

North Yorkshire Police, Fire and Crime Commissioner

Policing and Crime Annual Report 2018 -2019



Helping you to be safe and feel safe in North Yorkshire



Contents

Foreword	-	3
Listening to residents	-	4
Priorities	-	5
Priority 1: Caring about the Vulnerable	-	6
Priority 2: Ambitious Collaboration	-	8
Priority 3: Reinforcing Local Policing	-	10
Priority 4: Enhancing the Customer Experience	-	12
Local priorities	-	14
Community Fund / Community Safety Service Fund	-	16
Governance	-	18
Funding and spending	-	21
Contacts	-	22



Foreword

Welcome to my annual report for 2018/2019 on policing and crime.

We should be proud that North Yorkshire continues to be one of the safest places in England – but we should also be clear that the challenges we face are as apparent as those facing policing across the country.

This year I appointed a new Chief Constable for North Yorkshire Police. Lisa Winward was chosen following a rigorous process, including a Question Time event with members of the public and partners. Her experience and enthusiasm for the role was clear, as it was from her time as Deputy Chief Constable before, and I was pleased the Police and Crime Panel confirmed her in the role.

Lisa's commitment, from the start, to local, visible policing is hugely important. That is my priority too – and we have spent a lot of time planning how to achieve that through boosting the number of police officers on our streets, recruiting new PCSOs and transforming the way the service works with more mobile working and better technology.

Strong leadership is important at a time of change – and we continue to face significant change as policing evolves, priorities alter, and budgets continue to be squeezed. I want to thank everyone within North Yorkshire Police and the Police, Fire and Crime Commissioner's Office for their work over the past year. We have continued our work on Transform 2020 and begun the process of greater collaboration through ENABLE North Yorkshire (see page 20). These changes are vital to sustain the services we provide for the public, and they provide opportunities to enhance and improve what we do. However, I also know that any change creates uncertainty, particularly for those directly impacted, and I want to thank those dedicated public servants who help keep us safe and feeling safe.

Ensuring that rural crime is understood and addressed continued to be a focus for me this year. The 2018 National Rural Crime Survey revealed startling findings about the nature and impact of crime in rural communities.

While it was positive that our Rural Taskforce in North Yorkshire is making a difference, there is much more to do. We welcomed Princess Anne to York in February to discuss these challenges and continue to make the case that rural areas do not get the focus or resources they need.

The nature of policing continues to change and it is important we adapt and deliver services that support that change. The past year has seen a successful bid to the Government for funding for a dedicated Women's Wellness Centre in York – helping those vulnerable women who are at risk of entering the criminal justice system. I have continued to put mental health in the spotlight with health partners as more and more policing time is spent caring for people in crisis. We have continued to prioritise victims, welcoming the Victims' Commissioner in August to outline how our new services, such as counselling and restorative justice, are making a positive impact to victims in North Yorkshire.

Finally, I am proud of the continuing work of the North Yorkshire Youth Commission who ensure the voice of young people is taken seriously. I set up the Commission in 2015 to support, challenge and inform my work and the work of North Yorkshire Police. They reported during the year on the major issues that mattered to young people following 3,300 individual conversations. From hate crime to abusive relationships, it raised some thought-provoking issues and ones which all too often can be ignored by those in positions of power.

Ensuring the voice of everyone in North Yorkshire is heard has always been my priority, and it always will be in my time as the Police, Fire and Crime Commissioner. I want to ensure people and businesses here are as safe as possible and feel as safe as possible. I hope this Annual Report shows how this commitment has been delivered in 2018/2019.

Julia Mulligan
Police, Fire and Crime Commissioner
for North Yorkshire



Julia Mulligan



Whilst we start from a base of being the safest place in the country, the challenges are as apparent here as anywhere.

Julia Mulligan
Police, Fire and Crime
Commissioner



Listening to Residents

Listening and understanding the needs and views of local people across North Yorkshire and the City of York is of primary importance to your Police, Fire and Crime Commissioner, Julia Mulligan. The Commissioner does this in a wide range of ways, both in setting out the Police and Crime Plan, but also informally on a day-to-day basis. This includes public meetings and one-to-one meetings in cities, towns and villages across the area, as well as online, and also through commissioning independent research studies, consultations and surveys.

Groups such as the North Yorkshire Youth Commission and the police's Independent Advisory Groups provide essential feedback on local issues and the quality of service provided by North Yorkshire Police. Independent scrutiny panels and the custody visitors scheme also help bring independent, public scrutiny to the police.

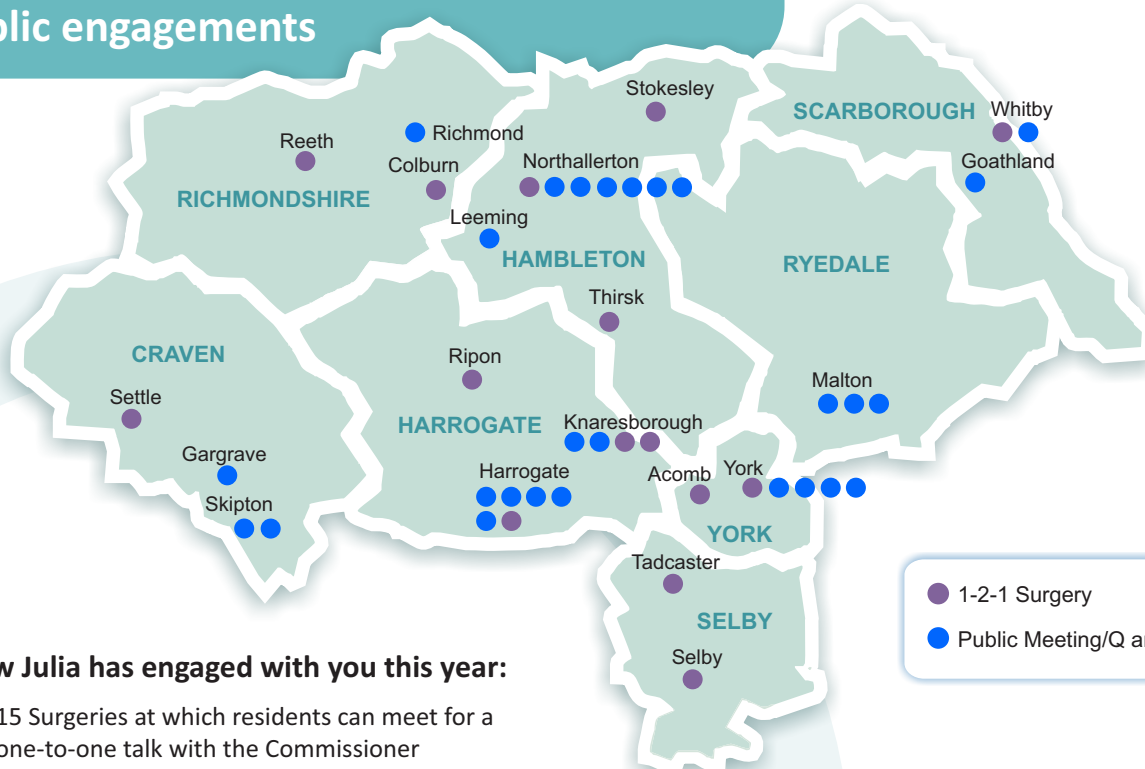
In December, the Commissioner consulted on the setting of the police precept with more than 2,000 members of the public responding.

