



North Yorkshire

# Policing Plan

## 2008-2011



**NYPA**  
North Yorkshire Police Authority



**North Yorkshire  
Police**

## Contents

Foreword by the Chief Constable	2
Foreword by the Chair of the Police Authority	3
Introduction to the North Yorkshire Policing Plan 2008-2011	4
North Yorkshire Policing Priorities	5
Safer Neighbourhoods	7
Safer Roads	13
Stronger Partnerships	15
Safeguarding our Communities from Terrorism, Domestic Extremism and Serious Crime	19
Resources, Efficiency and Productivity	23
Summary of Actions for the Delivery of our Priority Areas	26
Appendix A - Financial Resource Allocation	27
Appendix B - Statutory Performance Indicators and Local Targets	30
Appendix C - Glossary	40
Appendix D - Useful Links	41
Appendix E - Contacting North Yorkshire Police and North Yorkshire Police Authority	42



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## Foreword by the Chief Constable

### Chief Constable Grahame Maxwell

Welcome to the North Yorkshire Policing Plan 2008-2011, my first as the Chief Constable. Firstly, I would like to thank the communities of North Yorkshire and the City of York for the warm and genuine welcome I have received in my new role.

When I took up the post in May 2007, I inherited a Force that had made significant steps in improving the service it delivered to the people of North Yorkshire and the City of York. Key to this achievement had been continued investment, allowing us to put more police officers and staff on the streets of our neighbourhoods and to extensively modernise our systems and facilities.

But there is still more to do.

During 2007, we undertook an extensive Capacity and Capability Review (CCR) of the Force, to establish the level of resources we currently have against those required to deliver policing services to our communities. This process identified areas of policing services which required greater efficiency to be realised in order to create a sustainable North Yorkshire Police (NYP) service. As a result of the CCR process we will realign services and resources at both a local and at a regional level, investing in those areas which you have told us are most important:

Safer Neighbourhoods, Safer Roads, Stronger Partnerships and Safeguarding our Communities.

Our priority throughout this change process will be to maintain the focus on what matters most to our communities: the delivery of Safer Neighbourhoods and enhanced Protective Services. We will return to core policing values where the local policing team is the hub of the community. This is what "Safer Neighbourhoods" is all about - modern policing delivered in a traditional way.

We will continue to build upon our achievements by ensuring that crime and disorder levels are reduced, listening to what your priorities are within your communities, and responding accordingly. We will tackle the issues which matter to you and work together in "Stronger Partnerships" with our local, regional and national partners to improve the quality of life for all of those who live, work and visit the area.

We will build on the continuing success of our joint working with the other police forces of the Yorkshire and the Humberside region to support specialist policing services and establish how best to use our combined resources to meet that need.

As a Force, we can look to the future with great optimism. 2008 will be challenging; there will be significant changes resulting from the CCR, focussing our efforts on delivering the most efficient and productive use of our resources in order to respond to your priorities. Foremost, we will continue towards our vision of providing the best possible policing service for the communities of North Yorkshire and the City of York.

*See the Glossary at Appendix C for a definition of Protective Services*



Photo © Bill Crole

## Foreword by the Chairman of the Police Authority

### Chairman of the Police Authority, Jane Kenyon

It is with great pleasure that the Chief Constable and I are able to present to the Home Secretary, our partners and public, our Policing Plan for the next three years.

2007 has seen a period of considerable change for North Yorkshire Police and its staff but they have found themselves in 2008 with solid foundations to successfully meet the objectives set out in this plan. We are equipped with a strong and objective Strategic Leadership Team, headed by Chief Constable Grahame Maxwell; an effective and robust governance framework administered through the Police Authority; and an unprecedented energy for collaborative and partnership working across the region. My fellow members of the Police Authority and I are confident that North Yorkshire Police can and will become known nationally for its delivery of Safer Neighbourhoods, as well as securing improvements in our other main priority areas.

We will continue to emphasise the importance of multi-agency community engagement to ensure that our communities' hopes, needs and expectations are identified and acted upon by those most appropriate to do so. We will also continue to work closely with our regional and national colleagues making enhancements and advancements in tackling Protective Services to safeguard our communities from terrorism, domestic extremism and the most serious and organised crimes. Through these stronger partnerships, we will utilise the most appropriate resources and personnel in the most effective ways.

The size and rural nature of our policing area means that we have our own unique issues with which to deal. Included in these is the number and miles of roads running throughout the county and City of York, and we will continue to operate solely and jointly with other agencies when appropriate to bring safer roads for those who use them as well as disrupt those who travel into our area determined to commit crimes.

We look forward to the introduction of the Assessment of Policing and Community Safety (APACS) framework as a means of measuring how well the Force is performing not only as its own service but also in partnership with other agencies as well as the expansion of the Police Use of Resources Evaluation (PURE) carried out by the Audit Commission. As the governance arm of the service, the Authority members will continue to look to the Chief Constable for continuous improvements in the service alongside value for money for all who live in, work in or visit the area.

This plan sets out our aims and objectives to ensure that the service meets both national priorities and those of our local communities. As the Chief Constable states, 2008 will be a challenge; but it will be an exciting challenge, that North Yorkshire Police is ready to meet.

*See the Glossary at Appendix C for more information on APACS and PURE*

## Introduction to the North Yorkshire Policing Plan 2008-2011

This policing plan is produced on a three-year rolling basis and submitted annually to the Home Office by the Chief Constable of North Yorkshire Police (NYP) and Chair of North Yorkshire Police Authority (NYPA). It explains the main priorities for the service against a backdrop of the national policing agenda and our recent performance, in terms of not only levels of recorded crime, but also what the public thinks of our service and how we use our resources.

Appendices A and B explain which resources will be made available, performance targets, and how that performance will be monitored.

### Building the Plan

In defining our priorities for 2008-2011, we have considered national priorities, the priorities of our local partners and the results of consultation with the communities of North Yorkshire and the City of York. The national priorities identified in the Government documents "Cutting Crime a New Partnership for 2008-2011" and the National Community Safety Plan 2008-2011 has directed focus to:

- Serious violence
- Anti-social behaviour
- Partnership working at local, regional and national levels
- Youth agenda

Through the Crime and Disorder Reduction Partnerships (CDRPs) and the two Local Area Agreements (LAAs) our communities have told us that they wish for the following issues to be tackled:

- Anti-social behaviour
- Alcohol and drug issues
- Violence
- Burglary
- Vehicle crime
- Road safety.

Our own survey results substantiate this approach, calling for action to reduce violent crime, vehicle crime, domestic burglary, anti-social behaviour, and road traffic collisions.

Her Majesty's Inspectorate of Constabulary (HMIC) has recommended that NYP should have a renewed focus on protecting vulnerable people; in particular a review of those processes surrounding missing persons and gathering intelligence at community level. The latter recommendation is clearly supported by our overarching priority area of maintaining Safer Neighbourhoods.

*See the Glossary at Appendix C for more information on these Government documents*

## North Yorkshire Policing Priorities

In order to set the local policing priorities, we must take account of those drivers as listed above and look in depth at what is happening within our communities. We conduct our own assessment of issues such as levels of recorded crime, types of crime and public satisfaction with our service. We also consider those areas that could be improved through working with partners and assess the types and levels of threats to public safety in the future.

From this comprehensive look across policing we have been able to integrate those issues of most concern into the following four priority areas for the next three years:

- **Safer Neighbourhoods**
- **Safer Roads**
- **Stronger Partnerships**
- **Safeguarding our communities from Terrorism, Domestic Extremism and Serious Crime**

In order to achieve success in our priorities, we will be focussing our efforts and resources in the following areas:

- Providing accessible, visible policing support to our communities
- Improving and extending the ways in which we come into contact with our communities, and increasing the opportunities for our communities to engage with us
- Working with our partners and communities to provide effective neighbourhood management and problem solving
- Balancing our resources to meet demand
- Improving performance and organisational governance
- Improving leadership
- Working with the neighbouring forces in our region to deliver a more effective and efficient utilisation of our specialist resources
- Improving community confidence, reassurance and satisfaction with our service

We are committed to providing a police service in which the public has trust, confidence, and satisfaction. We will provide a service that is accountable to local communities and which is responsive to their needs and aspirations but also one that is relentless in its approach to reducing crime and increasing the perception of safety.

The North Yorkshire Police and North Yorkshire Police Authority Policing Plan 2008-2011 details what we will achieve, how we will achieve it, and how we will measure success.

This plan will be the mechanism by which we will deliver our vision to provide the best possible policing service for the communities of North Yorkshire and the City of York, and to achieve our mission of creating Safer Neighbourhoods for all.

## Safer Neighbourhoods

Creating Safer Neighbourhoods for each and every community in North Yorkshire and the City of York is our overarching priority and will be at the heart of everything we do.

We are taking advantage of modern methods of policing and tools available to us, while still maintaining a traditional policing style that the public has told us they want. North Yorkshire Police has strong traditional roots; however, we are also a modern police force which needs to deliver the same community 'bobby on the beat' values in a way that best suits today's local communities.

We will provide a more visible, community-based police service, with teams whose members are known to their local communities. Our teams will not stand alone, and will be integrated within centres of the community such as schools, health centres, shops and libraries. We will seek out opportunities to engage and communicate with our communities at all levels, from County and Borough Councils, through to local interest groups. These opportunities will continue to ensure that you can easily reach us through a range of methods designed to meet your needs.

In partnership with local agencies we will tackle and address the issues that matter to your neighbourhood, such as anti-social behaviour, as well as safeguarding communities from the harm caused through more serious crimes such as criminal drug activity. We will also strive to increase the levels of your satisfaction with our policing service in addressing vehicle crime; burglary; criminal damage; theft; violence; and other crimes, which can blight our communities and cause our citizens to feel unsafe.

