

# Safer

Neighbourhoods

**NYPA**  
North Yorkshire Police Authority



## North Yorkshire Police Authority and North Yorkshire Police

# Policing Plan 2011 - 14



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**North Yorkshire Police's aim is to deliver the best possible policing service across North Yorkshire and the City of York.**

Our principles are to:

- Keep our neighbourhoods and roads safe
- Solve crime and reduce anti-social behaviour by working closely with and understanding our communities
- Deliver a high quality, cost effective and professional service

### North Yorkshire Police's Commitments to You

#### **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 police 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 local 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 a 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:
  - i 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
  - ii Provide the contact details of the individual or team who will be dealing with the enquiry
- If we need to re-contact you we will agree with you the best time to do so, along with the most appropriate means eg telephone, e-mail or text
- We will deal with complaints fairly and in an open and timely manner

## Introduction

Welcome to the local Policing Plan for North Yorkshire Police Authority and Police.

For us the most important part of delivering policing is to secure safer neighbourhoods. This means keeping crime and disorder down, protecting you from harm and reassuring you within the places you live, work and visit. Because we have made this our focus in everything that we do crime rates are now lower than they were back in 1990.

In the pages ahead we describe our plans for the future and how we will ensure that policing services continue to improve in the years ahead.

It is an indisputable fact that public sector spending cuts will have significant implications for the police service. As a service policing has a 'can do' ethos and we will rise to the challenge. There are difficult choices ahead – for police authorities and leaders at all levels of the service; for police partners; and for the Government.

It is incumbent on Chief Officers and Police Authorities to do all in their power to ensure that we protect the front line of the service – this mission is clearly understood and we are fully committed to it.

The scale of funding cuts that is before us is, however, so significant that “protecting the frontline” cannot mean “maintaining the front line at current levels”. In this context, protection is more about mitigating the impacts of this reduction in funds and ensuring all other avenues for efficiencies are exploited, before reaching the point where frontline resources are affected. This includes changing the way we use and deploy our officers to maximise their impact in the community. As a result we are working within our allocated budget for 2011/12 and have not sought a rise in the council tax precept.

We are already exploring those other avenues for savings and to improve our joint performance with other police forces in the Yorkshire, Humber and north east region. These are wide ranging and complex focusing on to reducing crime, increasing detections and saving money in our administration functions. North Yorkshire Police Authority and Police remain committed to investing in regional working and moving services from local force delivery to a regional model.

Police Authorities, the police service and Government are taking a realistic approach to some very difficult issues. These include, but are not restricted to, workforce pay, terms and conditions; and how the service is structured to deliver effectively at local, regional and national levels.

It is an interesting and challenging time for policing and the criminal justice system as a whole. But often from great challenges come great opportunities and a determination to find a way of doing things better. North Yorkshire Police and Police Authority are ready to meet the challenge and continue to deliver what matters to communities: reducing crime and anti-social behaviour.

**Chairman Cllr. Jane Kenyon and  
Chief Constable Grahame Maxwell**



## Policing the Last Decade

Over the past ten years policing in the County of North Yorkshire and the City of York has been transformed.

As a result of investment, the subsequent modernisation of the service delivered crime reductions and supported local communities in tackling the issues that mattered the most to them.

Because it was important that police visibility increased, we recruited more police officers and police community support officers (PCSOs).

To increase officers' and PCSOs' time with the public we brought our technology up to date and modernised working practices.

We began the journey of reducing the red tape and unnecessary administration that keeps officers off the streets.

We have reduced our own overall costs by improving the use of vehicles and updating buildings. We have worked with neighbouring police forces to undertake highly specialised operational work as and when it was needed rather than individual forces having to employ full time specialist teams.

More recently we anticipated that cuts were coming to public services funding. We have already completed two consecutive programmes of reviews that resulted in restructuring and streamlining. From this work we have continued to balance the budget each year as well as make necessary investments.

