

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

10 September 2012

North Yorkshire Police

1 Purpose of Report

- 1.1 To provide the Committee with an overview and opportunity to seek clarification, as appropriate, on the future direction of North Yorkshire Police, including local policing structures.

2 Background

- 2.1 The North Yorkshire Policing Plan 2012-15 (**Appendix 1**) sets out North Yorkshire Police's priorities which are: safer neighbourhoods; safer roads; stronger partnerships; safeguarding communities; and sustainable North Yorkshire Police. The Plan also provides an overview of the Force's performance figures for 2011/12 and future improvements relating to performance and standards. It also provides funding and expenditure breakdowns.

3 North Yorkshire Police

- 3.1 The factors that will affect the way in which North Yorkshire Police Force plans and delivers its services in the future are:
- The introduction of the Police and Crime Commissioner (PCC). The PCC will be responsible for setting the annual local precept and annual force budget; appointing the Chief Constable and holding them to account; and setting out a five year Police and Crime Plan based on local priorities. The PCC will also have a remit to cut crime and will have commissioning powers and funding to enable them to do this.
 - National reviews relating to the police service as an employer.
 - The abolition of the National Police Improvement Agency and the creation of a new National Crime Agency that will work with police forces to tackle the threats that cut across police force boundaries.
 - Budget pressures arising from reductions in Government grant.
- 3.2 Neighbourhood policing will continue to be the main method by which the Force engages with the public.

4 Crime levels

- 4.1 The Policing Plan states that over the last five years (April 2007 to March 2012) recorded crime in the Force area (which includes City of York) has fallen by 29%: over 15,600 fewer crimes. **Appendix 2** of this report provides crime statistics for the last three complete financial years for North Yorkshire (excluding City of York). It also contains the crime statistics for the latest reporting period: April to July 2012, with comparisons made for the same period in the previous two financial years. This data also excludes the City of York.

5 Recommendations

- 5.1 That Members note the future direction of North Yorkshire Police.

Covering Report compiled by:

Jonathan Spencer
Corporate Development Officer

Contact Details:

Tel 0845 8 72 73 74
E-mail jonathan.spencer@northyorks.gov.uk

29 August 2012

Item presented by:

Assistant Chief Constable Iain Spittal
North Yorkshire Police Force

Annexes:

Appendix 1: North Yorkshire Policing Plan 2012-15

Appendix 2: Reported crime for North Yorkshire (excluding City of York) -

- Breakdown of crime statistics for the last three financial years (2009/10 to 2011/12)
- Breakdown of crime statistics for April to July 2012 with comparisons made for the same period in 2010/11 and 2011/12

Safer

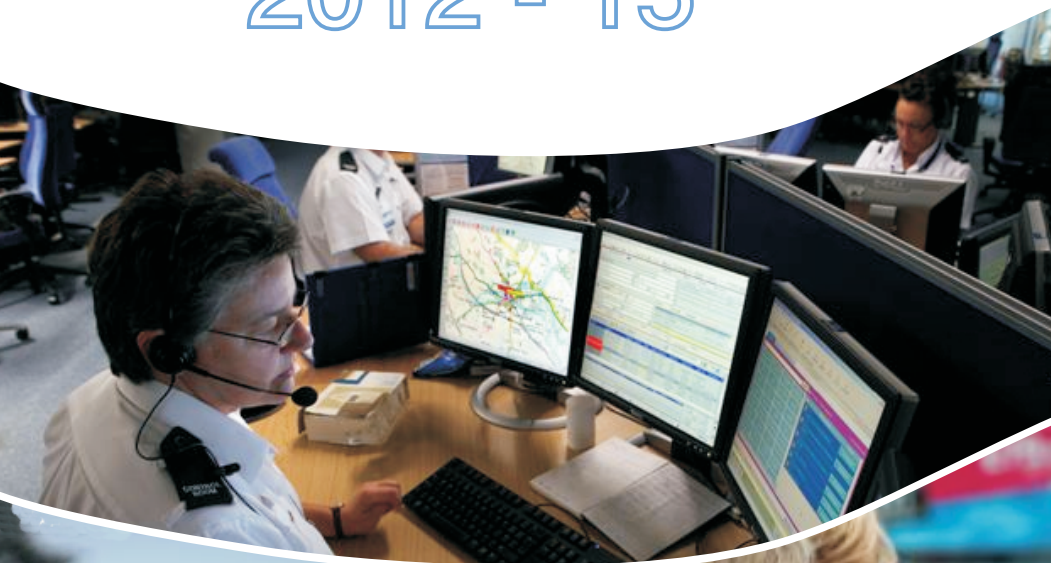
Neighbourhoods

NYPA
North Yorkshire Police Authority



**& North Yorkshire Police Authority
& North Yorkshire Police**

Policing Plan 2012 - 15



Designed and printed by
North Yorkshire Police Print & Design Unit
for and on behalf of
North Yorkshire Police Corporate Communications Directorate
and North Yorkshire Police Authority

June 2012

Contents

| | | |
|--|--------|----|
| Chairman's and Chief Constable's Foreword | ... | 2 |
| Policing the North Yorkshire Area | | 4 |
| Policing in North Yorkshire and How We Have Changed Recently | | 6 |
| How We Will Work in the Future | | 9 |
| Safer Neighbourhoods | | 10 |
| Safer Roads | | 11 |
| Stronger Partnerships | | 12 |
| Safeguarding Communities | | 13 |
| Sustainable North Yorkshire Police | | 13 |
| How We Will Improve Performance and Standards in the Future | | 17 |
| North Yorkshire Police Performance Figures for 2011/12 | ... | 22 |
| Funding Breakdown | | 23 |
| Expenditure Breakdown | | 24 |
| Referenced Footnotes | | 25 |
| Contacts | | 26 |

Chairman's and Chief Constable's Foreword

This is a landmark year for us both. The Police Reform and Social Responsibility Act 2011 will bring a directly elected Police and Crime Commissioner into office in November 2012 and the North Yorkshire Police Authority will be dissolved. Also after five years as Chief Constable, I am retiring from North Yorkshire Police.