Community Mapping

Last year the Community Mapping Project Officer did 72 community mapping visits.

The Community Mapping Project has provided the Commissioner with a detailed understanding of local communities, enabling the Commissioner to communicate with residents on the concerns that really matter to them, and to plan surgeries as effectively as possible to reach the most people. By meeting with Parish Councils and attending community meetings, we are able to give residents a voice and understand how best to communicate with you.

Map showing locations of surgeries and public engagements



How Julia has engaged with you this year:

- 15 Surgeries at which residents can meet for a one-to-one talk with the Commissioner
- 27 Community Engagement events where the Commissioner met with members of the community to discuss the work of the OPFCC
- An average of 130 pieces of correspondence every month, including queries from the public, partnership opportunities and invitations to speak
- 710 public concerns or queries about a community or policing matter

Engaging with communities online

- More than 5,000 people use the website each month
- More than 2,000 people watched the Commissioner's videos on YouTube www.youtube.com/c/nypfcc
- [northyorkspfcc](https://twitter.com/northyorkspfcc)



Priorities for North Yorkshire

Helping you to be safe and feel safe in North Yorkshire

we
care



Our vision is that by 2021, North Yorkshire Police will be synonymous with exemplary service, in the round.



1. Caring about the Vulnerable

We will have an in-depth understanding of how we can best protect the most vulnerable people in our society and will invest in services, skills and partner relationships to deliver the best possible outcomes.



2. Ambitious Collaboration

We will reach out to partners and drive innovation forward to enhance policing, public protection, community safety and local justice services.



3. Reinforcing Local Policing

We will equip our people with the technology, skills, capacity and personal support to prevent and tackle crime and reduce demand.



4. Enhancing the Customer Experience

We will embed an outward-facing perspective to guide all our endeavours, providing an exemplary service that exceeds expectations, whether that be in serving the public, shaping the organisation or working with colleagues and partners.



Priority 1

Caring about the Vulnerable

North Yorkshire Police have made good progress, engaging new communities to improve their understanding of their needs and how the police can help them. As these examples show, they have worked in new ways with partners to deliver better, more joined up services and are seeing very positive outcomes for vulnerable victims and offenders.



We will have an in-depth understanding of how we can best protect the most vulnerable people in our society and will invest in services, skills and partner relationships to deliver the best possible outcomes.

Objective 1

A compassionate workforce with an excellent understanding of vulnerability in all its forms, which is better and more accurately recorded.

A new campaign was launched in August to reach out and engage with those working in the sex industry. The campaign aims to:

- Encourage the reporting of crime
- Sign post sex workers to the support and help available to them
- Reduce the stigma of sex work through raising awareness to the general public, authorities and support services
- Raise the profile of National Ugly Mugs – an independent charity working to end violence against sex workers

North Yorkshire Police (NYP) is committed to working with partners to safeguard sex workers, minimise harm and prevent crime committed against them. Several visits, for example, have raised concerns about human trafficking and modern slavery.

This campaign is in continuous operation by North Yorkshire Police, to understand the needs of, support and keep sex workers safe, but also understand any organised crime which sits within and behind this industry, especially regarding how sex workers enter the industry.



Objective 2

An improved response and reduced harm to people at greater risk, including those who are vulnerable due to their mental ill-health, victims of hate crime, young people and older people. Harm will also be reduced by developing closer working practices between partners and improved sharing of relevant information.

Working with partner agencies, it delivers a combination of support, prevention, diversion, disruption and enforcement through a range of criminal justice sanctions and other interventions, to improve victim safety and change offender behaviour. The Multi Agency Tasking and Co-ordination (MATAC) group has taken on 28 individuals this year, providing four months intensive, multi-agency support. While five have been imprisoned after committing offences during support, over half have not committed a further offence and are making impressive progress.

The MATAC group includes housing, council, adult social care, children social care, health, Crown Prosecution Service and victims' services. It meets every four weeks to discuss serial and harmful offenders and any new cases.

Whilst focussed on perpetrators, the MATAC process keeps vulnerable victims safe. Both those who might be likely to suffer even further at the hands of their abusers, but also those who might fall victim to violent abusers in future.

Objective 3

An improved response to the specific needs and vulnerabilities of communities that are hard to reach, either physically, such as isolated rural communities, or due to socioeconomic and other circumstances.

Based on the Knives & Weapons Youth Early Intervention Guidance, Op Divan identifies young people who might be carrying knives or dangerous weapons through incidents, crimes, referrals, intelligence and partnership work. It is aimed at young people who have been or are thinking of using weapons and are associated with 'county lines' including drugs, child exploitation and bullying.

'One-to-one' support and education is offered to the young people and their parents/guardians, outlining the potential risk and harm posed to themselves and others. They will be provided with an 'Official Notice' to raise awareness of the risks and consequences. 50 interventions have been conducted this year.

Not only does Op Divan help young people to be safe, it also brings partners together to develop a more joined-up approach to responding to the concerns of young people. They can better share information and support each other in preventing young people being exploited or involved in criminality or anti-social behaviour.

Objective 4

Provide an exceptional service to victims and witnesses, offering them more specialist support throughout the criminal justice process, leading to better outcomes at court.

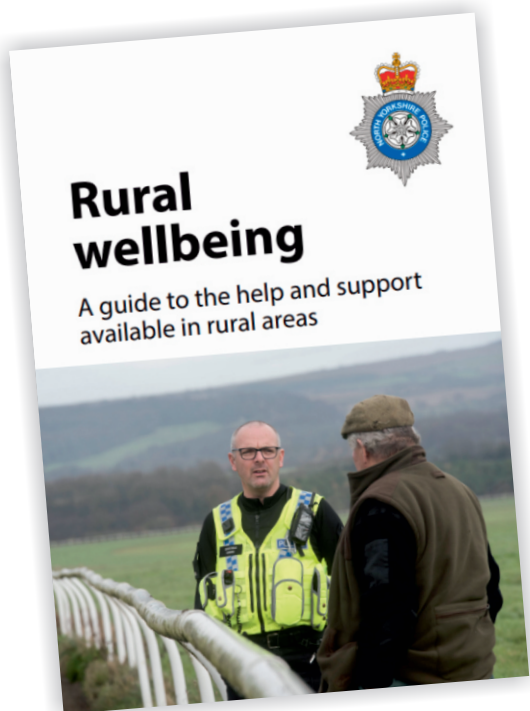
Hate Crime is believed to be chronically under-reported, so it is crucial the appropriate level of support is in place for victims when they come forward. Everything possible must be done to encourage victims of Hate Crime to report any crimes they are subject to.

