



# Police and Crime Plan 2022-25





COUNTY OF  
NORTH YORKSHIRE

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## Foreword from Commissioner Zoë

As your elected Police, Fire and Crime Commissioner, it is my duty to set a Police and Crime Plan for North Yorkshire Police based on your priorities.

This Plan, for 2022-25, is set in an unusual context, the last election having been delayed by Covid-19 and then having a by-election in North Yorkshire and York in November 2021 at which I was elected. Against this backdrop, I am clear that two things are important. First, to provide some degree of continuity so that the police can continue to drive progress without too much change in overall direction over a short-term period, and secondly, to ensure that the expectations set out in this Plan are deliverable within the two years left of this term.

More than this, I am acutely conscious of how the last year has shaken your confidence and trust in the role of the Commissioner in North Yorkshire and York. My personal pledge is to work tirelessly to restore and renew that trust because I truly believe in the value of being your voice to improve and deliver public Services that work with you and for you.

I am grateful to everyone who has contributed to the development of this Plan – to North Yorkshire Police,

partners, the team in my Office and, most of all, you, the public. During my campaign I heard your concerns and appreciation for your Police Service, and these themes were reinforced by what you said through the consultation run by my Office.

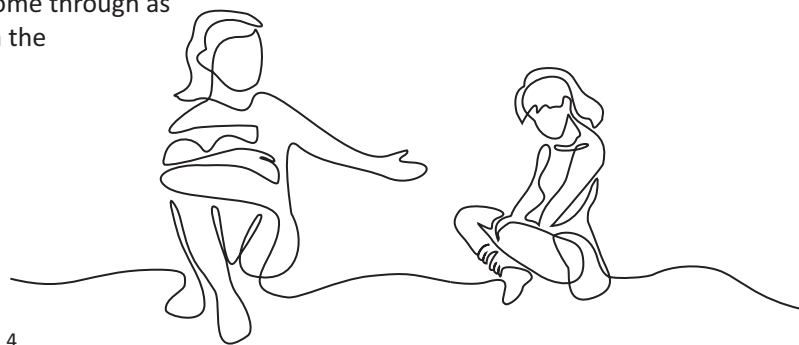
During that consultation, they engaged with over 3,500 of you, and over 2,000 of you responded to the survey for which I am very grateful. I hope this Plan responds to those concerns and sets realistic expectations for what North Yorkshire Police should achieve, and the change you should see in your Police Service, over the next two years.

*One of the key themes during my campaign was public safety – for everyone, but especially for all women and girls in their homes and out in their community.*

This was not just in reaction to events in North Yorkshire either; this had already come through as a strong priority in the



consultation prior to the by-election. It will be one of my key focuses, and I have already started to develop a new partnership strategy to tackle violence against women and girls, and established a new Victims Centre for victims of violent and sexual assaults. You were clearly worried about violence and serious and organised crime more widely, especially around drugs and county lines, and were looking to the police to do more to prevent crime from happening in the first place. This latter point is a central theme in this Plan, and I will work closely with the Chief Constable to drive and promote her plans which I support to do more in this space.



Most of all, though, I heard your concerns about police visibility and presence in your communities, and the impact this is having on your confidence in the police. I am determined that North Yorkshire Police will do more to connect with our diverse communities and use the largest number of officers they have had in a decade to invest in neighbourhood policing and to be more present and more proactive in preventing crime and solving problems in communities.

North Yorkshire Police has undergone significant transformation in the last few years through the Transform 2020 programme, the joining of business functions with the Fire Service under Enable North Yorkshire, and the development of a new Early Action Together operating model focussed on prevention and early intervention. Some of this is ongoing and other parts need to embed further, while they also need to ensure that it does not distract from providing exemplary services as usual. Excellent work has been undertaken to improve the diversity of the Service through improved recruitment processes, but work is now needed to improve the inclusivity of the Service to improve retention of those new officers.

To support that continuity of focus, our joint mission and vision remain the same – to help everyone in North Yorkshire and York to be safe and feel safe, and for our Police and Fire to be exemplary Services. I am also continuing to set the overarching ambition for the Service through the four C.A.R.E. Principles – Caring for the vulnerable, Ambitious collaboration, Realising our potential, and enhancing our service for the public. These Principles set a longer-term ambition for what I believe constitutes an exemplary service based on your feedback. Key to this is the focus on early action together, not just in preventing harm, but for its focus on understanding local need beyond police statistics to identify and tackle vulnerability and hidden harms that might not otherwise be reported.

To make sure that this Plan is realistic, I have set five Public Priorities for Change. These are based on the priorities you identified during my campaign and consultation and set out the ways in which the Police Service needs to develop over the next two years to progress towards achieving our vision. Under these, I have set outcomes against which I will assess the Service's progress. I require the Chief Constable and my Chief

Executive to bring forward delivery plans to demonstrate how the Service and my Office will deliver against this Plan.

The relationship between these elements – how each contributes towards delivering our mission and vision for an exemplary Police Service, is set out in the plan on a page. I will continue to hold the Service and my Office to account through monthly live-streamed public accountability meetings so that you can see how I am taking assurance about their progress on your behalf, and so that you can contribute your questions. Every year I will publish an Annual Report that summarises this progress and indicates where further focus is required.



**Zoë Metcalfe**  
Police, Fire and crime Commissioner

## Foreword from Chief Constable Lisa Winward

The county of North Yorkshire and the City of York encompasses the largest geographical policing area in England and Wales and welcomes millions of visitors every year.

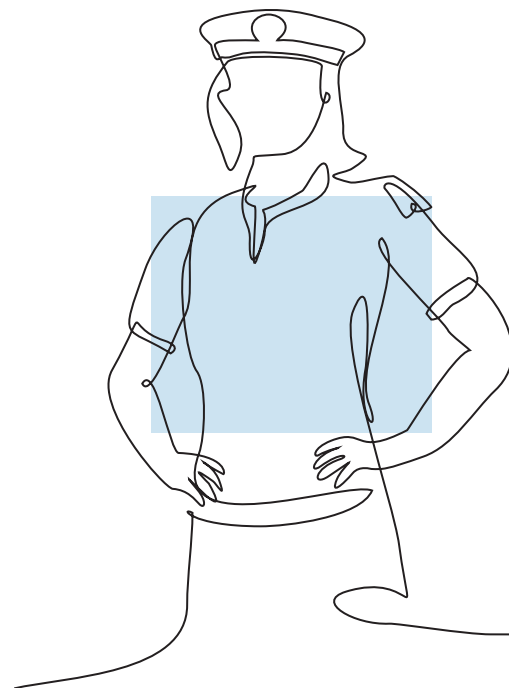
The diversity of our cities, coast and rural areas creates a unique challenge for policing and we are determined to remain one of the safest places in the country.

We have the privilege of policing by consent, which indicates that the legitimacy of policing in the eyes of the public is based upon a general consensus of support that follows from transparency about our powers, our integrity in exercising those powers and our accountability for doing so through delivery of the Police and Crime Plan.

We must ensure that we listen to our communities and respond to their current concerns and respond to the highest risks in society to keep people safe from harm. However, 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 happening 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.

That is why 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. 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.



Working to the principles of our Prevention & Early Intervention Strategy and aligning closely to the new Police & 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 change, mature, grow or develop.

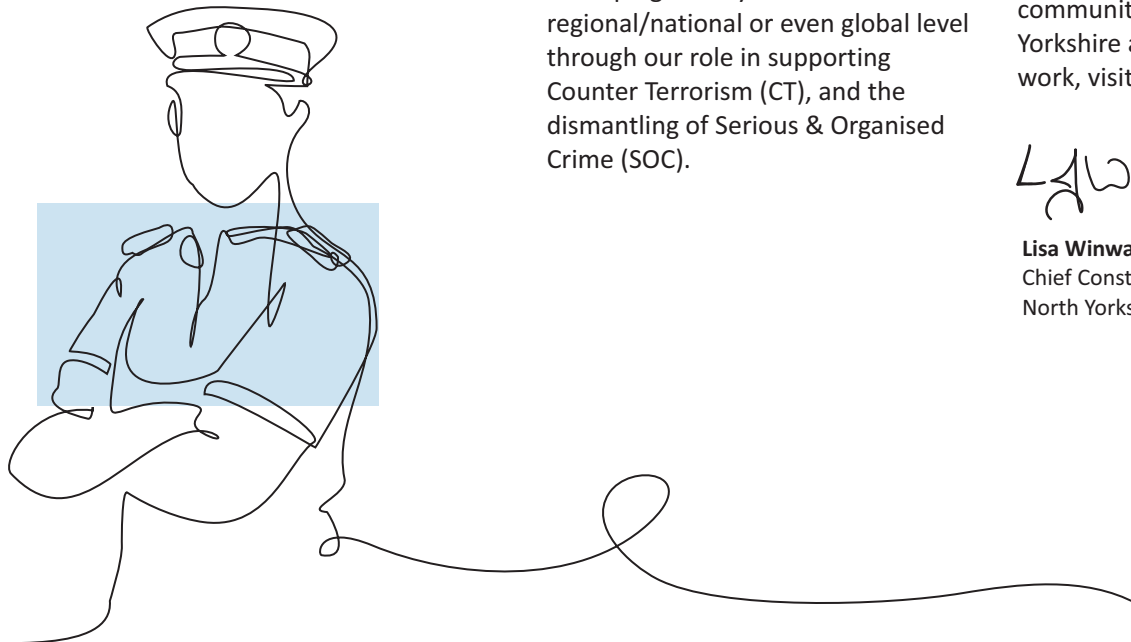
EAT focuses on deflecting individuals from future offending behaviours or victimisation and on those that are most vulnerable to exploitation both within the physical and digital environment. Our performance and service planning process complements this by focusing on challenges that impact upon our ability to police now and over the next few years.

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

Finally, we need to be aware that there are financial pressures, within the public sector, that impact upon both ourselves and our partners and whilst the national investment in police officers 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 will be full of challenges and uncertainty but I believe that together, with our Police, Fire and Crime Commissioner, partners and communities, we can make North Yorkshire an even safer place to live, work, visit and enjoy.