Over this period we have enjoyed a strong relationship within our different roles. We have planned together, challenged one another and shared the risks as well as successes. We have been purposeful and determined to keep communities at the heart of our efforts to prevent, reduce and disrupt crime. Our joint efforts have achieved:

- A consistent reduction in recorded crime figures making us one of the safest counties in England and Wales and a continuing focus on delivering further crime reduction despite the current financial climate.
- Maximum good financial and organisational planning that has provided a high degree of stability. We have looked ahead over five years to anticipate major changes whilst concentrating our detailed efforts on the coming year so we respond in a prioritised and measured way.
- Necessary savings from considering our own ways of working, making sufficient savings so that we do not need to increase the local council tax contributions for the second year running.
- High levels of public satisfaction with the services we provide in key areas such as answering calls for service, attending incidents and keeping people updated on what is happening with their case.
- The continuation of our commitment to “Delivering Modern Policing in a Traditional Way” through the transformation of the organisation right across the board by modernising our buildings, vehicle fleet, ICT and working practices.
- Fulfilment of our contribution to national requirements such as supporting other forces when their demand was unusually high and input to national policy and working groups to spread good practice. This was evident last year and continues in 2012 with the Olympic events across the country as well as in London.
- Good results from our external inspectors such as Her Majesty's Inspectorate of Constabulary (HMIC) and Audit Commission. Most notably these have found that the finances are satisfactorily controlled and that future planning processes are robust and well explained.
- A clear undertaking and a plan so we have continued improving by reducing crime, making people feel safe, using our money and resources wisely.

Chairman's and Chief Constable's Foreword

Neighbourhood policing will continue to be at our core and the main method by which we engage with the public. We will enhance this by continuing to work with partners and engage all groups within the community and increase the usage of mobile technology and social media. By understanding how our communities change we can work with them to re-design the services we provide and encourage a greater participation to further improve our operational intelligence. We will continue to improve our customer and victim satisfaction so that every interaction is beneficial and reassuring.

We have created a strong position to continue to transform and adapt to recent changes as well as improve our performance. As a result of the work we have done to date we are both confident and determined that our core services can be sustained as long as we continue to find innovative and, if required, alternative ways of providing them.



Jane H. Kenyon

Jane Kenyon
NYPA Chair



Tim Madgwick

Tim Madgwick
Temporary Chief Constable

We are very pleased to report that over the last five years recorded crime in the North Yorkshire area has fallen by 29% when compared to the 2006/07 figure, which is over 15,600 fewer crimes from April 2007 to March 2012 and makes this one of the safest areas in England and Wales. All our planning and efforts have been focussed on achieving results like these.

Achieving these results means building and delivering the service from a variety of activities which take account of a number of factors. We consider our geographical area so as to best understand who lives, works and visits North Yorkshire and the City of York.

North Yorkshire is the largest county in England covering 3,341 square miles of which 45 miles is coastline and 40% has within it the National Parks of the Yorkshire Dales and North Yorkshire Moors. Unsurprisingly the area attracts a lot of visitors with an estimated 7.1m to York, 5m to Scarborough, 7m to North Yorkshire Moors National Park and 9.5m visiting the Yorkshire Dales each year. So we have plans to manage busy roads, resorts and seasonal events from the Great Yorkshire Show and York Races to the Knaresborough Bed Race and Whitby Regatta.

As the resident population is relatively small at around 802,000 and spread across a large area, we have concentrated our main specialist services in Northallerton, Scarborough, York and Harrogate so that we can respond to calls for service as quickly as possible. These main centres and specialist services also support our six Safer Neighbourhood Areas in local police premises and mobile police vehicles and have been further enhanced by 12 local police stations newly established in the last 18 months which are in town centres so they can be found and used easily.

In addition Catterick Garrison is the largest military garrison in Europe and the area hosts United States service personnel at Menwith Hill as well as Royal Air Force staff at Fylingdales. These sites along with other North Yorkshire sites of specific interest such as Drax power station and York Minster require special consideration for their security.

There is a growing ethnic population, some permanent and some are seasonal workers from other parts of the European Union. We take care to ensure that we consult and feedback to people as widely as possible and in a variety of ways such as local meetings, special interest groups such as Independent Advisory Groups, surveys, dealing with complaints and receiving compliments, assessing feedback and comments from social media. As part of our commitment to communicate with you, if you need us to we will publish information in different formats and languages.

In addition we have our own published Service Standards (follow hyperlink to <http://www.northyorkshire.police.uk/nypssc-test>) for services like answering 999 and non-emergency calls and getting to callers in specified times so as to provide a consistently good service, to all, for the key things you expect the police to do. These areas are monitored continuously and assessed so we can adjust to operate more effectively. They are also reported publicly so you can see how well we are doing.

As well as meeting our policing responsibilities we also do a great deal of work with others in the private, public and voluntary sectors. By working with such organisations as health for the care of assault victims and substance users; education in supporting children; probation to deter offenders from committing further offences; and transport and local authorities to increase road safety, we achieve more than we could on our own.

When we need additional resources such as mounted officers, underwater search, air support or more officers, we have arrangements in place to get those only as and when needed rather than have to bear the cost all year round. In addition we have joint arrangements with other police forces, particularly in the Yorkshire and Humber region, where we have formed specific teams for policing roads, gathering and acting on intelligence and purchasing equipment together at a lower cost.

We have seen the introduction and removal of the public confidence target, the introduction and continued focus on collaboration, an increased requirement to support national threats and events, and significant changes in public sector reforms – all within the context of reducing resources and providing the service required in a cost effective way.

Since 2007 we have been continuously reviewing how and what we do to modernise the service. We started with the Capacity and Capability Review that led to our overall, five year change and financial programme to identify further opportunities for improvement. By revising and improving working practices we generated over £16m of efficiencies.

This review work was accelerated by the Government's spending cuts that began in 2010. Reductions of 20% to all police funding, and a majority of that over the first two years of 2011-13, meant savings of £8.894m were required in 2011/12 in order to set a balanced budget. We have had to speed up our planned changes so that services are not adversely affected and we stay firmly focussed on visible, local policing. One consequence was that in 2011 we made changes to job roles so staff could be more flexible and cover responsibilities differently. We also needed to reduce our numbers of staff. These changes include:

- Answering your calls – on average we receive 480,000 calls for service each year, of which 73,000 are emergency calls. To maintain our level of service with fewer staff we did two things. Firstly we moved from two force control rooms to a single site in York so all information comes into and is dealt with from the same place. Investment in technology meant that we now know where all our police vehicles are and so can save time by despatching the closest available officers. Secondly, when the single force control room was in place we introduced an automated switchboard. This allows you to get straight through to the services you wish rather than through an operator. Finally we have recently completed work to change over to the national non emergency 101 number so that this is now the number you can use and will see advertised on our vehicles, web sites, stationery and other communications.
- Providing a 24 hour service - we have reviewed who delivers our services and how that is done. We will maintain our commitment to having 183 Police Community Support Officers and 90 other volunteers whilst working towards a Special Constable strength of 220 by 2014. This gives us a range of employee expertise that we can deploy to meet your needs. So, whilst our way of operating has changed, our service levels have not.
- Supporting national policing - some crimes or events are bigger than any one force can manage on their own. National arrangements are in place should any force experience events such as the public disorder in summer 2011 or large scale murder enquiries so that as a service we are committed to supporting each other. Whilst reshaping our resources we have ensured that we are able to provide those skills at a national level at minimum cost without compromising our local services.