All this has been with the aim of ensuring that at the heart of our service delivery is the priority to keep our communities safe, secure and confident.

## Policing North Yorkshire Today

As a result of the changes we have made so far North Yorkshire Police has:

- Consistently, for the last five years, lowered crime rates across the County of North Yorkshire and the City of York. This is now one of the lowest crime rates in England and Wales.
- Reduced public concern about anti-social behaviour as an issue in their area to one of the lowest levels in England and Wales.
- A neighbourhood policing structure that allows us to be accessed locally, to know our local communities and for them to know us.
- A cost effective workforce that ensures our police officers are only in roles where their warranted powers are needed.
- A number of regional specialist operational teams that it can rely on to provide resilience in operations in times of need.
- Met and is up-to-date with national police service standards and relevant legislation.
- Robust financial planning and a good understanding of our costs against the value that is gained from our spend.
- Continually reduced overheads in total workforce costs and infrastructure maintenance costs.
- Established and made use of a range of networks across the public, private and voluntary sectors to assist it in delivering complete solutions to community issues.
- Where possible reduced the impact on the environment by lower energy and fuel consumption and carbon emissions.

All of this means that policing in North Yorkshire today is well placed to meet the future financial challenges that we face.

An overview of our operational and financial performance in 2010/11 is shown at the back of the Plan.

## North Yorkshire Police in the Future

### The Changing Face of The Policing Service

Since taking office in May 2010 the coalition Government has begun to make significant changes to how the police service is managed and funded.

Foremost, as part of broader public sector cuts, the Government reduced central funding to the police service. All authorities received a 5.1% reduction in formula funding grant. Despite keeping some ring fenced budgets, cash funding was reduced by over 4% and further reductions are expected in 2012/13 and the following two years. This presented police forces and authorities with the challenge of making unprecedented cuts to their individual budgets.

Further, there has been a change of ethos at a national level. The Government has withdrawn from the detailed management of Forces and will allow local people to control how their policing services are delivered. Part of this is the proposed Police Reform and Social Responsibility Bill that undertakes to establish Police and Crime Commissioners supported by Police and Crime Panels. This is a significant change from the current Police Authority governance system.

A new National Crime Agency (NCA) will help combat organised crime, protect the UK's borders and provide services that are best delivered at a national level. The National Policing Improvement Agency (NPIA) will be abolished and some of its functions will be absorbed into the NCA as well as by individual forces.

The Freedom (Great Repeal) Bill was introduced in support of the Government's 'Big Society' agenda and has drawn into question the use of human DNA and closed circuit television [CCTV] systems in everyday life. These are some of the vital tools for tackling crime in today's society and a reduction in their use will mean a change to current working practices for the detection of crime.

With regard to changes for the performance management for policing:

- Central targets have been abolished other than those of reducing crime and anti-social behaviour. This includes the removal of the single public confidence target and the Policing Pledge that were the focus of policing by the previous administration. We have replaced these with our own bespoke Service Standards.
- The partnership performance frameworks of the Local Area Agreements and Comprehensive Area Assessments have been removed.
- The Audit Commission will be abolished in 2012 and with this its role in inspecting forces.
- Her Majesty's Inspectorate of Constabulary (HMIC) has removed the Police Report Card and will now focus attention on the public facing value for money profiles which show how cost effective each force is on a national scale.

These changes mean that the performance framework supporting this Policing Plan is simpler and wholly focussed on what matters locally to our communities; for us that is the reduction of crime, anti-social behaviour and deaths/injuries on our roads, the ease of access to our services when you need us, the quality of the service you receive and the effective use of public money. You can see these measures in more detail at the back of the Plan.

Further changes are expected as a number of reviews into policing organisational practices are due to be completed over the coming year. These will consider the workforce terms and conditions of service, pensions, development of future leaders and data/information provision to the Government and public. This work, if it delivers the expected changes, will assist us in transforming the way that the service is delivered and reduce overall costs.

