commissioned May and June 2026 aimed at Detective Sergeants and Inspectors, Domestic Abuse Officers (DAOs), Domestic Abuse Coordinators (DACs) and Safeguarding Managers. The

	training will equip officers and staff with the knowledge and practical skills required to identify, assess, and manage risk in honour-based abuse cases, ensuring robust safeguarding and improved outcomes for victims. • Due to the volumes encountered in North Yorkshire no unmet demand is anticipated, however, it is acknowledged that demand is likely to be hidden due to cultural barriers in reporting and often the victim may report through third parties and as such staff continue to be trained.
Missing Persons	• Predictive modelling suggests a relatively static trend for all missing incidents with the expected seasonality in the summer months. Annual volumes over the next 4 years are projected to be on average 2,844 per year (237 per month). • Whilst children account for the majority of missing persons there has been an increase in adults going missing as a proportion of the total missing persons rising from 34.34% in 2024/25 to 37.98% in 2025/26. • In 2025/26, mental ill-health remained the primary factor in missing person reports with approximately 49.5% of people going missing where mental health was recorded as a factor. • The Missing and Exploitation team (MET) includes subject matter experts (SME), both in child sexual exploitation, child criminal exploitation and missing persons. These complement each other, seeking to understand causational factors that lead children to go missing and/or be exposed to Child Sexual Exploitation (CSE) or Child Criminal Exploitation (CCE). • The Niche Missing from Home (MFH) Module has eliminated the need for paper records and improves data quality and intelligence sharing. However, there are further efficiencies which can be realised and further training opportunities for officers have been identified. • The force has the capacity to meet current demand; however, any abstractions do provide challenges in relation to resilience. • A review of the roles and responsibilities within the MET has been carried out. In 2026/27, the aim is to move towards a command-based MET which will allow sergeants to have autonomy over who is best to respond to an incident and enable officers within the team to be more omniscient.
Modern Slavery and Human Trafficking	• Overall levels of crimes recorded that are associated with Modern Slavery are relatively low (average of 8 occurrences per month based upon the last 12 months). • MSHT Intelligence submissions averaged 16 per month in the last 12 months, this is an upward trend. • The force has a MSHT tactical delivery plan and delivery group which report into the Safeguarding Delivery Meeting and Vulnerability Board. • MSHT offences are investigated alongside other serious offences by a trained detective and are subject to the same capability stresses with the detective cohort. This has meant that the Adult Exploitation Team has absorbed some of this investigative caseload. • In relation to workforce assets, there is a dedicated 'Adult Exploitation Team' in the Missing and Exploitation Team (MET), which was established late 2023. • NYP has a cohort of 10 trained Modern Slavery Victim Liaison Officers (MSVLO), PCs deployed on a case-by-case basis to engage with, support and refer potential victims of MSHT into the appropriate mechanism.

	• The MET are exploring opportunities to work more closely with CID and SIT to manage investigations jointly. • There is a risk that not further developing the force's proactivity arm will inhibit opportunities for intervention to safeguard victims of MSHT and seek out areas of hidden demand.
Sexual Offences	• The general trend for sexual offences demonstrates a marginal year on year increase in reporting which could reflect either more confidence to report current and non-recent offences or real increases in the number of offences being committed. • The modelling for committed sexual crimes and reported sexual crimes shows a marginally increasing trend with seasonal fluctuation. • Reporting of rape offences against women and girls is forecast to increase with a season trend. The model predicts that the force will see an 8.8% increase in 2026/27 and then by around 4.7% in the following three years • In general, over the last 5 years (2020/21 to 2025/26), 26% of all sexual offences and rapes were reported more than 12 months after the offence was committed. • Reported crime trends show that higher volumes of crimes are reported in each month than were recorded as actually having been committed in the month, indicating that the reporting of some offences is delayed. • Sexual offences are investigated across frontline and specialist teams, supported by governance through the Crime and Investigation Standards Board and Vulnerability board. • NYP is embedding Op Soteria through a dedicated transformational plan. The force has an Op Soteria team supported by force leads for each pillar. • Capability and resilience are being strengthened through investment in specialist training, and the force has increased its numbers of SOLOs. • Future planning is focused on implementing the Op Soteria National Operating Model, developing dedicated Rape and Serious Sexual Offences (RASSO) teams. • Despite planned improvements, future demand may still place pressure on investigative capacity due to increasing complexity and digital evidence demands.
Hate Crime	• Levels of reported hate crime (as a subset of all crime) in North Yorkshire are quite small with approximately 67.7% of hate crime over the last three years relating to racial prejudice • In North Yorkshire Police, Misogyny/Misandry is also recorded as a prejudice marker and the force also records hate crime against sex workers. • The projections indicate broadly stable demand with varying degrees of seasonality depending on the strand. However, the demand associated with hate crime is difficult to predict, as this is an area where demand can change rapidly in response to high profile national incidents or international events • The Hate Crime Team provide scrutiny for hate crime cases to build confidence in the reporting and crime recording performance. This is underpinned by hate crime analytics. • The team provide hate crime training to student officers, PCSOs, FCR staff and have access to a network of external hate crime champions.