Policing in North Yorkshire and How We Have Changed Recently

- Access to specialist skills - in 2007 we joined with West Yorkshire, South Yorkshire and Humberside into the Yorkshire and the Humber regional group (YatH) so that together we have a stronger capability to tackle serious and cross border crimes. The YatH region joined together to form six specialist units of the Regional Roads Crime Team, Intelligence Unit, Organised Crime Unit, Special Operations Unit and Confidential Unit and Witness Protection Unit. These services have given us access to the skills we need when we need them without having to pay for our own full-time teams.
- Improving standards - we have centralised our internal arrangements moving from three Basic Command Units to just one. This streamlining has allowed us to work to common standards, plan more effectively and function in a less costly way by reducing managerial overheads. Similarly, we take public complaints very seriously. There is a national deadline of 120 days for the completion of investigations and we hit that 95% of the time. Further, we have set an internal target of 60 days in order to improve our service in this area. The Independent Police Complaints Commission (IPCC) recommends that complaints are resolved locally rather than through a more formal and costly external process. We achieve an average of 70% local resolutions which is the highest in the country.
- Reducing overheads - part of the whole scale transformation of the estate included building a new police station in Harrogate to replace an aging, costly and unsuitable building. This new station is fully compliant with modern requirements for such as space in custody cells as well as being energy efficient. This is in addition to updating 12 other local police sites which are in more accessible locations and do not cost as much to maintain. By undertaking a number of initiatives such as extending vehicle replacement criteria, standardising our vehicles and using other means of getting into communities such as bicycles, motorbikes and mobile police stations we have saved over £1.1m in the last two years. This has meant that sometimes buying a new vehicle was more cost effective than repairing the old vehicle.
- Embracing new technologies - investing in secure mobile data handsets meant that we are increasingly able to operate from different locations and are not reliant on offices or stations for computer access. As a result we are now spending more time out with the public gathering intelligence and providing reassurance. Improvements in data security have meant that we can share information both nationally and locally, joining up gaps in information and helping different agencies work effectively together. Modern technology has also offered greater scope for imaginative communication and consultation, such as social media feeds, blogs and online community meetings.
- Understanding our costs – we have welcomed HMIC's Value for Money Profiles which have helped us to understand how much we spend on our services compared to other forces. From that understanding we have met our annual targets to reduce expenditure where we think our costs are higher than they could be. This has led to

Policing in North Yorkshire and How We Have Changed Recently

us improving the productivity of our front-line supervisors, reducing levels of overtime and revising allowances for police staff. Most importantly we have increased the percentage of the Force budget that is given to local neighbourhood policing.

How We Will Work in the Future

The world of policing is going to be different. First the law has changed. The Police Reform and Social Responsibility Act 2011 has significant implications for all police services. This Act will introduce directly elected Police and Crime Commissioners (PCCs) for the first time in November 2012 and will see the dissolution of current police authorities. Amongst other things the Act also sets out some specific requirements for all forces in terms of responding to national demand, how complaints will be dealt with, how the PCC will respond to questions about police performance through new local authority Police and Crime Panels and how grants will be allocated to policing partners. We have a separate project in place to make sure that these changes are brought in as required, on time and in a cost effective way.

Second, there are national reviews in train that will change the police service as a whole. These relate to the police service as an employer; how we recruit, pay and reward our employees and; the arrangements which set out how long police officers will serve.

Third, the organisations that bring the 43 police forces together at a national level are being reformed. This includes the proposed abolition of the National Police Improvement Agency (NPIA) and the creation of a new National Crime Agency (NCA) that will work with us to tackle the threats that cut across police force boundaries.

Fourth, the financial situation is such that budgets in all public organisations are reducing. This presents particular challenges for us as an individual organisation as well as being in partnership with others. Where we may have looked to others to provide a service, if they can no longer do that, then an alternative solution will be found. Currently we are considering the requirements for our services and how and by whom these will be provided if we no longer think it is efficient to do these ourselves. The more cost efficient we can be then the more we improve our capability to provide our services at the standard we are committed to as well as support others in our shared aims. We will continue to improve the results you see and how we do business. As guardians of public money we take very seriously our responsibility to plan and deliver services within our allocated budget. The grant given to us by the Government has reduced from £83.207m in 2010/11 to £78.953m in 2011/12. This was £4.254m or 5.1% less. In 2012/13 we shall have a grant of £73.661m, a further reduction of £5.292m or 6.7%. This core grant will be uplifted by a £1.5m per annum grant (until 2014/15 only) to compensate us for the precept freeze in 2011/12.

We have been able to freeze the precept again for 2012/13, supported by a one year grant from the Government, but this will have implications for the budget in 2013/14 onwards when we will need to find an additional £1.8m of savings to compensate for the freeze. Over three years the basic grant has reduced by £9.5m or 12%. The Neighbourhood Policing Fund and Counter Terrorism grants remain ring-fenced for 2012/13 at 2010/11 rates, and the former will cease as a separate grant after this year. Clearly this has implications for us when managing rising running costs against our wish to keep the costs to the public of North Yorkshire and the City of York low. We predicted

How We Will Work in the Future

this situation as far as possible, planning and taking steps through our programme of reviews to reorganise and reduce costs. This early work means we are well prepared for a challenging future and can continue to concentrate on providing our service well.

Whilst the fundamental duty of the police to protect the public will remain there is a need to have a greater understanding of our demand and productivity which will allow us to plan our resources in the most effective way to provide the best possible service to the public. Our aim is to provide improvements in service and performance, and to get the most out of every pound spent.

In summary, the next three years will be focused on transformation of the police. We will do this under the main priorities of:

Safer Neighbourhoods

We know how important it is that our teams of officers, Police Community Support Officers and Special Constables get to know their areas and the people who live in them so they can win trust and gather information. For example 15% of the incidents recorded relate to anti-social behaviour (ASB). We know that ASB can have a huge impact on the lives of individuals and communities. We will therefore continue to tackle the root causes by making full use of our and our partners' range of powers and resources.

In 2011 we investigated over 2300 "Missing from Home" incidents of which 80% were medium or high risk. Similarly, dealing with those crimes where there is a direct victim remains one of our highest priorities. This includes violent crimes directed at a particular individual or individuals such as sexual offences, theft, criminal damage or arson. These are the incidents which effect people greatly and we are determined to do our best to respond to them when and where needed.

Part of our review programme looked at maximising our contact time with the public and so we assessed and revised the shift system and are completing the introduction of a Resource Management System that will improve officer deployment and so reduce overtime costs. Similarly the Information Technology Strategy has recently been refreshed and in 2012/13 we will continue work already started in improving data quality and security. This will allow officers and staff to work at different locations so increasing their productive, visible time by reducing the necessity for travel to particular offices.