From May, Hate Crimes can be reported to the Supporting Victims team, providing a new way for victims to share their experiences. Importantly, it is another mechanism for victims to use which doesn't involve the police, which can sometimes be a barrier to victims coming forward.

Supporting Victims provides help and support to victims of all crimes across North Yorkshire, but now have trained and experienced staff on hand to support those who come forward to report Hate Crimes. They can provide immediate emotional and practical support over the phone, and/or referral to Specialist Victim Advisers for face to face support in the community.

CASE STUDY – Operation Cracker

Operation Cracker saw police support volunteers, Police Officers and professional advisers from seven different agencies visit more than 1,500 homes in York, Harrogate, Northallerton and Eastfield in Scarborough. Operation Cracker is a multi-agency operation to prevent older, vulnerable people from falling prey to crime in the run up to Christmas.





Priority 2

Ambitious Collaboration

North Yorkshire Police have made good progress on collaboration to join up and improve services, as evidenced across this report. As the following examples show, work with North Yorkshire Fire and Rescue Service has progressed at pace since November, and operations with neighbouring police services have produced excellent results to make our communities safer.

Many issues facing the police, old and new, cannot be resolved by the police alone and we need to work with others to keep people safe and prevent harm. To serve our communities best we will pursue an ambitious collaboration programme, with an open-minded and outward-facing perspective to ensure the right services are available to address both individual and community safety. By working together better, we will improve the resilience and co-ordination of services in our communities and enhance their effectiveness.



Objective 1

Fully embrace the opportunities presented by the 2017 duty to collaborate between 'blue light' services to deliver a more efficient and effective response that improves public safety and the resilience of services in our community.

In June 2018, the Home Secretary approved the Commissioner's Local Business Case to take on governance of North Yorkshire Fire and Rescue Service (NYFRS). In November 2018, transfer took place.

Since transfer, NYFRS have joined the Commissioner's monthly governance and scrutiny meetings and the Transform 2020 programme. This will drive collaboration between fire and rescue and policing services and identify where such collaboration can save money to reinvest in the frontline and improve the service to the public.

Already, a new collaboration, ENABLE North Yorkshire, has been announced. This brings together the enabling services of both organisations to improve the resilience of each organisation and facilitate more joined up working. More information can be found on page 20.

NYP and NYFRS are also working on a pilot public safety service, bringing partners together to look at how public agencies can work better together to prevent harm in communities. Working with local partners through the community safety hub, this will consider innovative new models to meet public need in our communities and ensure a joined-up response to tackling vulnerability.

Objective 2

Work more closely with criminal justice partners and local authorities to deliver a more joined up service for victims and witnesses, support local justice, reduce reoffending and improve conviction rates and other justice outcomes.

Building on work carried out by the Commissioner in 2017/18 on access to justice in rural areas, the Commissioner responded strongly to proposals by the Ministry of Justice to close Northallerton Magistrates' Court. NYP continue to work with HM Courts and Tribunal Service in North Yorkshire to develop a network of remote video evidence locations around the county. This will facilitate better access to justice for vulnerable victims and witnesses and those in remote or isolated communities. The Commissioner is working with the Ministry of Justice to ensure that Northallerton Magistrates' Court is not closed prior to this service being in place.





Objective 3

Widen and deepen collaboration with policing partners regionally and nationally, ensuring that the best outcomes for North Yorkshire communities are achieved, to better tackle serious and organised crime, child sexual exploitation, human slavery and trafficking, and other serious and emerging threats.

In February, NYP worked with six police forces across the north of England to target rural crime, resulting in hundreds of vehicles being stopped and several arrests.

More than 110 police officers from North Yorkshire, Cumbria, Cleveland, Durham, Lancashire and Northumbria worked alongside volunteers to identify and proactively stop vehicles. In North Yorkshire, stops resulted in five arrests for burglary, theft and drug-driving and two vehicles were seized.

The largest operation of its kind in the country, Operation Checkpoint sees NYP sharing intelligence with these other forces to regularly disrupt and bring to justice criminals and organised gangs targeting our rural communities. They use Automatic Number Plate Recognition cameras and a network of volunteers from Rural Watch and Farm Watch to identify suspicious vehicles and behaviour.

Objective 4

Maximise collaboration opportunities with local partners to improve effectiveness and make tangible efficiencies. Ambitiously develop the plans already in place to share premises and services, resulting in a willingness between partners to work more closely together.

In January, working with the local housing and drug worker teams in Harrogate, NYP undertook proactive visits to tackle 'county lines' drug dealing.

County lines drug dealing can be exceptionally exploitative and one practice the police are especially targeting is 'cuckooing'. This is where drug dealers take over a vulnerable person's home to store and sell drugs. Often children in these households are exploited as well to transport and sell drugs.

The Op Expedite team visited 15 victims of cuckooing to check their welfare and make sure they can't be exploited in the future. They also looked at options to get these people wider support so that they can get their lives back on track. Officers also raised awareness at the train station and in the town to help people look out for signs of cuckooing and county lines drug dealing so they can inform the police.

CASE STUDY – Improving road safety



In December, Operation Basingstoke was carried out on the county's northern border in partnership with Cleveland Police. Working together, Special Constables from NYP and Cleveland conducted vehicle checks and breath tests and delivered safety advice to drivers during a day of action to improve road safety.

Using Automatic Number Plate Recognition, officers seized five vehicles for no tax or insurance, 14

drivers were breathalysed, and 11 drivers were requested to repair defects such as broken lights.

This proactive work adds to the education of drivers undertaken by 95 Alive (the road safety partnership), Community Speed Watch, and Operation Spartan where drivers can submit dashcam footage of dangerous drivers. It also builds on the continued contribution made by safety camera vehicles across the county.



North Yorkshire Police have completed a lot of work this year to build solid foundations for rapid improvement in this area, already visible as the examples below demonstrate. More widely, mobile working technology and IT infrastructure has been upgraded to improve working practices, and close work with partners has led to the development of a pilot 'Public Safety Service' to be launched in April 2019 that will provide multi-agency primary prevention in communities.