## North Yorkshire Police in the Future

### Your Priorities, Our Priorities

At a time when there is so much change, there are some things that should remain constant. So we will still deliver to you the best possible policing services for North Yorkshire and the City of York.

We have listened to your concerns and the feelings you have about our services. You have confirmed to us that our current policing priorities remain as important as ever and so we will still focus on giving you the outcomes you have asked us for:

- **Safer Neighbourhoods:** reducing crime and anti-social behaviour in your communities.
- **Safer Roads:** preventing unnecessary tragedies on our roads and dealing with the criminals who use them.
- **Safeguarding Our Communities:** making sure that the threats and risks to the safety of your communities are dealt with.
- **Stronger Partnerships:** working with other public, private and voluntary services to make sure that your issues can be given the best possible long term fixes.
- **Sustainable North Yorkshire Police:** doing everything in our power to make sure that the impact on local policing services of budget cuts is minimised.

We will **not** tell you that crime and anti-social behaviour cannot be reduced further in the light of these cuts. Completely the opposite: our focus for the year ahead is to further improve our performance and carefully manage the financial reductions to ensure that you do not see any impact on the service provided to you by the Police. The areas of focus below are how we will do this.

## North Yorkshire Police in the Future

### Focus 1: Improve The Service The Public Receives

In June 2010, the Home Secretary announced the withdrawal of the national Public Confidence Targets and the Policing Pledge. These were both areas that had focussed our minds on the quality of service that we deliver. Despite the removal of these central targets and measures, we believe it is still essential that you have confidence in us to deal with and to let you know what we have done about your concerns.

North Yorkshire Police has therefore pledged to keep its own service standards as a commitment to our communities of the service you can expect from us. They reflect the feedback that you have given us about what is important about our service and that is:

- we are there when you need us
- we are visible to you and;
- we tell you what is going on.

You can see the Service Standards we have put in place to achieve this at the front of this Plan.

We will also continue to measure and publish our performance against these standards so you can see if we are achieving them. The local Councils' Overview and Scrutiny Committees will also receive this performance information to assist them in holding the Community Safety Partnerships to account for reducing crime and disorder.

As well as keeping our standards of service, we need to understand the issues within your communities that need addressing. To do this we undertake public consultation and work with other responsible authorities to identify those issues of greatest concern to you to produce an annual 'Joint Strategic Intelligence Assessment' for each of the District areas in North Yorkshire and City of York. These assessments are used to identify and agree necessary action as well as check how successful they are.

## North Yorkshire Police in the Future

### Focus 2: Maintain Performance and Visibility

Performance management in policing has been complex and is active on many levels from the national to the local. This is now changing to support the **local** delivery of **local** priorities. For North Yorkshire Police our key performance areas will be:

- Crime Levels
- Anti-Social Behaviour Levels
- Roads Policing Issues
- Public Satisfaction with Service Delivery
- Public Accessibility to Services
- Value for Money

In all of the above we will continue to improve our performance over the coming years.

High volume crimes remain the focus for North Yorkshire Police as we continue to tackle burglary, vehicle crime and cycle theft across the county. We have also developed links with partners to focus all the issues surrounding substance misuse and the targeting of those offenders who are considered the most prolific.

Equally important are those crimes which cause the greatest harm and distress such as serious violent, sexual and acquisitive crime. Where we need to, we can rely on joint teams of ourselves and the other three forces in Yorkshire and Humberside to bring specialist knowledge to help us in these areas. This is also critical for us in supporting each other to manage the impact of increased levels of demand for such as supplying officers to the 2012 Olympics in London, as well as provide a response for the protection at local events that will be taking place in the region during the same period.

We have worked hard over the last year to understand how best we can manage the demands for our services within the limited resources we will have in the future, and still improve performance. As a consequence we have changed our officer and staff shift patterns so that the most number of people are available when your demands are highest.

