



North Yorkshire Police

Force Management Statement

2022/23

# Chief Constable Statement



Our Force Management Statement (FMS) for 2022/23 builds upon my three previous Statements. It also reflects the changing environment for policing services; a new Police, Fire & Crime Commissioner (PFCC) and revised Police and Crime Plan, greater partnership working and the government's investment in 'police officer uplift' and their national priorities. Our analysis tells us that whilst some areas of reactive crime are increasing in demand or complexity, the legacy of the Covid19 pandemic can be seen in increased poverty, poorer physical and mental health and will increase areas of hidden crime particularly for women and children within a domestic or familial setting. The recent increases in National Insurance, cost of living and fuel prices can also be expected to add to this pressure.

As a policing service we need to be able to adapt and respond to these changes, support more people to come forward and report crime, build confidence in the policing process whilst also ensuring we keep people safe in the community and on our roads. That is why it is more important than ever to consolidate the core building blocks that underpin our values as a policing service.

- We are **accountable** to the people we serve both locally, through the Police and Crime Plan, and nationally, through the government's Beating Crime plan, Domestic Abuse plan, National Violence against Women and Girls (VWAG) strategy, and Harm to Hope drugs strategy.
- We meet society's complex and diverse needs with the delivery of public protection that is **informed by** our engagement with **communities to understand their priorities** and identify needs and supported by robust **evidence-based** analytics.
- We **respond** to existing and emerging crime types with a focus on protecting the vulnerable and preventing harm.
- We develop and invest in **our new officers** through the national uplift programme so they can embrace our culture of openness and integrity to support North Yorkshire Police in having the greatest positive impact on our communities.
- We attract and retain a **diverse workforce** of confident, competent, and well-supported professionals, who operate with a high degree of autonomy and accountability to maximise the efficiency of the services we provide.
- We ensure that every element of our workforce understands its role in delivering services in response to local and national requirements and is held accountable through the use of performance frameworks based upon robust data, good insight and effective service delivery.
- We are a **sustainable** policing service that makes effective, efficient, and legitimate use of all our resources working closely with our emergency service partner the Fire and Rescue Service.
- We ensure that in every interaction we build **positive relationships** that reassure the public and enhance their trust and confidence in the policing service of North Yorkshire.

During 2022 we will be implementing our Early Action Together (EAT) model in parallel with ensuring we listen and respond to the changes in policing demand that are happening now. There is a difficult balance to be found between keeping our communities safe now whilst investing in a policing model that will reduce the likelihood of individuals becoming victims or perpetrators



of crime in the future. We believe that preventing someone from coming to harm in the first place or doing a job “right first time” is the most effective way of improving the quality of life for all of our communities and provides a more sustainable policing model in the longer term. We cannot turn back the clock on the bad things that may change a person’s life forever. However, it is also important to ensure that when crime does occur, we are responsive, efficient, and effective in bringing perpetrators to justice whilst maintaining the trust and engagement of those that were subject to harm.

My ambition as Chief Constable is to see prevention and early intervention truly embedded as a way of working across the whole organisation. That is why we will focus on **prevention and early intervention** within everything we do. We can’t do this alone; it has to be a partnership effort as we are not always the right organisation to help someone in the most effective way. Ensuring that our Intelligence capability continues to be at the forefront of all law enforcement activity is critical if we are to meet the demands of the next 20 years. Sharing information and recognising the right opportunities to make a difference and support individuals and families at the earliest stage can have a life-changing impact in the longer term.


Working to the principles of our Prevention and Early Intervention Strategy and aligning closely to the new Police and Crime Plan, our initial Early Action Together (EAT) programme sets out the first steps to realise that ambition. Bringing together our Prevention and Early Intervention model with our performance-led service planning process has also enabled us to scrutinise and identify those areas of policing in North Yorkshire that need to develop, grow and mature. EAT focuses on deflecting individuals from future offending behaviours or victimisation and on those that are most vulnerable to exploitation both within the physical and digital environment. Our performance and service planning process complements this by focusing on challenges that impact upon our ability to police now and over the next few years. These challenges are described in more detail in my Statement summary below.