Priority 3

Reinforcing Local Policing

The work of the police is rapidly changing. We must ensure people have the capability and capacity they need to proactively support local communities and are able to meet new demands alongside traditional crimes such as burglary and anti-social behaviour. We will have a specific emphasis on 'primary prevention'. The whole workforce – staff, officers, PCSOs and volunteers – will be enabled by improved technology to meet the needs of the public locally and be empowered to make local decisions to ensure the public are safe, particularly the most vulnerable.

Objective 1

A mobile workforce, enhanced with, and effectively using technology, that encourages a flexible, dynamic and innovative approach to delivering services locally. This objective will make local policing more productive and proactive, enabling them to be more visible with greater flexibility and capacity to respond to the public.



Body worn video cameras have been introduced after extensive research in other police areas, following support from the National Police Chiefs' Council and suggestions by Her Majesty's Inspectorate of Constabulary Fire and Rescue Services.

Cameras are clearly visible via a flashing red light, and officers advise members of the public when the camera is in use. The evidence they record is used to corroborate other evidence, not replace evidence from other sources such as eye witnesses.

With these cameras, North Yorkshire Police (NYP) can take forward more prosecutions and reduce confrontation. They can also resolve public complaints against officers more quickly.

Objective 2

Plan and prepare for changing and future demand, so that we improve our ability to deal with problems such as cyber enabled crime, fraud and the exploitation and abuse of children and adults.

County lines is the name given to organised crime where drug dealers from urban areas such as Manchester, Liverpool and West Yorkshire, exploit children and vulnerable people and force them to travel to smaller towns such as Scarborough, York and Harrogate to sell drugs – often using violence and intimidation. It takes its name from the phone lines used to communicate and to advertise drugs for sale.

County lines is one of the police's operational priorities, and teams have done great work this year identifying dealer telephone numbers and disrupting criminal activity.

In October three 'county lines' drug dealers who travelled to Harrogate to sell drugs were jailed for a total of 58 years after stabbing a man in Harrogate. In the same month 15 people were arrested on suspicion of involvement in violent county lines networks.

Officers have also been holding public engagement events to raise awareness of county lines to encourage people to call in and report suspicious activity, so that they can best protect vulnerable people.



Objective 3

A planned, co-ordinated and collaborative demand reduction/prevention strategy that addresses the causes of demand to prevent harm, will reduce crime and anti-social behaviour over the longer term.



Operation Eyeball, a fly tipping task force, was formed in July to tackle fly tipping in rural parts of North Yorkshire and the City of York. By bringing together North Yorkshire Police with district and unitary councils and other enforcement partners such as Trading Standards, it allows the sharing of intelligence and information to tackle fly tipping, and works with communities to put measures in place to prevent it happening.

In September, NYP and council officers from Selby and Craven District Councils, Scarborough Borough Council and City of York Council took part in roadside checks of suspect vehicles to ensure that waste was being carried lawfully and that correct documentation was held.

Officers in York stopped and checked 23 vehicles and 17 were served notices to bring their licence in to the council to demonstrate they were acting lawfully. In Selby, enforcement officers from the council worked alongside North Yorkshire Police patrolling fly tipping hotspots. Several vehicles were stopped and checked for waste and one vehicle was seized.

Objective 4

Make effective use of the whole policing family to provide the most appropriate service when and where it is needed. From volunteer search and rescue organisations, local Neighbourhood Watches, to Special Constables, civilian staff, police officers and partner organisations, we have a family of highly dedicated people with our citizens' best interests at heart.

North Yorkshire Police now has almost 60 police cadets, aged 14-16, who support local police and community initiatives. They contribute at least three hours each month to cadet duties. These range from assisting with local community events, helping their local police teams with crime prevention and community safety events, to acting as role play volunteers in the training of student police officers.

The Cadet Unit continues to be run by volunteers in their spare time, consisting of serving police officers, special constables and police support volunteers.

Objective 5

Empower communities to engage more actively with the police service. A strong positive relationship between the people and the police helps reduce harm, crime and anti-social behaviour. Two-way communication and feedback improves community resilience, generates vital community-based intelligence and increases confidence.

NYP has worked hard this year to help our communities understand how they can contribute to policing and to work with them to make their residents and area safer.

In York, Project Grace has seen officers engage with every hotel and B&B in the city to educate staff on safety, security and vulnerability issues. The aim is to improve lines of communication and help hotels to recognise and support vulnerable people better, especially around safeguarding concerns such as child sexual exploitation, human trafficking, sex workers, 'county lines' drug trafficking and cyber-attacks.

NYP also work very closely with a wide variety of volunteers, and Chief Constable Lisa Winward has recently taken on the National Police Chiefs Council Citizens in Policing role. In North Yorkshire the police continue to work closely with a dedicated network of volunteers, as Special Constables, Cadets or Police Support Volunteers, and through Neighbourhood, Rural, Farm and Pub Watches.

CASE STUDY - The Banking Protocol

The Banking Protocol is a scheme which encourages bank staff to contact police if they suspect a customer is being scammed. This has proved its worth in North Yorkshire this May. In just 24 hours the scheme prevented four people in their 70s and 80s from being defrauded, when staff at Lloyds, Yorkshire Bank and Barclays used the Banking Protocol to prevent transactions that would have cost their elderly customers more than £48,000.



North Yorkshire Police are working hard to improve its customer service and make sure that people can contact them when they want, in the way they want, quickly and easily, as the below examples demonstrate. Wider work to integrate with digital communication platforms to increase the range of communication methods has started well. Excellent steps have been taken to improve diversity within the workforce.



Priority 4

Enhancing the Customer Experience

Providing an outstanding customer service will be at the heart of everything we do. Policing will become more flexible in its approach, and we will always respond appropriately and compassionately whilst maintaining professionalism and transparency, both with the public and within the organisation.

Objective 1

Make policing more accessible by improving and widening the channels of communication by which the public can contact the police.

July saw the Commissioner and Chief Constable formally open the extension to the police's control room following a £500,000k investment from the Commissioner. The new building features new bespoke training facility, a dedicated Silver Command Room, improved IT facilities and relaxation space, with the project delivered in just ten weeks. The project was part of a longer-term £3 million investment program.

The new building has made a significant difference to how new and current staff are trained and allows for as much time as possible being spent taking residents calls and responding to requests for help.

The IT facilities themselves, which represent a £200,000 investment, have also been configured to provide an extra call centre facility for the force to use in times of extreme demand or crisis.

Changes and improvements to the control room have been ongoing for a number of years, with real benefits now being seen. Average waiting times for 999 calls are consistently under 10 second, and most recent average waiting times on the non-emergency 101 line at about 90 seconds.

Objective 2

Effective learning from legitimate complaints, which improves the customer experience and increases confidence and trust in local policing.

The Commissioner welcomed a drop in the total number of complaints against North Yorkshire Police officers and staff in the latest round of published statistics from the Independent Office of Police Conduct.