	• The Hate Crime Team carries out a significant amount of direct community engagement, alongside the work undertaken by local Neighbourhood Policing Teams (NPTs). • The Hate Crime Team review all hate crimes to support front line officers through education and upskilling with advice and guidance on how to recognise, record and investigate hate crime offences. • The Hate Crime Team is small and capacity limits proactivity, filling any vacancies needs to be prioritised so service delivery is not impacted. • The work of the Hate Crime Team in engaging and working with communities may have the effect of improving the public's awareness and confidence to report which may, in turn, increase demand.
Mental Health	• The forecast for mental health related incidents demonstrates a static trend with an anticipated 24,182 incidents per annum (2,015 incidents per month). • The 'Right Care, Right Person' (RCRP) model was introduced by North Yorkshire Police on 31st January 2023 to ensure that when there are concerns for a person's welfare linked to mental health, the right agency with the right skills, training and experience will respond. • In September 2025, RCRP was expanded further to include calls from members of the public and any incident concerning anyone under 18 (a child). • The Sentencing Act 2026 is a significant reform that amends the Sentencing Act 2020 and the Sentencing Code. The force is currently developing its understanding of the potential impacts of the changes, however there is a risk posed through an increased volume of offenders being managed in the community. some of whom have mental health issues. This is likely to increase demands on Police and partner agencies. • The governance arrangements for this area of business include the quarterly RCRP Meeting, jointly chaired between Police and Tees, Esk & Wear Valley (TEWV), which is underpinned by the monthly RCRP Tactical Forum. • The Mental Health portfolio sits with the Head of Local Policing Support, supported by an Inspector as the tactical lead along with an Operational Mental Health Advisor Team, which consists of one Sergeant and one PC. • North Yorkshire and York Mental Health Crisis Improvement and Delivery Group provide a framework for the improvement and development of mental health services for people in crisis in North Yorkshire and York, which reflects the number of creative, supporting and collaborative initiatives in place across statutory and third sector partners to which North Yorkshire Police contribute. • The operational Mental Health Co-ordinator delivers face-to-face mental health awareness to new officers and PCSOs as part of their initial training. • The operational Mental Health Co-ordinator is also exploring what training can be provided to Response and NPT colleagues, particularly in relation to Section 136s and new legislative changes. • It is anticipated that future predicted demand in mental health will be met if 'Right Care, Right Person' continues to be embedded effectively with partners. This will take time, but it will ensure that the right care is provided by the right agency at the right time. •

Stalking and Harassment	- Following a change to the Home Office Counting Rules (HOCR), from July 2023 there was no longer a requirement to record 'course of conduct' offences in addition to any other offences disclosed and forces were only required to record the 'principal crime' disclosed. The impact of these changes in recording practice show that the volume of crime recorded may reduce but this may not mean, in real terms, that these crimes are reducing. - In February 2025, in response to the recommendations from a super complaint submitted by Suzy Lamplugh Trust on behalf of the National Stalking Consortium, NYP created a number of 'course of conduct' occurrence codes to ensure that stalking related offences can be readily identified. - Stalking is a NYP Control Strategy 2026 priority under VAWG which is underpinned by a bespoke Stalking Tactical Delivery Plan and Stalking Tactical Delivery Group which reports into the Vulnerability Board chaired by the ACC Local Policing. - NYP has a small, dedicated Stalking Team which provides enhanced support and safety planning to victims as well as investigative and civil order advice to officers and staff dealing with these offences. - High risk stalking cases are discussed at a multi-agency Stalking Professionals Meeting where they do not fit the criteria of other multi-agency meetings such as MARAC or MAPPA. - The Stalking Team deliver training to officers and staff and provide briefings and stalking clinics to assist officers with stalking cases on their workload. - Challenges exist regarding the applying for and monitoring of Stalking Protection Orders (SPOs) due to capacity within the Criminal and Civil Orders Team.
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Chapter 7: Managing Offenders	
Section	Executive Summary
Managing Offenders	- Currently, North Yorkshire Police has around 1,413 actively managed registered sex offenders, which includes offenders who are incarcerated and/or abroad and 85 on reactive management. There are approximately 1,066 registered sex offenders who are managed in the community by the Offender Management Unit (OMU) and the Probation Service. - The increase in the investigative workload of the Online Child Abuse Team (OCAT) reflects in increases in demand in terms of registered sex offender management. The volume of disseminations from the NCA to NYP has increased significantly in 2025. - The Sentencing Act 2026 is a significant reform that amends the Sentencing Act 2020 and the Sentencing Code. One of its primary aims is to shift sentencing towards community-based punishment and rehabilitation. This is likely to impact on a number of teams across the force. The force is developing its understanding of the potential impacts of the changes which will include close monitoring and evaluation of a range of quantitative and qualitative measures. This evidence base will form a critical part of the understanding the demand picture and any future business planning requirements. - The force has seen an increase of circa 74 Registered Sex Offenders (RSO)s when compared to FMS7.

	• The assessed risk levels of registered sex offenders in North Yorkshire in March 2026 indicates that 1.6% are assessed as very high risk, 15% have been assessed as high risk, 35.7% as medium risk with a further 32.2% assessed as low risk (15.2% awaiting assessment). • Registered sex offenders are eligible to apply for removal from the register but are subject to a thorough review. In North Yorkshire the number removed from the register is extremely low. • North Yorkshire Police currently has 94 offenders on the IOM Scheme overall. The number of offenders within the cohorts has stabilised over the last year and the aim is to maintain this level to keep officer to offender ratios close to the national guidelines. • Within the OMU the force has separate MOSOVO and IOM teams, in line with national best practice. Each Offender Manager manages a cohort of approximately 47 registered sex offenders, which is within national ratio guidance. • In relation to OMU, the force does not have the capacity to meet current demand and future demand and has recorded this on the force risk register. • The force has a dedicated Criminal and Civil Orders Team, who work within the OMU. In 2025/26, the team increased its establishment of Civil and Criminal Orders Officers (CCOO). • The OMU is anticipating an increase in demand and whilst the Unit is exploring opportunities to release capacity through innovation and efficiency it is expected that additional investment will be required to meet demand. • IOM is undergoing national changes in 2026 to address significant capacity challenges within the probation service, increase focus on high-risk offenders, and to align with new legislation introduced in the Sentencing Act 2026. Changes to the IOM structure and process will be taking place in 2026 and the force is looking to establish a task and finish group, led by Safeguarding, to review general offender management, including the application and management of civil orders. • This is recognised both locally and nationally as a growing demand area of policing, particularly with the increase in the sharing of indecent images and online offending. Failure to constantly review the resourcing requirements may increase the risk of opportunities for offenders to re-offend.
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Chapter 8: Serious and Organised Crime	
Section	Executive Summary
Serious and Organised Crime	• North Yorkshire Police work with the Regional Organised Crime Unit (ROCU) and the broader Yorkshire and Humber Regional Organised Crime Threat Assessment Team (YHROCTA), which operates across four regional police boundaries to identify and disrupt organised criminality. • SOC is identified as a Control Strategy Theme which encompasses Fraud, Organised Crime Groups (OCG)s, Priority Nominals, SOC Vulnerabilities and Serious Violence. • Agency and Partner Management Information System (APMIS) is used to record and track disruptions related to SOC risks. • NYP utilise MoRiLE Risk Assessments to assess the threat and risk from OCGs and Priority Individual Nominals (PINs) from criminal exploitation.