Our success will be judged in a number of ways including our crime detections and use of "alternative disposals" where an offender takes the opportunity to make recompense to their victim. Also what you say about your satisfaction with our service, the number of complaints and compliments we receive and how well we keep our Service Standards promises.

At each safer neighbourhood area, you have given us a small number of local issues that

How We Will Work in the Future

you feel are a priority for us to resolve. These priorities have been identified through feedback from residents either online, through surveys or at public meetings and often focus on low-level crime, anti-social behaviour on the roads and in neighbourhoods and environmental factors such as littering and dog fouling.

We are then held to account by local councillors at local Overview and Scrutiny Committees. These are based at district council level where local elected members of the council can discuss local performance with all of their community safety partners.

At a force level, crime and disorder information is becoming more accessible to you. The recent developments in technology and information sharing mean that you can now access crime and disorder data and performance to date through a variety of channels. The introduction of websites such as 'Police UK' provides instant access to street-level crime maps and data, as well as details of your local policing team and beat meetings. This site also provides advice and guidance on how to protect yourself and your property along with a direct link to our Force website where more detailed information can be accessed on our service. For more information please see www.Police.uk

Safer Roads

Policing our roads and reducing the number of people Killed or Seriously Injured (KSI) remains important to us. Working in partnership with local, regional and national partners we will continue to; engage with local residents and educate road users; enforce the law and make sure those responsible for breaking the law are dealt with and; work with relevant agencies to ensure roads are engineered to make them as safe as possible to users. Whilst we have strived year on year to achieve the lowest levels of KSIs we will also be contributing to the delivery of a national Department for Transport target.

Key to our policing of the roads are seasonal campaigns at times where we know more enforcement activity is required, such as high visibility days to deter offending in specific areas, and we have given our officers additional training to recognise where someone is driving under the influence of drugs.

We will continue to develop our usage of Automated Number Plate Recognition (ANPR) software to identify vehicles that are of interest to the police. Often these are from outside the North Yorkshire area as offenders move into and through the county to commit crime.

Alongside enforcing the law, we will continue to work on preventing anti-social use of the roads and casualties on the road. We have programmes delivered with partners for promoting safer motorcycling and driving. This year we will be continuing the use of driver education courses instead of fixed tickets for those drivers who are marginally in excess of the speed limit. We will also be working with our local councils to maintain and improve any aspects of the roads that would reduce casualties.

Stronger Partnerships

As well as dealing with police specific matters we also work with a wide range of other organisations to provide the best service possible. We build our plans jointly with those partners through a process of combining our respective agencies information together and looking for common themes. From these themes, each agency commits to playing its part in resolving the issues both individually and collectively.

In North Yorkshire there are seven Community Safety Partnerships. These are based on local authority districts and their job is to produce and implement plans to reduce crime and disorder (including ASB), substance misuse and reoffending. We contributed £89,000 to these Partnerships in 2011/12 and will continue that support in 2012/13.

Over the next year we are developing a Joint Agency Protocol for the Implementation of Section 136 of the Mental Health Act 1983 (2007) with the NHS and local authority partners to provide appropriate conditions for those requiring assessment and detention.

Our arrangements with a private company for the provision of Force Medical Examiners in custody suites have shown continuous improvement over the last year in terms of quality of care and response times.

We will maintain our other arrangement with West Yorkshire Police for the initial processing and short listing of probationary police officers as we plan to recruit in the latter part of 2012.

The four forces in the Yorkshire and Humber (YatH) region continue our collaboration on a range of policing issues to deliver in specialist areas of policing. The regional teams also support local teams to tackle serious and organised cross border criminality and will be continuing to seek improvements through possible joint working opportunities in areas such as Criminal Justice Administration, Fleet, Specialist Operations Units (mounted section, dogs, firearms & underwater search), and Media and Marketing.

In 2011 NYPA agreed to support a draft proposal for a National Air Service that will ensure we have a guarantee of air support as and when we need it.

The Independent Custody Visiting (ICV) Scheme continues to be strongly supported by local volunteers to ensure that correct standards are maintained and procedures followed for the treatment of those in police custody as well as their attendance on a programme of training and support. We are grateful to scheme members as they assist us in maintaining standards in this very important area of business.

How We Will Work in the Future

Safeguarding Communities

This is identifying and planning to meet our local needs for more complex incidents such as the 1500 sudden deaths we dealt with in 2011. Also making best use of the 65,000 intelligence reports we received as well as those generated by the Automated Number Plate Recognition systems to combat not just local criminals but those who travel across the country to commit offences of varying seriousness.

2012 promises to be a particularly busy year with Her Majesty's Diamond Jubilee celebrations, the Olympics, Paralympics and Torch procession through the North Yorkshire area, European Football Cup and the host of other events which take place throughout the year.

In addition we have our contribution to make to national requirements such as the Home Secretary's Strategic Policing Requirement. This is in response to what the Government assesses as the main threats to the country as a whole.

Cyber crime is a national priority, three Central E-Crime Units have been set up to tackle the most serious incidents of cyber crime from those affecting large scale organisational infrastructures to smaller, local businesses. Since February 2012 the YatH has hosted one of these units.

The YatH, in partnership with the charity People United Against Crime has just launched a Business Crime Reduction Centre. Part financed by the European Union we have four Police Community Support Officers available to give free assessments of business security needs.

We are also part of the multi-agency partnership that addresses the prevention of terrorism. This includes the City of York and North Yorkshire County Council, regional Counter Terrorism Unit, University of York, York Hospital Trust, Probation and Fire and Rescue and Forum for Voluntary Organisations. The partnership works to identify and mitigate against the causes which can increase the chance of people becoming involved with radical groups. This work is supported by undertaking and learning lessons from the multi agency exercises that we take part in periodically.

Sustainable North Yorkshire Police

Perhaps the key to success here is our thoughtful and well informed planning and we have recently been commended nationally by HMIC for just that. Over the last few years our plans have been populated with better and wider information and so become increasingly reliable. We have strategies for key areas of business such as Crime, Asset Management, ICT, Estates, Communications and Leadership so there is greater focus and purpose to our subsequent delivery plans. Our financial planning has drawn a clean bill of

How We Will Work in the Future

health from successive Audit Commission reports. Alongside the Medium Term Financial Plan sits our Business Development Plan describing which services will be developed, when, how and at what costs. The Medium Term People and Training and Development Plans add the staffing detail including the objectives under Operational Delivery, People and Culture and Organisational Processes as part of the requirements under the Equalities Act 2010. This clarity not only sets out where we are going but also allows us to check our progress.