She has, however, long felt that the system does not facilitate the public feeling able or empowered to make complaints. The Office of the Police, Fire and Crime Commissioner in North Yorkshire has been involved in working and strategic groups at the Home Office to make changes nationally, but delays in government means those changes are not yet in place.

They will mean that Commissioners and their offices will have greater involvement in the complaints process, and be the review body for the majority of police complaints.

Before those changes come into place, North Yorkshire Police are in the process of understanding the impact new Body Worn Video may have had on police complaints, with previous research from other police forces finding a significant drop in complaints following their introduction.



Objective 3

More efficient and timely customer service, that is as simple, straightforward and transparent as possible. This is equally applicable to internal customers and partners, as to the public.

In May 2018, NYP celebrated reaching 100,000 followers on Facebook, now over 115,500, releasing a video to say thank you to its followers for helping to solve crime, track down wanted criminals, spreading awareness of important causes, bringing missing people safely home and much more.

Social media has been particularly powerful for distributing crime prevention messages, helping communities feel safe, and facilitating wider communication with the general public, and with younger people in particular. It is a new chapter in engaging transparently with the public in a timely way.

This will be taken a step further with the announcement of investment in Digital PCSOs via the Policing Priority Fund. Whilst the project won't be delivered until the 19/20 financial year, it builds on the successes of digital media engagement.

Objective 4

A healthy, happy and confident workforce that better reflects the diversity of our community and can fulfil our priorities, through putting customer service and our values at the heart of the recruitment process, as well as ensuring we nurture and support our people.

Positive action has been at the centre of the North Yorkshire Police wellbeing programme for a number of years, with the November recruitment cohort being the most diverse in North Yorkshire Police history.

The programme was further supported by the recruitment of a permanent, full-time Positive Action Coordinator in PC Uzma Amireddy. A law graduate and mother of three, Uzma joins North Yorkshire Police from Cleveland where she gained nine years of experience as a Police Officer, working primarily in the Stockton community and also in the Force Control Room as part of the initial crime management team.

Her personal experiences as a female Muslim Asian Officer with a young family have made her a passionate advocate of equal opportunities, career progression and fair treatment in the workplace for all, and she is now taking up the challenge of promoting North Yorkshire Police's Positive Action Programme to the next level.

Working with others, Uzma has continued the pace set by November's recruitment and has ensured another crop of diverse applicants are now in the system either being trained as police officers or still in the assessment system.



Tackling your priorities

North Yorkshire remains the safest place to live, work and visit in England. This was confirmed in the most recent Office of National Statistics 'Crime in England and Wales, year ending December 2018' bulletin. In 2018 there were 43,762 crimes in North Yorkshire over 12 months, giving a crime rate of 53.4 per 1,000 people. This is a 14 per cent increase compared to the previous year, reflecting a national trend. The largest increase was in fraud offences, though offences related to County Lines drug trafficking have also seen increases across several crime categories. Additional investment has also been made in the crime recording unit to improve accuracy and legitimacy.

Concerns are often felt very locally, and there have been small increases in certain types of crime which have personal impact and can also affect how safe our communities feel. However, it is also very reassuring to see such a decrease in ASB with several initiatives targeted at hotspots across the area. Below is a summary of the progress made against the local priorities identified for each district and borough, and the City of York.

Craven Priorities

Burglary, Police visibility, Cross border crime, Road safety, Crime prevention

Operation Light and Operation Steerside are responding to cross-border crime and burglary. Op Light works with the NFU and farming community to stop quad bike theft in particular, and prevent crime in the future. Op Steerside sees the Rural Task Force and officers from West Yorkshire Police target and disrupt criminals coming from outside North Yorkshire.

WhatsApp groups have been trialed in Craven to improve communication and reporting. They are proving popular and effective with residents, allowing real time reporting of intelligence and easier interaction between local officers and the community, improving the policing response to local issues.

Crime ▲ +5.82% (increase of 112 crimes to 2035)
ASB ▼ -8.3% (decrease of 101 to 1122)

Harrogate Priorities

Anti-social behaviour, Burglary, Police visibility, Protecting vulnerable people, especially those with mental ill-health

Working with local partners, police are raising awareness and putting support in place for those most at risk of being exploited by criminal drug gangs. This approach also helps policing build a picture of how the drugs gangs are working, where they are from and then work with other forces to tackle them at source.

With the local Pub Watch Scheme police have supported a 'ban from 1 banned from all' policy for anti-social behaviour, drugs and violence. The police act on intelligence relating to drugs and alcohol to target offenders, executing search warrants and disrupting criminality, including using sniffer dogs to detect drug use in pubs and clubs.

Crime ▲ +3.40% (increase of 254 crimes to 7715)
ASB ▼ -16.5% (decrease of 864 to 4353)

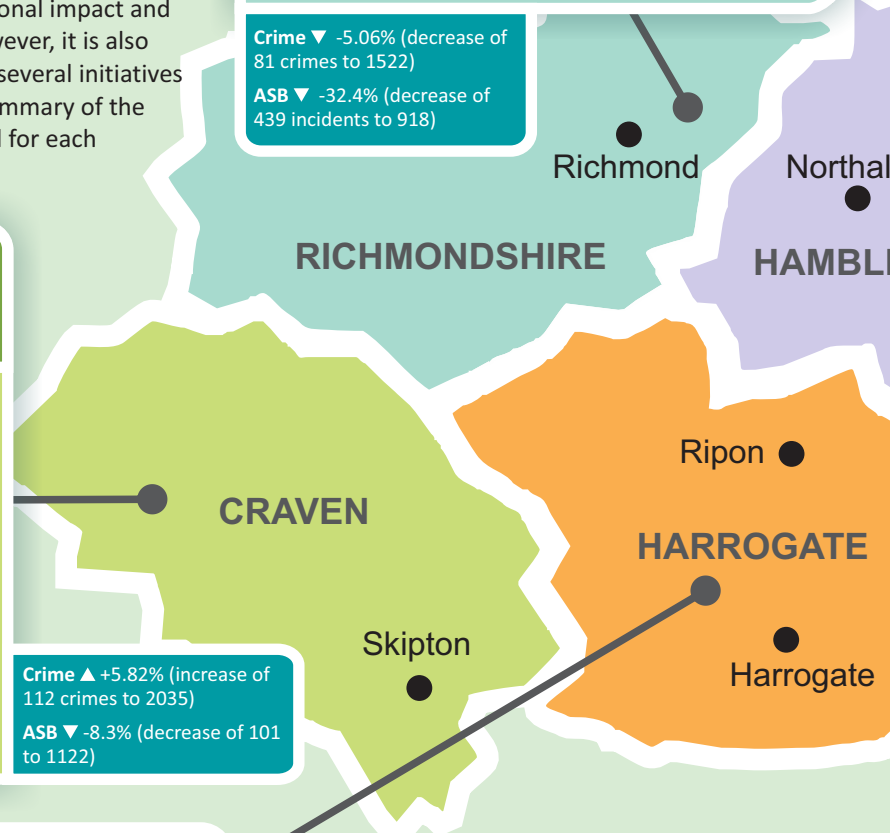
Richmondshire Priorities

Police visibility, Drug dealing and its impact on local communities, Anti-social behaviour, Crime prevention

Police are working with local fraud prevention ambassadors, Citizens Advice and Age UK to educate elderly people about online and telephone fraud, providing tips on how to stay safe and ensure their money is safe.