The delivery of Safer Neighbourhoods will mean that your neighbourhood will feel safe, and you will feel confident and empowered to initiate action about those community issues that affect you. Successful management of neighbourhoods and the reduction of crime and disorder will need stronger partnerships; not only with other public and voluntary sector services but also with the communities themselves. Our engagement with neighbourhood representatives will be the backbone to our Safer Neighbourhoods approach.

### How do we know that this is a priority area?

From our own local community consultation through to national strategies, elements of Safer Neighbourhoods are contained within the resulting priorities and directives. These are detailed below and highlight the key areas of Safer Neighbourhoods that will be addressed within the plan.

Community Consultation			
Violent Crime	Vehicle Crime	Domestic Burglary	Anti-Social Behaviour
<p><b>Crime and Disorder Reduction Partnerships</b></p> <ul style="list-style-type: none"> <li>● Anti-social behaviour</li> <li>● Alcohol and drug issues</li> <li>● Violent Crime</li> <li>● Domestic Burglary</li> <li>● Vehicle Crime</li> </ul>	<p><b>Local Area Agreements</b></p> <ul style="list-style-type: none"> <li>● Serious violent crime rate</li> <li>● Serious acquisitive crime rate</li> <li>● Perception of anti-social behaviour</li> <li>● Rate of proven re-offending by young offenders</li> <li>● Assault with injury crime rate</li> <li>● Dealing with local concerns about anti-social behaviour and crime by the local council and police</li> <li>● Satisfaction with the way police and local council deal with anti-social behaviour</li> <li>● Re-offending rate of prolific and priority offenders</li> <li>● Repeat incidents of domestic violence</li> <li>● Alcohol harm related hospital admission rate</li> <li>● Drug users in effective treatment</li> <li>● Perceptions of drunk or rowdy behaviour as a problem</li> <li>● Young offenders' engagement in suitable education, employment or training</li> <li>● Volunteering by people who are BME or unemployed or disabled</li> <li>● Volunteering in special volunteering</li> </ul>		
<p><b>Public Service Agreements</b></p> <ul style="list-style-type: none"> <li>● PSA 23 Make Communities Safer</li> <li>● PSA 25 Reduce the harm caused by alcohol and drugs</li> </ul>	<p><b>National Community Safety Plan 2008 - 11</b></p> <ul style="list-style-type: none"> <li>● Reduce serious violent crime, serious acquisitive crime, alcohol related crime and disorder, and anti-social behaviour</li> <li>● Increase public confidence and satisfaction emphasising the quality of service provided to the public</li> <li>● Manage resources effectively to deliver sustainable improvements in efficiency and productivity</li> </ul>	<p><b>Cutting Crime - A New Partnership for 2008-11</b></p> <ul style="list-style-type: none"> <li>● A stronger focus on serious violence</li> <li>● Continued pressure on anti-social behaviour</li> <li>● A renewed focus on young people</li> <li>● Building public confidence</li> </ul>	

## How will we achieve Safer Neighbourhoods?

We are committed to ensuring that your neighbourhood receives a policing service that reflects its diversity, both in the different people who live there and in their varied needs. We want you and your neighbourhood to feel safe, confident and empowered, and will structure the way we deliver our policing service and how we engage with our communities and partners accordingly. This will be reflected through all of our policing activity.

### Accessing our Services

We will make it as easy as possible for you to contact us by providing a range of methods to meet the needs of all members of the community, and we will continue to expand and improve them. These include:

- **Local Police Stations, One Stop Shops And Other Community Venues**

We are providing places for you to access the police within local schools, libraries, shops, health centres, and other venues which are most convenient for the community. Disabled access is available in all public buildings where reasonably practicable. All of our police station locations and opening times are available on our website.

- **Mobile Police Stations**

North Yorkshire Police has four Mobile Police Stations which are used across all areas. They are equipped with information leaflets, a computer for public use and an area set aside for people to talk to police officers in confidence. They are used to:

- Provide better access to police officers and Police Community Support Officers (PCSO) in rural areas, particularly in remote communities
- Support major incidents and for use at crime scenes
- Support community, partnership and educational programmes.

- **Meetings and Events**

Both the Police and Police Authority will be present at public meetings, including regular consultation, advisory and problem solving groups. You can meet us:

- Through our programme of exhibitions, events, school and community visits
- At Crime and Disorder Reduction Partnerships (CDRPs) 'face the people' meetings
- At meetings of the Police Authority which are open to the public (for more information see the NYPA website at [www.nypa.org.uk](http://www.nypa.org.uk)).

### Telephone and Website Contact

NYP has a single emergency **999** number, and a single non-emergency number: **0845 60 60 24 7**, or you can visit us online at [www.northyorkshire.police.uk](http://www.northyorkshire.police.uk). Email enquiries should be directed to [general.enquiries@northyorkshire.pnn.police.uk](mailto:general.enquiries@northyorkshire.pnn.police.uk). For RNID 'Typetalk' facility, contact: 18001 0845 60 60 24 7.

### Providing a Quality Service

We take pride in providing a high quality of service to you regardless of why or how you have made contact with us. We are committed to providing a service which responds professionally and appropriately to your particular needs. We want you to feel satisfied that we have provided the highest quality of service and that we value you as our customer and take all of your concerns seriously. We will always strive to provide excellent customer service by:

- Making it easy to contact us
- Providing a professional and high quality service
- Dealing with your initial enquiry
- Keeping you informed
- Ensuring your voice counts
- Dealing effectively with victims of crime
- Listening and responding to your concerns and complaints
- Dealing with Freedom of Information requests

### Focussing Our Workforce

Our service will be delivered through the consistent presence of 17 dedicated, Inspector-led Safer Neighbourhood Teams which are accessible, skilled, knowledgeable and known to their local community. These teams will be composed of a combination of roles from within the policing family; police officers, PCSOs, special constables and volunteers. The teams will be working together to ensure that community concerns are dealt with promptly with targeted action, and resolved in partnership with appropriate agencies and your local community. The workforce mix will provide the best possible service whilst maintaining value for money for the community it serves.

Focussing our workforce will be achieved by setting clear priorities based on communities' needs and tailoring our staff and expertise to those needs. Our staff will deliver service through a range of tools from use of technology such as e mail to more personal methods such as face to face meetings.

We want to ensure that our communities value our staff for their professionalism, effectiveness and efficiency in all that they do; and we will, therefore develop our workforce in a number of ways:

- Continue to give them training and development which improves their performance in working for Safer Neighbourhoods and in the investigation of crime.
- Maximise workplace attendance and reduce injuries at work.
- Have a workforce that reflects the resident and visiting communities we serve.
- Enhance the leadership skills of our managers.
- Make best use of flexibility of working arrangements.

## Safer Neighbourhoods in Partnership

We recognise that we cannot deliver Safer Neighbourhoods alone and we will continue to work with our partners to achieve the results to which we aspire. One initiative to achieve this is through the establishment of Neighbourhood Management Teams, made up of a range of local authority groups including the police.

Managing neighbourhoods in this way will deliver successful partnerships which can respond to communities and be accountable for their actions. Effective neighbourhood management will ensure that all partner organisations and bodies will clearly see their contribution to delivering Safer Neighbourhoods.

## Engaging with our Communities

We recognise that Safer Neighbourhoods is our primary focus through which local communities will engage with the police service, it is important for us to ensure that the voices of the public and communities are heard and acted upon.

NYP officers will continue to attend a series of meetings on a regular basis such as parish councils, local interest groups, community groups and Watch schemes. Any issues discussed at these meetings relating to policing will be recorded, acted upon and regularly reviewed to track our progress on delivering solutions to your issues. We will also review all community feedback to assist us in identifying areas for improvement, as well as those areas in which we are achieving the success.

We are committed to ensuring that the public sees the police service as their local service, delivered in a way that meets their needs and which is responsive to their concerns and priorities. We want to ensure that the service is customer-focussed, taking account of your expectations and providing you with information on how we deliver services.

### ***Why not take part and have your say.....***

We value your feedback on how we can improve the service we deliver. Please visit the NYP or NYPA websites to take part in our surveys.

## Ensuring Equality and Diversity

North Yorkshire Police is committed to ensuring our communities and our staff are treated fairly and sensitively regardless of gender, ethnic origin, religious belief, sex or change of gender, marital status, family status, disability, age, sexual orientation or any other condition or requirement.

NYPA and NYP have three Equality Schemes covering Race, Gender and Disability and which take into account the Human Rights Act 1998. We will endeavour to integrate diversity into our leadership, staff performance, policies, partnerships and processes. This will ensure equality and diversity is embedded in everything we do.

Our Race Equality Scheme and Diversity Strategy, Disability Equality Scheme and Gender Equality Scheme can be accessed at <http://www.northyorkshire.police.uk/disc/diversity.htm>

**Our Safer Neighbourhood focus will ensure that:**

- **In your neighbourhood you feel safe, confident and empowered to take action about the issues which affect you**
- **You can easily reach us through a range of methods that meet your needs**
- **Your community concerns are dealt with promptly and effectively, with targeted action, and resolved in partnership with appropriate agencies and your local community**
- **You can clearly see the contribution that everyone makes in delivering Safer Neighbourhoods.**

## Safer Roads

Within North Yorkshire and the City of York there are over 6000 miles of roads used every day by a variety of people for many reasons, from commuting and tourism to committing crime. The substantial size of this area means that we must consider our road networks as a geographical neighbourhood in themselves, with their own set of people, priorities, issues and crimes. Some road users may be only travelling through our county, but their activities can have a serious impact at the heart of our communities.

### How do we know that this is a priority area?

From our own local community consultation through to national strategies, elements of Safer Roads are contained within the resulting priorities and directives. These are detailed below and highlight the key areas of Safer Roads that will be addressed within the plan.