	• Command Level SOC Local Profiles (SOCLPs) inform the identification of the Clear, Hold, Build, Sites (CHB) and localised SOCLPs completed at a ward and town level inform local tactical activity and highlighted intelligence gaps. • NYP continue to collaborate with Partner Agencies to maximise Prepare, Protect and Prevent disruptions through the Partnership Disruption meeting, SOCLPs and SOC Board. • SOC risk is managed through the Organised Crime Group Management Meeting (OCGMM) with each Organised Crime Group or SOC risk being allocated to a Lead Responsible Officer (LRO). The meeting is chaired by the SOC DCI who applies scrutiny to the management of the OCGs and SOC risks and ensures accountability with the LRO. • North Yorkshire has an established SOC Partnership Board with partners agencies under the Project Alliance branding. This encourages the sharing of information relating to SOC and the agreeing and contributing at a strategic level to disrupt SOC in the community. • Where applicable OCGs have an 'OCG on a page' document, which highlights the key features of and threats from that OCG. The OCG on a page is published on NYEye briefing site and is included in the Partnership Disruption meeting. • The SOC Dashboard provides real time understanding of who is causing the most harm in the community by identifying who are the highest risks, the crimes being committed, intelligence coverage and where OCG members live. • In November 2024, the force and the Yorkshire and Humber Regional Organised Crime Unit (YHROCU) were subject of the HMICFRS SOC inspection, and in December 2025, the findings were reported which identified two AFIs specific to YHROCU and two Areas for Improvement (AFIs) for NYP. • The Op Sentry team proactively develops the force's understanding of SOC risk and works collaboratively with internal departments and partners to identify opportunities to develop intelligence, and co-ordinate an approach to the relentless disruption of criminals linked to SOC. • SOC has suitably trained and experienced Detectives to investigate the highest risk SOC threats. The Economic Crime Unit have a Fraud Abuse Safeguarding Officer and is benefitting from ARIS funding to enable roles to make best use of SARS and other forms of intelligence available through the banking sector. • Tactical Advisors sat within the OCU and the Op Sentry Team give operational advice to LROs to shape their plans. Each OCG and SOC risk is MoRiLE scored allowing the identification of the highest impact and risk OCGs. • An ongoing focus on SOC looks set to continue with a particular emphasis on addressing both the supply and demand for drugs, targeting technology-enabled crime groups, tackling serious violence and improving lifetime offender management.
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Chapter 9: Major Events	
Section	Executive Summary

Armed Policing	- Looking at demand for armed policing services over the last 5 years indicates that demand for core armed policing services will continue in line with previous years. Volumes are relatively low and mainly relate to spontaneous deployments. As a result, the available capacity is directed to other parts of the business, within the strategic deployment area, linked to intervention and enforcement, predominantly in the areas of organised criminality and rural crime. - NYP works to an Armed Policing Strategic Threat and Risk Assessment (APSTRA) based on threat and risk, demand and geography, which is reviewed every six months and published annually, to ensure currency. The overall demand trend is predicted to remain stable. - In relation to workforce assets, the force has the capacity to meet current demand. The force had an uplift in the 2025/26 budget and the force expects that full establishment will be achieved by September 2026, dependent on success on initial Firearms course. - In April 2026, Armed Policing moved from a four-band shift pattern to a five band. The new 10-week shift pattern encompasses a dedicated two-week training block. - In April 2026, the force implemented a new Shared Situational Awareness System (SSAS). This supports the allocation, intelligence sharing and decision making in a live environment. NYP intend to explore national procurement opportunities around a case management system (DDaCS system) for firearms incidents to improve record management of commanding firearms incidents. - The force is developing a business case to upgrade its current Taser weapon. - Armed policing is a high-risk area of business, with relatively low demand for the core function (armed response), it is anticipated that there will be sufficient capacity to meet future demand.
Civil Contingencies	- The Emergency Planning Unit (EPU) activity aims to ensure NYP is fit for purpose by providing a structured approach to Integrated Emergency Management (IEM) and to facilitate an effective professional and structured response to any emergency regardless of the cause in line with professional practice. - The North Yorkshire Local Resilience Forum (NYLRF) is the multi-agency body that promotes and enables all agencies to cooperate, support and share knowledge, resources, equipment and assets. NYP have been involved in the development of the NYLRF programme to drive the local resilience forum forward over the next five years - The EPU has developed a Major Incident Guidance supported by Site Specific Information Sheets and response plans which shapes the force's training and exercising. - Animal Disease continues to pose a risk due to the extensive size of rural areas of NY and the large population of rural livestock, birds and wildlife. - Extreme weather events such as storms resulting in floods are becoming more common and widespread across NY and are difficult to plan for. This was evident in 2025 with region experiencing sustained high temperatures resulting in drought, the Langdale moorland fires, flash floods and a hosepipe ban.