I am cognisant that North Yorkshire Police also have a wider part to play in keeping society safe at a regional, national or even global level through our role in supporting Counter Terrorism (CT) and the dismantling of Serious & Organised Crime (SOC).

Finally, we are aware of the financial pressures within the public sector that impact upon both ourselves and our partners. Whilst the national investment in police officer recruitment is welcomed, we still need to ensure we invest these and other resources wisely to maximise the impact and benefit to communities across the whole of North Yorkshire. The road ahead of us is full of challenges and uncertainty but I believe that together, with our partners and communities, we can make North Yorkshire an even safer place to live, work, visit and enjoy.

*This is the Force Management Statement for **North Yorkshire Police** and except where stated otherwise, the information in this Statement is complete and accurate in all material respects.*

Signed:



# Force Management Statement Summary

In undertaking our assessment, cognisance has been given to the current national position, the development of our implementation of Early Action Together and the current position of EnableNY.

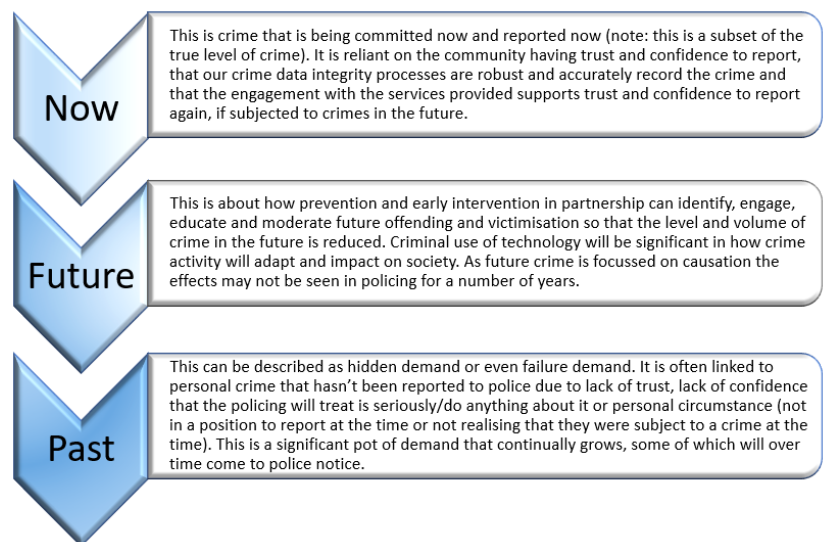
The summary has been split into three parts:

1. Each chapter of the FMS has been subject to an assessment based on the maturity of our current understanding and our confidence to address future demand including where it aligns to other chapters of the FMS
2. A summary of the highest priorities and highest risks
3. A summary of how the force is addressing crime reduction aligned to the national outcome measures for the government's Beating Crime plan

**Part 1:** This FMS is made up of 12 chapters 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.

## FMS summary of each chapter highlighting demands and identified risks

In assessing the demand that the force expects face and in generating the key risks to the force over the next planning cycle, consideration has been given to current demand as well as future and past demand (non-recent hidden demand or failure demand). Delivery of policing services requires a balancing of the current needs of the communities, while planning to reduce the future needs of the community and the future growth in new or emerging areas of demand. There will also be a need to deal with those crimes that have remained unreported until now. This needs to be delivered within a defined financial envelope (Chapter1), enabled through effective support services (chapter 10, 11 and 12), whilst maintaining the wellbeing of the workforce (Chapter 2), with effective tools and technology within a sustainable infrastructure.



### Chapter 1: Finance

**Police Officers and Police Uplift:** To be able to receive the £1.314m specific grant that is included within the 2022/23 budget, NYP will need to meet the government Uplift targets for Police Officer numbers. NYP will need to recruit an additional 78 FTEs by the end March 2023 and have at least 1,645 Police Officers in employment. This additional recruitment follows closely on the back of recruiting the additional 51 Officers during 2019/20 and then the subsequent increases from the Uplift programme of 58 additional Officers in both 2020/21 and 2021/22. The force is well-positioned to deliver the Police Officer recruitment required for 2022/23 with expectations that it will start 2022/23 with around 1,600 Officers in force. **Costed planning:** The expected revenue budget costs in 2022/23 are £1.074m, with the full year effect in 2023/24 of £1.545m. The force has committed to identify and deliver an equivalent level of recurrent savings in 2022/23 to fully fund the Costed Service Plans, which will be managed through the chief officer-led Investment & Efficiency Group. This will also