Community Consultation		
Vehicle Crime	Anti-Social Behaviour	Road Safety
<p><b>Crime and Disorder Reduction Partnerships</b></p> <ul style="list-style-type: none"> <li>● Anti-social behaviour</li> <li>● Alcohol and drug issues</li> <li>● Vehicle Crime</li> <li>● Road Safety</li> </ul>	<p><b>Local Area Agreements</b></p> <ul style="list-style-type: none"> <li>● Serious acquisitive crime rate</li> <li>● Perception of anti-social behaviour</li> <li>● Rate of proven re-offending by young offenders</li> <li>● Dealing with local concerns about anti-social behaviour and crime by the local council and police</li> <li>● Satisfaction with the way police and local council deal with anti-social behaviour</li> <li>● Re-offending rate of prolific and priority offenders</li> <li>● Alcohol harm related hospital admission rate</li> <li>● People killed or seriously injured in road traffic accidents</li> <li>● Children killed or seriously injured in road traffic accidents</li> </ul>	
<p><b>Public Service Agreements</b></p> <ul style="list-style-type: none"> <li>● PSA 23 Make Communities Safer</li> <li>● PSA 25 Reduce the harm caused by alcohol and drugs</li> </ul>	<p><b>National Community Safety Plan 2008 - 11</b></p> <ul style="list-style-type: none"> <li>● Reduce serious violent crime, serious acquisitive crime, alcohol related crime and disorder, and anti-social behaviour</li> <li>● Increase public confidence and satisfaction emphasising the quality of service provided to the public</li> <li>● Manage resources effectively to deliver sustainable improvements in efficiency and productivity</li> <li>● Work jointly to ensure that adequate capability and capacity exists across England and Wales to effectively tackle serious and organised crime</li> </ul>	<p><b>Cutting Crime - A New Partnership for 2008-11</b></p> <ul style="list-style-type: none"> <li>● Continued pressure on anti-social behaviour</li> <li>● A renewed focus on young people</li> <li>● Building public confidence</li> <li>● A new national approach to designing out crime</li> <li>● A greater sense of national partnership</li> <li>● Freeing up local partners</li> </ul>

For further detail on the individual national and local priorities, please see the glossary at Appendix C

## How will we achieve Safer Roads?

### Working Together

We will continue to patrol the roads of North Yorkshire and the City of York to help to create a safer environment and reduce the numbers of deaths and serious injuries which cause such devastation to individuals and families.

To assist us in achieving our goals we will work in partnership with other organisations and use modern technology to develop a multi-disciplined, problem solving approach to casualty and crime reduction.

### Reducing Offences

We will disrupt criminals who use our roads; we will seek to prevent and prosecute the anti-social use of our roads, which endangers vulnerable road users such as young people and motorcyclists; and we will build on the successes of previous operations to continue our campaigns against drink-driving and other offences such as the use of mobile phones whilst driving.

### Crossing Boundaries

As well as working with our partners and building on our successful initiatives as described to create Safer Roads, we will work with other police forces in our region. We share the same issues with our roads and the same need to make them safer, so we will be working together to address these problems and disrupt those criminals who use our roads to travel between forces to commit crimes.

The four Police Forces of Yorkshire (North, South and West) and Humberside are working together to ensure that the people who live in, work in, and visit our local communities are safe. Using our resources together will enable us and our partners to tackle more serious crime, make our roads safer, and deal with serious incidents wherever and whenever they occur.

The four Chief Constables and Police Authorities commissioned projects to review specific areas of policing during 2007, in particular Roads Policing. This project has recommended the establishment of a regional intelligence unit to collate and analyse roads policing information from, and affecting, all four forces. This unit will provide information to a new Automatic Number Plate Recognition (ANPR) unit, which will increase the ability for the four Forces to identify when and where criminals are using our roads and respond accordingly. Both the Intelligence and ANPR units will have a centralised command to ensure that activity is co-ordinated across the region.

#### **Our Safer Roads focus will ensure that:**

- **There will be fewer deaths and serious injuries on our roads**
- **Criminals will be deterred from using our roads in order to commit crime**
- **More anti-social road users will be prosecuted**
- **We will meet the increasing demands for regional road policing services in addition to ensuring our local communities are safe.**

## Stronger Partnerships

North Yorkshire Police and Police Authority work within a variety of statutory, formal, informal and ad hoc partnerships from across the public and private sectors whose focus is to improve public services.

These partnerships work at many levels and can include other police forces and police authorities, other public sector services and local authorities, voluntary and community organisations and commercial suppliers.

At your local neighbourhood level, resolution of many community safety issues will be more easily achieved through a range of organisations or individuals working together as partners. Tackling the root causes of crime and disorder in this way will mean that members of our communities will see a greater effect through a more responsive, collaborative and proactive approach to those issues affecting them in their every day lives.

We will also continue to forge stronger partnerships with our communities as well as those key individuals such as parish and ward councillors, and district and borough councils. On a more formal basis, we work closely with the CDRPs integrating many partnership initiatives into our day-to-day work in the neighbourhoods. We also work within schools and colleges to help educate our young people on the consequences of crime; it is through these early partnerships that the prevention of and deterrent from crime can be achieved.

At the larger policing area level (County and City of York), we will maintain and further the partnerships which we have already fostered with agencies and services such as the Primary Care Trust, Fire and Rescue Service, criminal justice partners such as the Probation and Prison services, as well as those other authorities within the policing area e.g. National Parks and military bodies. Through the York and North Yorkshire Safer Communities Forum (the Safer and Stronger Communities thematic group of the North Yorkshire Strategic Partnership) these relationships are used to develop and agree joint objectives and targets such as the three year Local Area Agreements (LAAs), and Community Safety Agreement as well as allowing common approaches to shared issues to be developed.

At a regional level, the forces and authorities of Yorkshire and Humberside have come together to increase efficiency and productivity in the face of restricted resources and increasing demand for services. We also work with our wider regional colleagues on joint operations and educational initiatives. Through the CDRPs and community safety programmes, we work with the Government Office for Yorkshire and Humber to achieve common goals and joint visions for community safety and crime reduction.

Finally, at a national level, we work with our Government partners such as the Home Office, Her Majesty's Inspectorate of Constabulary, Association of Chief Police Officers, Association of Police Authorities and the Audit Commission. We also work with other police forces in a variety of ways including to deliver national IT solutions with commercial suppliers.

### How do we know that this is a priority area?

From our own local community consultation through to national strategies, elements of Stronger Partnerships are contained within the resulting priorities and directives. These are detailed below and highlight the key areas of Stronger Partnerships that will be addressed within the plan.

<b>Community Consultation</b>				
Violent Crime	Vehicle Crime	Domestic Burglary	Anti-Social Behaviour	Road Safety
<p><b>Crime and Disorder Reduction Partnerships</b></p> <ul style="list-style-type: none"> <li>● Anti-social behaviour</li> <li>● Alcohol and drug issues</li> <li>● Vehicle crime</li> <li>● Road safety</li> </ul>	<p style="text-align: center;"><b>Local Area Agreements</b></p> <ul style="list-style-type: none"> <li>● Perception of anti-social behaviour</li> <li>● Dealing with local concerns about anti-social behaviour and crime by the local council and police</li> <li>● Satisfaction with the way police and local council deal with anti-social behaviour</li> <li>● Alcohol harm related hospital admission rate</li> <li>● Drug users in effective treatment</li> <li>● Perceptions of drunk or rowdy behaviour as a problem</li> <li>● Young offenders' engagement in suitable education, employment or training</li> <li>● Children killed or seriously injured in road traffic accidents</li> <li>● Volunteering by people who are BME or unemployed or disabled</li> <li>● Volunteering in special volunteering</li> </ul>			
<p><b>Public Service Agreements</b></p> <ul style="list-style-type: none"> <li>● PSA 23 Make Communities Safer</li> <li>● PSA 24 Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public</li> <li>● PSA 25 Reduce the harm caused by alcohol and</li> </ul>	<p style="text-align: center;"><b>National Community Safety Plan 2008 - 11</b></p> <ul style="list-style-type: none"> <li>● Reduce serious violent crime, serious acquisitive crime, alcohol related crime and disorder, and anti-social behaviour</li> <li>● Increase public confidence and satisfaction emphasising the quality of service provided to the public</li> <li>● Manage resources effectively to deliver sustainable improvements in efficiency and productivity</li> <li>● Work jointly to ensure that adequate capability and capacity exists across England and Wales to effectively tackle serious and organised crime</li> <li>● Work in partnership to deliver a more effective, transparent and responsive Criminal Justice System for victims and the public</li> </ul>		<p style="text-align: center;"><b>Cutting Crime - A New Partnership for 2008-11</b></p> <ul style="list-style-type: none"> <li>● Continued pressure on anti-social behaviour</li> <li>● A renewed focus on young people</li> <li>● Building public confidence</li> <li>● A new national approach to desiging out crime</li> <li>● A greater sense of national partnership</li> <li>● Freeing up local partners</li> </ul>	

## How will we achieve Stronger Partnerships?

We will continue to work with agencies, organisations and individuals from all sectors including but not limited to local authorities, business, volunteers and communities themselves to achieve Stronger Partnerships and ultimately a better quality of life for those working in, living in or visiting our area.

Our Safer Neighbourhood Teams will work as part of the Neighbourhood Management Teams so that best practice and 'lessons learned' can be shared easily and effectively.

### Community Partners

Our Safer Neighbourhood Teams will work towards strengthening relationships with the community. This will be achieved by communicating and engaging with groups and individuals who live and work within the neighbourhood and who have knowledge of the issues and concerns. Building relationships and a level of understanding will enable us to respond to the needs of a neighbourhood thereby reducing the risk of crime and, in turn, the level of emergency response needed.

By reviewing our current property arrangements as well as the needs of our communities, we have been able to identify areas of reinvestment to ensure officers will be accessible in places already visited by residents and visitors alike. These will include schools, libraries, shops and health centres as well as more formal surroundings of one stop shops and community offices and will enable more public services to come together under one roof. In doing so, we will be able to realise greater financial efficiencies for further investment as well as working even closer with other agencies to better address those issues that are of concern to your neighbourhood.

Through the recognised initiatives of watch schemes, i.e. neighbourhood watch, farm watch or pub watch, we will continue to interact with our community volunteers so that we can remain responsive to needs, even in the most rural areas.