	• EPU is a team of 3.25 FTE that sits as part of the Operations and Contingency Planning Team (O&CP) within the Specialist Operations function. The EPU does not have capacity to meet current demand. • The O&CP team are exploring options for an uplift in EPU as part of the 2027/28 business planning cycle. This will consider options to increase by 1 FTE Emergency Planner and 1 FTE trainer. • The O&CP team are developing a demand tool to better understand the requests coming into the team and when considered in conjunction with the increased demand for testing and exercising, this will inform any future business planning requirements.
Counter Terrorism	• North Yorkshire has seen an increase in Prevent referrals which may be linked to a combination of factors, including proactivity and education. This is expected to plateau in the coming years. • CTPNE Central hub has the capacity to meet its current demand. The governance and management structures allow resources to be flexed to meet any increased threat and risk. • CTPNE Northallerton is equipped with the expertise and support from the wider regional network to meet its stated aim to mitigate the threat from international terrorism and domestic extremism. • Demand is also influenced by high profile incidents and the resultant learning e.g. the Southport Learning Review. • The regionalisation of CT resources in the North East has resulted in increased resilience and flexibility to cope with any unforeseen increase in demand. • It is not anticipated that there will be any residual demand that cannot be met through the CT network.
Public Order	• In the context of regional and national public order, NYP is a net supplier of mutual aid for Public Order / Public Safety (POPS) operations and, through effective planning and advance rostering, the force generally manages to address internal demands without recourse to mutual aid. • Internally, Public Order / Public Safety events include some York City and Harrogate Town football matches and a number of the York Racecourse meetings. • NYP considers there to be sufficient capacity and capability to deal with the anticipated requirements within North Yorkshire including additional Public Order commanders to improve resilience. • The force has a Dedicated Football Officer who sits within the Operations and Contingency Planning team. This has enabled the force to undertake more of the required activity in relation to football policing in line with APP for Policing Football. • NYP has a national mutual aid obligation to provide 4 Police Support Units (PSUs) simultaneously, within a pre-defined timescale. To do so, NYP considers that it needs to maintain at least double the required number of trained PSU officers, to the Level 2 standard, to respond. • The force has sufficient resilience at all Commander levels to meet demand with succession planning in place. • Consideration needs to be given to future investment in relation to non-workforce assets such as training facilities, fleet and other equipment.

	• The force will continue to review the STRA, evaluate capability and capacity and undertake any actions required to resolve issues of concern and inform any future costed plans for any capacity and skills gaps.
Roads Policing	• Road Safety represents the area of highest harm in the most recent MoRiLE assessment refresh (February 2026) and is a priority in the force Control Strategy. • The forecast for killed and serious injury road collisions indicates a general downward trend with clear seasonality in the summer months. Whilst the model uses the last five years historical data to create its forecast, it does not fully reflect the increase in fatal collisions in 2025. • Road Safety data quality remains an area for improvement and the force has established a working group to address these themes. • Specialist Operations undertake targeted enforcement campaigns around drink/drug driving, traffic offences, vehicle safety and vehicle licensing/insurance using a risk-based demand model. • Operation Snap is an area of business which has seen a continued increase in submissions year on year with 3126 dashcam submissions being received in 2025/26. • Nationally, forces are reporting an increase in abnormal loads movements, linked to critical national infrastructure projects. • York and North Yorkshire Road Safety Partnership has a Safer Road Strategy 2021-2026. Following the introduction of the York and North Yorkshire Combined Authority (Y&NYCA), the York and North Yorkshire Road Safety Partnership structure, governance and funding streams are currently being reviewed and refreshed. • The York and North Yorkshire Road Safety Partnership brings together the key agencies who all have a shared interest in, and responsibility for, making our roads safer which includes North Yorkshire Police, North Yorkshire Fire and Rescue Service, Yorkshire Ambulance Service, City of York Council, North Yorkshire County Council, National Highways and the Office for Policing, Fire, Crime and Commissioning, part of York and North Yorkshire Combined Authority, alongside other third-sector partners. • Roads Policing capacity and capability is sufficient to meet the challenges of the York and North Yorkshire Safer Roads Strategy and the ability to cover the network effectively. • The Roads Policing Group has a demand-led deployment model and there is a monthly tactical meeting chaired by CI Specialist Operations. A longer term six monthly deployment plan is also in place using seasonal collision analytics. • In relation to roads policing assets, the force has the capacity to meet current demand. • The Road Safety Team consists of four Road Safety Officers and is supported by a dedicated Road Safety Analyst within the Intelligence Team. The team are at the forefront of delivering Road Safety initiatives for North Yorkshire Police. • NYP are responding to the needs of the community as efficiently and effectively as possible by coordinating partnership resources and key stakeholder delivery through initiatives such as Survive the Drive, Op Apex and BikeSafe.

	• Operation Apex remains the force's principal road policing response to the disproportionate risk posed to motorcyclists and forms a key control within the forces Road Safety Tactical Action Plan. The operation runs across the core riding season and combines engagement, education and enforcement to reduce fatal and serious injury collisions. • Prevention and proactivity, in reducing the threat, harm and risk is key to ensuring that the force, and the wider partnership, fully exploit opportunities to reduce road traffic collisions.
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Chapter 10: Knowledge Management and ICT	
Section	Executive Summary
ICT	• Demand into the function comes from two main sources. Firstly, business as usual activities driven by Support Hub interactions, improvement activities and regular maintenance, and secondly from project activities and requests for technical expertise. • The force has established ICT Support Hubs at the key Diamond sites, providing permanent, localised support for officers and staff. • The Application Support team provide two functions; management of the core police operational systems and management of the applications in the Microsoft 365 environment. Delivering applications to the user base is increasing demand upon ICT. • The success of recent internally developed applications has created an awareness of the development capability and demand in this area are seeing a sustained increase as a result. • The infrastructure teams support demand arising from a combination of ad-hoc requests and formal change delivery projects. • The NYP digital strategy 2026-2030 was approved by the Chief Officer Team in March 2026. This is aligned to the National Policing Digital Strategy and is underpinned by NYP ICT Strategy, Data Strategy and Innovation Strategy. • The ICT function is committed to continuous improvement and a number of internal service improvement projects are underway and planned. • The ICT function is not currently achieving the expected level of performance when compared to previous year, this is due to the impact of the Enable Review and the subsequent restructure of the function. • Supply-chain disruption arising from global events, combined with increased global consumption of hardware to support AI development, is continuing to impact equipment availability and lead times. • There are challenges with future demand due to appetite for change and the scale of the projects in the pipeline. Coupled with recent in-house developments which spotlighted internal capabilities. This will need to be kept under review and, if required, investment will be considered through the 2027/28 business and financial planning cycle. • To further reduce calls to the Support Hubs, ICT are looking to create an AI agent based on self-help for the IT portal. • A cyber-attack remains one of the highest risks for the force and plans are in place to ensure that the force prepares and plans for any such occurrence
Knowledge Management	• Operational Intelligence runs through all aspects of policing and informs key decision making with criticality, threat, risk and harm. The force has experienced an increase in intelligence submissions (which is positive) and