## North Yorkshire Police in the Future

### Focus 3: Manage Money and Reduce Costs

The longer term financial picture is not clear. We know that funding is reducing however there is a lot of uncertainty about some future changes and the impact they will have on the North Yorkshire policing budget. For example, there are reductions in national agencies such as the National Policing Improvement Agency (NPIA) which may mean that some of the things they do on our behalf will have to be done and paid for by individual forces.

The creation of the National Crime Agency and the arrangements for the Police and Crime Commissioner funding are yet to be worked through. Some grants provided to us from central government have only been clarified for the first two years. To reduce the financial risk we take a pragmatic approach by only planning our spending around guaranteed monies. We aim to be prepared for the worst case scenario should it arise.

We have had for some time, through our financial planning approach, a plan in place to deliver the savings required to protect the Force for the future. We were prepared to deal with the cuts but have had to readjust our plans in light of the size of savings needed in the first two years. We will need to reassess what 2013/14 and 2014/15 mean when we have more certainty.

Over the next year, our internal focus will be on restructuring the Force. We will continue to protect key priority areas, making savings firstly from efficiencies in IT, assets, and functions which support but are not directly front line. We will concentrate on increasing the productivity of the remaining workforce. We will reduce the ratio of managers to staff and reduce our overall workforce bill through better resource deployment.

Sadly, in these unprecedented financial circumstances, we have no option but to reduce the size of our workforce and redundancies will have to be made with the priority being protecting front-line service delivery. Monies for PCSOs have been ring-fenced nationally meaning this is an area where we will maintain numbers at our grant funded level. We will increase the use of these staff to give you the police visibility you have requested for your communities.

There are areas we have found in looking at our services that can be slimmed down with a minimal effect on service delivery and in identifying these we have had some help. Each year Her Majesty's Inspectorate of Constabulary (HMIC) produces a Value for Money Profile using data provided by the police that informs both us and the public how each police force spends their budgets and how this compares to other forces in England and Wales. The North Yorkshire Police Value for Money Profile highlights that there is work to do in reducing costs in the following areas:

- Supplies and Services (Computing, Forensics)
- Sergeant to PC/PCSO Supervision ratios
- Time not available for Duty
- Overtime Spend
- Police Staff Unit Costs (Salaries plus allowances etc)

Reviews are already taking place to bring costs down in these areas by considering such as providing services jointly with Yorkshire and Humberside police colleagues, improving IT systems and working shift pattern changes.

Conversely, the Value for Money Profiles can also indicate where a force's spending is under the amount usually spent by other forces. This may identify an area where investment levels are below the national average. For us these are spending on premises and fleet maintenance and our crime

## North Yorkshire Police in the Future

investigation resources. We will continue to keep a close watch on the profiles to ensure that performance is maintained.

Collaboration with other police forces can often lead to services being able to be provided at less cost than the four forces individually. Several reviews are currently in train that have shown the areas of scientific services (Forensics), procurement and vehicles to be suitable for this approach. Further areas are planned to follow as detailed investigations are completed. This will be another of the ways we will maintain services for you at reduced costs.

We work to a continuously evolving five year Business Development Plan which sets out how the Policing Plan objectives will be achieved. This is complemented by a Medium-Term Financial Plan (MTFP) and a Medium-Term People Plan (MTPP). These plans set out the future North Yorkshire Police workforce both in monetary and resource terms. The information contained within the People Plan guides us as to when we need to recruit more officers and/or staff and which skills they require. Currently this is seeking to confirm at which point in the future we will begin to recruit again in order to maintain the levels of officers we need as retirements take place. It will also confirm learning development plans and check how our workforce diversity levels compare with local community levels.

These are, however, unprecedented times where the police service is facing its most significant funding cuts in history. One of the impacts of the cuts is a suspension of recruitment, of both staff and officers, and the implementation of approaches that will significantly reduce both staff and officer numbers over the next four years.