Partnership work to manage ASB with Broadacres Housing, YMCA and 4Youth is supporting young people to stop them offending. Separate work with National Trust Park Rangers and the district council is keeping young people safe around rivers, and reducing ASB in public spaces.

Crime ▼ -5.06% (decrease of 81 crimes to 1522)
ASB ▼ -32.4% (decrease of 439 incidents to 918)



Selby Priorities

Anti-social behaviour, Burglary, Police visibility, Online and cyber crime

Selby's Partnership Hub is leading a partnership response to support vulnerable people and address ASB. This includes specific proactive patrols to areas of public concerns, and targeted action against those causing misery to local people.

Officers continue to work with Rural and Mobile Watches to help combat rural crime and burglary. Intelligence shared with police volunteers ensures that the patrols are as targeted as possible. Across the Selby district this helps deter criminals, who are often coming from outside North Yorkshire, and increase police visibility.

Hambleton Priorities

Burglary, Police visibility, Protecting vulnerable people, especially those with mental ill-health, Road safety

Through Operation Checkpoint, the Rural Task Force is disrupting and arresting cross-border criminals. Much of this work is concentrated in Hambleton, improving police visibility and keeping rural business and communities safe.

Operation Bright is a winter campaign running from October to February identifying homes particularly at risk of burglary and providing information and advice to residents to ensure they best understand how to keep themselves and their property safe.

Crime ▲ +10.04% (increase of 306 crimes to 3352)

ASB ▼ -15.3% (decrease of 369 incidents to 2038)

Scarborough Priorities

Drug dealing and its impact on local communities, Anti-social behaviour, Burglary, Police visibility

Police are targeting those involved in 'county lines' drug dealing, working with local housing providers to crack down on houses being used to store drugs. They are working with the Council and schools to warn young people about psychoactive substances such as Spice.

The Community Impact Team now has an officer to work with those who are rough sleeping or at risk of homelessness to help them into support and care when necessary.

Crime ▲ +19.1% (increase of 1466 crimes to 9136)

ASB ▼ -6.4% (decrease of 385 incidents to 5672)

Whitby

SCARBOROUGH

Scarborough

Pickering

RYEDALE

Malton

Ryedale Priorities

Anti-social behaviour, Burglary, Protecting vulnerable people, especially those with mental ill-health, Road safety

The Neighbourhood Team have conducted a number of Safer Roads campaigns this year, including a Summer Drink Drive campaign, a number of targeted operations and Road Safety Roadshows at community events.

Working closely with Rural Watch volunteers, police have been proactively patrolling remote areas of the district vulnerable to opportunistic criminals to deter crime and tackle suspicious activity.

Crime ▲ +18.7 (increase of 293 crimes to 1856)

ASB ▲ -15.7% (decrease of 183 incidents to 980)

York

YORK

SELBY

Selby

York Priorities

Burglary, Police visibility, Anti-social behaviour, often related to the daytime drinking and the night-time economy, Online and Cyber crime

Operation Liberate is the multi-agency response to ASB in York, which includes early morning walks with the Salvation Army to identify street sleeping, using Public Space Protection Orders to stop drinking on the streets, and teams proactively responding to problem areas by using Premises Closing Notices.

City centre drug dealing remains a priority, and there are a number of 'County Lines' operations in place. There have been over 200 arrests since April 2018. Officers are also working with partners to check on the welfare of those people being exploited by drug dealers.

Crime ▲ +12.8 (increase of 1535 crimes to 13562)

ASB ▼ -8.6% (decrease of 731 to 7650)

Crime ▲ +9.5% (increase of 379 crimes to 4351)

ASB ▼ -15.7% (decrease of 441 to 2357)

Community fund

The Community Fund is available for new projects focussed on improving community and personal safety in North Yorkshire and the City of York. Funds from £500 up to £20,000 are available.

In 2018/19 £250,000 was awarded, including:

Eggborough Village Hall, Selby, was awarded £1,880 to support the improvement of security measures at the village hall, through anti-climb paint and anti-climb deterrent measures.

The project aimed to reduce the amount of anti-social behaviour taking place around the village hall, damage to users cars and property and provide vulnerable users with an enhanced feeling of safety in their local community.

Colburn Youth Project Targeted Group, Richmondshire, was awarded £2,394 as a response to an increase in anti-social behaviour in the local area. This diversionary project engaged with identified young people, referred by the Community Safety Hub in Richmondshire, local police teams and other agencies including Prince's Trust, Prevention and Youth Justice.

The positive engagement provided will support young people to achieve behavioural change. Colburn Leisure Centre also offered the young people on the course the chance to use the gym at a subsidised rate of £1 per session, giving the young people the opportunity to be engaged in positive activities.

North Yorkshire Youth, was awarded £17,159 to support a countywide pilot and roll out of Wake-Up Call, a 4-week course for young people at risk of disengagement, school exclusion and those engaging in low level racist or political behaviour or hate crime. The course focuses on lower level hate crime, a key priority of North Yorkshire Police's Children and Young People's strategy and North Yorkshire Youth Commission.

Supporting the Police and Crime plan objective to reduce harm to those at greater risk, the programme aims include re-routing negative views, beliefs and behaviour into positive attitudes used in young people's daily life. Sessions will look at views of hate crime, faith, racism and disorder from different perspectives, through an interactive, train the trainer approach built around a number of thought provoking and creative activities.

Launched in May 2013, Julia's community funds are specifically for local organisations, groups or individuals who need money to help fund a new community safety project or scheme that help North Yorkshire communities to feel safe and be safe. To date, these funds have granted over £1.5 million in support for local projects.

Sutton Bank, Hambleton, was awarded £5,000 to fund Variable Management Signs as part of a wider road safety project to enhance local residents' safety. The signs, connected to sensors in the road on Sutton Bank, will provide fast and up to date road traffic information to approaching vehicles when blockages occur.

Advance information will protect road users from unexpected impediment to the safe, free passage of the highway according to regulations for the Primary Route Network; it will allow approaching vehicles to reroute safely, and it will reduce consequent diversions through unsuitable routes adversely affecting other local communities.