	anticipates that this will continue due to improved briefings, training and awareness and the introduction of an Intelligence sharing portal for partners. • The Force is working towards full implementation of the Intelligence Professionalisation Programme and to adopt APP-compliant intelligence practices. Managing the increased intelligence flow from within the force and from partners in this manner will place increased demand on the Intelligence capability. • Covert Intelligence demand is directly linked to crime demand, especially high-risk areas such as organised criminality, and the level of response is managed in relation to capacity and capability to deliver. • Business Intelligence operates a prioritised commissioning model to manage demand and support a range of organisational stakeholders, delivering performance products, analytical reports, service reviews and self-service dashboards. • Rising demand for data and advanced analytics exceeds current capacity and capability. Ongoing challenges around specialist skills availability and data quality limit scalability and responsiveness, creating a risk to the sustainability of analytical support and the force's ability to fully evidence performance, demand and risk. • The Force Intelligence Management unit (FIMU) are responsible for the research, evaluation, input and management of intelligence reports across North Yorkshire. The FIMU queue is discussed at weekly KIT meetings and is managed according to risk, ensuring that urgent intelligence submissions are prioritised. The force has introduced a daily process for assessing the risk against processing intelligence which provides a numerical score based on the volume of high, medium and low risk intelligence set against the capacity for the FIMU on that day. • The increase in requests for analytical support to operational investigations, along with the ongoing requirement to service NIM products, is placing an increasing strain on the small Intelligence Analyst team. • Capability and tools in operational intelligence need to remain current as technology becomes increasingly complex, and there is a need to improve staff ability to respond to emerging criminal and technological challenges. • The new FSR Code of Practice went live in October 2025 and assessment for accreditation with UKAS is due to take place in autumn 2026. • Business Intelligence takes a holistic, end-to-end view of organisational data, spanning performance reporting through to automated data modelling and advanced analysis. It brings together data from across the force to provide a coherent understanding of demand, performance and risk. The future development of Business Intelligence is focused on strengthening analytical capability and modernising its toolsets, including enhanced visualisation and automation. This will enable the delivery of more accessible, consistent and effective analytical products for users, supporting improved understanding, governance and evidence-based decision making. • Within the current organisational operating model, there is a clear need to strengthen data ethics, data culture and data literacy across the force. This is necessary to ensure data is used responsibly, consistently and confidently, and that officers and staff are equipped to interpret and apply insight appropriately. Improving capability in these areas will enable the force to better exploit the value of data-led decision making, support
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	effective governance, and embed evidence-based practice across strategic and operational activity.
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Chapter 11: Force wide Functions	
Section	Executive Summary
Estates	- NYP is committed to providing a well-maintained infrastructure, encompassed within a five-year capital plan, which outlines future estate needs. - The force has published a collaborative Sustainability Strategy 2025 - 2035. This strategy aligns with "York and North Yorkshire's Roadmap to Carbon Negative" and the "Net Zero Government Initiative" to fulfil NYP's environmental obligations. - The Estates function is managing competing demands from Fire and Police within the collaboration, and associated demands from an aging estate and lack of historical estates fiscal investment are being managed through the Estates strategy and prioritisation through the capital planning process. - Where required, strategic outsourcing complements internal expertise for specialised tasks. - The global supply chain is experiencing adjustments due to world events, such as the unrest in the Middle East and the Ukraine war, requiring the team to adapt project timelines and reassess project specifications to optimise costs, while managing extended lead times for materials. - The force remains committed to identifying and supporting opportunities for co-location where appropriate and will work closely with operational colleagues to regularly review existing arrangements, ensuring they remain fit for purpose and aligned with service delivery objectives. - The force expects that its collaboratively developed plans have the potential to effectively address future demand. Success hinges on the force's ability to strategically manage and prioritise the need for change. Proactive demand planning plays a crucial role in mitigating current supply chain challenges faced by the Estates team.
Transport and Logistics	- Demand into the Transport function comes from four main sources; commissioning new vehicles, decommissioning of all replaced vehicles, scheduled and unscheduled servicing, and collision damage repairs. - The force has developed and published a collaborative Sustainability Strategy. This strategy aligns with "York and North Yorkshire's Roadmap to Carbon Negative" and the "Net Zero Government Initiative" to fulfil NYP's environmental obligations. A key focus area for Transport and Logistics is to transition the vehicle fleet incorporating hybrid and electric vehicle technology where possible. - Vehicle supply is likely to become more challenging as manufacturers reduce the number of internal combustion engine powered vehicles in line with government targets. Hybrid and electric vehicles are not suitable for all policing activities and alternative options are being explored. - The continued roll-out of telematics functionality will help flatten demand and improves the agility of the garage by increasing the availability of vehicles. - The global supply chain is therefore experiencing some adjustments, keeping supplier costs at an increased level, requiring the team to adapt