**Lisa Winward**  
Chief Constable  
North Yorkshire Police





Exemplary  
policing services  
helping you  
to be safe and  
feel safe in  
North Yorkshire  
and York

Caring  
about the  
vulnerable

Ambitious  
Collaboration

Realising  
our  
potential

Enhancing  
our service  
for the public

## Priorities

**1. Actively engage with all communities to identify need and risk and to reassure**

**Outcome 1a:** Public trust, confidence and satisfaction in North Yorkshire Police services, and in reporting crime and incidents, has increased.

**Outcome 1b:** North Yorkshire Police have a holistic understanding of need in all our communities.

**2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems**

**Outcome 2a:** North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.

**Outcome 2b:** Primary prevention and early intervention is embedded in the culture of North Yorkshire Police as the way of working across everything they do.

**Outcome 2c:** North Yorkshire Police Officers, PCSOs and PSOs have confidence in their capability to problem solve effectively.



### 3. Deliver the “Right People, Right Support” every time

**Outcome 3a:** North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.

**Outcome 3b:** Vulnerable people and victims receive the most appropriate care according to their need.

### 4. Maximise efficiency to make the most effective use of all available resources

**Outcome 4a:** North Yorkshire Police is outstandingly effective and efficient.

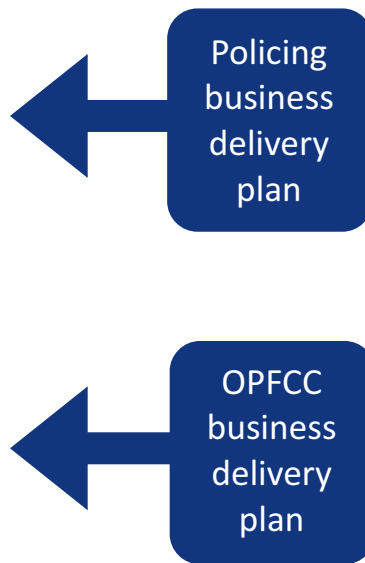
**Outcome 4b:** North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.

### 5. Enhance positive culture, openness, integrity and public trust

**Outcome 5a:** The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.

**Outcome 5b:** Inclusivity, diversity and equality are at the heart of North Yorkshire Police's organisational culture and service delivery.

**Outcome 5c:** North Yorkshire Police is an employer of choice with a clear focus on people that develops leadership, integrity and inclusivity.



## What you told me

As your elected Police, Fire and Crime Commissioner, my Police and Crime Plan is here to represent your priorities for policing and ensure that your concerns and hopes for the future of your police service is realised.

In the summer of 2021, my Office consulted with you over a period of three months, gathering your views, thoughts, concerns and priorities which have all fed into the development of this Plan. We ran an open online survey and conducted a representative telephone survey using Opinion Research Services (ORS), an independent market research company, and I am thrilled that over 2,000 of you responded. We held 16 public events across the seven districts and the city, engaging with over 3,500 people. We also conducted a number of focus groups, involving over 20 partner organisations, and a similar number provided us with written responses as well.

Given the consistency of the results, I am confident that this Plan represents your priorities for how your police service needs to develop and improve. A full consultation report is published on my website.

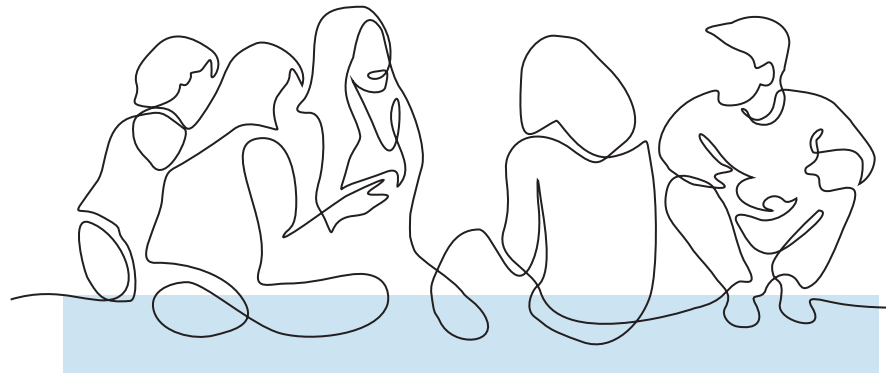
We asked you to tell us about two aspects of your police service. The first aspect was the crime and disorder priorities that most concern you, and the second aspect was how North Yorkshire Police should develop as an organisation to respond to these and help you be safe and feel safe.

In the sections that follow, your priorities, as understood here, are highlighted in my ambition statements for what an exemplary police service in North Yorkshire should be and are set out as your Public Priorities for Change for North Yorkshire Police for the next two years.

### Crime and disorder feedback

Your priorities to tackle over the next three years are:

- Serious and organised crime, especially cross-border crime;
- Neighbourhood crime (for example burglary, robbery, theft of and from a vehicle, theft from a person and local drug dealing/use);
- 'Hidden' crime (for example child sexual exploitation, domestic abuse; modern slavery, human trafficking, organised crime, etc);
- Improving the safety of women and girls; and
- Wildlife and rural crime.



## Organisational feedback

You think North Yorkshire Police need to do more to:

- Prevent crime to stop it happening in the first place and intervening as early as possible to stop it escalating;
- Improve their relationship with Black, Asian and Ethnic Minority Communities, tackle racism and ensure all receive the same level of service;
- Improve levels of satisfaction among victims of crime;
- Make their customer service better and make sure they are accessible and easy to contact; and
- Ensure they have well-equipped, modern services that are fit for the future.

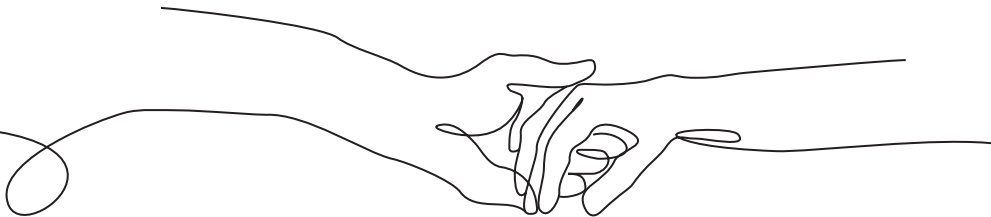
What I found really important was that, while 87% of you are satisfied with policing in your local area overall, your satisfaction with North Yorkshire Police was lowest in relation to visibility within your communities. You told us that you wanted North Yorkshire Police to improve their neighbourhood policing services so that your communities feel more connected to, and engaged by, your local policing teams, and many of you wrote in your answers that you wanted to see increased police visibility. Improving neighbourhood policing to deliver truly visible policing across our varied communities is therefore a key theme throughout this Plan.

## Commissioned services feedback

We also asked you about the services that I, as your Police, Fire and Crime Commissioner, commission through my Office. I wanted to know what you felt I should focus on most.

You overwhelmingly supported all the areas we put forward, especially agreeing that I should focus on providing:

- Support for victims of serious crime and those who are persistently targeted, vulnerable or intimidated to help them cope and recover; and
- Support for victims of domestic abuse and sexual offences to help them cope and recover.



## C.A.R.E. Principles

The four C.A.R.E. Principles set out what I believe is an exemplary police service for North Yorkshire and York based on what you have told me.

In everything you told me during my election campaign and through the consultation, these four aspects stand out: how they care for and protect people, how they go beyond partnership work to collaborate strategically to join up services, how they realise the potential of all their people and as an organisation, and how they deliver the best possible service to the public.

These principles must be embedded in all that they do and frame the way in which they develop themselves and engage with others. They are interlocking and overlapping, mutually dependent on each other, and I expect all areas of North Yorkshire Police to be looking at how they are contributing to achieving these principles.

My ambition for policing and crime services in North Yorkshire and York is set out in this context, and I will work with the Chief Constable, my Office and partners to deliver on these areas of focus over the next two years.



Caring about the vulnerable



Ambitious Collaboration



Realising our potential



Enhancing our service for the public

# Caring about the vulnerable



'Vulnerability' comes in many different forms and has many different impacts. Whether due to age, disability, adverse childhood experiences, exploitation, abuse, mental health or isolation, as a victim or perpetrator, it is vital we care about the people with whom we interact, whatever the reason for that interaction.

I will work with the Chief Constable to:

## Make all women and girls safer

All women and girls have a right to feel safe wherever they are, in their homes and in their communities. As I promised in my manifesto, I will work with partners to counter and prevent domestic, sexual and public violence and abuse, especially with the education sector to set early expectations of what is acceptable behaviour. We must identify and support vulnerable people as early as possible to prevent harm and provide support for victims to cope and recover, and intervene with perpetrators to prevent re-victimisation.

## Embed compassion for victims and the vulnerable

To achieve justice, we must ensure victims get a rigorous, timely and

empathetic service. As I pledged, I will ensure that the police hold the 12 rights in the Victim's code as paramount and proactively seek to safeguard everyone with whom they come into contact so that no one falls through the gaps. Victims must feel they are taken seriously, and we must fully appreciate the impact crime can have on individuals and on how safe communities feel, particularly in rural areas. More widely, everyone we interact with, especially those who are vulnerable, must feel listened to and understood so that they can be confident in the Service, and their faith and trust in the value of reporting crime to the police can be restored.

## Prevent harm before it happens

Prevention must come first. We must work collaboratively to prevent vulnerability before it can cause harm, especially by expanding the Public Safety Service, taking a 'public health approach' to identify and resolve underlying individual and societal causes, and cross-sector issues, such as mental health. Moreover, we must identify those who are vulnerable to offending and work with them and perpetrators to address underlying causes of offending behaviour.