Kyra ROSE (Reaching Out, Supporting and Empowering) project, York, was awarded £9,052.00. Kyra provides ongoing practical and emotional support to vulnerable women and delivers a range of services and courses to help them cope and be empowered to respond to challenges such as un-employment, redundancy, and social isolation.

This new project aimed to increase the participation of young, isolated women aged 18-27 in Kyra Women's Project. The project actively engaged with isolated women in training, activities and courses to prevent young women from becoming involved in anti-social or offending behaviour and support vulnerable young women who could become (or who already are) victims of abuse.

The project is designed to help young women empower themselves to stay safe, reduce their likelihood of becoming victims and ultimately to overcome the barriers that prevent them from fulfilling their potential.

Community Safety Services Fund

The Community Safety Services Fund is available to any local community service or organisation in North Yorkshire or the City of York.

Projects supported by this fund must also be supported by the local Community Safety Partnership. In 2018/19 this resulted in 6 initiatives receiving in total over £180,000, all directly benefitting local communities across York and North Yorkshire. These included:

Youth Justice Services were awarded three grants totalling £42,920. Two of these helped to employ specialist practitioners to help the Service improve its psychological and speech, language and communication assessments. The third funded training for all YJS staff to improve the assessment of risks of violence in young people with whom they come into contact.

YJS work with young people aged 10-17 to prevent offending and anti-social behaviour, and support the rehabilitation of children and young people who offend, protecting victims and community from further harm. These grants will help the Service to improve their safeguarding of young offenders and prevent future harm.

The Royal Forces Employment Association was awarded £10,000 for its Project Nova, an early intervention programme supporting vulnerable veterans to divert them from (re)offending.

Funding will enable RFEA to continue delivering Project Nova in North Yorkshire, whilst expanding its reach and enhancing collaborative working. This will be achieved by working with referrals from both the Community Rehabilitation Company and National Probation Service client groups, as well as building strong links with North Yorkshire Police Force to refer veterans during their criminal justice journey to support a diversionary approach.

ReShape was awarded £20,038 towards a volunteer coordinator to recruit and train mentor volunteers for North Yorkshire's first sexual harm prevention hub. The hub will be a partnership project where the community continues to be the change makers, to increase awareness and understanding of sexual harm and support agencies in ensuring some of the most vulnerable individuals in society are protected from harm.

Reshape is a community project that works to educate and empower the community to safeguard itself from sexual Harm by empowering the community to be the solution. The overall aim, aligned to the Police and Crime Plan aim of Caring About the Vulnerable is 'no more victims' and the project aims to achieve this through operating a collaborative approach across victim and perpetrator services.

North Yorkshire Fire and Rescue Service were awarded £21,000 to run LIFE (Local Intervention Fire Education), delivering 7 targeted courses across North Yorkshire and York during 2018. The Local Intervention Fire Education (LIFE) project, delivered by NYFRS is a five-day course, targeted at young people aged 12 to 19 at risk of offending or anti-social behaviour.

The LIFE project is delivered on a county-wide basis by trained Fire Officers. Through a range of structured, focussed, team building activities, young people are learn about the consequences of anti-social behaviour and how to work co-operatively with others, with the aim of preventing further risk-taking behaviour and increasing resilience.



Governance

There have been significant changes this year as the Commissioner appointed a new Chief Constable in August, has taken on governance of North Yorkshire Fire and Rescue Service (NYFRS), and as her transformation programme has begun to be implemented.

The Commissioner is pleased that there is an ongoing fundamental change in attitude and working practices across North Yorkshire Police (NYP), led by the new Chief Constable. As governance structures between police and fire and rescue have been brought closer together she has also noted a marked improvement in collaboration as a fundamental way of working, especially at a strategic level and not just tactically as previously.

These changes have modified the Commissioner's Executive Board and Public Accountability Meetings (PAM). Both Services are present at these meetings to discuss the development of their services to the public, and this is helping to join up change programmes. At PAM, the Commissioner has already asked the Services to jointly report on some topics, to explain to the Commissioner and the public how they are recognising their shared challenges and are collaborating to improve their services to our communities.

Transforming the Organisation

This year has seen the first stage in an ambitious transformation programme, Transform 2020 (T2020), the purpose of which is not just to make incremental change or save money, but to make transformative change a core part of the organisation and culture.

In June, the Commissioner appointed Price Waterhouse Coopers (PWC) as the strategic partner for T2020. PWC conducted a review of NYP and NYFRS to identify efficiencies and areas for improvement in business management and working practices and provided business cases for change programmes. More information about T2020 can be found on page 20.

Another significant transformation this year is a new collaboration between NYP and NYFRS – ENABLE North Yorkshire. This collaboration, as set out in the Commissioner's local business case on fire governance, bringing together the support services of both organisations to improve the resilience and capacity of each organisation and save money which can be reinvested in frontline services. This will improve how business is conducted in the Services, bringing together change processes so that both Services benefit from improvements and public money is spent once rather than projects being duplicated. More information about ENABLE can be found on page 20.





Assessing the quality of service to the public

The Commissioner represents the public and holds the police to account for the quality of the service they provide to our communities.

The Commissioner undertakes this mainly through her Public Accountability Meetings (PAM). These are held monthly and take a 'deep dive' look at topics of public interest that impact across departments and areas of the police's work. The Commissioner wants to understand how the police are joining up their work and taking a comprehensive approach to preventing and tackling crime and delivering the Police and Crime Plan.

This year topics for the police have included crime recording; their response to drugs and stalking and harassment; how they care for victims, older and younger people; and how they tackle cross border crime. The meetings also consider police performance data, allowing the Commissioner to assess performance against public priorities.

The Commissioner is happy that the public of North Yorkshire are receiving a good service and that NYP are responding well to tackle and prevent crime. She is pleased that North Yorkshire remains the safest county in England. This year there has been a noticeable drop in reports of anti-social behaviour. Burglary has been increasing, especially in rural areas, though there are areas of good practice, such as in Richmondshire and Hambleton. This increase may be due to an increase in organised criminal activity, which has also seen an increase in drug-related crime. However, the Commissioner is assured that the police understand these risks and are working to tackle these crimes and make our communities safer.



Independent Scrutiny Panels

The Commissioner also has two Independent Scrutiny Panels that meet quarterly to assess specific areas of police business to make sure the public are receiving a high quality service. They look at Out of Court disposals and Domestic Abuse respectively and are made up of representatives from the police and partner organisations and members of the public.

A third Independent Scrutiny Panel is being set up to look at Stop and Search and Use of Force, including the use of TASER. This includes a lay observer scheme and community feedback panels to help the Service improve their performance.