### Public Service Partners

As well as at the neighbourhood level we will continue to work with those other organisations that are focussed on providing a better quality of life for communities. We have input into the Local Area Agreement and Community Safety Agreement (CSA) through the York and North Yorkshire Safer Communities Forum and identify those areas of joint working that will produce the most productive and appropriate outcomes for neighbourhoods. This will include easier identification of areas that require our support assisted by joined up information from all our partners to give us one picture of what your neighbourhood looks like.

As statutory members of the eight CDRPs we have been able to be directly involved in the detail of each of the Joint Strategic Intelligence Assessments and subsequent Partnership Plans to ensure that our policing plan is complementary to those plans. This has been achieved through incorporating key issues into our priority areas for action. In doing so, we will be able to work to shared targets and objectives as defined in the LAA and CSA and hold each other to account for the attainment of those targets.

We will continue to work with the Local Criminal Justice Board (LCJB) as well as individual criminal justice agencies to carry out thorough investigations to ensure that we have done everything practicable so that more offenders are brought to justice through the courts system. By working with the LCJB, we will look to build trust and confidence with the criminal justice system and support victims and witnesses, in accordance with The Victims and Witness Code.

### Regional Partners

We are committed to playing our part in the regional arena of Yorkshire and Humberside. This is helping to address the gaps in intelligence and information sharing as identified in the Bichard report and the Closing the Gap report<sup>4</sup>; and by developing ideas together, and committing resources to joint projects, we will increase the specialist policing effort against serious and organised crime. More information is provided within the priority area of Safeguarding Our Communities from Terrorism, Domestic Extremism and Serious Crime.

The vision of the four regional Police Authorities and Forces is to work together to develop skills, resources and abilities in specialist areas of policing, adding value and improving public confidence for the overall benefit of the region. Joint working will enhance, not replace or compromise, the policing service delivered locally by individual forces; and will increase our collective ability to meet the growing demands for specialist policing services.

### National Partners

We will seek collaborative working with organisations such as the Association of Chief Police Officers and National Policing Improvement Agency to introduce new standards of working practice and technology to provide the best possible service whilst maintaining value for money for our communities. This already includes our radio communication system Airwave, and the continuation of information sharing initiatives under the IMPACT programme.

### Commercial Partners

We will continue to maximise opportunities to secure value for money from our contracts with commercial suppliers and the methods by which these are appointed e.g. working on a regional basis. These methods are reviewed on a regular basis to continually ensure best practice and effectiveness. We will carry out these procedures in a clear and transparent way and the Authority will continue its oversight role through audits of individual processes.

Looking to the future and as part of wider crime prevention we will work with the business sector and registered social landlords to “design out crime” from future developments as well as existing infrastructure.

#### **Our Stronger Partnerships focus will ensure that:**

- **More offenders will be brought to justice**
- **You can clearly see the contribution that everyone makes in delivering Safer Neighbourhoods**
- **More criminals in the region will be brought to justice for crimes committed in other regional forces**
- **We can share our information quickly and easily with our partners.**

<sup>4</sup> Please see the Glossary for more information.

## Safeguarding our Communities from Terrorism, Domestic Extremism and Serious Crime

Protecting our communities is one of the principal objectives of the police service as every community in the country can be affected by serious crime such as the supply of Class A drugs, Organised Immigration Crime, terrorism or domestic extremism.

### How do we know that this is a priority area?

From our own local community consultation through to national strategies, elements of Safeguarding Our Communities from Terrorism, Domestic Extremism and Serious Crime are contained within the resulting priorities and directives. These are detailed below and highlight the key areas of this priority that will be addressed within the plan.

Community Consultation		
Violent Crime	Vehicle Crime	Domestic Burglary
<p><b>Crime and Disorder Reduction Partnerships</b></p> <ul style="list-style-type: none"> <li>Violent crime</li> <li>Domestic burglary</li> <li>Vehicle crime</li> </ul>	<p><b>Local Area Agreements</b></p> <ul style="list-style-type: none"> <li>Serious violent crime rate</li> <li>Serious acquisitive crime rate</li> <li>Assault with injury crime rate</li> <li>Re-offending rate of profile and priority offender</li> <li>Repeat incidents of domestic violence</li> <li>Alcohol harm related hospital admission rate</li> <li>Drug users in effective treatment</li> </ul>	
<p><b>Public Service Agreements</b></p> <ul style="list-style-type: none"> <li>PSA 23 Make Communities Safer</li> <li>PSA 26 Reduce the risk to the UK and its interests overseas from international terrorism</li> </ul>	<p><b>National Community Safety Plan 2008 - 11</b></p> <ul style="list-style-type: none"> <li>Reduce serious violent crime, serious acquisitive crime, alcohol related crime and disorder, and anti-social behaviour</li> <li>Increase public confidence and satisfaction emphasising the quality of service provided to the public</li> <li>Manage resources effectively to deliver sustainable improvements in efficiency and productivity</li> <li>Work jointly to ensure that adequate capability and capacity exists across England and Wales to effectively tackle serious and organised crime</li> <li>Work with and through local communities to tackle terrorism and extremism</li> </ul>	<p><b>Cutting Crime - A New Partnership for 2008-11</b></p> <ul style="list-style-type: none"> <li>Building public confidence</li> <li>A new national approach to designing out crime</li> <li>A greater sense of national partnership</li> <li>Freeing up local partners</li> </ul>

## How will we safeguard communities from terrorism, domestic extremism and serious crime?

### Looking at Protective Services

The term "Protective Services" is given to areas of policing such as counter-terrorism or domestic extremism, serious and organised crime, public order incidents, and major crimes such as homicides. These types of incidents do not happen every week but when they do they require significant and specialist resources often coordinated and deployed regionally or nationally.

### Extreme Activity

Within the United Kingdom there are a number of extremist groups such as animal rights, environmental, political and racial activists, who strive to cause disruption and harm to our communities. These groups, as well as more established terrorism networks, can cause significant impact on the lives of our communities.

We will continue to work with counter terrorist units, the Serious and Organised Crime Agency and other law enforcement agencies to dismantle and disrupt groups which may try to establish themselves within our communities.

### Serious and Organised Crime

We will continue to investigate and bring to justice those persons who are involved in committing offences of a serious and organised nature. We will seek to safeguard our communities from such serious crimes as homicide, Organised Immigration Crime, Class A drugs supply, serious sexual offences, organised vehicle crime, internet crime (E-Crime), and wildlife crime so that your quality of life and perception of safety are improved.

### Regional Collaboration: 'Joint Thinking, Joint Working'

A key priority for the police service is to ensure that it deals effectively with terrorism, serious crime and other major challenges to public safety. These services are often described as Protective Services and were highlighted in the report 'Closing the Gap' by HMIC in 2005 as needing to be strengthened in capability and capacity by the majority of police forces.

The four police forces of Yorkshire and Humberside are working together to ensure that the people who live in, work in, and visit our local communities are safe. Joint working will not replace or compromise the policing delivered locally by individual forces and is not about moving to a regional force. It is however about using our resources together more effectively to tackle serious crime and incidents and to make our roads safer across the region.

### What are the benefits of Joint Working?

Whilst the initial driver behind regional collaboration was closing any gaps in the delivery of Protective Services, all four forces also face financial constraints over the next few years and collaboration can be a means of generating improved efficiency. It is anticipated that working together will lead to a range of benefits, namely:

- Improved service delivery, particularly of specialist and Protective Services
- Economies of scale through sharing of overhead costs
- Efficiency savings through improved systems and practices
- Better identification and sharing of best practice
- Streamlined communication and information flows
- A more modernised, efficient and effective police service
- Increased capability and capacity to meet future demands
- Enhanced regional and national reputation
- Increased public confidence

### What joint work has been delivered to date?

Following the HMIC report 'Closing the Gap' in 2005, a Joint Committee was established by the four police authorities in the region to maximise opportunities for and benefits from working together. Both this Committee and the Regional Chief Constables' Group continue to meet regularly.

The four chief constables and police authority chairs agreed in early 2007 to commence work in the two areas where gaps within the region appeared most significant and would most benefit from joint working, namely strategic roads policing, and serious and organised crime. Subsequently, a more detailed risk assessment model developed by North Yorkshire, (microanalysis), was used across the region to identify each Force's capability and capacity across the full range of protective services areas. This analysis confirmed strategic roads policing, serious and organised crime and critical incident management as areas of higher risk in North Yorkshire.

### How we will work more collaboratively in the region: key actions

- Implement the recommendations of the **Regional Strategic Roads Policing Project**. This includes the establishment of a regional intelligence unit to collate and analyse information from and affecting all four forces on roads policing. This unit will provide information to a new Automatic Number Plate Recognition (ANPR) unit which will increase the capacity and capability for forces within the Yorkshire and Humberside region to proactively respond to the criminal use of the roads. The intelligence and ANPR units will have a centralised command to coordinate activity across the region.
- Implement the recommendations of the **Regional Serious and Organised Crime Project**, which includes the establishment of a regional undercover unit.
- Further enhancement of the **Counter Terrorism Unit** to ensure that forces have access to dedicated resources in respect of terrorism.
- Develop and implement a **Regional tasking and co-ordinating** process to deal quickly with all types of major incidents such as floods.
- We engage with regional partners through the **Regional Asset Recovery Team** to deprive criminals of illegally acquired property.
- Since April we have worked with the UK Border Agency to address issues of organised immigration crime through deployment of the **Joint Enforcement Team** and the Chief Constable is Programme Director for the work of the **UK Human Trafficking Centre**.
- Integrate findings from the new national standards and form a workstream for Protecting Vulnerable People in terms of domestic and child abuse, sexual and violent offenders and missing persons.
- Explore further opportunities for regional collaboration in the other protective service areas, which includes the most recently designated area of Protecting Vulnerable People, once all four forces have assessed current provision against ACPO minimum threshold standards and have started to implement their Improvement Plans.