## Tackle hidden harms

No one should need to suffer in silence. Unfortunately, the exploitation, abuse and defrauding of the most vulnerable is often hidden. We must proactively seek a detailed and deep understanding of our communities to identify who is at risk where it might have otherwise gone unreported and work with partners to protect them. We must strive in everything we do to ensure everyone has confidence to talk to the police, and confidence that they will be helped and protected when they do. This is particularly true for residents in our rural areas, where evidence suggests that reduced confidence in the police has led to crime not being reported, crime which can have significant financial and psychological harm on individuals and whole communities. Wildlife crime, and the impact it has on our environment and rural communities, also often goes unreported. There must be more comprehensive engagement with, and response to, our rural communities to restore their confidence, so that pernicious crime is not tolerated or left untreated.

## Ambitious collaboration



Collaboration is more than just about partnership work. It is about actively seeking to join up services, close gaps and improve outcomes, working together to overcome our core problems. It is about creating a person-centred approach to interaction with, and a unified response from, public services.

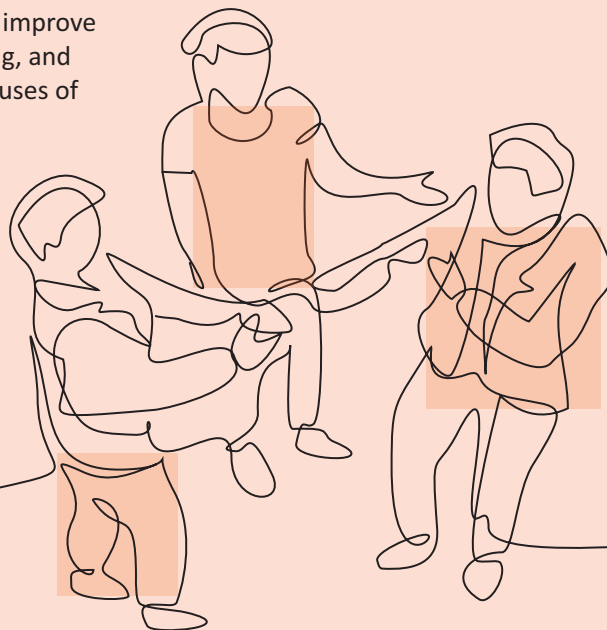
I will work with the Chief Constable to:

### Enhance collaboration

I was clear in my manifesto that we must further drive collaboration opportunities with partners across our business functions – our estate, assets and our services – to maximise our efficiency so as to reinvest in frontline services. We must pool our resources, co-fund and co-commission services so as to close gaps and improve prevention and individual outcomes. We can only properly protect our area by fostering greater regional and cross-border collaboration to tackle imported crime.

### Take a whole system approach to tackling core problems

The root causes of many problems go beyond policing. As promised in my manifesto, I will seek to work with partners as one public sector, and with businesses and the voluntary sector, to relentlessly prevent and disrupt serious and organised crime, especially drug, fraud and cyber crimes, solve the root causes of neighbourhood crime and anti-social behaviour to make our streets safer for everyone, decisively and quickly deal with speeding and road safety, improve public safety and wellbeing, and address the underlying causes of crime and violence.





# Realising our potential



How we realise the potential of our people and organisation to deliver the best possible services to our communities, is integral to achieving our ambition. We need to have the right people, with the right training, information, skills and equipment, in the right place, at the right time. For this to work we need to have the right culture.

I will work with the Chief Constable to:

## Maximise funding to improve our services

North Yorkshire Police must have the funding it needs to meet the challenges of servicing the largest county in England. But this isn't just about more money. It is crucial we drive efficiency and change the way we work to deliver the most value for the public pound and to reinvest savings to improve our services.

## Properly skill and equip our people

Our people must have the right technology and training to keep them at the cutting edge of their profession. We need to equip our people with the right information and data – at the frontline to effectively protect people, and for our enabling services and leaders to support and develop our services and drive business change.

I pledged to reinforce neighbourhood and response policing as the bedrock of our Service in North Yorkshire. We must recognise them properly as specialisms and invest in the skills and resources required.

We must ensure that officer and staff safety and welfare is a top priority, taking a zero-tolerance approach to abuse and assaults. We already do much to acknowledge and appreciate the effort and commitment of our people, but we must also recognise the importance of life outside work and promote a balanced and healthy lifestyle. Our work can also impact our mental and physical wellbeing, and we must ensure the widest possible access to wellbeing support.

## Improve trust and confidence in our police

The legitimacy of our police is the foundation on which policing by consent is built and which has recently been shaken. We must continue to strive to change our culture to one that is open and transparent, bringing our values to life in our words and actions and identifying and removing those who do not uphold them. We must foster an environment where all our people

care for those they serve, going above and beyond to renew public belief and trust in our integrity and ability to keep them safe so they have the confidence to come forward. We must strive to be genuinely inclusive and truly reflective of the diversity of our communities, with inclusivity, diversity and equality at the heart of our organisational culture and service delivery. We must tackle discrimination head on to ensure policing services are delivered with fairness and respect.

## Develop our people and organisation to meet our communities' needs

An inclusive and diverse workforce is one in which creativity and innovation drives our improvement, and equality of opportunity is embedded through a commitment to the development of our people. A future focused organisation creates clear career pathways to retain our diverse and talented workforce and develop the strengths that we need for the future. An exemplary Service empowers its people and develops leadership throughout its workforce. It is also one which shows leadership on issues to help solve problems quickly. We must also show leadership by making our organisation, estate and fleet as environmentally and nature friendly and sustainable as possible.



# Enhancing our service for the public



In all of this we must put the public that we serve first and do everything that we can to enhance their experience when they interact with us. We must be accessible and engaged, present where we are needed most, and able to provide the care asked of us.

I will work with the Chief Constable to:

## Embed a customer and community focus

We must put the customer and community at the heart of all engagement and consider how we engage and can be engaged from their perspective. In seeking to do this, we must put the widely accepted concepts and principles of good customer service and customer experience at the heart of our service offer, meeting the standards set by the industry, committing to the quality of service we expect to deliver every time, and adopting best practice from the public and private sector.

We must be as accessible as possible, with multiple channels of contact available – in person, by phone and online, so that people can contact and report crime and incidents to us in the way and at the time that suits them best. We must improve our customer contact function, including improving call-waiting times for the non-emergency 101 service while managing public expectations for this service and working to understand better why they are calling this number.

We must excel at providing feedback and updates to victims, customers and communities ensuring that they are targeted and personalised, and seek feedback on their experience to enable continuous improvement. We must ensure victims and witnesses have confidence in our and the wider criminal justice system's ability to deliver justice, and that they remain engaged with the criminal justice process. We must demonstrate better to individuals and communities the results of their communicating with us and coming forward to report or provide information, reinforcing confidence in reporting with evidence of justice being delivered.

## Promote a more visible presence in communities

Our notion of community is diversifying – whether it be physical or virtual, or related to location, cause or commonality. As I set out during my campaign, we must be present and engaged with all communities, with a greater police presence where they are needed most in our neighbourhoods tackling public priorities, especially in our rural communities where confidence in our Service is lower.

Our public must feel connected to their Service and we must increase our engagement to facilitate this. We must engage in innovative ways, proactively seeking information and lived experience to inform us about what is happening in communities and about the impact of crime. We must seek to understand better the experience of being a victim or being investigated and make sure that all our people have the skills required to care for the public with whom they interact.

## Public Priorities for Change

I have set your Public Priorities for Change in North Yorkshire Police based on what you told me during my election campaign and through the consultation.

I have considered what is achievable for North Yorkshire Police in working towards achieving the ambition set out through the C.A.R.E Principles over the next two to three years and set outcomes that I will assess their progress against.

These are:

1. Actively engage with all communities to identify need and risk and to reassure.
2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems.
3. Deliver the “Right People, Right Support” every time.
4. Maximise efficiency to make the most effective use of all available resources.
5. Enhance positive culture, openness, integrity and public trust.

To accompany this Plan I will publish an Assurance Plan which will set out how I will assess progress against the outcomes presented below. I recognise that not everything is directly within the gift of North Yorkshire Police and will work with partners and my Office where information to determine progress is required. Each year, I will produce an Annual Report showing how North Yorkshire Police is progressing. This Annual Report may show outcomes achieved ahead of target, or ones that have still to be achieved.

## 1. Actively engage with all communities to identify need and risk and to reassure

To prevent and tackle crime, North Yorkshire Police need to understand our communities better, especially those who are underrepresented and seldom heard or reached, working to gather the information and intelligence that helps to identify the root cause of problems so that they can be addressed at the earliest opportunity.

Effective engagement around these issues will reassure our communities that North Yorkshire Police understand us and are working to make us safer, making us feel safer as a result. Effective feedback to victims and communities will also help to reassure us that justice is being achieved for our communities.

Active engagement requires presence in our communities with direct communication to understand the lived experience and impact that crime has in our area so that North Yorkshire Police can work more effectively to address it and ensure they can effectively care for those with whom they are engaged.

Every contact leaves a trace is as true of forensics as it is of the impression we leave behind every time we engage with someone. It is important that every contact counts to reassure, delivering the best outcome possible in a timely, efficient, empathetic, courteous, transparent and accurate manner.

The outcomes I will assess to measure progress against this priority are:

### Outcome 1a

**Public trust, confidence and satisfaction in North Yorkshire Police services, and in reporting crime and incidents, has increased.**

Only by moving towards an enhanced customer and community focus, with greater accessibility, presence and active engagement, can trust be improved. You should hear more from your police about how they have solved problems in your community, increasing your satisfaction and encouraging you to report more, thereby improving the police's ability to do more with increased intelligence, and providing a more accurate picture of what is happening across our communities. I hope that improved engagement in this way will also encourage more victims to come forward, confident in the response and service they will get from their police.

Progress indicators:

- Increased feeling of safety, particularly amongst more deprived communities and those with protected characteristics or mental ill-health.
- Increased confidence that North Yorkshire Police understand local problems and are tackling them.