	project timelines and reassess project specifications to optimise costs whilst managing extended lead times for materials. • Strategic outsourcing complements internal expertise for specialised tasks, where required. • The force expects that its collaboratively developed plans have the potential to effectively address future demand. Success hinges on the force's ability to strategically manage and prioritise the need for change.
Corporate Development	• Change is commissioned into the Change Delivery Team via the PPMO, in line with the organisational priorities (complexity, risk and impact on the public, workforce and wider organisation), supported by business change specialists across NYP. • Re-prioritisation of projects and the acceptance of risk is reviewed and agreed through the governance boards to accommodate emerging priority work and ensure that the force has the capacity and capability to deliver priority change. • OBC & OPCI demand is aligned to the change programme and work is prioritised alongside Change Delivery demand. • Demand for Data & Insight services covers several categories: mandated requirements, commissioned requirements, ad-hoc national or regional requests and support for future development, performance, and service improvement. • Ad-hoc mandated services are provided by the Inspection and Strategic Planning Team to the Force, central government, NPCC or inspection bodies that fall outside the planned schedule but are required to be supported and delivered at short notice. It is anticipated that medium term demand requirements will continue to grow as scrutiny from the government and public increases. • The Compliance team have experienced an increase in demand due to the increased level of projects and other business change in the organisation requiring compliance activities and advice and it is anticipated that this level of demand is likely to be sustained or potentially increase. • Corporate Communications team supports public engagement for crime appeals, including appeals for CCTV, wanted people, missing persons, next of kin (on behalf of the Coroner's Office) and court results. • Demand upon the Executive Support Team continues to increase through meeting support, Chief Officer Team portfolio support and recognition/commendations as the organisation sees a stronger focus on recognition and appreciation. • Demand from the Innovation portfolio continues to increase as efficiencies through AI and Robotic Process Automation are explored throughout the force. • This year has seen the establishment of a Priority Based Budgeting team to undertake a pilot in Force. This will provide focus on productivity and improvement at a team/departmental level and will result in smaller scale improvement projects linking closely with the innovation work across Corporate Development.
Finance	• The Finance function operates using a capacity led demand model. A large part of the demand on the team is transactional and driven by statutory timescales.

	• The operating model for the team is designed to ensure statutory compliance and that good practice is maintained, whilst also supporting increased focus on proactively engaging service managers and budget holders through business partnering approaches. • Priority-Based Budgeting (PBB) has been introduced across the force. The pilot involving five areas will deliver demand and productivity changes by September 2026 to merge with the 2027/28 budget setting process. PBB will create efficiencies in processes and savings to release resource and budget respectively to be directed to force need areas. • The development of a business partnering approach facilitates more proactive and earlier engagement between finance and service management, to help identify the efficiencies savings which are required across the force. • The Procurement Act 2023, coming into all public organisations in February 2025, has impacted the procurement team with the regulations slightly more onerous demonstrated by the increased workload for a recent competitive open market dialogue tender process. • Demand for the Payroll and Pensions team is linked to the number of employees, change in turnover and retirements. Recruitment into the force is ongoing, with police officers being employed in the second half on the financial year in line with budget requirements and the workforce plan from September 2026 onwards, focusing on the Government's Neighbourhood Policing ring-fenced grant initiative. • Additional demand relating to 'Pension Remedy' work following the McCloud legal case is outside 'business as usual' with the national landscape for this issue being volatile with workloads being managed and deadlines met. • In 2025/26, the budget setting and prioritisation process for 2026/27 was further developed in its second year with Value for Money outlier profiles being analysed and reported through governance. • The current employment market delivers a shortage of both finance and procurement professionals, which has been an ongoing issue across the team • With the introduction of the joint Accounts Payable and purchasing system, working with NYFRS and Y&YNCA, this will provide a better understanding across the team of a purchase to pay end-to end process as the project is scoped and implemented, which may bring efficiencies. • The payroll system will be included within the scope of the People Services Human Resources system review business case, where there could be potential benefits to host the two areas together.
Training and Development	• The majority of Learning and Development demand arises from mandatory learning and development requirements which North Yorkshire Police must deliver to ensure the safety of the workforce and compliance with the National Policing Curriculum, national legislation and guidance, and is predominantly funded by the Force Training Budget. • The Police Officer recruitment schedule for 2026/27 has been finalised and includes one PCDA course, one PCEP course, one DHEP course and three transferee courses

	• The force implemented the Public and Personal Safety Training (PPST) programme in April 2024. In April 2025, PPST changed from a three-day course to a two-day course on a two-year rolling pattern. • Fast Roads training is now incorporated as a pre-requisite of the Driver Training programme and includes officer road safety for all drivers with a basic driving authority upwards. • The governance arrangements for this area of business include a monthly Skills and Capabilities Meeting which is in place to oversee and prioritise strategic organisational learning and development needs to ensure NYP has the requisite operational skills and capabilities to meet anticipated future demand sustainably. • The PPST delivery programme continues to work towards clearing the backlog of those officers who are out of ticket and the position continues to improve. • The Professional Development Team and the Operational Training Team both deliver to a tactical plan which forms part of the NYP Workforce Plan, so that future learning and development needs are assessed, prioritised and planned according to future requirements. • Horizon scanning is included on the Skills and Capabilities Meeting Agenda which focuses on future training requirements so that any new learning and development needs are considered as part of the plans moving forwards. • The Professional Development Team has new demand to deliver during the 2026/27 year involving the Neighbourhood Policing Programme, the roll out of the College of Policing's PIP1 Supervisor programme, and the direction from the College of Policing that delivery of the SCAIDP must be moved to in-force delivery from April 2027 • Demand can be met by Training and Development if the force works to the plans in place, and it is essential that the Operational Training Team and the Professional Development Team work collaboratively with other functions, such as People Services, to ensure that all interdependencies can be identified.
People Services	• The four areas of the People Services function use a capacity led demand model which differ in terms of demand with the level of reactive and proactive requirements across the teams. • The HMICFRS Workforce profiles for 2024/25 identified a police officer attrition rate of 6.1% and police staff attrition of 9.3% • Workforce data indicates (at March 2025) 27.3% of police staff are over 55 years of age, which has implications for managing an older workforce in terms of health and wellbeing. • The recruitment market continues to evolve with particular difficulty being experienced in recruiting specialist roles, such as procurement and accounts, due to a shortage in skills on the open market. • The People Strategy 2025-2029 is aligned to the NYP Plan on a Page 'Our Foundation, Our People' and sets out three core strategic aims to Value Our People, Develop Our People and Lead Our People. • The new Values and Behaviours Framework was launched in January 2026. NYP's Organisational Values are Teamwork; Excellence; Accountability; and Making a Difference. This framework defines NYP's values and clearly identifies the supporting behaviours that will embed them within NYP's everyday interactions and communications.