satisfy the requirement for North Yorkshire to deliver its share of the national £100m efficiency savings target by 2024/25. **Capital investment and change pipeline:** The assets owned by the PFCC are a vital platform for the delivery of the Police and Crime Plan. The overall purpose of the capital plan is to provide sufficient funding to renew the asset base of the organisation. The capital plan is informed by condition deficiency surveys, 'fit for purpose' reviews, equipment replacement programmes, business continuity requirements, change requirements and invest to save expenditure. The combined Capital Programme and Change Pipeline includes over £50m of spend across four years and will be an ambitious and challenging programme to deliver. Additional scrutiny within NYP by chief officers via the Investment & Efficiency Group followed by the PFCC at Executive Board provides enhanced oversight and governance.

## **Chapter 2: Wellbeing**

The general trend in psychological appointments is increasing with more time required to provision support sessions. Physiological referrals have seen a marked increase in 2021/22. This is potentially linked to timely access to routine NHS medical treatment and the increase in NHS waiting lists. It is expected that the number of individuals seeking support from the Occupation Health Team and those undertaking recuperative duties will continue to increase. Whilst the force hasn't experienced an increase in referrals of those reporting with Long COVID, a support group has been established. The diversity of the organisation is improving particularly in relation to gender split with females representing 47.2% of the workforce. Within police staff roles, more females hold middle to senior manager posts than their male peers. The gender split for female to male police officers is lower but as the workforce refreshes over time this is increasing (38% of Police Officer millennials and 48% of Gen Z individuals are female). Race is roughly in line with the with last census demographic split (this is unlikely to represent the true current level of diversity in North Yorkshire) but further positive action is ongoing to increase representation in North Yorkshire Police's workforce. Attrition, particularly through retirement, and loss of current workforce experience and capable expertise are concerns seen across most chapters of the FMS as a gap.

## **Chapter 3: Responding to the public**

The Force Control room has insufficient resilience to meet call volumes linked to speed of answer for both 999 and 101. In relation to the former this has been exacerbated by increased demand and a requirement for systems to be upgraded. Additional funding and enhanced recruitment (to 110% on resource resilience) has been put into place to mitigate the issues around call answering whilst a fuller, more in-depth, review of the Customer Contact strategy for NYP is being undertaken during 2022/23. This will consider how national evidence, the National Contact Management Strategy and local priorities (as articulated in the updated Police and Crime Plan CARE principles) should influence the future direction of the Customer Contact function. It will also include an analysis of demand, gap analysis, development of a range of high level options around technology, demand management and staffing to address future demand and the strategic direction of the service. A key aim will be to ensure that the issues experienced now are mitigated in the future. The inability of the force to effectively meet 999 call handling service levels is also seen in the delivery of service across the 101 line which is also below the standard required by the public and there are currently high abandonment rates for 101. Collectively call handling is a significant risk to the organisation as initial contact is important to public confidence in the police, ensuring that any harm being experienced can be mitigated as soon as possible in an emergency. The resilience of response officers to meet calls for service is also under strain at present due to abstractions supporting the development of the next generation of officers that are being delivered through the national uplift programme. As these officers have a three-year lead into independent patrol, this pressure is being felt across the organisation and is subject to enhanced scrutiny by senior leaders to ensure service to the public is maintained. It is anticipated that as new student officers move through their training the pressure in future years will ease. In addition, the inception of a new Initial Enquiry Team (IET) aims to alleviate some demand around scheduled activities to create capacity within front line resources and relieve some demand on call handling.

#### **Chapter 4: Prevention and Deterrence**

The space around societal demand and delivery of place-based policing is key to the future sustainability of North Yorkshire Police whether this is through enhanced partnership working, investment in place-based policing or driving the EAT programme to provide broader capacity across the front line for prevention and intervention activity. It is acknowledged that whilst the investment in prevention and early intervention will drive down future demand it will need to balance with those enforcement activities associated with crimes being committed now, and the impact of both prevention and early intervention that will increase reporting of previously hidden crime and those non-recent crimes that are continuously coming to police notice because the national focus on VAWG and Domestic Abuse increase victim trust and confidence when they feel ready to engage with the police.