- Increased understanding amongst officers and staff of customer service standards set across all North Yorkshire Police functions, with progress as an organisation towards customer service excellence.
- Increased use of customer feedback to shape and inform our future service offer.
- Increased reporting and satisfaction with reporting experience of violent or abusive crimes against women and girls, hate crimes, modern slavery and exploitation, and crime in rural areas, by victims and communities, particularly by those with protected characteristics.
- Increased communication through different channels improves public awareness of outcomes of investigations and criminal proceedings.
- Victim satisfaction against each of the 12 rights in the Code of Practice for Victims of Crime is high.
- Increased satisfaction with 101 response and increased use of online reporting methods.

**Outcome 1b**  
**North Yorkshire Police have a holistic understanding of need in all our communities.**

This outcome of active engagement is essential for driving prevention work and for understanding where different policing services are required. Only through an in-depth understanding of communities can hidden harms be uncovered and the full impact of crime be appreciated. I hope you come to feel that your local policing team know and understand your community because you can see them being actively engaged.

Progress indicators:

- Underrepresented and seldom heard individuals and communities feel more engaged and understood.
- North Yorkshire Police officers and staff are confident they have the capability to produce a local Community Needs Analysis and identify gaps in service, and the means and support to act to close those gaps in a timely and effective manner.

## 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

North Yorkshire Police cannot meet all the needs of our communities on its own. They must work with a range of public, private and voluntary sector partners from a whole spectrum of specialities, on a local, regional and national basis, to drive whole-system change if they are to achieve our ambition.

This will be essential to prevent the root causes of crime, anti-social behaviour and welfare concerns to improve the safety of our communities. Moreover, when such problems do emerge, working with partners is more likely to resolve issues earlier and quicker, and to ensure that they do not re-emerge.

The outcomes I will assess to measure progress against this priority are:

### Outcome 2a

**North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.**

*Working together we can drive innovation further to tackle core problems, disrupt serious crime and reduce anti-social behaviour. A more integrated, whole-system approach will help spread our collective knowledge to improve safeguarding and care across the system, closing gaps between services so no one falls into them.*

Progress indicators:

- Increased proactive efforts to co-fund and co-commission services that close gaps and join up user journeys resulting in improved outcomes for individuals.
- Increased cross-border collaboration to prevent travelling crime and tackle the causes of that crime at source.
- Increased co-location and shared services to drive efficiency, improve partnership working and improve outcomes.
- Improved and more flexible process to adapt and continuously improve the approach to problem solving which takes into account and applies learning from stakeholders throughout delivery.
- Expanded Public Safety Service.
- Increased number of champion networks across partners for significant areas of work, such as violence against women and girls, to help co-ordinate the approach, enhance focus in other organisations, and offer victims the opportunity to seek help as early as possible.
- Improved understanding of benefits of collaborations and partnership work, with ongoing assessment of the purpose of partnerships and of which partners are most beneficial for different purposes.
- Improved partnership approach to engaging and increasing access to underrepresented and seldom heard individuals, groups and communities.
- Beyond data sharing, improved access to appropriate data both for and from partners.

### **Outcome 2b**

**Primary prevention and early intervention is embedded in the culture of North Yorkshire Police as the way of working across everything they do.**

You told me North Yorkshire Police should prioritise preventing crime and intervening as early as possible to stop it escalating. They are reshaping their operating model to prevent problems occurring, whether it be helping to reduce vulnerability, stop people being revictimised, building community resilience or working in partnership to design-out crime in our communities.

Progress indicators:

- Increased work with young people directly and through the education sector and other partners to improve attitudes and behaviours, especially towards women and girls and the vulnerable.
- Increased proactive whole-system work to drive long-term solutions to underlying societal causes of offending behaviour.
- Increased availability and use at the earliest opportunity of voluntary and mandated diversion and behavioural change interventions and programmes to reform and improve attitudes and behaviours.
- Increased availability and use of treatment and support services, for example substance misuse services, to enable early intervention and recovery, to prevent escalation of harm, and to reform and improve attitudes and behaviours.
- A reduced rate of first time entrants and reoffending, in particular with improved outcomes for participants of perpetrator diversion and behavioural change interventions.
- Improved out of court disposal options that respond to local need and national changes.
- Reduced repeat calls for safety and welfare in relation to mental health, working with partner agencies to prevent escalation requiring a police response and to ensure appropriate help and support is in place to reduce vulnerability.
- North Yorkshire Police officers and staff understand and are confident in how to take, and the benefits of, early action.

### **Outcome 2c**

**North Yorkshire Police Officers, PCSOs, PSOs and staff have confidence in their capability to solve problems effectively.**

North Yorkshire Police are putting a problem-solving approach at the core of how they tackle current and future problems. You should notice a more proactive, multi-agency, long-term approach to dealing with and preventing crime and anti-social behaviour, and improving road safety and safeguarding.

Progress indicators:

- All North Yorkshire Police officers, PCSOs, PSOs and staff have the skills and knowledge to problem solve and understand how to engage communities and partners in this process.
- A joint partnership approach to problem solving that focuses on the underlying cause of the problem.
- An improved system and support for problem solving with clear processes and checks that produce sustainable and viable solutions.
- Reduced anti-social behaviour calls, especially repeat calls.
- Improved access to data and insight to support problem solving.
- Increased confidence and sense of engagement in problem solving from communities.

### 3. Deliver the “Right People, Right Support” every time

To care effectively for people and to deliver our services in the most efficient way so that we can help as many people as possible, we need to have the right people, with the right training, skills and equipment, in the right place, at the right time to provide the right intervention. Every time. This priority is about the effectiveness and efficiency of policing operations.

North Yorkshire Police must work with partners to ensure the most appropriate response and support is provided to those in need, and to have the right agreements and protocols in place when North Yorkshire Police is not the most appropriate response.

The whole process of recruiting, training, retaining and developing all staff must be exemplary. The right skills and experience must be deployed in the right places, supported by the right equipment. There must be recognition for the specialisms required for neighbourhood and response policing, especially in delivering a prevention first approach.

The outcomes I will assess to measure progress against this priority are:

#### **Outcome 3a**

**North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.**

*Our communities, physical and virtual, are diverse and continuously diversifying. You told me that police visibility was a key priority and I hope that you will notice improved engagement across all our communities as we redouble our commitment to neighbourhood policing being the bedrock of our police service.*

Progress indicators:

- An improved operating model reflects the focus on prevention and early intervention, ensuring resources are best placed to understand and engage with communities and undertake interventions at the earliest opportunity.
- Neighbourhood and Response roles are recognised as specialisms in their own right with investment in their specific training and skill requirements.
- Increased officer awareness and use of Mental Health First Response Teams improves outcomes for those in mental health crisis.
- Neighbourhood officers, PCSOs, PSOs and staff are confident in identifying and sensitively engaging with victims of hidden harms, such as modern slavery and domestic abuse and ensuring they are referred into the cope and recovery services to which they are entitled.
- Improved outcomes at first contact through effective triaging, prioritisation and routing to those who can resolve.
- Increased proactive patrols and enhanced technology, especially automatic numberplate recognition, linked to intelligence to protect our borders and prevents travelling criminality.
- Increased disruption of serious and organised crime, including county lines drug supply fraud and cybercrime.
- Improved response to crime in rural areas, especially wildlife crime, heritage crime, agricultural crime and theft.
- North Yorkshire Police officers and staff are confident they have the appropriate equipment they need to do their job effectively.
- North Yorkshire Police officers and staff have access to appropriate information, data and insight to effectively protect people.



### **Outcome 3b**

#### **Vulnerable people and victims receive the most appropriate care according to their need.**

You told me to focus on improving levels of satisfaction among victims of crime. Improved satisfaction relies on both improved outcomes and improved care along that journey. Victims and the vulnerable should recognise a compassionate service that proactively seeks the most appropriate support for them – inside or outside the police.

Progress indicators:

- Increased awareness and understanding amongst victims of crime of their rights under the Code of Practice and of the support to cope and recover available to them locally.
- Increased victim satisfaction against the 12 Rights under the Code of Practice for Victims of Crime.
- Appropriate cope and recovery support services, commissioned against the needs in our area, are available for all victims of crime and referral routes into those services are clear.
- North Yorkshire Police officers and staff are using the Pathways tool and have increased awareness of, and are making appropriate referrals to, Supporting Victims and specialist support services provided by the Commissioner.
- North Yorkshire Police officers and staff have improved knowledge of referral pathways to partner agencies.
- Improved use of Appropriate Adult schemes so that every vulnerable person is supported, especially in custody.
- Improved outcomes for victims of rape and sexual assault.
- Reduced rate of police investigation outcomes 15 (suspect identified but evidential difficulties prevented further action) and 16 (suspect identified but victim did not support police action), in particular for violence against women and girls and 'hidden harm' crimes.
- Improved performance against the measures in the Criminal Justice System Scorecard.

## 4. Maximise efficiency to make the most effective use of all available resources

To get the best outcomes for the public, every part of North Yorkshire Police must work smoothly together, reducing administrative and bureaucratic burdens and releasing capacity to make the most effective use of all their resources. This is as much about how we use our fleet, estate, and technology as how we help our people to be as productive as possible.

As we go forward, to make efficiencies and savings which can be reinvested back into frontline services, we will need to take more innovative approaches to changing the way we work. We will need to continuously refine our processes and planning to maximise how we use our funding to deliver on the public's priorities.

We must seek to work ever closer with partners to refine our ways of working across community safety and criminal justice systems. We will need to seek ever greater collaboration, especially as plans for Local Government Reorganisation are progressed.

The outcomes I will assess to measure progress against this priority are:

### Outcome 4a

#### North Yorkshire Police is outstandingly effective and efficient.

You told me North Yorkshire Police must be a well-equipped, modern service that is fit for the future. This requires considerable planning and collaboration, not only of frontline services, but of how to support them and run efficient enabling services. Maximising how the police are able to use their allocated funding every year to get the most out of it for the public means doing things differently, planning more robustly, and challenging practice that is not open to innovation.