Through these challenging times we are determined to work towards achieving a workforce that reflects the diverse communities we serve. In particular we aspire to have a greater representation where possible of female and BME police officers and staff at all levels.

Currently NYP has 27% female officers and 1.1% Black and Minority Ethnic (BME) officers. North Yorkshire and the City of York have a relatively low level of BME residents and to an extent this is reflected in the Force's workforce. The effect of a recruitment freeze means that there will, in the next few years, be little opportunity to influence the workforce balance. However, due to staff leaving the service, we expect that by the end of 2010/11 the police officer mix will include 28% female and 1.1%<sup>1</sup> BME officers (figures to be confirmed). This situation will be kept under review as will other aspects of Equalities legislation.

<sup>1</sup> Both these figures have been calculated using the NYP officer total which includes those officers on a career break or on secondment. The information is based on all officers that could retire from the organisation by 31 March 2011

## North Yorkshire Police in the Future

### Focus 4: Improve The Infrastructure

We have made a commitment to become more visible and accessible to the public by opening a number of local police stations throughout the Force area.

In some cases, we need to update and improve our facilities for the future to reduce the growing costs of maintaining traditional buildings. We will soon be refurbishing the Settle police station and also building a new police station in Harrogate to replace the one that was built in the 1930s. This new building will be complemented by a town centre facility so that we are still as accessible to the Harrogate town centre community as before.

Where possible, the new properties we build will utilise the latest available technology and environmental features to reduce our environmental impact.

Over the last few years we have been working hard to become more environmentally sustainable by linking in with various environmental agencies. We have also sought advice from specialist organisations to understand how we can become more environmentally sustainable in the future and have produced a new Environmental Sustainability Report, which is jointly endorsed by NYP and NYPA. The report summarises all of the environmental and sustainability practices we have in place across the Force and the positive action we have taken to conserve energy, reduce water consumption and our CO<sub>2</sub> output.

As the North Yorkshire policing area is an extremely large geographical area to police, our vehicles and how we use them is of great importance to us. Since 2008 we have introduced a predominantly diesel fleet to reduce our CO<sub>2</sub> emissions. We have also adopted a 'whole life costing' model as part of our approach to buying vehicles to ensure that we cut 'hidden' costs that may increase over the life of a vehicle. We are now working with regional and national partners to increase our purchasing power.

In relation to technology, we continue to implement national databases that allow police forces to share and prevent the loss of information. Technology such as mobile data hand sets have modernised policing the streets as officers and PCSOs can now give updates from where they are rather than having to return to computers located in stations. This keeps them out on the streets, visible and accessible to you for more of their time.

It is important in these times of financial constraint to make sure that our assets and resources do not fall into disrepair and incur higher maintenance costs. This is false economy so we will continue to invest in these areas where necessary to make sure our officers and staff have the right tools to keep them as effective as they can be in fighting crime.

## North Yorkshire Police in the Future

### Focus 5: Reduce Bureaucracy and Improve The Way We Work

In the light of recent funding reductions, we continue to transform our services to ensure that the optimum number of officers are available. This means that unnecessary forms, administration and processes are being removed and that the quality of our data is being improved to make maximum use of the information we hold.

In line with the Government's policy we will be further empowering staff to make and take responsibility for decision making. The level of officer discretion to make choices on how they deal with the situations they encounter will increase and there will be less supervisory intervention or re-checking of work.

One of the areas where this is taking place already is in sentencing. Over the last year we have been trialling a new approach to dealing with minor youth first time offences. This is where the community is paid back by the offender through an agreed service for the damage caused rather than tying up officers and courts time in criminal proceedings. This 'restorative justice' approach has proven to reduce reoffending rates significantly for those individuals and community justice will now be rolled out across the Force area. Although this is not classified formally as a 'sanctioned' detection in our targets, we have still identified and appropriately dealt with the offender

This is all taking place against a back drop of fewer nationally prescribed targets, fewer data submissions and fewer inspections. As all of these processes have in the past required administration to support the activities, these are areas where savings can be made whilst maintaining frontline service delivery.