The EAT programme is being implemented over 2022/23 as the foundation for how we move forward and meet societal demand that reflects societal changes both at a local level and those influenced by national issues. It will be delivered through a problem-solving-in-partnership approach. Demand in this arena isn't around measurable activities although the activities undertaken can be measured. It is about looking at how we engage and drive both current and future benefit to communities by deflecting young people from future offending behaviours or victimisation, and adults from exposure to risky behaviours that may cause harm. This work is delivered collectively by partnerships, neighbourhood teams and rural teams and the future investment of resources in this is interdependent upon other demand and resourcing requirements. In addition, the maturing of place-based policing on the back of the EAT programme will be essential if the force wants to enable more effective community engagement, both digital and physical visibility alongside local resolution so that the service to the community improves alongside maturing the understanding of what the blend of resourcing needs to look like.

#### **Chapter 5: Investigations**

For North Yorkshire Police to remain effective there must be a balanced approach that understands the consequential impact of how building trust and confidence to report aligns with the capacity and capability of the organisation to provide an effective investigation and bring offenders to justice. Acquiring, developing and retaining detective resource levels in order to meet current demand is a significant pressure and risk and is likely to remain so given the lead in time to develop capable expertise. Further investment is likely to be required in future years given the predicted increase in reported sexual and domestic abuse crime alongside the increased technical complexity of the digital footprint associated with these crimes. This needs to be predicated upon the ability to fill current vacancies and increase levels of existing capable expertise. Pressure in this area is likely to cascade into more crime sitting with response officers resulting in potential gaps in investigative resource levels for neighbourhood crime and capability of frontline supervision to manage larger investigative workloads. Digital Forensics, that support investigations, has also received an additional resourcing uplift to meet the growing demand around digital devices and building capable expertise will take time to embed. Criminal Justice is also subject to significant transitional change over the next four years that will create pressures upon the organisation's ability to deliver the level of change at the pace required. Additional resources have been approved to help support this transition, but the volume and pace of change will have consequential impacts upon operational colleagues as well as partners as will the impact of any further legislative change or the expansion of s28 vulnerable victim interviews.

#### **Chapter 6: Protecting Vulnerable People.**

Understanding vulnerability is complex and can be significantly challenging. Across NYP there is effort being invested to improve understanding of all strands of vulnerability and how we interact with partners to get better outcomes for victims and witnesses and the most appropriate outcome for offenders. The force nominated leads for the various strands of vulnerability as it interfaces with almost every aspect of police work. Safeguarding vulnerability has some stresses in relation to capacity to deal with adults either subject to exploitation through organised criminality, capacity to proactively engage with high-risk adult missing persons and exploited vulnerable adults focussed through the Missing from Home and Exploitation Team (MHET) and effective multiagency screening in adult safeguarding through the absence of dedicated adult multi agency

safeguarding teams. In relation to children, the force needs to develop capacity and capability to provide both timely core services and additional services beyond the core remit in child safeguarding and develop its understanding of the voice of the child. All of this is underpinned by expected increases in the reporting of sexual offences and domestic abuse as the national VAWG strategy matures and builds confidence in policing both in terms of new offences and non-recent offences that come to police notice. This is intrinsically linked to capable expertise within the detective cohort (chapter 5) to deliver effective investigations. The force's response to vulnerability needs to ensure that there is a co-ordinated and balanced approach with partners both to focus on known and hidden demand underpinned with the capacity and capability of the organisation to provide an effective response. The uplift to the Missing from Home and Exploited Team will support continuous improvement and understanding and increase our capacity to safeguard children. However, it will not address the current gaps around oversight of adult safeguarding which will need to be managed within the current financial envelope whilst plans are developed with partners for future years.