- Consider opportunities for shared services and collaboration around specialist training, common IT structures and procurement.

The Yorkshire and Humberside region was awarded 'Demonstrator Site' status and funding in 2007 for its tasking, co-ordinating and resourcing proposal which was originated by North Yorkshire Police.

The Demonstrator Site status will enable the four regional forces to pilot this proposal jointly, enabling a fast response (within four hours) with the appropriate resource to the most serious and life threatening incidents (Protective Services). The proposal requires minimal advance investment and as the concept involves pre-agreed, rapid but temporary pooling of resources, there is a low risk of under-using our specialist resources as can often be associated with having permanently established units or squads.

Beyond these first joint projects we will continue to refresh and use risk assessments to understand the level of threat to our communities and as an integral part of delivering our Protective Services Action Plan (incorporating assessments of NYP capacity and capability against ACPO Protective Services Standards , NPIA doctrine requirements and Microanalysis).

Also looking ahead there is a potential for the extension of the concept to be rolled out to other areas of policing activity within the region thereby providing savings to each of the four forces and authorities whilst increasing capacity and capability.

#### **Our Protective Services focus will ensure that:**

- **In our neighbourhoods and counties, you feel safe and confident**
- **More criminals in the region will be brought to justice for crimes committed in other regional forces**
- **Protective Services are delivered quickly and effectively when and where they are needed, providing the increased capability and capacity to meet future demands**
- **The cost of our increased Protective Services requirement is reduced through sharing our resources regionally**

## Resources, Efficiency and Productivity

In recent years we have secured considerable financial and non-financial efficiencies, whilst continuing to reduce crime. This approach is set to continue but within an overall context of reducing public sector resources into the future. This has been achieved through a structured process of service delivery planning that determines policing objectives and resources available to deliver them. These resources include finance, people, technology, and estate. By considering these elements together this allows us to identify opportunities to improve services further whilst maintaining value for money.

One of the Home Secretary's strategic objectives in the National Community Safety Plan is a requirement on us to manage resources effectively to deliver sustainable improvements in efficiency and productivity. A national Police Service Efficiency and Productivity Strategy has been published to guide our delivery of this objective. The sections below provide a summary of how we will do so.

### Operational

Work Force Modernisation - having the right people, with the right skills, in the right places for a modern policing service - is a key consideration and has been reflected most recently in the Capability and Capacity Review (CCR) of North Yorkshire Police. This reviewed the purpose of every part of the organisation and its contribution to policing objectives and the service provided to our communities. This resulted in revisions of numbers of police officers and police staff with the focus on releasing more police officers to frontline duties and rebalancing the workforce mix. The CCR now forms part of the planning cycle and therefore has embedded the review of workforce into everyday service delivery.

The requirement to increase productive time is a key priority for us and nationally this focuses on the three areas of improving deployment of officers and staff; tackling overtime expenditure and building on progress of sickness absence. The CCR allowed us to identify demand for our services and the suitability of the resources available to deliver it. From this process a number of initiatives have been identified that, once implemented, will complement our other more routine service delivery activities. Modernisation of the estate and technology, greater sharing of core information with partners and review of deployment are examples of the new work being done to enhance day to day productivity.

Wider than just our own organisation we are committed to adopting suitable local, regional and national initiatives that allow us to be more productive and efficient. This includes working with local partner agencies on a single multi-agency structure of community engagement and neighbourhood management in which Safer Neighbourhood Teams have a crucial role to play, a regional bid to provide mobile data terminals to our frontline officers and nationally the joining up of criminal justice technology to remove inefficiencies in business process (Criminal Justice System Exchange).

### Corporate Services

As part of the CCR process we were able to re-focus our support resources to operational objectives, identifying opportunities for maintaining and/or increasing productivity at a lower cost.

As part of on-going service delivery planning, the combined business processes of Human Resources and Finance are being reviewed so they can be streamlined and decisions can be taken faster therefore enabling a more flexible and responsive capability to deal with change.

We are completely changing the way in which we look at estate management to focus on service delivery with partner agencies which makes all neighbourhood management services more accessible. Our revised approach will divide the estate into a number of tiers that have a clear purpose, are situated in the most appropriate places and provide best value for provision of policing services. These tiers are:

- Tier 1 Community based offices focused to Neighbourhood Management Teams and access points for the public
- Tier 2 being centres for response policing, custody facilities and specialist resources
- Tier 3 being geographical area bases for local management and administration functions
- Tier 4 being the Force headquarters with functions for strategy, policy and governance.

Regionally and in line with national direction, we will continue to collaborate on areas of proposed efficiency within support services such as procurement. In addition, we will work with regional forces to explore the potential of joining up the functionality and procurement of some of our IT systems.

### Functional

The Yorkshire and Humberside region has demonstration site status (projects that are part funded by the Home Office) in respect of three projects which are:

- Regional tasking, co-ordinating and resourcing arrangements to deal quickly with all types of major incidents such as floods.
- Regional Employment Framework to recruit and establish a regional undercover unit, process and policies in place
- Work Force Modernisation limited to three areas of the Regional Intelligence Unit, Undercover unit and road death & collision investigation process

In addition to the above as part of our regional strategy and Safer Roads priority area we are progressing a regional ANPR capability.

There is an established structure for regional collaboration based on a Regional Chief Constables' Group and a Regional Joint Committee of all Police Authorities in Yorkshire and Humberside. Together, these bodies are leading the regional response to increasing the capacity and capability of Protective Services (see the Regional Partners section within Stronger Partnerships) and we will look increasingly to these bodies to provide efficiencies, through collaboration, in back office and support services such as procurement and IT aforementioned.

### Force Characteristics

As part of our Safer Neighbourhoods priority we continue to develop Neighbourhood Management Teams which through clarity of purpose and responsibilities, any duplication of effort by team members will be minimised whilst maintaining and improving the service provided to our communities.

The CCR process conducted last year reviewed the purpose of every part of the organisation and its contribution to policing objectives and the service provided to our communities.

The resulted in a number of opportunities for productivity to be maintained and/or improved whilst reducing operational costs. The CCR now forms part of the planning cycle and therefore has embedded the review of workforce mix into everyday service delivery.

In June 2007, a framework for Planning, Performance and Governance was adopted to enable linkages to be made throughout all areas of performance. The sharing of best practice is an integral part of this framework and is evident through a structured programme of internal reviews and inspections that collectively seek to improve all elements of service provision. Copies of this Framework are available from the Strategic Services Department on 0845 6060247

### **Enablers and Levers**

The Planning, Performance and Governance Framework is our mechanism to consider resources, productivity and efficiency against planned objectives and timescales to meet community needs. The framework operates in two ways; firstly from gathering of information particularly from community intelligence gathered from our engagement activities - to form strategic, departmental and individual performance objectives and secondly to measure and govern the outcomes.

This provides the Authority and Chief Constable with the information about what is expected of the service and what resources are available i.e. people, finance, technology and estate. This enables informed decisions to be made about how those resources ought to be deployed to achieve better value for money. In addition the framework allows us to formulate performance measures that tell us how successful we are against local, regional and national requirements and how resources have been used to achieve those.

We are developing corporate strategies that are all committed to ensuring that the service provided is based on the professional standards laid out in national guidance e.g. Professional Investigative Programme, NPIA Doctrines and the Certificate in Neighbourhood Management.

## Summary of Actions for the Delivery of our Policing Plan

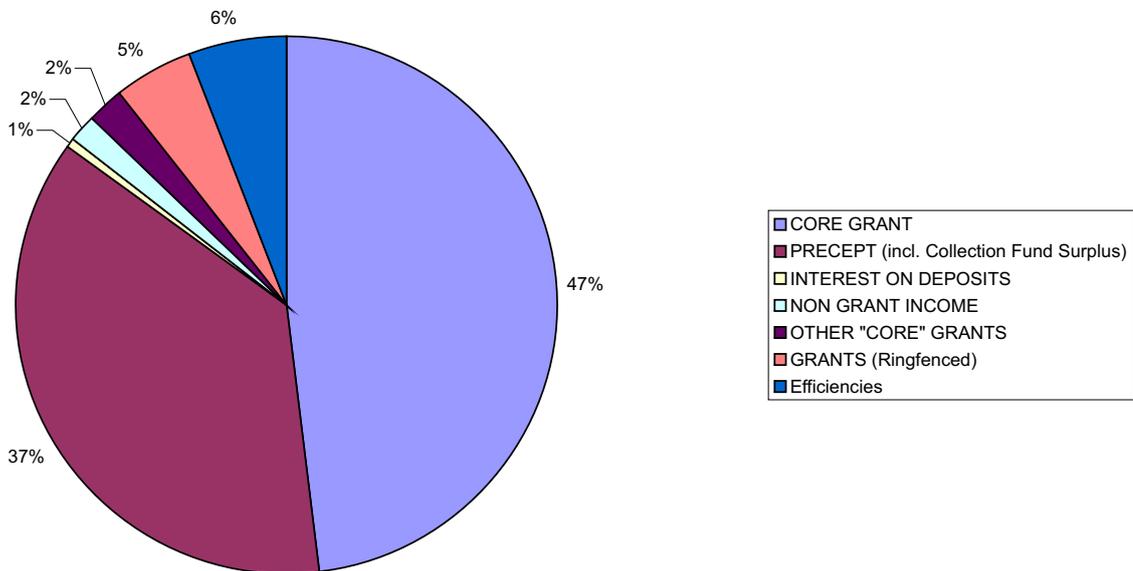
Whilst this plan will roll over for the next three years, we will ensure delivery of our four priority areas by focussing on a number of specific actions within the next year.