## North Yorkshire Police in the Future

### Focus 6: Work With Other Partners to Manage Gaps

We know that the financial challenges we face are similar for our local public sector and other partners. It would be easy in these times to concentrate solely on our own challenges and not see the greater opportunity to explore how we can deliver services collectively and more cost effectively.

Together we carry out consultation with our communities and collect the views and priorities of our other partner organisations, specifically those included in the Community Safety Partnerships (CSPs). The CSPs facilitate the co-ordination of local activities to reduce crime and disorder. This ensures that agencies are not working in isolation and resources are targeted to agreed priorities. Our strategic and operational plans therefore complement the plans and risk assessments of our partners. More importantly now, we will incorporate partner risks into these meetings where one service may struggle to sustain a level of service that the other services may depend on.

A number of strategic groups also meet regularly to assist in the delivery of joint working by tackling any obstacles that prevent effective partnership working and monitoring progress. Some examples of these strategic groups include the North Yorkshire Strategic Partnership (NYSP) and York Without Walls (WoW), which bring together public sector agencies responsible for promoting the economic, social and environmental well-being of communities in the area, together with the voluntary sector and business community and each of the district level strategic partnerships.

Regionally the Joint Police Authorities Committee (JPAC) brings together the four police authorities and chief constables in Yorkshire and the Humber. Joint working is designed for:

- Building the capacity and capability of the region to deal with major incidents.
- Supporting local teams in dealing with serious and organised crime and cross border criminality.
- Improving the service the public receives.
- Delivering value for money.

To date effort has been largely concentrated on building a number of specific teams, such as Roads Policing and Asset Recovery, to enhance individual force's capability. Last year an external review was commissioned that is now being used to build a regional plan to improve a number of functions starting with forensic and procurement services.

It is important to understand the impact that funding challenges across the public sector will have on the economies of our local communities. Through ongoing Equality Impact Assessments and dialogue with our partners, we continue to build our understanding of how our collective funding challenges and organisational changes will affect the local economy. This is particularly relevant to the central area of North Yorkshire where the public sector is one of the largest employers in the area.

We are committed to working in partnerships for the future, despite the removal of joint targets and funding arrangements. In particular, we will focus on those partnerships that offer value to our communities and that assist us in facing the challenges of funding reductions.

## North Yorkshire Police in the Future

### Focus 7: Transfer Strategic Governance to Police and Crime Commissioners

The Government feels that policing has become distorted and over-centralised with heavy bureaucracy and top-down targets which prevent police officers from policing effectively. Accordingly the Government is stepping back from central intervention. The balance of the local, regional and national requirements for policing is set to change considerably over the next couple of years.

It is proposed that North Yorkshire Police Authority, like all police authorities, will cease to exist from May 2012. They will be replaced by directly elected Police and Crime Commissioners (PCC) who will be at the forefront of local relationships across the wider community safety and criminal justice arena, delivering more joined up services to improve community safety, reduce crime and re-offending.

The PCCs will be elected by the public and will hold their Chief Constable to account in making sure they address locally agreed priorities. They will also provide a voice for the public to challenge the Chief Constable on spending and value for money.

The PCCs will hold office for a term of four years and can stand as a member of a political party or as an independent. They can only hold a maximum of two terms of office.

The PCC will be scrutinised by a Police and Crime Panel (PCP) which will have a sharp focus on the performance of the PCC, **not** the Force. The Police and Crime Panels will be made up of local councillors and independently selected representatives.

It is in this year that police forces and police authorities will begin the work towards this new system. NYPA has already taken first steps by revising the Scheme of Delegation so that Members can concentrate on the key areas of business and reduce bureaucracy. Throughout these changes there will be no disruption to frontline service delivery for our communities and a smooth handover from one to the other.