	NYP has also launched a Future Leader Programme which is aimed at all frontline officers and staff from across the force that are identified as having high leadership potential.
Professional Standards Department	- The Professional Standards Department (PSD) is a statutory function to ensure that the standards, behaviours and values of our own workforce are upheld. - In the past 3 years there have been a number of national reports, bringing associated recommendations that have impacted and increased scrutiny on all forces. The force has also been subject to a HMICFRS Integrity inspection in July 2024. - In April 2026, the force published its Professional Standards Strategic Threat Assessment, which articulates the threat, harm and risk to NYP from corruption and serious misconduct. The document has been utilised to inform the PSD Control Strategy and implementation plan. - Current data indicates a reduction in core business demand for PSD, particularly in respect of Schedule 3 complaints and Conduct investigations. This decrease in PSD investigatory demand is attributable to changes and improved processes introduced in September 2025. - Improved supervisory oversight has led to a clearer distinction between performance management issues and conduct matters, supported by the embedding and effective use of the Organisational Justice Model (OJM). - Misconduct hearings are expected to increase during 2026 as PSD work through a backlog of cases from previous years. This has been facilitated by the implementation of a designated PSD hearing suite for exclusive use by the PSD. - Vetting demand remains high and has increased by 6% in 2025/26. When factoring in the backlog, the increase in demand is significantly higher in real terms. A vetting improvement plan has also been implemented to address the backlog. - Improvements in complaint management have been achieved through the introduction of a centralised temporary Complaints Handling team in 2025. This has enabled complaints to be managed in-house and resolved more efficiently, removing the demand placed on Commands. - In 2025/26, there was a significant decrease of 43% Schedule 3 complaints compared with the previous financial year. - ACU has observed a general reduction in reported matters over recent months. This trend aligns with an increase in cases being managed through OJM. - PSD has the capacity and capability to meet current demand across all teams. - As part of the force's wider Priority-Based Budgeting (PBB) programme, vetting is subject to a structured review to ensure resources are aligned to risk, statutory obligations and organisational priorities - Restructuring of the Professional Standards Department (PSD) Investigations Team planned to assess whether current service delivery is appropriately aligned with demand - Any residual demand which cannot be resourced would not generate any anticipated harm to the public or organisation as individuals would still be vetted and misconduct matters investigated.

Chapter 12: Collaboration

Section	Executive Summary
Collaboration	• YatH collaboration encompasses North Yorkshire Police, South Yorkshire Police, West Yorkshire Police and Humberside Police forces. This collaboration includes RSSS, ROCU, UWSU as shared functions which are each provided under a Section 22A Agreement with North Yorkshire Police in each case acting as the client. • Evolve is the collaborative arrangement for legal services for North Yorkshire, Durham and Cleveland and includes the Cold Case Review Unit and Evolve Collaborative Legal Services. • The Civil Disclosure Unit (CDU) within Evolve support the force on Freedom of Information Requests (FOIs), Subject Access Requests (SARs) and Information Sharing Agreements, Common Law Police Disclosures and disclosures into Family Court proceedings in addition to general advice on civil disclosure matters. • CDU demand is prioritised in line with capacity however Family Court proceedings in the safeguarding of children will take priority when capacity is stretched. • Support Services is the collaborative arrangement between North Yorkshire's Police and Fire and Rescue Services under a Section 1 Collaboration Agreement which brings together the support functions of North Yorkshire Police and North Yorkshire Fire & Rescue Service to facilitate the provision of an efficient and exemplary service to the people of North Yorkshire in support of frontline officers, staff and firefighters.

Part 2: Strategic Risk Assessment.

Each section underpinning an FMS chapter will be assigned a level of risk which will be assessed based upon the model below:

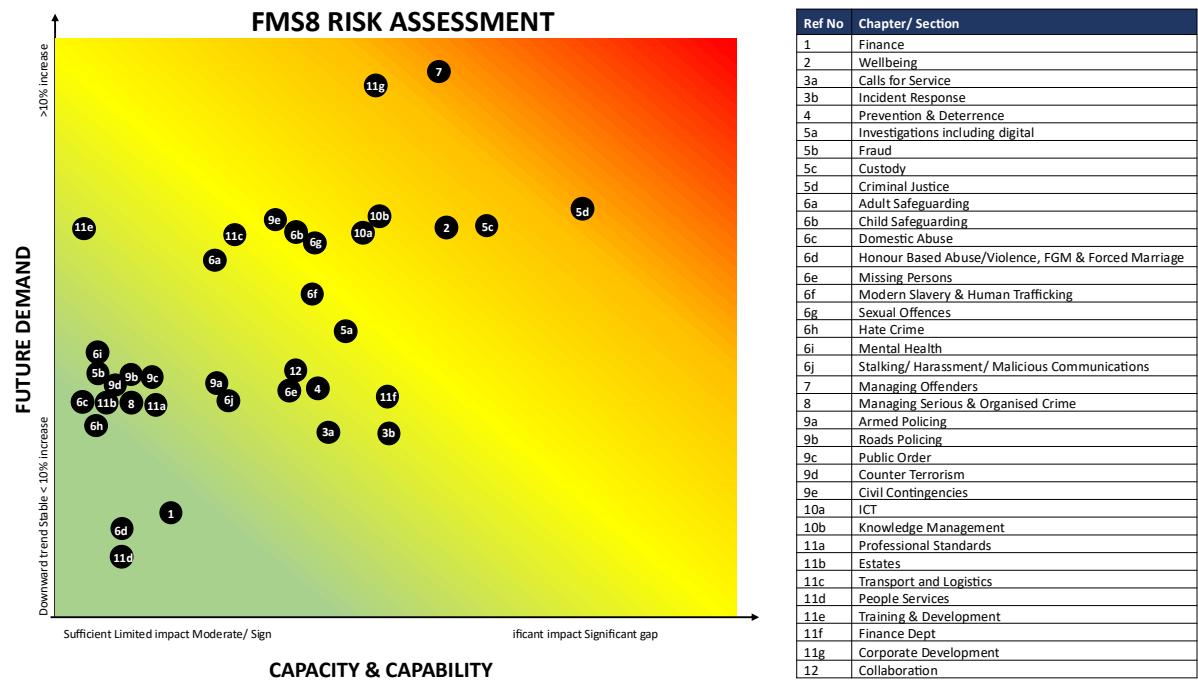
- current demand will be assessed by evaluating the demand the force is experiencing now compared with what was expected in FMS7.
- future demand will be assessed based upon the demand forecast in Step 1 of FMS8, this will be a combination of analytical forecast, environmental scanning and supported by professional judgement from subject matter experts.
- where applicable, the harm score from the MoRiLE assessment will be included for each area (the control strategy priorities will be refreshed and is expected to be finalised in February / March 2026).
- capacity and capability will both be assessed by determining whether there is sufficient capacity or capability in place now and, if not, if there is a plan in place to address this e.g. those areas of highest risk in this category will be those where the force does not have capacity / capability and does not have a plan or funding to address it. The capacity assessment will also take into account what considerations have been made to explore other efficiencies in terms of process and productivity.