Throughout 2008/09, we will:

- Embody a “customer first” ethos in everything we do.
- Enhance our neighbourhood management philosophy improving community accessibility, contact, feedback and confidence.
- Enhance the provision of Protective Services through the effective and efficient delivery of collaborative working with our partners and other Forces.
- Promote active, visible and responsive leadership at all levels.
- Value our people and encourage their development to enhance the service they give to the public.
- Foster innovation, creativity, and entrepreneurship as key skills.
- Become a dynamic learning organisation, seeking continuous improvement in the way that we do business and deliver our services.
- Embrace the national Work Force Modernisation agenda and ensure that we have the right people, in the right place, at the right time, with the right skills, and our work force will be representative of the community that we serve.
- Restructure our organisation to achieve financial sustainability and continuous improvement in performance.
- Annually undertake a review of the Force as part of our business planning cycle, ensuring that advantage is taken of the opportunity to drive out further efficiency and productivity.
- Conduct a rolling three-year planning system that ensures all plans are regularly adapted to meet a continuously changing environment.
- Introduce monthly and quarterly systems to monitor and manage how we are performing, and embed them at all levels of the organisation.
- Maintain a rigorous corporate approach to quality standards across the Force, whilst at the same time allowing managers the discretion to make arrangements to meet local demands.
- Optimise the use of technology to reduce bureaucracy and to improve the means by which we can communicate with you, the public, and with one another.

## Appendix A - Financial Resource Allocation

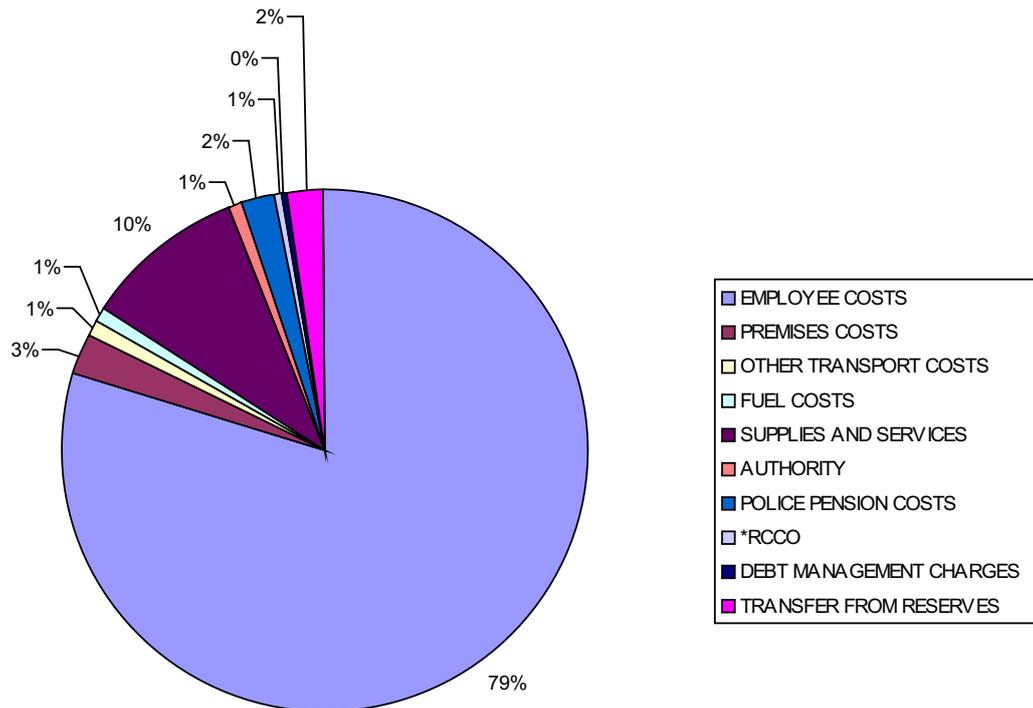
### FUNDING BREAKDOWN 2008/09



### Funding Breakdown 2008/09

	£
CORE GRANT	74,797,612
PRECEPT (incl. Collection Fund Surplus)	57,413,384
INTEREST ON DEPOSITS	946,442
NON GRANT INCOME	2,608,346
OTHER "CORE" GRANTS	3,366,953
GRANTS (Ringfenced)	<u>7,334,441</u>
	<b>146,467,178</b>
Efficiencies included within Expenditure breakdown 2008/09	8,982,800
<b>Total Funding (incl. Efficiency/Productivity savings)</b>	<b><u>155,449,978</u></b>

### Expenditure Breakdown 2008/09



### Expenditure Breakdown 2008/09

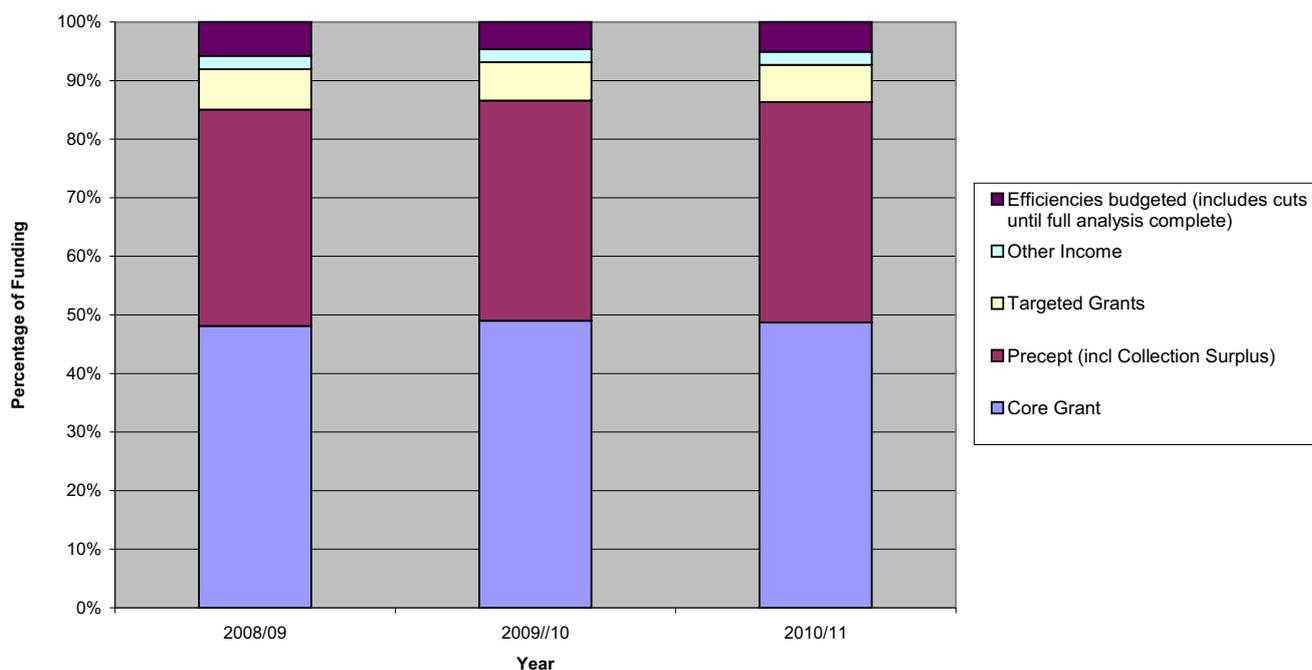
£

EMPLOYEE COSTS	121,963,975
PREMISES COSTS	3,992,285
OTHER TRANSPORT COSTS	1,550,022
FUEL COSTS	1,368,558
SUPPLIES AND SERVICES	15,306,504
AUTHORITY	944,000
POLICE PENSION COSTS	3,114,175
*RCCO	1,098,000
DEBT MANAGEMENT CHARGES	386,792
TRANSFER FROM RESERVES	<u>(3,257,133)</u>
	<b><u>146,467,178</u></b>

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

### Indicative Funding Breakdown and Efficiency Targets

Medium Term Financial Plan - Funding Breakdown



	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>Notes</u>
Core Grant	74,797,612	76,667,600	78,584,200	
Precept (incl Collection Surplus)	57,413,384	58,833,100	60,598,100	
Targeted Grants	10,701,394	10,237,900	10,226,900	
Other Income	3,554,788	3,434,100	3,641,100	
Efficiencies budgeted (includes cuts until full analysis complete)	8,982,800	7,301,600	8,185,000	
<b>Total Funding (including efficiency and productivity savings)</b>	<b>155,449,978</b>	<b>156,474,300</b>	<b>161,235,300</b>	

\*This figure is adjusted to calculate the North Yorkshire Police efficiency target as per Home Office Guidelines (see below)

#### North Yorkshire Police Efficiency Target

(indicative - all forces will have their targets confirmed upon finalisation of outturn information for 2007/08)

	<u>2007/08</u>
Gross Revenue Expenditure (unadjusted)	138,436,600
<b>Adjustments as per Home Office Guidance</b>	
No collaborative arrangements where NYP/NYPA is banker	-
One off Expenditure Funded by Special Grant (not specific grant)	-
Expenditure on Officers/Staff seconded to other organisations	- 472,487
Expenditure Funded by Sponsorship	- 50,000
Expenditure on Major one off incidents	-
<b>Total GRE for purposes of calculating Efficiency Target</b>	<b>137,914,113</b>
9.3% Target compounded for 3 years	x 9.3%
<b>NYP Efficiency Target 2008/09 to 2010/11</b>	<b>12,826,013</b>

## Appendix B - Statutory Performance Indicators and Local Targets

North Yorkshire Police has continued its impressive performance throughout 2005-2008 and will continue to work on these solid foundations throughout the course of this plan.

Monitoring the performance of the service is carried out in several ways; through the current Police Performance Assessment Framework (PPAF), specified areas by Her Majesty's Inspectorate of Constabulary (HMIC), the Audit Commission particularly through its Police Use of Resources Evaluation, audit reports commissioned by the Treasurer through the Internal Audit provision as well as the scrutiny of the Police Authority.

HMIC graded North Yorkshire Police as either good or fair for varying aspects of the service during May 2007 including aspects of our Safer Neighbourhoods priority area. We have been able to integrate any areas of improvement into the priority area. It must be noted that the grading system issued by HMIC will change during 2008/09 and these changes will make it more difficult to provide comparative data against previous inspections.