We are committed to setting challenging equalities objectives across all areas of the organisation which address the biggest and most pressing issues facing individuals that we provide services for, and employ. In 2011, we reviewed and revised the governance structure for equalities and diversity and have developed specific objectives to work towards achieving. The detailed objectives can be seen on pages 20 and 21 of this Plan.

We are rich in information about what is happening in all areas at all times and so can keep a constant watch on what is doing well and what needs attention. Some crime spikes can be anticipated and avoided from the intelligence we gather. Where that isn't possible we can move teams around for specific operations.

We are realistic and prudent in financial planning, expecting the lowest grant settlements so we can develop ways of managing if it then happens.

Our large geographical area has implications for responding to incidents and calls for assistance in terms of use and maintenance of the vehicles. We will maximise use of diesel vehicles to increase their useful life and reduce the CO₂ emissions which we can now monitor and address. For example our vehicle CO₂ emissions stood at 1,115,216 in October to December 2008 and reduced to 912,604 in July to September 2010. We are a member of the Government's Energy Saving Trust Motovate initiative and received a nomination for the Green Fleet Awards 2010/11 for best improved fleet. We also work with other forces to buy vehicles in numbers and so at lower cost.

We have a wide range of buildings which are being updated or replaced in order to increase their efficiency and reduce the effect on the environment. The new police station in Harrogate is on target to achieve a Building Research Establishment Environmental Assessment Method (BREEAM) Excellent rating, having recently received the design stage certification. This is the world's foremost environmental assessment method and rating system for buildings. The constructors are a member of the Considerate Constructors Scheme and the latest site visit has resulted in an excellent score of 37 out of 40 due, in part, to their close relationship with the Harrogate charity Horticap - a horticultural based charity helping adults with learning disabilities. Contractors have donated materials, including metal and timber waste from the site as well as providing building expertise to help with the construction of a new workshop facility. The charity is able to re-use the waste timber to make things which they can sell, and also sell on the waste metal adding to the charity's funds. Leaves from site and neighbouring areas are

How We Will Work in the Future

also given to the charity which can then turn into mulch and sell to raise more funds. The main contractor is using new software to monitor the levels of CO2 emissions from all the elements of the building including deliveries and all traffic movements associated with the site. These are measured against national benchmarks and used to reduce the amount of CO2 that the contractor is emitting from the site. The company is also operating a park and ride service for contractors with a mini-bus to reduce congestion and CO2 emissions.

We were named as a Significant Improver in Business in the Community's Yorkshire and Humber Environment Index for 2011. The award is in recognition of an increase of 40% in our environmental index score for 2011 compared to 2010. In March 2011, 5% less electricity was used at NYP's half hourly metered sites than was used in March 2010. This translates into savings of over 10 tonnes of CO2 and £2000 worth of electricity in just one month. Cumulatively the savings continue to grow. The Big Switch Off campaign started in October 2010 and since then, over 57 tonnes of CO2 and nearly £10,000 of electricity have been saved across our half hourly metered sites compared to the same period a year ago. In conjunction with Aquafund, we have been actively managing and monitoring water consumption at our metered sites since 2008. As a result we have made a saving of £12,500 with a contribution of 1% of this going to the WaterAid charity which helps the world's poorest countries have access to clean, safe water.

In 2012/13 we will be pressing on with planning and updating our Information Systems in line with the National Information Systems Improvement Strategy to increase national capability and reduce costs through common systems and standards. Part of this is to extend reliable, secure mobile data so staff can work more flexibly from different locations, for example improving our forensic capability through body worn technology such as cameras so data are transferred quickly. It will also allow us to access more third party systems to build local profiles for crime prevention as well as reactive work. We will communicate more widely using a greater number of media without compromising standards. We will share our information with other forces and partners, search their systems and make a bigger contribution to such as the identification of repeat victims, child protection and cross border crime. In future years we will implement an electronic documents and records system, increase "hot-desking" so reduce licensing and operating costs.

In terms of our standards we will build on our professionalism by maintaining our Service Standard promises to the public and seeking formal accreditation where that adds value to what we do.

Our policies and procedures will continue to be maintained and updated in a practical way so bureaucracy doesn't hinder us but we don't take unnecessary risks either. Along with the publication of all suitable information, this forms part of our commitment to openness and a constant drive for integrity and professionalism.

We will establish new oversight arrangements for the PCC so the public can hold us to account across the breadth of issues from reported crime, public satisfaction and

How We Will Work in the Future

complaints, attending incidents and responding to calls for assistance.

A robust framework is in place to ensure we are continuously improving our performance via regular consultation with our communities and through internal and external governance arrangements. This includes regular public reporting on progress to date and through a variety of inspections and audits.

There is no single approach to the transformation of services that now needs to take place as the breadth of change is both varied and complex. We must keep up with change ensuring that we adapt our skills and behaviour to be ready for what comes next. We will transform ways of working from a bureaucratic, target driven culture to a more customer facing approach that embraces change and demonstrates value for money.

How We Will Improve Performance and Standards in the Future

Performance Targets

Our performance is monitored against a significant number of factors, and that will continue. From these main priorities we have the following specific targets for 2012/13:

| North Yorkshire Policing Plan | Performance Targets 2012/13 |
|---|---------------------------------------|
| Crime | |
| Overall Crime Rate | Reduce from 38765 (11/12 Outturn) |
| Overall Victim Based Crime Rate | Reduce from 33540 (11/12 Outturn) |
| Overall Positive Outcome Rate (Detections and Alternative Disposals) | Increase from 34.7% (11/12 Outturn) |
| Anti-Social Behaviour | |
| Overall ASB Rate | Reduce from 39891 (11/12 Outturn) |
| Roads Policing | |
| Overall Killed and Seriously Injured Rate | Reduce from 517 ¹ |
| Satisfaction with Service Delivery | |
| Overall User Satisfaction Rate | Increase from 85.4% (11/12 Outturn) |
| Public Accessibility | |
| Percentage of 999 calls answered within 10 seconds | Increase from 84% (11/12 Outturn) |
| Value for Money | |
| <i>Value for Money Development Areas</i> <ul style="list-style-type: none"> o Number of officers on recuperative duties o Number of officers on long term absence | Move to at least an average position. |

How We Will Improve Performance and Standards in the Future

Service Standards

We have consulted you through focus groups to identify what is important to you about our service. The following top priorities were identified and are reflected in our Service Standards:

We are committed to being there when you need us:

- We aim to answer 999 calls within 10 seconds
- We aim to answer non emergency and all other telephone calls within 30 seconds
- If your call is relating to an emergency incident we will aim to attend within 15 minutes in urban areas and within 20 minutes in rural areas
- If your call is relating to an incident that is classified as a non emergency and attendance is required, we will make an appointment to see you and provide you with an estimated time of arrival. If you are vulnerable we will aim to attend within 60 minutes
- We will be visible and put your communities' needs first