Current Demand	Predicted Demand (4 years)	Harm (MoRiLE)	Capacity	Capability
Minor fluctuations or small volume change in the demand expected in FMS7	Downward trend	Low score (1-2.5 MoRiLE)	Sufficient capacity or minimal gaps	Sufficient capability or minimal gaps
Moderate fluctuations in the demand expected in FMS7	Stable	Moderate score (3-5 MoRiLE)	Resourcing issues have a limited impact on the management of the issue	Skills / assets gaps impede the management of the issue
Significantly large fluctuations in the demand expected in FMS7	Less than 10% increase	Substantial score (5.5-7 MoRiLE)	Resourcing issues impede management of the issue	Skills / assets gaps have a limited impact on the management of the issue
Large fluctuations in the demand expected in FMS7	More than 10% increase	Severe score (over 7.5 MoRiLE)	Do not have the resources in place or funded	Do not have the skills / assets in place or funded

Each section includes an assessment based upon the criteria above, this has also been compared to FMS7 to determine the direction of travel. The direction of travel provides a visual indication of whether the plans put in place have begun to mitigate the risk identified in FMS7 and also identifies any sections where we are beginning to see emerging risk in FMS8. The table below breaks down each chapter by section and illustrates the risk assessment in each case. An overall risk score has been determined using current demand, future demand, capacity and capability.

FMS8 Risk Assessment									
Chapter	Section	Demand Area	Current Demand	Predicted Demand	Harm (MoRLE)	Capacity	Capability	Direction of travel from FMS7	Overall Assessment
Chapter 1: Finance	Finance								
Chapter 2: Wellbeing	Wellbeing								
Chapter 3: Responding to the Public	Calls for Service	N/A			N/A			↓	
	Incident Response	N/A			N/A			↓	
Chapter 4: Prevention and Deterrence	Prevention and Deterrence	(1) Criminal Damage (2) ASB (3) Concern for Safety / MFH (4) Rural Crime			(1) 23 (2) 29 (3) 21 (4) 39			↓	
Chapter 5: Investigations	Investigations including digital	(1) Murder (2) Rural Crime (3) Residential Burglary (4) Serious Violence			(1) 36 (2) 39 (3) 23 (4) 20			→	
	Fraud				36			↑	
	Custody	N/A			N/A			↓	
	Criminal Justice	N/A			N/A			↓	
Chapter 6: Protecting Vulnerable People	Adult Safeguarding	N/A			N/A			→	
	Child Safeguarding	CSAE			36			↓	
	Domestic Abuse	Domestic Abuse			46			↓	
	Honour Based Abuse/Violence, Female Genital Mutilation and Forced Marriage	N/A			N/A			→	
	Missing Persons	Concern for safety / missing persons			21			↓	
	Modern Slavery and Human Trafficking	MSHT / OIC			33			↓	
	Sexual Offences	Rape and Sexual Offences			30			↓	
	Hate Crime	Hate Crime			20			→	
	Mental Health	N/A			N/A			↑	
	Harassment & Stalking	Stalking			27			↑	
Chapter 7: Managing Offenders	Managing Offenders	N/A			N/A			↑	
Chapter 8: Managing Serious & Organised Crime	Managing Serious & Organised Crime	OCG			19			↓	
Chapter 9: Major Events	Armed Policing	Firearms			12			→	
	Roads Policing	Road Safety			100			→	
	Public Order	Public Order			13			→	
	Counter Terrorism	N/A			N/A			↓	
	Civil Contingencies	N/A			N/A			↑	
Chapter 10: Knowledge Management & ICT	ICT	N/A			N/A			→	
	Knowledge Management - Intelligence (Covert, Operational and Business)	N/A			N/A			→	
Chapter 11: Force-wide Functions	Professional Standards	N/A			N/A			↓	
	Estates				N/A			→	
	Transport and Logistics				N/A			↓	
	People Services				N/A			↓	
	Training and Development	N/A			N/A			↓	
	Finance Dept							↑	
	Corporate Development (PPMO, OBC, BI, IM, Comms, Exec Support)	N/A			N/A			↑	
Chapter 12: Collaboration	Collaboration								

The risk assessment for each section has then been placed in as a visual representation of future demand versus the capacity and capability to respond. Investment and decisions on the allocation of resources will be informed by this approach with the focus being on mitigating the risk in the top right quadrant whilst further balancing this against the future direction of travel of the force that is also articulated in the Police and Crime Plan.



May 2026