#### Progress indicators:

- Improved rating by HM Inspectorate.
- Improved business planning and governance to maximise the use of funds in each year appropriately such that North Yorkshire Police does not underspend its budget.
- Increased focus on change in business practice, rather than increased funding, to increase efficiencies, deliver savings to fund service improvement and growth and achieve better service and business outcomes.
- North Yorkshire Police leaders, officers and staff have access to appropriate information, data and insight to develop our services and drive business change.
- Increased co-location and joint-asset management across the PFCC family of organisations and with wider partners as appropriate.
- Improved sustainability of our organisation, estate and fleet, making environmental and nature considerations central to our decision-making.
- Increased joint, co-funded and co-commissioned services across the PFCC family of organisations and with wider partners.
- Expanded Public Safety Service providing joint place-based prevention services across the PFCC family of organisations and with wider partners.
- Increased joint technology systems and assets across the PFCC family of organisations.
- Beyond data sharing, improved access to information and data from and for partners.
- North Yorkshire Police officers and staff report reduced levels of bureaucracy.

#### **Outcome 4b**

**North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.**

Policing fills a specific need and role in our communities, as do other public services, and it is important that people get the right care from the right service, not just to improve outcomes but for the efficiency of the whole system. Improving the integration of the system means the police can do their job better, receiving the information they need, and passing information on to other parts of the system seamlessly.

Progress indicators:

- Increased use of joint technology or case management platforms to improve shared understanding of vulnerability and at risk individuals, to facilitate the processing of evidence, to facilitate justice.
- Improved and better co-ordinated services to the public through the use of Single Online Home.
- Improved and better targeted outcomes through enhanced tasking and briefing.
- A better understanding of public contact through enhanced technology in the Force Control Room.
- A joint CCTV network across North Yorkshire and York.
- Improved performance related to interaction with criminal justice partners through the Common Platform and Transforming Summary Justice.
- Reduction in cases where the victim or key witnesses withdraw.
- Improved outcomes through multi-agency tasking, co-ordination, risk assessment and case management.
- Increased referral to voluntary and mandated diversion and behavioural change interventions and programmes to reform and improve attitudes and behaviours of perpetrators and those vulnerable to offending.

## 5. Enhance positive culture, openness, integrity and public trust

The legitimacy of the police underpins their ability to police by consent and hold the trust of the public. As a public service, North Yorkshire Police exists to serve the public of North Yorkshire and this must be at the forefront of its organisational culture. That culture must be open and transparent so that the public can trust and be confident that as an organisation North Yorkshire Police will do the right thing and work for them.

Such a culture must value, above all else, integrity so that the public need never doubt that they can trust a North Yorkshire Police officer or member of staff.

The outcomes I will assess to measure progress against this priority are:

### Outcome 5a

**The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.**

In the wake of events that have significantly impacted trust in the police nationally and locally, North Yorkshire Police and its officers and staff must proactively tackle inappropriate conduct within the organisation. North Yorkshire Police need to review and improve their policies and procedures for how they engage people, especially at night, to ensure the people it serves can confidently place their trust in them.

Progress indicators:

- Increased public confidence that North Yorkshire Police and North Yorkshire Police officers and staff will do the right thing and uphold the law.
- Increased public confidence that they can approach a North Yorkshire Police officer or staff without any concern, and that they will be treated fairly and with care and respect.
- North Yorkshire Police officers and staff know the Nolan Principles, understand what is expected of them to embody these values and are confident in applying them in different situations.
- North Yorkshire Police officers and staff recognise that openness, transparency and integrity is embodied by leaders and that contrary behaviours are challenged and addressed robustly.
- Reduction in complaints of misconduct.
- Proportionate use of stop and search, with independent scrutiny reporting increased satisfaction with legitimacy of grounds.

### **Outcome 5b**

**Inclusivity, diversity and equality are at the heart of North Yorkshire Police's organisational culture and service delivery.**

You told me that North Yorkshire Police must improve their relationship with our Black, Asian and minority ethnic communities, tackle racism and ensure all receive the same service. All of our communities should feel that North Yorkshire Police is of them and for them, reflects them and represents them, and will be there for them.

Progress indicators:

- Improved diversity of our workforce that exceeds that of our communities.
- An enhanced understanding of retention issues for, and improved retention of, colleagues from Black, Asian and minority ethnic communities.
- Black, Asian and minority ethnic communities feel that North Yorkshire Police reflect their community.
- Black Asian and minority ethnic police officers and staff feel valued and confident that discrimination is tackled head on.
- North Yorkshire Police officers and staff feel confident that their ideas or concerns will be listened to and considered.

### **Outcome 5c**

**North Yorkshire Police is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.**

Opportunities and career pathways within North Yorkshire Police, across all its diversity of roles, will be better known and more actively discussed in schools and communities so that people who share our values will seek to work with us.

Progress indicators:

- An increased number of external applications for roles in North Yorkshire Police and Enable North Yorkshire where applicants report that North Yorkshire is a destination of choice.
- North Yorkshire Police officers and staff understand what career pathways exist for them within the family of organisations and feel confident that development opportunities are available to them.
- Increased retention, in particular of Black, Asian and minority ethnic employees.
- Increased use of strengths based recruitment and strengths based personal development plans aligned with developing people for careers within the organisation.
- North Yorkshire Police officers and staff feel empowered and are confident that intent-based leadership is embedded and used in practice.

## Commissioned Services

The Police, Fire and Crime Commissioner commissions services across North Yorkshire and the City of York to:

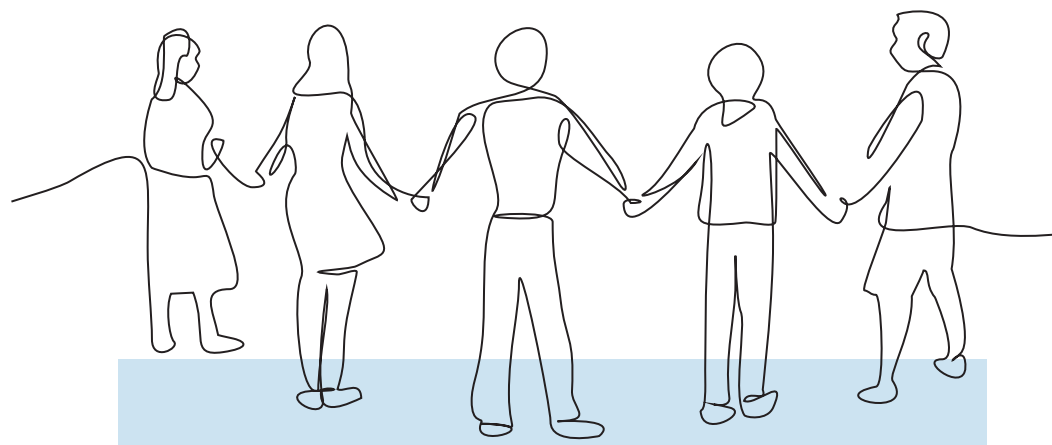
1. Support Victims to cope and recover after crime;
2. Enable Perpetrators, or those at risk of becoming perpetrators to address root causes and change their behaviour;
3. Protect and ensure better outcomes for Vulnerable People coming into contact with, or at risk of coming into contact with the police; and
4. Engage with Communities to understand need and improve Safety.

All services are free, confidential, accessible whether an individual has made a report to North Yorkshire Police or not and, unless specifically stated, are available across North Yorkshire and the City of York.

In 2020/21 services commissioned by the PFCC received almost 50,000 referrals; worked directly with over 17,000 individuals to make progress against areas of assessed need; and consistently received over 90% satisfaction rates.

Detailed information on the 25 key services currently commissioned can be found on the PFCC's website:

[www.northyorkshire-pfcc.gov.uk/for-you/services/commissioned-services](http://www.northyorkshire-pfcc.gov.uk/for-you/services/commissioned-services)



## Eleven Victim services:

- 1. Supporting Victims in North Yorkshire** provides cope and recovery needs assessment and onward referral into specialist support service through telephone-based support for any victim of crime: <https://www.supportingvictims.org/about/what-we-do/>
- 2. Independent Victim Adviser (IVA) service** provides face to face support in the community for victims of Serious Crime, those who are Persistently Targeted, and Vulnerable or Intimidated victims (Hate Crime, Fraud, non-domestic Stalking).
- 3. Independent Sexual Violence Adviser (ISVA) service** provides face to face support for any victim or survivor of all forms of sexual violence or abuse, including historic child sexual abuse; all ages and genders, regardless of sexual orientation.
- 4. Domestic Abuse Victims Community Based Support services** (Independent Domestic Violence Adviser service) provides immediate safety planning and advice, and longer-term practical and emotional support where required, through specially trained workers for any direct victim or survivor of domestic abuse; all ages and genders, regardless of sexual orientation.
- 5. Child Sexual and/or Criminal Exploitation (CSCE) service** – the 'Hand in Hand' service works with children and young people who have been a victim of, or who are at risk of becoming a victim of exploitation and those that are repeatedly reported as missing.
- 6. CSCE Parent Liaison service** works with parents or guardians of children and young people who have been a victim of, or are at risk of becoming a victim of, extra-familial exploitation and those that are repeatedly reported as missing.
- 7. Support services for children and young people affected by domestic abuse** for all families with dependent children and young people (C&YP) living in households where domestic abuse occurs; for all genders and regardless of sexual orientation; providing 1 to 1 emotional and practical support through specially trained workers for C&YP aged 10 years and over, with supported group work and peer support networks for (non-abusive) parents and joint working with victim services to ensure that support plans are co-ordinated and support the family's common goals.
- 8. Sexual Assault Referral Centre (SARC) services** provides crisis support and forensic medical services to collect any evidence for all adult victims of rape or sexual assault aged 16 years or over; all genders and regardless of sexual orientation.
- 9. Child Sexual Assault Assessment Service (CSAAS)** provides crisis support and forensic medical services to collect any evidence for all children and young people aged 0 to 16 years who have disclosed sexual abuse or assault, or where it is suspected. Older young people up to their 19th birthday may also be seen by the CSAAS if they have additional needs or it is deemed to be clinically appropriate.
- 10. Counselling service and Anger Management service** The Counselling service is all aged and person-centred to support victims of crime to cope and recover. The service aims to enable victims to either support themselves independently or be supported through an appropriate peer support network by the end of provision. The Anger Management service provides Community Safety partners with a preventative intervention that aims to achieve an improvement in the referred clients' behaviour which impacts positively on community safety.