The Out of Court Disposal Panel Independent Chair, Jonathan Mortimer, has assured the Commissioner that the Panel are very satisfied that disposals are being used appropriately in line with National Guidelines, and that police officers are exercising their discretion professionally and appropriately in at least 85% of cases, an improvement on last year. They have also seen an improvement in how the views of victims are considered when deciding the outcome.

The Domestic Abuse Panel Independent Chair, Gemma Linfoot-King, has assured the Commissioner that the panel are satisfied that NYP are taking action to improve their handling of domestic abuse cases. This year, eleven cases were scrutinised by the panel. In some cases, immediate action was taken on issues highlighted by the scrutiny panel. However, the panel hopes to see force wide, systemic improvement from its findings over the coming year.

Transform 2020

The Commissioner's vision for NYP, to be an exemplary police service, is set in the context of changing police demand, a challenging financial context, the ever increasing need to work more collaboratively with partners and to do even more to keep the most vulnerable safe.

Both the Commissioner's and HMICFRS' assessments have shown that there are areas of NYP's business where greater value for money could be achieved. This was particularly in the enabling services, but also more widely as the Service responded to national programmes and the changing nature of public demand and crime. A re-evaluation of the way in which services are delivered was required.

This aligned with the transfer in governance of North Yorkshire Fire and Rescue Service who also needed to make considerable savings and efficiencies.

T2020, the transformation programme instigated to respond to this need, is designed to fundamentally re-align the operating model of enabling services and embed collaborative working at the core of NYP and NYFRS. It will deliver £10million of recurring savings for NYP and £2.5million for NYFRS.

The programme is focussed on transformation to learning organisations, allowing for continuous improvement from top and bottom to deliver the best possible service to the public. It will put technology at the heart of delivery, and improve the use of data and way in which our Services understand our communities to improve prevention and early intervention. It will improve processes to ensure change is done for the right reasons and in a way that roots itself in the organisation, not just as bolt-ons that cumulatively grind the organisation to a halt.

Price Waterhouse Coopers (PWC) were appointed as the strategic partner, and between July and September assessed options. From September business cases were brought forward for decisions. A two-phase approach to implementation was decided upon. Phase one saw the implementation of a new operating model for enabling services under a new collaboration between NYP and NYFRS called ENABLE North Yorkshire. Staff consultations took place from March, and implementation commenced in May 2019. This phase will also see the introduction of a new target operating model for digital and information services, and the development and launch of a public safety service in Craven district.

The Commissioner is pleased that the programme is progressing well, and is now looking to phase two which will drive process re-design and introduce new ways of working to embed transformation at the core of the organisation.

ENABLE North Yorkshire

ENABLE North Yorkshire is a new collaboration between NYP and NYFRS to bring together the enabling services for both organisations. It will ensure these services are maximised and modernised, enabling our emergency services to operate efficiently and effectively in serving the public, and improving how local policing and fire and rescue services work together.

This is the culmination of a long-held ambition for Julia, who in her very first term sought to bring about such a collaboration with the Fire and Rescue Authority. As part of the original transfer of staff from Police Authority to PCC and then to Chief Constable between 2012 and 2014, the Commissioner held back the transfer of some staff to facilitate a quicker move to such a model should a collaboration have proved possible. Now that this collaboration has been achieved the remainder of staff will be transferred to the Chief Constable, other than those directly within the Office of the Police, Fire and Crime Commissioner.

ENABLE North Yorkshire will be run by a new Managing Director who will report to the Deputy Chief Constable and Deputy Chief Fire Officer and be accountable for

providing the services they need. While staff will be employed by the Chief Constable and Fire Authority under separate budgets, they will work as one organisation, directed by the Managing Director, for both police and fire and rescue services depending on their role and responsibilities.

ENABLE delivers a central element of the Commissioner's local business case on fire governance and will provide the infrastructure to maximise the opportunities around the Transform 2020 programme. It will ensure both services are in the best possible position to respond to future demands and challenges, providing an expert and professional service that ensures change and improvement are embedded across the organisation. This will also allow the greatest possible investment into frontline policing, protecting the vulnerable and delivering the best possible service for the people of North Yorkshire.

ENABLE North Yorkshire launched in April 2019. The Commissioner is pleased with how this service has developed and will continue to oversee how it is implemented to make sure that both police and fire and rescue are receiving the services they need in a timely and appropriate manner.

Funding and Spending

Funding Breakdown 2018/19	Actual £000s	%*
Core Grant (including Legacy Grants)	75,660	47.2
Precept (including Collection Surplus)	69,660	43.4
Grants (Ringfenced)	4,446	2.8
Non Grant Income (including project income)	10,662	6.7
Total Funding (including efficiencies/productivity gains)	160,428	100

Expenditure Breakdown 2018/19	Actual £000s	%*
Salary Costs	114,532	71.4
Other non salary employee costs	1,870	1.2
Police Injury pension costs	3,640	2.3
Premises costs	4,051	2.5
Supplies and Services	20,970	13.1
Transport costs (including fuel)	2,681	1.7
Financial costs	2,236	1.4
North Yorkshire Police Total	149,980	93.5
Office of the Police and Crime Commissioner	957	0.6
Commissioned Services	4,297	2.7
Project costs	2,775	1.7
Total Expenditure	158,009	98.5
Budgeted transfers to earmarked reserves	428	0.3%
Total expenditure and budgeted reserves transfers	158,437	98.8%
Surplus on the provision of services	1,991	1.2%

* Due to rounding, percentages may not add up to 100%

Financial Position

North Yorkshire Police has a good history of using its resources responsibly, providing value for money to the public, while keeping North Yorkshire one of the safest places in the country.

There has been significant effort to reduce the overspend that occurred last year during 2018/19. The expenditure for the year was £1,991k less than the income received which has provided the opportunity to bolster reserves and provide for future risks.

Further work is required to ensure that North Yorkshire Police can invest in priority areas while ensuring the organisation remains on a sustainable footing and, through the Transform 2020 programme, recurring savings of £10m have been identified and work started to implement these.

Contacts

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Police, Fire & Crime
Commissioner



North Yorkshire Police

Tel: 101 for all non-emergency enquiries
Website: www.northyorkshire.police.uk



Crimestoppers

Report Crime Anonymously
Tel: 0800 555 111
Website: www.crimestoppers-uk.org



Information for everyone

If you require this report in another language, Braille, large print or as an audio tape please contact the Office of the Police, Fire and Crime Commissioner.

Supporting Victims

Support for victims of crime in North Yorkshire
Tel: 01609 643 100
Email: www.supportingvictims.org



You can contact the Police, Fire and Crime Commissioner in the following ways:

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- [youtube.com/c/nypfcc](https://www.youtube.com/c/nypfcc)



As the Police, Fire and Crime Commissioner for North Yorkshire I am committed to being active, visible and available to the public.

I welcome the opportunity to hear your views.

Julia Mulligan