## North Yorkshire Police in the Future

### Focus 8: Plan Beyond The Cuts

As an organisation we are pro-actively looking and planning for the future. By using the plans we have created, we can make accurate financial predictions along with future officer and staffing estimates. This means that as a Force we will plan and put initiatives in place to ensure we do not go below the police officer numbers we have budgeted for and will construct our workforce accordingly so that future recruitment and workforce skills are planned ahead.

We will encourage our leaders to think not only about the issues of today but how they will plan their services for the future. Our 'Leading the Way' leadership programme is a well developed and long-term commitment for us and it will be used as a tool to manage the cultural changes we face as a Force, developing our workforce skills in finding efficiency, and assist in reinforcing a team ethos after the changes.

It is clear that as an organisation, North Yorkshire Police is changing significantly. We need to find savings quickly and this will mean abrupt change in 2011/12. Consequently, in the near future we **will** be different but this does **not** mean we will provide a poorer level of service.

This is a time of austerity. We have not and will not reduce police officers and staffs jobs lightly. If in the future investment becomes a possibility then we will ensure that this will be put into front-line services. The years ahead will not be easy, for us and for the majority of other public organisations. It will be tough **but** North Yorkshire Police Authority and Police is ready for the challenge.

## 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 our communities, and we will continue to expand and improve them. These include:

### Telephone and Website Contact

North Yorkshire Police 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)

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

### Local Police Stations, Mobile Police Stations, One Stop Shops and Other Community Venues

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

### Safer Neighbourhood Teams

The contact details for each Safer Neighbourhood Team are provided on our website and can be accessed by following the Safer Neighbourhoods link on our homepage.

### Meetings and Events

Both the Police and the 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. Our Safer Neighbourhoods Policing site, accessible through our home page at [www.northyorkshire.police.uk](http://www.northyorkshire.police.uk) gives news and details of these events.
- At Community Safety Partnership meetings.
- At meetings of the Police Authority which are open to the public. For more information please visit the North Yorkshire Police Authority website at [www.nypa.gov.uk](http://www.nypa.gov.uk)

### Yorkshire and the Humber Regional Policing

The four Police Authorities and Police Forces of Yorkshire and the Humber work together in delivering specialist and strategic areas of policing. For more information please visit the regional website [www.policing\\_yorkshireandthehumber.co.uk](http://www.policing_yorkshireandthehumber.co.uk)

## North Yorkshire Police Performance Targets For 2011/12

North Yorkshire Policing Plan	Performance Targets 2011/12
<b>Crime</b>	
1. Overall Crime Rate	Reduce from 10/11 Outturn
2. Serious Acquisitive Crime Rate	Reduce from 10/11 Outturn
3. Serious Violent Crime Rate	Reduce from 10/11 Outturn
4. Discontinuance Rate with Crown Prosecution Service for Serious Sexual Crimes	Reduce to 10%
5. Serious Acquisitive Crime Sanction Detection Rate	Increase to 15%
6. Serious Violent Crime Sanction Detection Rate	Increase to 66%
7. Serious Sexual Crime Sanction Detection Rate	Increase to 32%
8. Overall Detection Rate (incl. alternative disposals)	Increase from 10/11 Outturn
<b>Anti-Social Behaviour</b>	
9. Overall ASB Rate	Reduce from 10/11 Outturn
10. The percentage of victims classified as vulnerable who do not suffer repeat incidents of Anti-Social Behaviour	Increase to 70%
<b>Roads Policing</b>	
11. Overall Killed and Seriously Injured Rate	Reduce from 10/11 Outturn
<b>Satisfaction with Service Delivery</b>	
12. Overall User Satisfaction Rate	Increase by 4% (to 85%)
13. User Satisfaction with Follow Up Rate	Increase by 4% (to 73%)
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
<b>Public Accessibility</b>	
15. Percentage of 999 calls answered within 10 seconds	Increase 90%
16. Percentage of Immediate Urban incidents attended within 15 minutes	Increase from 10/11 Outturn
17. Percentage of Immediate Rural incidents attended within 20 minutes	Increase from 10/11 Outturn
18. Percentage of vulnerable or upset person incidents attended within 60 minutes	Increase to 80%
<b>Value for Money</b>	
19. Percentage of Force Budget allocated to Local Policing <i>Value for Money Development Areas (20-26)</i>	Increase from 10/11 Outturn
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)
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]	