### **Chapter 7: Managing Offenders**

It is anticipated that current resourcing will meet immediate demand, but more investment is likely to be needed (subject to review) as this is an area of increasing and consistent growth due to the nature of the offending and the requirement to investigate breaches. Internal data and effort analysis is being planned to map out the impact of breaches alongside growing Registered Sex Offender (RSO) numbers to ensure that future demand can be effectively managed. As stated in the last FMS, this evaluation needs to be linked into resourcing for 2023/24 as part of the police uplift discussions. This assessment will also consider the required technical capabilities, staff training and accreditation and the associated costs as the anticipated rise in Multiagency Public Protection Arrangements (MAPPA) offenders will provide a challenge to NYP.

### **Chapter 8: Serious Organised Crime**

NYP needs to take a threat/ risk-based approach to Organised Crime Group (OCG) management to ensure that the current resourcing levels are focussed on the highest risks. Escalation of high harm groups for regional support are managed through the regional co-ordinated processes to ensure the force maximises the use of regional assets in harm reduction and disruption of organised crime. County Lines cuckooing remains the highest threat to individuals enabling drug dealers to get a foothold in communities. If established there is an associated correlation between drugs and increases in serious violence and the related harm and exploitation. Associated violence and the threat of violence in areas where County Lines impact, both transiently and permanently, has been significant over the last twelve months in terms of threat and impact against the lower-level dealers and for debt taxing. The focus on disruption and prevention remains with no significant increase to the threat from County Lines expected in the short to medium term, given nationally stability in the drugs market over the last 12 months, with purity and pricing remaining consistent. The demand related to tackling drugs production is likely to be impacted by the new national drugs strategy, From Harm to Hope, and will require further scrutiny and review. Criminal exploitation of children and adults is predominantly a hidden issue, and an assessment of the threat and associated demand is reliant upon effective intelligence gathering. No significant changes to the threat from criminal exploitation are expected in the short to medium term however emerging threats are apparent nationally within the virtual reality metaverses as usage increases, with those already engaged reporting sexual exploitation and sexual harassment. Finally Organised Acquisitive Crime which was suppressed during the pandemic is anticipated to rise as crimes such as ATM, catalytic converter and vehicle theft activities linked to organised groups becoming more frequent and the fact that as commodity prices fluctuate it may make certain items, including various metals, fuel and even foodstuffs criminally attractive. The ongoing war in Ukraine and the associated impact on domestic and vehicular fuel, and metal prices, may motivate OCGs into targeting these increasingly valuable commodities impacting communities and infrastructure.

### **Chapter 9: Major Events**

Road policing has had additional investment of resource as set out in the last FMS to increase resilience across the road network and support delivery against the new multi-agency road safety strategy. Further tools have been implemented and further planned to improve road safety. Firearms as a service in North Yorkshire has

sufficient capacity and capability to maintain current and future service provision as do rural crime and dogs. Public Order and civil contingencies have sufficient capacity to meet anticipated future demand. Counter Terrorism online radicalisation and the increasing use of technology by extremists are areas of increasing concern, but the force has access to regional resources to assist with the examination of digital material which is currently sufficient to meet demand on a prioritised basis. The recent regionalisation of CT resources in the North-East has also resulted in increased resilience and flexibility to cope with any unanticipated increase in demand. This will need to be monitored to ensure that the existing arrangements continue to meet demand long-term.

#### **Chapter 10: ICT and Knowledge Management.**

ICT is designed and resourced to deliver services across three clients to meet current levels of demand. Variation or additional demand requirements would be serviced through reprioritisation, flexing resources between clients or automating activities through additional software services. ICT resilience is finely balanced to meet the programme of change, maintain the live environment and BAU change. At present this has created some pressure points within the system for smaller changes linked to 'business as usual' change as some areas of business have significant interdependencies on ICT such as operational and business intelligence. This has delayed some development in these areas which would drive future improvements whilst the business focussed on the larger landscape and technical changes. Overall, it is anticipated that the level of support for the change pipeline can be maintained as long as the organisation robustly manages the volume and that the pace of change is kept at a sustainable level. Increasing the volume and pace of change would result in focus being directed upon maintaining the live environment and delaying the development and implementation of new BAU services that are designed to improve efficiency of frontline services. In general, there are gaps and issues within both operational intelligence and business intelligence both of which are impacted by the capacity of other functions to support the development of operational and business intelligence projects against the existing organisational prioritised programme of work. Operational intelligence also lack capacity to expand the effective use of MoRiLE (Management of Risk in Law Enforcement) scoring to assess the threat and risk from OCGs in order to prioritise resources. In particular, safeguarding would benefit from the adoption of the MoRiLE scoring process via use of multiagency data. In addition, they lack the capability and tools to remain contemporary as technology becomes increasingly complex, the ability to remain abreast of such changes, and put in place solutions to mitigate or exploit them. Business intelligence has had some capacity and capability constraints against an increased national appetite for data, which limits opportunities to exploit more sophisticated models for analysis. In addition, the force is finding it difficult to attract capable talent given the demand in the current marketplace and further work across the force needs to be undertaken to mature both the data culture and uplift the data literacy of the workforce.