We are committed to being your local service

- We will publish details of your local Policing Team in a range of accessible formats
- We will respond to every message directed to your Policing Team
- We will attend community meetings, hold surgeries and consult with members of your community to agree local priorities
- We will work with you, your community and other local organisations to tackle agreed priorities
- We will provide communities with monthly updates on progress made towards tackling local priorities and policing issues
- We will publish information about crime in your area

We are committed to listening to you

- Whether you are a victim or witness we will ask you what you need, listen to you and ensure a fair service for all
- We will respond to you in a professional and polite manner and deliver what we promise
- When you contact us we will explain what will happen next and agree with you how you will be kept informed
- When responding to written correspondence such as a letter, fax or email, we will, subject to any legal considerations:

How We Will Improve Performance and Standards in the Future

- Aim to respond fully within 10 working days but if this is not possible, provide a full response within 28 days; if it is likely to take longer we will inform you of the steps we are taking and the estimated timescales involved
- Provide the contact details of the individual or team who will be dealing with your issue
- If we need to re-contact you we will agree with you the best time to do so, along with the most appropriate means e.g. telephone, email or text
- We will deal with complaints fairly and in an open and timely manner

Equality Objectives

North Yorkshire Police Authority and North Yorkshire Police are committed to setting challenging equalities objectives across all areas of the organisation which address the biggest and most pressing issues facing individuals that we provide services for, and employ. The objectives set are as follows:

Objective 1:

To take steps to increase the number of Black and Minority Ethnic (BME) staff, officers, PCSOs, volunteers and specials in our teams year on year over the next four years from 1 April 2012. We will seek to achieve this by identifying and removing any actual or perceived barriers to equality of opportunity in recruitment, retention and progression and by identifying and acting upon ways to attract people from as diverse a range of backgrounds as possible, to our organisation.

Objective 2:

To review the current system of Applicant's self declaration and equality and diversity monitoring forms, ensuring that North Yorkshire Police gain focussed, relevant equalities information about candidates. Once collected this will enable these Objectives to be reviewed to ensure that the most pressing and relevant areas are addressed by them. This work is to be progressed as soon as practicable and in any event by the end of the current financial year.

Objective 3:

To embed an enhanced Internal Dispute Resolution scheme within NYP by September 2012. This will lead to the selection and training of an appropriate number of mediators, equipped with the necessary skills to assist in the resolution of workplace concerns and disputes including any which include diversity, equality or human rights issues. Additional steps will be taken to equip line managers with complementary skills with a view to reducing instances of escalation of such issues and maximising the retention of staff.

Objective 4:

To review and develop the organisational approach towards Hate Crimes and Hate Incidents. This includes care and assistance provided to victims and witnesses and encompasses;

- Establishing and communicating clear reporting channels to communities so that victims and witnesses know how to report Hate Crimes and Hate Incidents to NYP.
- Promoting and explaining the service standards that victims and witnesses can expect from NYP.

How We Will Improve Performance and Standards in the Future

- Promoting and explaining how NYP will work with partner agencies to support victims and witnesses.
- Clearly outlining how NYP will utilise Independent Advisory Groups as a critical friend to assist in reviewing the organisational response to Hate Crime and Hate Incidents.
- Increasing the knowledge and confidence of NYP officers and staff in dealing with Hate Crimes and Hate Incidents, ensuring they fully understand their role and the assistance they can provide to victims and witnesses.







Objective 5:

Ensuring that the development and review of North Yorkshire Police policy and procedure is informed by analysis of their compliance with equality duties.

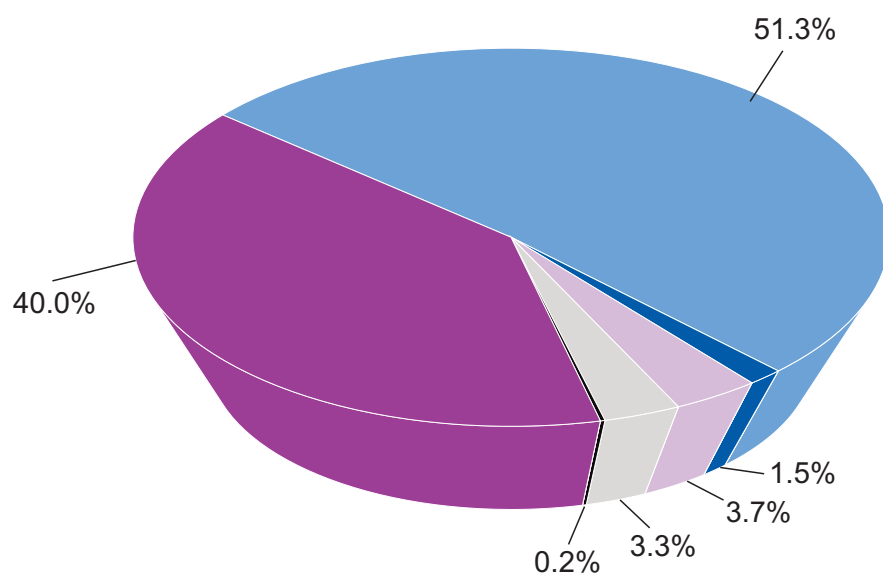
North Yorkshire Police Performance Targets for 2011/12