## **11. Restorative Justice service & Mediation service -**

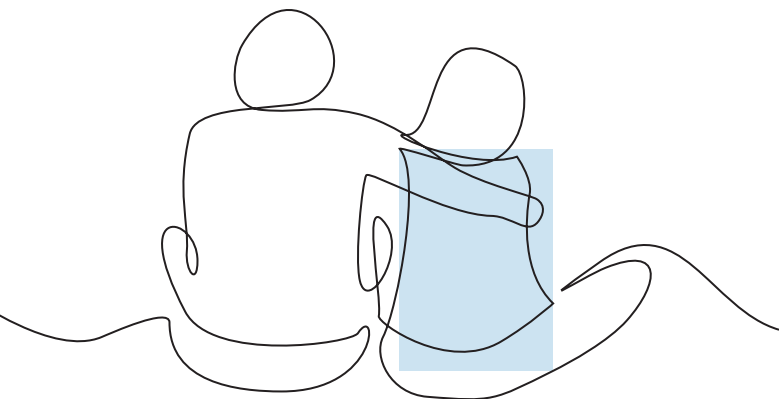
The Restorative Justice service brings those harmed by crime and those responsible for the harm into communication with each other. This enables everyone affected by the incident to play a part in repairing the damage and finding a positive way forward. The Mediation service provides Community Safety partners with a service that supports the resolution of disputes to prevent criminality. The service supports anti-social behaviour disputes, boundary disputes, verbal abuse, communication breakdown, cultural differences and family mediation.

## Nine Perpetrator services:

- 1. Crossroads: Adult Women's Diversion scheme;** and
- 2. Crossroads: Adult Men's Diversion scheme -** Intervention is offered to individuals who are at risk of entering the criminal justice system, at risk of becoming a first-time offender and those committing low to moderate levels of offending; to address the underlying causes of offending and achieve behaviour change in order to divert them from the criminal justice system and reduce reoffending.
- 3. Change Direction: Young People's Diversion scheme -** A prevention and early intervention scheme for young people aged 10-17, who may be committing antisocial behaviour or low-level offences; to address the underlying causes of offending and achieve behaviour change in order to reduce the number of young people entering the criminal justice system as a first-time entrant, reduce crime and antisocial behaviour incidents in local areas and reduce re-offending.
- 4. +Choices: Interventions for Adult Perpetrators of Domestic Abuse** provides triage and emergency, temporary (up to 7 nights) accommodation where required, 1 to 1 motivational interventions and structured Perpetrator Programmes, including both 1 to 1 and group delivery options for anyone aged 16 years and over who is a low to medium risk perpetrator of domestic abuse and who wants to address and change their abusive behaviour; for all genders and regardless of sexual orientation.
- 5. Respect: Interventions for Young People Displaying Abusive Behaviours** provides specialist 1 to 1 support for young people aged 10 to 16 years who are demonstrating abusive behaviour towards their family members and/or within intimate relationships with other young people; family interventions and support for parent/guardians including Parent Information Packs providing advice on safety planning, boundary setting and behaviour management; all genders and regardless of sexual orientation.
- 6. North Yorkshire Substance Misuse Service -** The PFCC provides an annual financial contribution towards the Public Health contract commissioned by North Yorkshire County Council to support criminal justice elements of substance misuse provision and partnership working. This includes an arrest referral pathway for individuals where drug and alcohol is a contributing factor to their offending.
- 7. York Substance Misuse Service –** As above in partnership with City of York Council.
- 8. North Yorkshire Youth Justice Service -** The PFCC provides an annual financial contribution to support North Yorkshire Youth Justice Service delivery across service priorities including the Youth Outcomes Panel, victim liaison and restorative practice, as well as contributing to the service's overall infrastructure and performance management.
- 9. York Youth Justice Service -** As above in relation to York Youth Justice Service.

## Two Vulnerable People's services:

1. **Mental Health First Response service** - A nurse led service providing North Yorkshire Police with specialist mental health advice and guidance for officers dealing with individuals in mental health crisis. The Force Control Room First Response service (telephone only) delivers across North Yorkshire and the City of York and the Face to Face First Response service provides support in Scarborough, Whitby and Ryedale; York and Selby; and Harrogate and Rural areas.
2. **Women's Centre, York** - The Women's Centre engages and offers support to women who have multiple, acute and unmet needs, those who are chronically excluded, and those who are at risk of being involved with the criminal justice system.



## Three Community Engagement / Safety services / funds:

1. **Youth Commission** - The Youth Commission enables young people, aged between 10 and 25, to inform, support and challenge the work of the Police, Fire and Commissioner, North Yorkshire Police and North Yorkshire Fire and Rescue Service:  
[www.northyorkshire-pfcc.gov.uk/for-you/young-people/youth/about-the-youth-commission](http://www.northyorkshire-pfcc.gov.uk/for-you/young-people/youth/about-the-youth-commission)
2. **Community Fund** - The Community Fund is specifically for local organisations, groups or individuals who want to apply for financial support to deliver a new community safety project or scheme: [www.northyorkshire-pfcc.gov.uk/how-can-we-help/community-projects/apply-community-fund](http://www.northyorkshire-pfcc.gov.uk/how-can-we-help/community-projects/apply-community-fund)
3. **Community Safety Services Fund** - In addition to working directly with the Community Safety Partnerships (CSP) and providing target hardening and communications funding for local authorities and strategic funding for CSPs, the PFCC has also provides funding to support community safety issues, through a mix of commissioned and non-commissioned services. The Community Safety Services Fund is available to any local community group or organisation in North Yorkshire or the City of York wanting to apply for financial support; the proposed project must benefit local communities directly and be supported by the appropriate CSP (Safer York Partnership or North Yorkshire Community Safety Partnership):  
[www.northyorkshire-pfcc.gov.uk/for-you/partnership/non-commissioned-community-safety-services](http://www.northyorkshire-pfcc.gov.uk/for-you/partnership/non-commissioned-community-safety-services)

## Existing good commissioning practice across the C.A.R.E. Principles

### Caring about the Vulnerable

The Youth Outcomes Panel (YOP) considers the most appropriate disposal for children and young people who have committed a criminal offence. It is the multi-agency decision-making forum to ensure Police Disposals are proportionate to the crime committed, effective in reducing

First Time Entrants to the criminal justice system (CJS) and reduce the risk of further offending. From January – December 2021, the panel sat on 27 occasions, making decisions regarding 195 referrals. The percentage of referrals dealt with outside of the formal CJS was 48.2%.

### Ambitious Collaboration

Co-commissioning Sexual Violence and Domestic Abuse support services with local authorities and working in partnership to develop our Young People experiencing Domestic Abuse within their household service has added value and enhanced the overall offer in comparison to previously commissioned services, allowing us to support nearly 4 times more victims (7,500 versus 2,000) and families affected by Domestic Abuse (200 versus 50). We have also extended our Counselling Service for victims of crime offer to all children and young people affected by Domestic Abuse, in line with Domestic Abuse Act 2021.

### Realising our Potential

Our Crossroads Adult Diversion scheme has two elements - a community-based support scheme, for those who may be at risk of entering the criminal justice system, where support is offered on a voluntary basis, and a formal out of court disposal option for those who have committed a criminal offence and have been arrested or agreed to voluntary attendance, where the outcome would normally be a caution or a charge. The out of court diversion route is an alternative to prosecution, if the individual agrees to a referral then engagement with support is mandatory.

### Engaging with Communities

During 2021, the Youth Commission focused on six key priorities and engaged with over 2,000 individuals aged between 14 and 25 on these issues during a particularly challenging time. Read the full report and recommendations here: [www.northyorkshire-pfcc.gov.uk/for-you/young-people/youth/ycreports](http://www.northyorkshire-pfcc.gov.uk/for-you/young-people/youth/ycreports)

## Commissioning commitments 2022-24

- **Code of Practice for Victims of Crime:**  
<https://www.gov.uk/government/publications/the-code-of-practice-for-victims-of-crime> – we will work in partnership to monitor and improve local delivery against the 12 Victims' Rights
- **Victim Experience** – we will work in partnership to seek victim feedback at key points in the criminal justice process, to identify and address key recurring issues
- **Victims Needs Assessment 2022** – we will undertake a new Victim Needs Assessment, aligned to the research we undertook in 2014 and 2016, to inform the continuous improvement of locally commissioned cope and recovery support services:  
<https://www.northyorkshire-pfcc.gov.uk/for-you/victims/victim-assessment/>
- **Violence Against Women and Girls (VAWG) Strategy** – we will develop an ambitious and innovative, overarching local VAWG Strategy, to keep women and girls safe in North Yorkshire and the City of York. Together with North Yorkshire Police, North Yorkshire Fire and Rescue Service, and other statutory partners we will agree joint strategic objectives, and actions for delivery to tackle VAWG, including tracking the level of trust and confidence in North Yorkshire Police.
- **Perpetrator Behaviour Change** – we will expand the availability and awareness of, and engagement with, early intervention behaviour change programmes in relation to perpetrators of Domestic Abuse, Sexual Violence, Stalking, Illegal Cultural Harms, and Hate Crime.
- **Victims' Centre** – our new Victims' Centre will improve the accessibility and experience of sexual violence victims accessing forensic medical and crisis services via our Sexual Assault Referral Centre and Child Sexual Assault Assessment Services and provide a dedicated Video-Recorded Interview (VRI) suite for these victims, as well as a separate VRI suite for other vulnerable victims and witnesses.
- **Women's Centre** – we will pilot expanding the provision available through our Women's Centre in York into North Yorkshire, specifically rural Scarborough to ensure that women in rural or isolated communities are able to receive a dedicated gender-specific and trauma-aware service.
- **Road Traffic Collision Victim Adviser service** – we will extend our pilot project providing cope and recovery support for victims of road traffic collisions who are seriously injured and the families of those bereaved.
- **Engaging with Communities** – our North Yorkshire Youth Commission will deliver the **Good Citizen Award**, celebrating young people aged 10-25 making a positive impact in their community. This initiative will support young people to develop and demonstrate six key qualities: empathy, proactiveness, honesty, respect, passion, and creativity. We will also develop other forums for engaging specific groups, such as a Student Commission and an Elders Commission.