#### **Chapter 11: Force-wide Functions**

EnableNY went live in June 2021 to deliver force-wide enabling services to the OPFCC, NYFRS and the force. The EnableNY structure was designed to meet demand. The initial transition identified some issues in terms of balancing the demands across clients, which in some areas of business has taken more time and resource than initially anticipated. The simplified and standardised approach is still the ambition which will rebalance the demand to reflect the collaboration's levels of investment and service catalogues have been designed to ensure that the equity of service delivery is more transparent to all clients. To fully realise the future benefits of EnableNY this needs to be supported by system integration which is still to be implemented. From a policing perspective additional demand in recruitment (uplift), wellbeing, auditing, management of information were identified through which costed plans have been approved for People Services, Business Insight, and Information Management which will be implemented over the 2022/23. There have been some initial stresses on capacity and capability in certain shared services functions to deliver services to police since the launch of EnableNY in June 2021. There were efforts to level up some of the services to similar levels across both police and fire and the capable expertise, which is a blend of skills and experiential learning, will take time to embed. The force has assured that operational training budgets are provided to help address the skills aspects, whilst buddy type arrangements to help build experiential learning are being put into place. Professional standards are anticipated to see an increase in demand associated with assessments and investigations linked with the

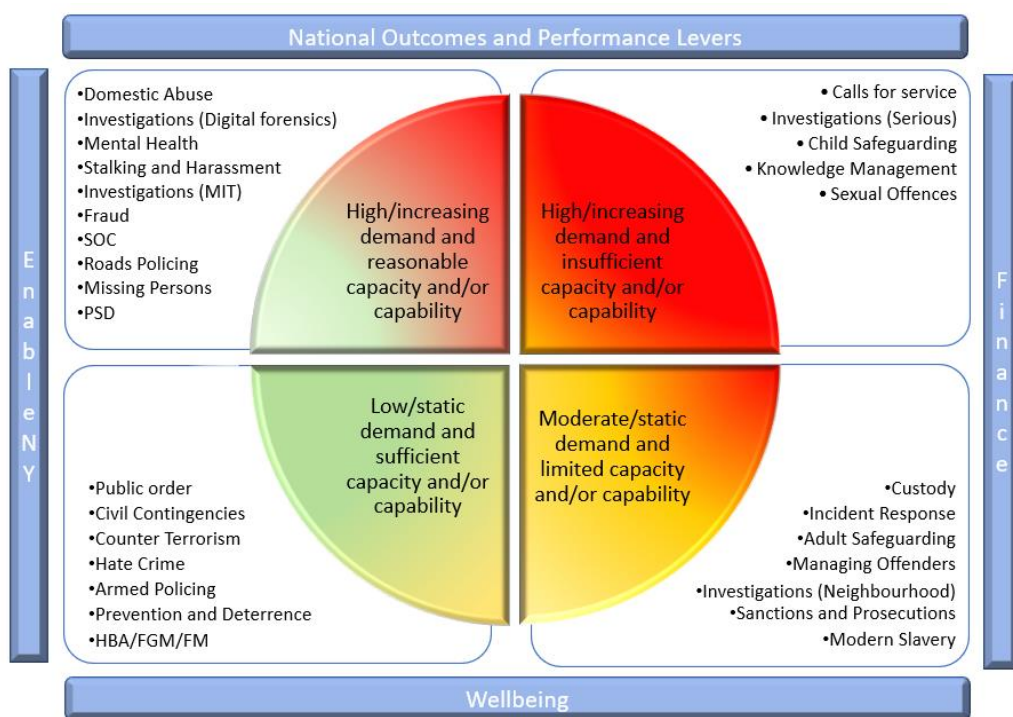


next phase of implementation of system monitoring software and the national pilot on more effective vetting of current officers and staff using the Police National Database. Proactive inputs by Professional Standards on integrity and abuse of position to supervisors continue with the aim of ensuring supervisors are more effective in identifying corruption. A previous review identified the requirement for additional vetting researchers and posts have been secured until March 2023. However current assessments suggests that these researchers are likely to be required post March 2023 and this will be reassessed as part of the 2022/23 planning cycle.

### Chapter 12: Collaboration

NYP collaborates in three distinct approaches; with police force partners in the Yorkshire and the Humber (YatH) region, with police partners in Durham and Cleveland (Evolve legal services) and with Fire and Rescue partners (EnableNY). From April 2022, North Yorkshire Forensic Collision Investigation (FCI) joined the Regional Scientific Support Services (RSSS) with direction and control moving to the RSSS management team and deployment of Forensic Collision Investigators also moving to RSSS Control. Major Crime Investigation collaboration