| North Yorkshire Policing Plan | | 2011/12 Performance | | |
|---|---|---|--------------------------------|----------|
| | | Target | Actual | Achieved |
| Crime | | | | |
| 1. | Overall Crime Rate | Reduce from 10/11 Outturn | -9% (-3630) | ✓ |
| 2. | Serious Acquisitive Crime Rate | Reduce from 10/11 Outturn | -6% (-352) | ✓ |
| 3. | Serious Violent Crime Rate | Reduce from 10/11 Outturn | -23% (-84) | ✓ |
| 4. | Discontinuance Rate with Crown Prosecution Service for Serious Sexual Crimes | Reduce to 10% | 8% ² | ✓ |
| 5. | Serious Acquisitive Crime Sanction Detection Rate | Increase to 15% | 14.7% | X |
| 6. | Serious Violent Crime Sanction Detection Rate | Increase to 66% | 75.2% | ✓ |
| 7. | Serious Sexual Crime Sanction Detection Rate | Increase to 32% | 33.3% | ✓ |
| 8. | Overall Detection Rate (incl. alternative disposals) | Increase from 10/11 Outturn | 34.7% (+2.4%) | ✓ |
| Anti-Social Behaviour | | | | |
| 9. | Overall ASB Rate | Reduce from 10/11 Outturn | -8% (-3362) | ✓ |
| 10. | The percentage of victims classified as vulnerable who do not suffer repeat incidents of Anti-Social Behaviour | Increase to 70% | No data available ³ | |
| Roads Policing | | | | |
| 11. | Overall Killed and Seriously Injured Rate | Reduce from 10/11 Outturn | -7% (-36) ⁴ | ✓ |
| Satisfaction with Service Delivery | | | | |
| 12. | Overall User Satisfaction Rate | Increase by 4% (to 85%) | 85.4% | ✓ |
| 13. | User Satisfaction with Follow Up Rate | Increase by 4% (to 73%) | 72.5% | X |
| 14. | Percentage of victims who said that they wanted to be kept informed of progress who were then provided with an update without having to ask | Increase from 10/11 Outturn | 59.4% (+2.6%) | ✓ |
| Public Accessibility | | | | |
| 15. | Percentage of 999 calls answered within 10 seconds | Increase 90% | 84% | X |
| 16. | Percentage of Immediate Urban incidents attended within 15 minutes | Increase from 10/11 Outturn | 84% (+2.9%) | ✓ |
| 17. | Percentage of Immediate Rural incidents attended within 20 minutes | Increase from 10/11 Outturn | 80% (+3.3%) | ✓ |
| 18. | Percentage of vulnerable or upset person incidents attended within 60 minutes | Increase to 80% | 75.5% | X |
| Value for Money | | | | |
| 19. | Percentage of Force Budget allocated to Local Policing <i>Value for Money Development Areas (20-26)</i> | Increase from 10/11 Outturn | No data available ⁵ | |
| 20. | Supplies & Services [HIGH] (Computing, Forensics) | Move from an outlier position (top or bottom 25% of Forces) to an average position (middle 50% of Forces) | No data available ⁶ | |
| 21. | Sergeant to PC/PCSO supervision ratio [HIGH] | | | |
| 22. | Not available for duty [HIGH] | | | |
| 23. | Investigation Capability [LOW] | | | |
| 24. | Overtime spend [HIGH] | | | |
| 25. | Police Staff unit costs [HIGH] | | | |
| 26. | Support Services [LOW] | | | |

Funding Breakdown

| | | Funding Breakdown | |
|---|----------------------------------|-------------------|----------|
| | | 2011/12 | 2012/13 |
| | | Actual | Budget |
| | | £000s | £000s |
|  | Core Grant | 78,952.8 | 75,192.8 |
|  | Precept (including Fund Surplus) | 61,564.3 | 61,497.8 |
|  | Interest on Deposits | 314.7 | 205.8 |
|  | Non Grant Income | 5,140.8 | 2,594.8 |
|  | Other 'Core' Grants | 5,663.6 | 5,955.7 |
|  | Grants (Ringfenced) | 2,335.7 | 1,384.7 |

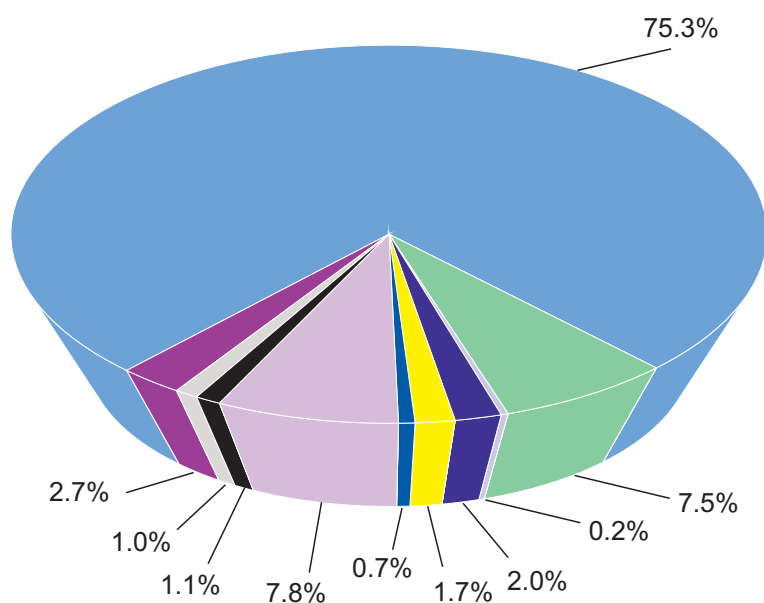
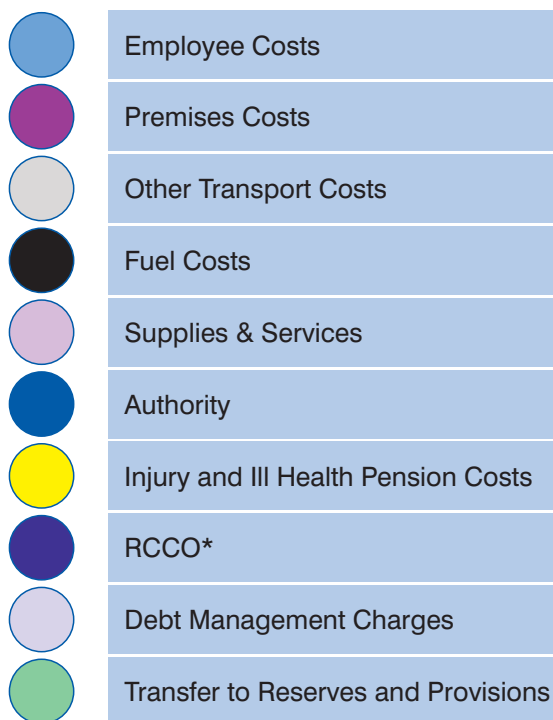
| | | |
|--|------------------|------------------|
| Total Funding (including efficiencies/productivity gains) | 153,971.9 | 146,831.6 |
|--|------------------|------------------|



The 2012/13 efficiencies have been set in response to the Comprehensive Spending Review. A total of £14m of savings have been removed from the annual budget since 2010/11 to enable a balanced budget to be set in 2012/13 with a zero Council Tax precept rise. A further £1.8m per annum of savings will need to be identified in 2013/14 onwards to compensate for the 2012/13 precept freeze.

Expenditure Breakdown

| | | Expenditure Breakdown | |
|-------------------------------------|--|-----------------------|------------------|
| | | 2011/12 | 2012/13 |
| | | Actual | Budget |
| | | £000s | £000s |
| Employee Costs | | 115,886.9 | 113,402.1 |
| Premises Costs | | 4,168.6 | 4,612.2 |
| Other Transport Costs | | 1,567.9 | 1,601.1 |
| Fuel Costs | | 1,694.0 | 1,780.3 |
| Supplies & Services | | 11,978.3 | 15,358.1 |
| Authority | | 1,112.8 | 1,080.0 |
| Injury and Ill Health Pension Costs | | 2,651.8 | 2,699.2 |
| RCCO* | | 3,147.9 | 3,145.3 |
| Debt Management Charges | | 321.9 | 300.3 |
| Transfer to Reserves and Provisions | | 11,441.8 | 2,853.0 |
| Total | | 153,971.9 | 146,831.6 |



*RCCO - Revenue Contribution to Capital Outlay which represents the contribution from revenue budgets to Capital Expenditure.