## Aligning with national strategy

Alongside this Police and Crime Plan, there are national strategies in place for policing to which all police services must have due regard and have in place measures and funds with which to address them.

Principally, these are the Strategic Policing Requirement and the national Police and Crime Measures. Her Majesties Inspectorate for Constabularies and Fire and Rescue Services also inspects North Yorkshire Police against national standards to ensure they are compliant with regulation.

### Strategic Policing Requirement

The Home Secretary has identified six threats which are of national significance.

The Chief Constable and I must have “due regard” to the Strategic Policing Requirement and ensure that North Yorkshire Police is in a state of readiness to respond to them, in addition to business as usual. I must also ensure that sufficient funds are set aside to maintain North Yorkshire

Police's contribution under the Strategic Policing Requirement. The police must demonstrate they have the capability to respond, are contributing to tackling these threats, and are collaborating effectively to respond to them.

In the table opposite I have set out the six threats and how I intend to assure that North Yorkshire Police have due regard to them under this Plan. I will hold the Chief Constable to account for delivery against this national expectation and will provide a statement in my Annual Report on their performance.



Terrorism	Serious and organised crime	Cyber-security event
<p><b>C</b> - Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> - Enhance collaboration</p> <p><b>R</b> - Properly skill and equip our people</p> <p><b>E</b> - Promote a more visible presence in communities</p>	<p><b>C</b> – Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> – Enhance collaboration; Take a whole system approach to tackling core problems</p> <p><b>R</b> - Properly skill and equip our people</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>	<p><b>C</b> - Tackle hidden harms</p> <p><b>A</b> - Take a whole system approach to tackling core problems</p> <p><b>R</b> - Properly skill and equip our people</p> <p><b>E</b> - Promote a more visible presence in communities</p>
<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a;2b)</p> <p>3. Deliver the “Right People, Right Support” every time (3a)</p>	<p>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</p> <p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</p> <p>3. Deliver the “Right People, Right Support” every time (3a; 3b)</p> <p>4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)</p>	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2b)</p> <p>3. Deliver the “Right People, Right Support” every time (3a)</p>

Threats to public order	Civil emergencies	Child sexual abuse (CSA)
<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Improve trust and confidence in our police</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Prevent harm before it happens</p> <p><b>A</b> – Enhance collaboration</p> <p><b>R</b> – Properly skill and equip our people; Improve trust and confidence in our police</p> <p><b>E</b> – Embed a customer and community focus</p>	<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people; Improve trust and confidence in the police</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>
<p>1. Actively engage with all communities to identify need and risk and to reassure (1b)</p> <p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b; 2c)</p> <p>3. Deliver the “Right People, Right Support” every time (3a)</p>	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a)</p> <p>3. Deliver the “Right People, Right Support” every time (3a)</p>	<p>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</p> <p>3. Deliver the “Right People, Right Support” every time (3a; 3b)</p> <p>4. Maximise efficiency to make the most effective use of all available resources (4b)</p> <p>5. Enhance positive culture, openness, integrity and public trust (5a)</p>



## Police and Crime Measures

The Home Secretary has also set six Police and Crime Measures to focus the police on reducing crime that is particularly impactful and of concern to the public to restore public confidence in the police and the criminal justice system.

As Commissioner I believe all six measures are applicable in our local context, though to varying degrees, and I have made a statement on these measures and how North Yorkshire Police are addressing them which will be updated quarterly and can be found here:

<https://www.northyorkshire-pfcc.gov.uk/transparency/sio/>

In the table opposite I have set out the six measures and how I intend to assure that North Yorkshire Police have due regard to them under this Plan. I will hold the Chief Constable to account for delivery against this national expectation and will provide a statement in my Annual Report on their performance.



Reduce murder and other homicide	Reduce serious violence	Drugs supply/county lines
<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Improve trust and confidence in our police</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> – Enhance collaboration; Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>
<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4b)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> <li>4. Maximise efficiency to make the most effective use of all available resources (4b)</li> </ol>	<ol style="list-style-type: none"> <li>1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b)</li> <li>2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b; 2c)</li> <li>3. Deliver the “Right People, Right Support” every time (3a; 3b)</li> </ol>
Reduce neighbourhood crime	Tackle cyber-crime	Improve satisfaction among victims
<p><b>C</b> – Make all women and girls safer; Prevent harm before it happens</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Improve trust and confidence in our police</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Tackle hidden harms</p> <p><b>A</b> – Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Promote a more visible presence in communities</p>	<p><b>C</b> – Prevent harm before it happens; Tackle hidden harms</p> <p><b>A</b> – Enhance collaboration; Take a whole system approach to tackling core problems</p> <p><b>R</b> – Properly skill and equip our people</p> <p><b>E</b> – Embed a customer and community focus; Promote a more visible presence in communities</p>
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## Her Majesty's Inspectorate

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspects North Yorkshire Police on a regular basis. Inspection reports provide insight into how our Police Service compares to others nationally and how they are performing against national comparators.

I will use HMICFRS inspection reports and gradings as part of my assurance as to how North Yorkshire Police are progressing against this Plan. As the diagrams below show, gradings against Effectiveness, Efficiency and Legitimacy will demonstrate how the Service is progressing towards becoming an exemplary Service. An effective Service is one that cares for the vulnerable and collaborates ambitiously; an efficient Service is one which collaborates efficiently and realises the potential of its people and organisation; a legitimate Service is one which realises the potential of its business and people and enhances the customer experience.

The assessments under these pillars also have a symbiotic relationship with our Public Priorities for Change; as North Yorkshire Police address these priorities they should improve their gradings, and therefore their gradings are good indicators of their progress against the public's priorities.



Effectiveness	Priorities 1, 2, 3 and 4
Efficiency	Priority 2, 3 and 4
Legitimacy	Priority 1 and 5

# Collaborations

## enable North Yorkshire



enableNY brings together the support functions from police and fire, pooling resources on a client-service model to deliver services, including HR, ICT, estates, finance and business planning, to North Yorkshire Police, North Yorkshire Fire and Rescue Service and the Office of the Police, Fire and Crime Commissioner. This helps the Services plan better for future demands and challenges, increases resilience and effectiveness, and improves value for money for the public.

## Evolve

The Evolve collaboration involves North Yorkshire, Durham and Cleveland and currently includes the provision of joint legal services and cold case reviews.

## Yorkshire and the Humber and the North East

Under the YatH collaboration a number of specialist services are provided, including the Regional Organised Crime Unit, the Regional Scientific Support Service, and the Regional Cyber Crime Unit.

The North East regional collaboration provides the North East Business Resilience Centre, supporting improved cyber-security for businesses in our region.

## YatH Regional Rehabilitation Partnership

The RRP brings together the four YatH Commissioners with probation and other rehabilitation partners to drive co-commissioning of services that improve outcomes for ex-offenders and reduce reoffending.

## Public Safety Service



In April 2020, two Public Safety Officers (PSOs) took to the streets in Bentham and Grassington to prevent vulnerability, reduce harm and improve community safety. PSOs are multiagency officers with policing, fire, paramedic and community safety capabilities. Their remit is to prevent vulnerability by promoting fire safety and health and wellbeing, as well as solving local anti-social behaviour concerns. They also bolster blue-light capacity and resilience as On-call firefighters and Emergency First Responders. An independent evaluation proved the value of the role, and the pilot has been expanded to test the efficacy of the role in two further locations.

## Local collaboration

North Yorkshire Police and my Office collaborate closely with local partners through several forums, especially the North Yorkshire Community Safety Partnership and the Safer York Partnership, the Local Criminal Justice Partnership, the County and City adult and children safeguarding boards, the Domestic Abuse Joint Commissioning Group, the Local Resilience Forum, the York and North Yorkshire Safer Roads Partnership, and district community safety hubs.

# About North Yorkshire and North Yorkshire Police

North Yorkshire is the largest county in England, and one of the largest and most rural policing areas. It is also the safest place in England, with the lowest crime rate of any Home Office Police Service, despite being bordered by seven high crime areas.

Stretching almost the breadth of England, it covers a diverse range of communities, with all the challenges of policing a dispersed, sparsely populated area. From isolated coastal communities, and sparsely populated farming communities sitting within our two National Parks and three Areas of Outstanding Natural Beauty, to market towns and larger urban centres such as the City of York, Harrogate and Scarborough.

The area contains over 6000 miles of road with a mix of major arterial and trunk roads such as the A1(M), M62, A64, A59 and A66, and a web of small rural roads.



**NORTH YORKSHIRE POLICE VALUES**  
Courage Compassion Inspiration

## WORKFORCE

**1588** police officers

**3.34** officers per 1000 population



## SERVICE AREA

**3,210** square miles

**832,000** population

**6000** miles of road



**20**  
**million**  
visitors each year

## CRIME

**0.04** crimes per person



## COST

**52p** per person per day



## About the OPFCC

The Office of the Police, Fire and Crime Commissioner supports Commissioner Zoë to carry out her statutory functions and duties.

It commissions and delivers services and projects on behalf of the Commissioner for victims, the vulnerable, communities and perpetrators; manages and administrates the Commissioner's governance process and meetings; undertakes assurance scrutiny and research; helps the Commissioner develop ideas and new policy initiatives, partnerships and joint initiatives; supports the Commissioner's media and community engagement; and triages and, where possible, service recovers police and fire complaints.