decoupled in April 2021 however NYP and Cleveland Police continue to collaborate on the cold case review of unresolved homicide and major crime enquiries. Evolve legal services anticipates a moderate gap between its capacity and anticipated future demand brought about by increases in employment litigation, conduct and operational law requirements and the retention of work in-house to manage external fees. Fluctuations in demand will be managed through the normal governance route.

**Part 2:** Each section of each FMS chapter, from an operational policing perspective, has had a level of risk assessed that is associated with predicted future demand, the capable expertise, capacity of anticipated available resource and investment in tools technology and infrastructure. This has then been placed in a quadrant of the risk matrix below as a visual representation of current and emerging future risks that have, or are likely to be, presented to the force. This builds on the gaps identified in last year’s FMS and reflects the approved investment and alignment of uplift resources that has been informed through our annual planning cycle, change pipeline and our new costed planning process. Investment and decisions on future uplift resource allocation 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.



Consideration and future investment in any of the other quadrants in relation to capable expertise, capacity, tools, technology or infrastructure will be undertaken as part of the planning cycle. This applies particularly if the decision helps the organisation more effectively deliver its objectives, mitigates risk in another part of the business or is in response to the emergence of a significant new and unaccounted-for issue.

**Part 3:** Crime reduction is a simple question that results in a complex answer. Crime demand is a consequence of what the police and broader society do **now**, do in the **future** and did in the **past**. Until you understand this approach and the demand that this brings there is no clear or accurate way of understanding if crime is really reducing. The Home Secretary has developed some national crime and policing measures to support the strategic priority for ‘a relentless focus on cutting crime’. The six priority areas identified are as follows:

- reduce murder and other homicides,
- reduce serious violence,
- disrupt drugs supply and county lines,
- reduce neighbourhood crime,
- tackle cybercrime, and
- improve satisfaction among victims – with a focus on victims of domestic abuse.

There is also a national strategy for tackling VAWG, Harm to Hope drugs strategy and a domestic abuse plan. North Yorkshire’s Police and Crime Plan also has a significant focus upon public trust and confidence including increasing crime recording, the prevention of harm and damage through intervening early, underpinned by a skilled workforce working in partnership.

The North Yorkshire policing area is a safe area with a low crime rate, so to reduce crime the force has taken a fourfold approach:

1. **Prevention and early intervention (Chapter 4)** activities aim to enable individuals to choose a path which minimises the likelihood of becoming engaged in offending behaviour and/or becoming victims of crime. It can be focussed on young people through engagement and education (cops v kids, Op Divan, ACES, Op choice, Community Alcohol Partnership) or circumstantial vulnerability linked to the night-time economy (Wave, Ask for Angela) or those with situational vulnerability (REACH), safer streets (designing out crime, graffiti or ASB prevention activities) as well as crime prevention advice both physical and virtual (digital PCSOs). This is being underpinned through the Early Action Together Pathways project that aims to provide support and referral opportunities in addition to services commissioned by the OPFCC in order to help reduce future victimisation. The EAT programme also underpins this approach with the aim to drive up available capacity in the medium term as the uplift resources move fully into the operational policing environment. It also reflects the services through local community needs through more effective place-based working that blends visibility and efficiency in delivering reassurance and driving prevention and early intervention activities. This aims to look at **future** crime reductions.
2. **Bringing offenders to justice**, is also a key part to driving down crime by dealing with crime that comes to notice **now** and reported from those that happened in the **past**. This is focussed on enforcement and preventing those from doing more harm either through removing them from access to society or diverting them away from criminal activities and behaviours. The force knows that it has a relatively inexperienced workforce including supervision and that it doesn’t have sufficient detective resource to meet the growing demand for serious crimes which are also increasing in complexity. Plans are in place to mitigate the loss of experience in the short term whilst development of the next generation of investigators is ongoing, but it has to be acknowledged that the force isn’t where it would want to be and has had to put additional measures in place that will support reducing crime through enforcement in the following areas.
  - Ensuring the allocation of crimes goes to those with the right skills to optimise the chances of driving a positive outcome. To help manage this the force is focussing the allocation of crimes based on a THRIVE (Threat, Harm, Risk, Investigative opportunities, Vulnerability, Engagement opportunities) basis through an office manager to ensure allocation is appropriate. This is then underpinned with more structured support through investigation plans and reviews.

- Improving the knowledge, craft, and effectiveness of investigations through more robust performance management and supervisory oversight.
  - Getting the basics right using a simple four-step process:
    - What investigative tasks have been completed and what is the outcome of those enquiries,
    - what tasks are yet to be completed,
    - when will those outstanding tasks be completed, and
    - has the victim been updated on the latest developments and are they safe.
  - Focussing on timeliness of investigations to speed up the process and reduce the investigation timespan to maximise the opportunities to retain the engagement of the victim.
  - Using available legislation more effectively to help reduce crime.
3. **Improving trust and confidence** to identify hidden crime especially vulnerability crime. It is understood throughout the vulnerability chapter of this FMS (and previous FMS) that the actual crime reported rate is much lower than the underlying crime rate, in particular around sexual offences and domestic abuse which can be for a variety of reasons. More of these crimes are being reported each year in part due to an improvement in the understanding of domestic abuse, changes in legislation, confidence of the public to call out abuse and trust of victims to report non-recent sexual crime. A proxy measure for this is most readily seen by the increases in non-recent reporting each year. Whilst this identifies crimes that occurred in the **past** it will also provide an indication of crime that is hidden. In 2021, 42.5% of all rapes that were reported were not committed in 2021, which suggests that in 2022 and beyond crimes committed in 2021, which are currently hidden crimes, will be reported. This is key, because to reduce crime the force first needs to understand the true level of crime. Through deliverables set out in the Police and Crime Plan the force will aim, through trust and confidence, to see increases in vulnerability crimes being reported when they have been committed (alongside the increases still expected from non-recent crime reporting). Therefore, an increase in reported crime is expected whilst work with communities through prevention and early intervention aims to reduce future offending through safer streets, better protection of circumstantial vulnerability and the longer term generational behavioural changes around boundaries and respect.
4. **Use of data in performance.** The quantity of, and opportunity to exploit, data in policing has never been greater and grows on a daily basis. North Yorkshire Police understands that data is key to decision making and has invested in people, skills, and systems to enhance its analytical capability within Business Insight. However, the complexity and availability of data solutions can also outstrip the capacity and capability of end users to interrogate and understand the data they need. Therefore, the force has simplified its performance framework through a strategic to individual approach which runs alongside its development of data culture and data literacy. The force is working with the Police Digital Service, College of Policing and external consultants to help build a data curriculum that will be focussed upon the data literacy requirements of all parts of the business. The force will build upon the data culture framework currently been matured in North Yorkshire Police. Only through developing a data literate workforce will the full benefit of available data be realised in terms of better and more informed police decision making in relation to crime that happened in the **past** is happening **now** and will happen in the **future**.