The Assessment of Policing and Community Safety (APACS) framework will be introduced from April 2008. This is the successor to the PPAF that will provide a single performance framework for policing and community safety. The framework will be a means of measuring everything that the police do alone or in partnership with others, with the first full assessments being published in 2009.

On the next page there is a table detailing the Statutory Performance Indicators (SPI) on which the Force is compelled to report to the Home Office on a regular basis. The table details those data for each year since 2005/06.

### Statutory Performance Indicators and Local Targets

Code	Description	Actual 05/06	Actual 06/07	Actual 07/08
<b>SPI 1</b>	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:			
<b>SPI 1a</b>	Making contact with the police	89%	88%	91%
<b>SPI 1b</b>	Action taken by the police	79%	77%	78%
<b>SPI 1c</b>	Being kept informed of the progress	64%	64%	65%
<b>SPI 1d</b>	Their treatment by staff	93%	93%	93%
<b>SPI 1e</b>	The overall service provided	83%	82%	82%
<b>SPI 2a</b>	Using the British Crime Survey, the percentage of people who think their local police (NYP) do a good job	53%	56%	57%**
<b>SPI 3a</b>	Satisfaction of victims of racist incidents with respect to the overall service provided	83%	71%	90%
<b>SPI 3b</b>	Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided.	BME 79% White 83%	BME 67% White 82%	BME 85% White 82%
<b>SPI 3c</b>	Percentage of PACE searches which lead to arrest by ethnicity of the person searched	BME 4.2% White 9.1%	BME 9.9% White 9.5%	BME 15.5% White 9.8%
<b>SPI 3d</b>	Percentage detected (by means of a sanction detection) of violence against the person offences <i>for victims of minority ethnic groups</i>	41.1%	59.1%	45.6%
	person offences <i>for white victims</i>	41.5%	50.2%	56.7%

Code	Description	Actual 05/06	Actual 06/07	Actual <sup>■</sup> 07/08
<b>SPI 3e</b>	Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active community	(recruits into NYP) 0%  (ethnic economic active population in NYks) 1.38%	(recruits into NYP) 1.1%  (ethnic economic active population in NYks) 1.38%	(recruits into NYP) 0%  (ethnic economic active population in NYks) 1.38%
<b>SPI 3g</b>	Percentage of female police officers compared to overall Force strength	22.6%	23.6%	22.9%
<b>SPI 4a</b>	Using the British Crime Survey (BCS) the risk of personal crime	6%	3.7%	3.8%**
<b>SPI 4b</b>	Using the British Crime Survey the risk of household crime	17%	10.8%	10.8%**
<b>SPI 5b</b>	Violent crime per 1,000 population	12.9	11.3	9.7
<b>SPI 5e</b>	Life threatening crime and gun crime per 1,000 population	0.3	0.2	0.2
<b>SPI 5f</b>	Acquisitive crime per: (Actual number) 1,000 population	17.5	15.9	13.4
<b>SPI 6b</b>	Percentage of offences brought to justice	25.6%	25.2%	33.2%***
<b>SPI 7a</b>	Percentage of notifiable offences resulting in sanction detection.	26.4%	28.1%	33.3%
<b>SPI 8a</b>	Of domestic violence incidents, the percentage where an arrest was made related to the incident.	49.2%	42.5%	35.6%
<b>SPI 8c</b>	Value of cash and confiscation orders per 1,000 population	£539.0	£362.5	£1,833.29

Code	Description	Actual 05/06	Actual 06/07	Actual 07/08
<b>SPI 9a</b>	Road traffic collisions resulting in death or serious personal injury per 100 million vehicle kilometres travelled.	8.5	9.2	8.1***
<b>SPI 10a</b>	Fear of Crime: - Burglary - Car Crime - Violent Crime	10% 9% 13%	8.1% 9.6% 11.9%	8.2%** 9.3%** 11.1%**
<b>SPI 10b</b>	Perceptions of Anti-Social Behaviour	12%	6.6%	9.2%**
<b>SPI 10c</b>	Using the BCS, perceptions of local drug use / drug dealing	20%	16.3%	19.4%**
<b>SPI 11a</b>	The proportion of police officer time available for frontline policing	66.7%	61.1%	N/A
<b>SPI 12a</b>	Percentage of cashable and non-cashable efficiency gains	3.1%	3.9%	3.1%*
<b>SPI 13a</b>	The percentage of available hours lost due to sickness for police officers.	3.8%	4.4%	4.8%
<b>SPI 13b</b>	The percentage of available hours lost due to sickness for police staff.	3.9%	3.9%	4.6%

**Notes:**

\* Data for 1 April to 31 December 2007

\*\* Year ending 31 December 2007

\*\*\*provisional data

### Local Domain performance 2007/2008

Measure	Baseline	Minimum target	Stretch target	Actual performance
Decrease the number of ASB incidents per 1,000 population	62.41	59.29	58.04	64.5
Increase the sanction detection rate in relation to drug offences.	66.4%	68%	70%	86%
Increase the number of drunk & disorderly offences disposed of through penalty notices for disorder.	1,000	1,050	1,110	1,086
Decrease the number of violence against the person more serious offences.	83	79	75	66
Decrease the number of violent crimes committed while under the influence of alcohol.	1,760	1,742	1,725	2,182
Increase the sanction detection rate in relation to Domestic Burglary.	11%	12%	13%	14.9%
Increase the sanction detection rate in relation to Vehicle crime.	7%	10%	15%	8.3%
Decrease the number of young drivers killed or seriously injured (aged 17 – 24).	271	266	257	264
Decrease the number of people killed or seriously injured as a result of motorcycle accidents.	205	201	195	176

### Local crime reduction and sanction detection targets

Overall we are aiming to achieve a crime reduction target of 11.3% for the three year period 2007/08 to 2009/10. In addition we have a target for the sanction detection rate of 33% by 2009/10 from a baseline of 28.1% in 2006/07.

Measure	Actual 05/06	Actual 06/07	Actual 07/08	Target 08/09
All crime reduction	-4.6% (2,821 fewer victims)	-11.6% (7,714 fewer victims)	-18.5% (11,460 fewer victims)	-2.4%
Violent crime reduction	-4.9% (632 fewer victims)	-15.8% (2,030 fewer victims)	-20.8% 2,676 fewer victims)	-1.9%
Burglary Dwelling crime reduction	-10.4% (305 fewer victims)	-15.8% (463 fewer victims)	-18.7% (547 fewer victims)	-4.4%
Non Domestic Burglary crime reduction	-2.7% (133 fewer victims)	-9.8% (473 fewer victims)	-19.3% (932 fewer victims)	-4.2%
Theft crime reduction	-4.5% (668 fewer victims)	-10.2% (1,505 fewer victims)	-13.8% (2,036 fewer victims)	-4%
Vehicle crime reduction	+6.4% (increase of 477 victims)	-5.5% (410 fewer victims)	-25.0% (1,867 fewer victims)	Maintain performance
Criminal Damage crime reduction	-6.3% (853 fewer victims)	-8% (1,083 fewer victims)	-18.5% (2,513 fewer victims)	Maintain performance
Other crime reduction	-13% (680 fewer victims)	-22.6% (1,181 fewer victims)	-16.9% (883 fewer victims)	-5.3%
All crime sanction detection rate	26.3%	28.1%	33.3%	33%
Violent crime sanction detection rate	50.3%	57.8%	65.7%	66%
Burglary Dwelling sanction detection rate	15.4%	10.8%	14.9%	15%
Non Domestic Burglary sanction detection rate	9.1%	8.3%	10%	11.5%
Theft sanction detection rate	23.8%	25.9%	27.8%	28%
Vehicle crime sanction detection rate	8.2%	7.0%	8.3%	16%
Criminal Damage sanction detection rate	13.5%	16.7%	17.5%	17.5%
Other crime sanction detection rate	61.4%	60.0%	76.3%	76%

Note crime reduction is compared to the baseline year of 2004/05 in order to illustrate how crime has been reducing over the last 3 years.

### Local Domain targets 2008/2009

Measure	Baseline	Minimum target	Stretch target
Decrease the number of ASB incidents per 1,000 population.	64.5	63.2	61.3
Decrease the number of young drivers killed or seriously injured (aged 17 – 24).	264	257	250

NYP set local crime reduction and sanction detection targets in relation to the main crime categories in order to ensure that there is a continued focus on reducing crime within North Yorkshire and the City of York. Sanction detection targets are set locally in order to ensure that where an offence is committed the offender is brought to justice for that crime.

### NYP working in partnership targets

Through the Local Area Agreements (LAA) between North Yorkshire County Council (NYCC) and the City of York (CoY), we work with partners from a number of different agencies to help deliver a safer and more prosperous community for all.

The Local Area Agreement covers the following areas:

- Stronger Communities
- Safer Communities
- Children and Young people
- Adult health and wellbeing
- Tackling exclusion and promoting equality
- Local economy
- Environmental sustainability

The police are the key partners in relation to the delivery of Safer Communities. As a result all of the measures which make up this area are also covered in the new APACS framework which will govern and grade police performance from April 2008 onwards.

The LAAs are made up of a number of measures which are determined from a selection from the 198 which make up the National Indicator Sets (NIS). As a result not all of the measures which fall under the Safer Communities agenda will be encompassed within the NYCC or CoY agreements.

Below is a summary of which Safer Communities measures are within the NYCC and CoY LAAs.