### Community Engagement

The OPFCC supports Commissioner Zoë to engage with her constituents and communities across North Yorkshire and York, holding advice surgeries every three weeks, resolving over 70 individual and community concerns every month, and communicating her messages out to the media and public. The OPFCC also runs numerous consultations throughout the year to gather perceptions and understand community concerns and satisfaction.

### Services

The OPFCC commissions £5.5 million of specialist support services – see the Commissioned Service section for more detail. Our in-house Supporting Victims team also provides direct support for victims of crime whether or not they have reported to the police – see Contacts page. The OPFCC also funds and delivers multiple projects to improve safety in communities and raise awareness of key initiatives.

### Volunteering with the OPFCC

The OPFCC runs a number of volunteering opportunities to enable residents to be involved in scrutinising the work of their police service. An Independent Custody Visitors Scheme monitors conditions within our custody suites ensuring detainees rights are protected. Independent scrutiny panels and community review groups look into the way in which the police use their powers and perform on key public interest topics, including stop and search and use of force, out of court disposals, and domestic abuse. Lay observers are able to accompany the police on patrol to monitor how they engage with the community.

### Customer Service

The 2017 Policing and Crime Act gave Commissioners the opportunity to take on new responsibility for police complaints. In North Yorkshire, the OPFCC took on all the available functions, including being the primary point of contact for all complaints, the triaging of complaints, service recovery of complaints that are not about serious misconduct, ongoing communication with complainants during the process of investigation, and the review of complaints handling. A new Customer Service Team were recruited to carry out this work, bringing in customer service professionals to improve standards, and an Independent Adjudicator was appointed to conduct reviews. The team service recover between 70 and 80 per cent of police complaints every year. The model has proved so successful that the team have now also taken on the same functions for all North Yorkshire Fire and Rescue complaints as well.

# Governance and Accountability

Good corporate governance helps us to put people first in everything we do. This gives us confidence that we are doing the right thing in the right way for those who we deliver services to, for and with.

As well as being your voice on fire and rescue, as Commissioner I must set the strategic direction for North Yorkshire Police through a Police and Crime Plan, make sure the Service is effective and efficient, set the Service's budget, appoint a Chief Constable, and hold the Chief Constable to account for delivering exemplary services.

The Chief Constable has operational independence to prevent policing being unduly influenced by political position, and has responsibility for keeping our communities safe and secure, delivering efficient and effective operational policing which responds to the needs of the public, and for managing the resources and expenditure of North Yorkshire Police.

In North Yorkshire, we work through a collegiate governance model and enact our duties through our Joint Corporate Governance Framework.

## Joint Corporate Governance Framework

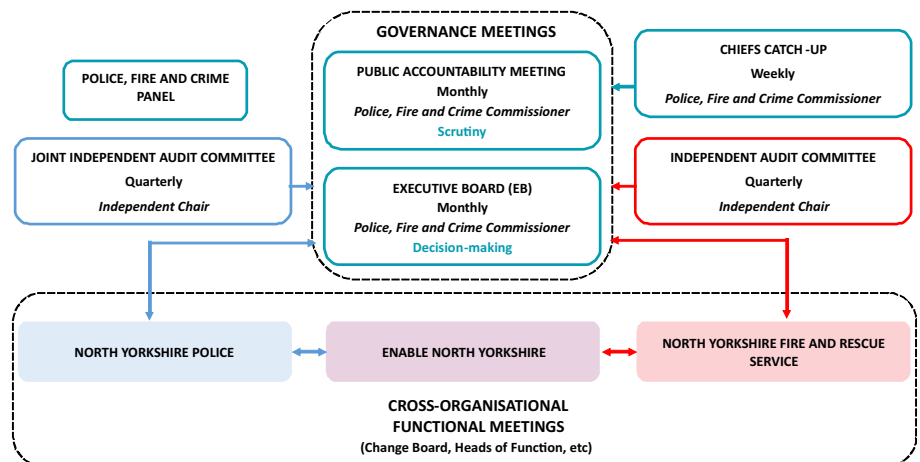
Our Joint Corporate Governance Framework sets out how we govern together, who is responsible for what, and how we are held to account. It is enacted through a governance structure set out in the diagram below.

The Framework consists of:

- Statement of Corporate Governance - making reference to the statutory framework and local policy.
- Code of Corporate Governance - setting out how the core principles will be implemented.
- Scheme of Corporate Governance – setting out how we conduct business and the delegation of responsibilities to different office holders, such as the Chief Constable.

The framework is reviewed annually by the Commissioner on the recommendation of statutory officers, in consultation with the Joint Independent Audit Committee.

More information can be found at <https://www.northyorkshire-pfcc.gov.uk/fire-oversight/governance/>.



## Holding the Service to account

As Commissioner, I scrutinise the Service in different ways – through the work of my Office to understand how the Service is working and what are its challenges, through your feedback and feedback from Officers and staff, and through reviews and inspections from external bodies.

My main vehicle for conducting scrutiny is through my Public Accountability Meetings, where I scrutinise and hold the Service to account on your behalf, livestreamed via my website so that everyone can watch and engage via social media.

These meetings will assess the Service's progress against this Plan. I will set out an Assurance Plan to sit alongside this Plan to demonstrate how I intend to make that assessment.

The Chief Constable and my Chief Executive will be held to account through these meetings for the Service Delivery Plans they have set to deliver this Plan.

Every year I will publish an Annual Report, setting out how I believe the Service has delivered against this Plan over the previous 12 months.

## Police, Fire and Crime Panel

The Police, Fire and Crime Panel is in place to support and scrutinise the decisions I make in between elections when I am held to account by you, the electorate.

They have duties to review my Police and Crime Plan and my Annual Reports, as well as to confirm my preferred candidate for Chief Constable and to consider any non-criminal complaints made against me.

### North Yorkshire Police, Fire & Crime Commissioner

Working to keep your community safe



## Public Accountability Meeting

The meeting will start at 1.30pm

#Nyscrutiny

## Finance

Currently about 55 per cent of funding comes from the Government while the remaining 45 per cent is raised locally, mainly through the police precept.

The precept is set by me as Commissioner and is the amount you pay for local policing in your council tax and I will consult you about how much this should be every year.

To support the priorities set out in this plan, I expect to commit over £800m of Revenue and Capital expenditure to support the delivery of policing and crime services within North Yorkshire over the next 4 years.

The vast majority (almost £740m of Revenue funding (see the summary below) and £28m of Capital Funding) will be provided to the Chief Constable across the next 4 years:

I have budgeted for the Chief Constable to have almost 1,650 Police Officers in place by the end of the first year of this plan. This would be around 250 Police Officers (18%) more than just 4 years ago. Similarly, I expect the Chief Constable to have almost 230 PCSOs in place by the end of 2022/23, this would be 15% higher than just 4 years ago. Thereafter I expect these levels to be at least maintained across the life of this plan.

I plan to invest almost £20m in commissioning services for victims and vulnerable people, and in services to

divert perpetrators, provide early intervention and address root causes and change behaviours. This includes £250,000 per year that I will distribute through my Community Fund. I will also continue to widely engage with the public of North Yorkshire to make sure that your priorities continue to guide how your police service develops.

Further financial information can be found by visiting [www.northyorkshirepcc.gov.uk/police-oversight/finances](http://www.northyorkshirepcc.gov.uk/police-oversight/finances).

	Forecasts			
	2022/23	2023/24	2024/25	2025/26
<b>Police Force Planned Expenditure</b>	£000s	£000s	£000s	£000s
<b>Pay</b>				
Police pay	89,734	93,846	95,936	97,840
Police Overtime	2,529	2,360	2,164	2,329
PCSO Pay (including overtime)	8,220	8,594	8,917	9,228
Staff Pay (including overtime)	40,613	41,708	42,849	44,347
<b>Pay Total</b>	<b>141,096</b>	<b>146,508</b>	<b>149,866</b>	<b>153,744</b>
<b>Non-Pay Budgets</b>				
Other non Salary	2,052	1,800	1,800	1,800
Injury and Medical Police Pensions	3,693	3,650	3,647	3,680
Premises	4,640	4,831	4,928	5,024
Supplies and Services	22,411	23,398	23,142	23,330
Transport	2,966	3,028	3,090	3,151
<b>Non-Pay Total</b>	<b>35,762</b>	<b>36,708</b>	<b>36,606</b>	<b>36,984</b>
<b>Total Force Budget</b>	<b>176,585</b>	<b>183,215</b>	<b>186,472</b>	<b>190,729</b>



## Getting involved and contacts

As Commissioner I welcome your feedback. By letting me know the issues that matter to you most, you will be directly shaping policing and community safety decisions both now and in the future.

To get involved:

- You can contact my office to give feedback or ask questions about your police service.
- I hold regular appointment only, confidential advice surgeries and drop-in surgeries at community locations. Find out more on my website or by contacting my office.
- I hold a varied programme of public meetings and events across North Yorkshire throughout the year. I am also happy to attend or speak at events organised by others.
- I conduct a number of consultations with the public and partners throughout the year. Details of how to take part can be found on my website.
- Volunteers play a vital role within the police service. The Independent Custody Visitor Scheme is an essential volunteer group who help to monitor the health and well-being of detainees. Current vacancies can be found on my website and [www.northyorkshire.police.uk](http://www.northyorkshire.police.uk)



To contact us:

Office of the Police, Fire and Crime Commissioner for North Yorkshire

12 Granby Road, Harrogate, North Yorkshire, HG1 4ST

Telephone: 01423 569562

Email: [info@northyorkshire-pfcc.gov.uk](mailto:info@northyorkshire-pfcc.gov.uk)

Website: [www.northyorkshire-pfcc.gov.uk](http://www.northyorkshire-pfcc.gov.uk)

Facebook: [www.facebook.com/northyorkspfcc](http://www.facebook.com/northyorkspfcc)

### Supporting Victims

If you have been a victim of crime, you can get free, independent support.

Telephone: 01609 643100

Email: [help@supportingvictims.org](mailto:help@supportingvictims.org)

Website: [www.supportingvictims.org](http://www.supportingvictims.org)