Referenced Footnotes

- 1 The overall Killed and Seriously Injured rate is recorded by calendar year (ie January 2011 to December 2011).
- 2 Only data for the 12 months to January 2012 available at the time of publication.
- 3 The production of this measure was previously undertaken using extensive manual 'before and after' searching of the Niche and STORM systems by the Business Administration team from the Force Control Room. Following the Force Control Room Review this function was removed as a cost saving and therefore North Yorkshire Police is unable to use its original methodology to assess performance.
- 4 The overall Killed and Seriously Injured rate is recorded by calendar year (ie January 2010 to December 2010).
- 5 Whilst the finalised data will not be available until later in the new financial year, national changes in the way the cost codes link from individual roles up into the Police Objective Analysis grouping for this measure mean that a year on year comparison would be inaccurate.
- 6 While previous iterations of the value for money profiles used police personnel data collected from the annual data return, the profiles published for 2011/12 use Police Objective Analysis data on cost and workforce which uses different groupings and breakdowns. Therefore, it is not possible to directly compare every measure used within this year's profiles against the previous year.

Contact Us

North Yorkshire Police Authority:

For more information please contact the Chief Executive to the Police Authority:

Jeremy Holderness
Chief Executive to the Police Authority
PO Box 106
Ripon
HG4 5WA

Tel: 01765 641 839

Fax: 01765 641 844

Email: info@nypa.gov.uk

Website: www.nypa.gov.uk

North Yorkshire Police:

North Yorkshire Police Headquarters
Newby Wiske
Northallerton
DL7 9HA

Tel: 101

Fax: 01609 789133

Email: general.enquiries@northyorkshire.pnn.police.uk

Website: www.northyorkshire.police.uk

Information for Everyone

If you require this leaflet in another language, Braille, large print or audio tape then please contact the North Yorkshire Police Authority on info@nypa.gov.uk or 01765 641 839.



NYPA
North Yorkshire Police Authority

How NYP have performed historically (figures exclude York)

Breakdown of crime stats for the last three financial years.

The final column shows the change between 2010/11 and 2011/12

Financial Year breakdown for last three financial years

| Home Office Group | Financial Year breakdown for last three financial years | | | Change in crime 2010/11 to 2011/12 | |
|--|---|--------------|--------------|------------------------------------|------------|
| | 2009/2010 | 2010/2011 | 2011/2012 | | |
| Burglary Dwelling | 1282 | 1247 | 1219 | -28 | -2% |
| Burglary Other | 2354 | 2270 | 1886 | -384 | -17% |
| Criminal Damage | 5929 | 5345 | 4693 | -652 | -12% |
| Drug Offences | 1256 | 1333 | 1473 | 140 | 11% |
| Fraud & Forgery | 727 | 648 | 707 | 59 | 9% |
| Other Offences | 448 | 402 | 343 | -59 | -15% |
| Robbery | 119 | 117 | 85 | -32 | -27% |
| Sexual Offences | 384 | 406 | 375 | -31 | -8% |
| Theft (Total Theft) | 7329 | 7661 | 7397 | -264 | -3% |
| <i>Of which: Other Theft</i> | 3487 | 3817 | 3668 | -149 | -4% |
| <i>Of which: Shoplifting</i> | 2046 | 2313 | 2095 | -218 | -9% |
| Theft From A Motor Vehicle | 1678 | 1536 | 1505 | -31 | -2% |
| Theft Of A Motor Vehicle | 814 | 609 | 491 | -118 | -19% |
| Violence Against The Person (Total V.A.P) | 5409 | 5640 | 4874 | -766 | -14% |
| <i>Of which: Serious Violence</i> | 292 | 241 | 199 | -42 | -17% |
| <i>Of which: Other Violence With Injury</i> | 2611 | 2714 | 2401 | -313 | -12% |
| <i>Of which: Violence Without Injury</i> | 2506 | 2685 | 2274 | -411 | -15% |
| Total Number of Crimes | 27729 | 27214 | 25048 | -2166 | -8% |

* Serious Violence is classed as being from GBH with intent to homicide

* Other theft is a generic category of theft but is the category most likely to include theft of metal

How NYP are performing into the new financial year (figures exclude York)

Breakdown of crime stats for April to July.

The final column shows the change between 2011/12 and 2012/13

Showing April to July crime levels for the last three financial years

| Home Office Group | 2010/2011 | 2011/2012 | 2012/2013 | Change in crime 2011/12 to 2012/13 | |
|--|-------------|-------------|-------------|------------------------------------|-------------|
| Burglary Dwelling | 435 | 406 | 315 | -91 | -22% |
| Burglary Other | 833 | 655 | 572 | -83 | -13% |
| Criminal Damage | 1911 | 1580 | 1403 | -177 | -11% |
| Drug Offences | 383 | 574 | 442 | -132 | -23% |
| Fraud & Forgery | 215 | 201 | 286 | 85 | 42% |
| Other Offences | 150 | 135 | 143 | 8 | 6% |
| Robbery | 33 | 26 | 20 | -6 | -23% |
| Sexual Offences | 135 | 124 | 133 | 9 | 7% |
| Theft (Total Theft) | 2892 | 2847 | 2314 | -533 | -19% |
| <i>Of which: Other Theft</i> | <i>1502</i> | <i>1470</i> | <i>1161</i> | <i>-309</i> | <i>-21%</i> |
| <i>Of which: Shoplifting</i> | <i>804</i> | <i>788</i> | <i>690</i> | <i>-98</i> | <i>-12%</i> |
| Theft From A Motor Vehicle | 643 | 500 | 531 | 31 | 6% |
| Theft Of A Motor Vehicle | 300 | 252 | 163 | -89 | -35% |
| Violence Against The Person (Total V.A.P) | 1896 | 1752 | 1681 | -71 | -4% |
| <i>Of which: Serious Violence</i> | <i>69</i> | <i>71</i> | <i>69</i> | <i>-2</i> | <i>-3%</i> |
| <i>Of which: Other Violence With Injury</i> | <i>957</i> | <i>866</i> | <i>793</i> | <i>-73</i> | <i>-8%</i> |
| <i>Of which: Violence Without Injury</i> | <i>870</i> | <i>815</i> | <i>819</i> | <i>4</i> | <i>0%</i> |
| Total Number of Crimes | 9826 | 9052 | 8003 | -1049 | -12% |

* Serious Violence is classed as being from GBH with intent to homicide

* Other theft is a generic category of theft but is the category most likely to include theft of metal