**LAA measures within NYCC** (please note all targets are for NYCC area only and this excludes City of York ).

Measure	
Perceptions of anti social behaviour (NIS 17)	13%
Rate of proven re-offending by young offenders (NIS 19)	To be confirmed
Assault with injury rate (NIS 20)	10.2% reduction.
Serious violent crime rate (NIS 15)	6,630 Violent crimes (60% sanction detection rate).
Re-offending rate of prolific and priority offenders (NIS 30)	23% (target 2008/2009) target to be negotiated annually.
Repeat incidents of domestic violence (NIS 32)	To be confirmed
Alcohol harm related hospital admission rates (NIS 39)	1,227
Perceptions of drunk or rowdy behaviour (NIS 41)	22%
Young offenders engagement in suitable education, employment or training (NIS 45)	71%
People killed or seriously injured in road traffic accidents (NIS 47)	631

### LAA measures within CoY *(please note all targets are for CoY area only).*

Measure	
Serious acquisitive crime rate (NIS 15)	18.3 per 1,000 population
Perceptions of anti social behaviour (NIS 17)	Target to be set following 2008 Place Survey
Rate of proven re-offending by young offenders (NIS 19)	No target to be set. Will commence 2009/2010.
Substance misuse by young people. (NIS 47)	11.25%
Drug related (class A) offending rate (NIS 38)	Target to be set summer 2008.
Alcohol harm related hospital admission rates (NIS 39)	1,675
People killed or seriously injured in road traffic accidents (NIS 47)	81
Re-offending rate of prolific and priority offenders. (NIS 30)	To be confirmed

In order to find out more information about the LAA please visit:

<http://www.communities.gov.uk/localgovernment/performanceframeworkpartnerships/localareaagreements/>

### APACS Forcewide Targets within LAAs (NIS Measures)

Below is a summary of all the NIS measures which fall within APACS. Where measures are new and have not previously been included within PPAF, we will be baselining the Force's performance in the initial year of the measure.

Measure
<b>PROMOTING SAFETY</b>
Perception of anti social behaviour (NIS 17) (2008 Baselined)
Perception of drunk/rowdy behaviour (NIS 41) (2008 Baselined)
Perception of drug use/drug dealing (NIS 42) (2008 Baselined)
Arson and deliberate fire (NIS 33) (2008 Baselined)
Road traffic casualties (NIS 47 & NIS 48) (2008 Baselined)
<b>TACKLING CRIME</b>
Serious acquisitive crime rate (NIS 15) (2008 Baselined)
Assault with injury rate (NIS 20): 3.3% reduction
Priority offender re-offending rate (NIS 30) (2008 Baselined)
Adult re-offending rate (NIS 18) (2008 Baselined)

Youth re-offending rate (NIS 19) (2008 Baselined)
First time youth offending (NIS 111) (2008 Baselined)
<b>SERIOUS CRIME &amp; PROTECTION</b>
Counter terrorism (NIS 35 & 36) (2008 Baselined)
Serious violent crime rate (NIS 15) (2008 Baselined)
Domestic violence homicide (NIS 34) (2008 Baselined)
Gun crime rate (NIS 29) (2008 Baselined)
Serious knife crime rate (NIS 28) (2008 Baselined)
<b>CONFIDENCE &amp; SATISFACTION</b>
Understanding local concerns (NIS 27) (2008 Baselined)

### Additional measures within APACS

These measures do not derive from the National Indicator Set but will be monitored as part of our APACs process.

Measure
<b>TACKLING CRIME</b>
Detection rate for hate crime (2008 Baselined)
Bring offences to justice – serious acquisitive crime (2008 Baselined)
<b>SERIOUS CRIME &amp; PROTECTION</b>
Serious violent offences brought to justice (2008 Baselined)
Serious sex offences brought to justice (2008 Baselined)
Asset recovery (2008 Baselined)
<b>CONFIDENCE &amp; SATISFACTION</b>
Satisfaction with service delivery (2008 Baselined)
Comparative satisfaction with service delivery (2008 Baselined)
Satisfaction with service delivery (racist incidents) (2008 Baselined)
Satisfaction with service delivery of the CJS (2008 Baselined)
Confidence in the effectiveness of the CJS (2008 Baselined)
Confidence in fairness of the CJS (2008 Baselined)
<b>ORGANISATIONAL MANAGEMENT</b>
Police efficiency – see Page 29
Front line policing (2008 Baselined)
Officer sickness rates: 64 hours
Police staff sickness rates: 59.2 hours
Minority ethnic recruitment: 2%
Female officer representation: 25%

Where the NIS measures are not within either of the LAA agreements no targets have been set for the forthcoming year of 2008/09. This is because some of the measures relate to new priorities or because the source of the data is still to be established e.g. the Place survey. Within 2008/09 APACS will be in the developmental phase. As a result we will baseline performance within this year in order to enable target setting for the following year, 2009/10.

In order to find out more information about APACS please visit:

<http://police.homeoffice.gov.uk/performance-and-measurement/assess-policing-community-safety/>

## Appendix C - Glossary

### APACS (Assessment of Policing and Community Safety)

APACS is a comprehensive performance framework for community safety that includes the contributions of partners such as a local government, health services and CDRPs. There will be five areas for assessment (or "domains"); Satisfaction and Confidence, Promoting Safety, Tackling Crime, Protective Services, and Managing Capability. APACS will identify whether service delivery is effective, efficient and equitable, by combining performance data and evidence based professional judgement.

### Bichard Report

The Bichard Inquiry and subsequent report was instigated after the Soham murders, to investigate the gaps in how Forces and partner agencies share intelligence and manage information, and made a number of recommendations for action to address them nationally, regionally and locally.

### Closing the Gap report

The Closing the Gap report was produced by Her Majesty's Inspectorate of Constabulary (HMIC) and identified the need to address the provision of Protective Services across regions.

### Crime and Disorder Reduction Partnerships

Crime and Disorder Reduction Partnerships (CDRPs) are formed by responsible authorities (including police authorities and forces), and local organisations and agencies to tackle those crime-related issues which matter to your local community. There is one CDRP within each local Authority/ Unitary area. A strategic assessment process is used by each CDRP to highlight priorities.

### Cutting Crime A New Partnership for 2008-11

The Home Office's document '[Cutting Crime A New Partnership 2008-11](#)' sets out the Government's strategy for fighting crime over the next four years.

### HMIC

Her Majesty's Inspectorate of Constabulary conduct a regular programme of inspections of Forces. Areas for improvement identified in all inspections and audits are incorporated into Area and Department Service Delivery Plans and Action Plans. These action plans are monitored as part of the Business Performance Management process and reported at the NYPA's Performance, Audit and Scrutiny Board.

### Local Area Agreements

Local Area Agreements (LAAs) set out the priorities for an area larger than that of a CDRP (here there is one for North Yorkshire County Council and one for the City of York), agreed between central government, the local authority, and other local partners including the police. Their aim is to help these public organisations set common goals to tackle community issues together. The two LAAs for our area take account of national priorities across all public services.

### National Community Safety Plan 2008 -11

The '[National Community Safety Plan 2008 -11](#)' was published in November 2007 and sets out the Government's priorities for the police service, other public sector and voluntary agencies.

### Public Attitude Survey

This survey is aimed at finding out how safe the public feels and what perceptions they have of community safety priorities and issues. Anyone who lives within North Yorkshire and the City of York may be contacted by telephone and asked to take part in this survey.

### Protective Services:

Counter terrorism and extremism, serious organised and cross border crime, civil contingencies and emergency planning, critical incident management, major crime, public order, strategic roads policing.

### Public Service Agreements

Public Service Agreements (PSAs) are set out by the Government and detail the key public service priorities drawn from the issues that matter most to the public.

### PURE

Police Use of Resources Evaluation (PURE) is an assessments carried out by the Audit Commission which describes the internal performance management regime in the context of continuous improvement.

### User Satisfaction Survey

This survey is undertaken by all police forces in England and Wales on a continual basis throughout the year. It provides an opportunity for victims of crime and incidents to give feedback on the level of service they received and helps NYP to identify areas for improvement and best practice. Victims of violent crime, vehicle crime, domestic burglary, racist incidents, anti social behaviour and road traffic collisions are contacted.

## Appendix D - Useful Links

**North Yorkshire Police Authority:**

<http://www.nypa.org.uk>

**North Yorkshire Police:**

[www.northyorkshire.police.uk](http://www.northyorkshire.police.uk)

**Local Authorities:**

North Yorkshire County Council:

[www.northyorks.gov.uk](http://www.northyorks.gov.uk)

City of York Council:

[www.york.gov.uk](http://www.york.gov.uk)

Craven District Council:

[www.cravenc.gov.uk](http://www.cravenc.gov.uk)

Ryedale District Council:

[www.ryedale.gov.uk](http://www.ryedale.gov.uk)

Hambleton District Council:

[www.hambleton.gov.uk](http://www.hambleton.gov.uk)

Scarborough Borough Council:

[www.scarborough.gov.uk](http://www.scarborough.gov.uk)

Harrogate Borough Council:

[www.harrogate.gov.uk](http://www.harrogate.gov.uk)

Selby District Council:

[www.selby.gov.uk](http://www.selby.gov.uk)

Richmondshire District Council:

[www.richmondshire.gov.uk](http://www.richmondshire.gov.uk)

**Home Office:**

<http://police.homeoffice.gov.uk/>

## Appendix E - Contacting NYP and NYPA

### NORTH YORKSHIRE POLICE

Below is a map of the North Yorkshire policing area and the three geographical Areas into which it is divided



**North Yorkshire Police Headquarters**  
Newby Wiske  
Northallerton  
DL7 9HA.

**Central Area Headquarters**  
York Police Station  
Fulford Rd  
York  
YO10 4BY

**Eastern Area Headquarters**  
Malton Police Station  
Old Malton Road  
Malton  
YO17 7EY

**Western Area Headquarters**  
Ripon Police Station  
North Street

Tel: 0845 60 60 24 7  
[www.northyorkshire.police.uk](http://www.northyorkshire.police.uk)

**Callers with Hearing or Speech impairments** call via the RNID Typetalk service:  
18001 0845 60 60 24 7

**North Yorkshire Police Authority**

For 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 641839

Fax. 01765 641844

Email :[info@nypa.org.uk](mailto:info@nypa.org.uk)

<http://www.nypa.org.uk>

North Yorkshire

# Policing Plan 2008-2011



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Police Headquarters  
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Nortallerton  
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DL7 9HA

[www.northyorkshire.police.uk](http://www.northyorkshire.police.uk)

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