## North Yorkshire Police Performance Against 2010/11 Targets

CHI	Target	Actual Performance		Year on Year Performance Comparison
		2009/10	2010/11	
<b>Confidence</b>	Confidence (Agencies) - Achieve 58.8% by end of March 2011	50.8%	53.9% (Dec 2010) <sup>1</sup>	+3.3%
	Confidence (Police only) - Achieve 62.8% by end of March 2012	57.7%	59.7% (Dec 2010) <sup>1</sup>	+2.0%
<b>Crime</b>	Overall crime rate lower than 42230 (2009/10 outturn)	42230	42431	+201
	Reduce Serious Acquisitive Crime rate by 6% from 2009/10 outturn (5839) to 5489	5839	5486	-353 (-6%)
	Reduce Serious Violent Crime rate by 3% from 2009/10 outturn (422) to 409	422	354	-68 (-16%)
	Discontinuance rate with CPS of 10% for rape offences	7%	10.2%	+3.2%
	Achieve 15% Sanction Detection rate for Serious Acquisitive Crime	13.6%	12.8%	-0.8%
	Achieve 66% Sanction Detection rate for Serious Violent Crime	71%	58.1%	-12.9%
	Increase Sanction Detection rate for Serious Sexual Crime to 35%	30%	23.7%	-6.3%
	Serious Acquisitive Crime rate - 19.3 crimes per 1000 residents	10.04 crimes per 1000 residents	10.34 crimes per 1000 residents	+0.3
	Reduce Assault with less serious injury to less than 2537 crimes	2604	2809	+205
	Reduce the Repeat Incidents of Domestic Violence rate to 25.5%	20.5%	26.9%	+6.4%
	Reduce the Violent Crime rate to less than 6630 crimes	5964	5936	-28
Increase the Sanction Detection rate for Violent Crime to 60%	56%	53.8%	-2.2%	
<b>ASB</b>	Overall reduction in the number of ASB incidents to a level lower than 46646 (2009/10 outturn)	46646	43649	-2997
	Reduce perceptions of high level ASB to 7.5% for North Yorkshire & the City of York combined (BCS results)	7.9%	7.7% (Dec 2010) <sup>1</sup>	-0.2%
	NYP will aim to reduce the number of repeat incidents of ASB where the victim has been identified as being vulnerable	No previous data	70% reduction Feb 2011	-
	Reduce the number of people Killed and Seriously Injured to less than 697 <sup>3</sup>	598	553	-45
	Reduce Killed and Seriously Injured to less than 75 (York)	60	62	+2
	Reduce perceptions of high level ASB to 9.4% for City of York (Place Survey results)	14%	No Data <sup>2</sup>	-
	Reduce Killed and Seriously Injured to less than 622 (North Yorkshire) <sup>3</sup>	538	491	-47
	Reduce the number of people who perceive drunk and rowdy behaviour to be a problem by 2% from 2009/10 levels for North Yorkshire (Place Survey results)	17%	No Data <sup>2</sup>	-
Reduce perceptions of high level ASB by 2% from 2009/10 levels for North Yorkshire (Place Survey results)	7%	No Data <sup>2</sup>	-	

<sup>1</sup> 2010/11 figure is taken from the latest British Crime Survey results (December 2010). March 2011 results expected July 2011.

<sup>2</sup> Place Survey was not conducted in 2010/11 following change in Government policy.

<sup>3</sup> Based on calendar year in accordance with DfT counting rules.

## North Yorkshire Police Performance Against 2010/11 Targets

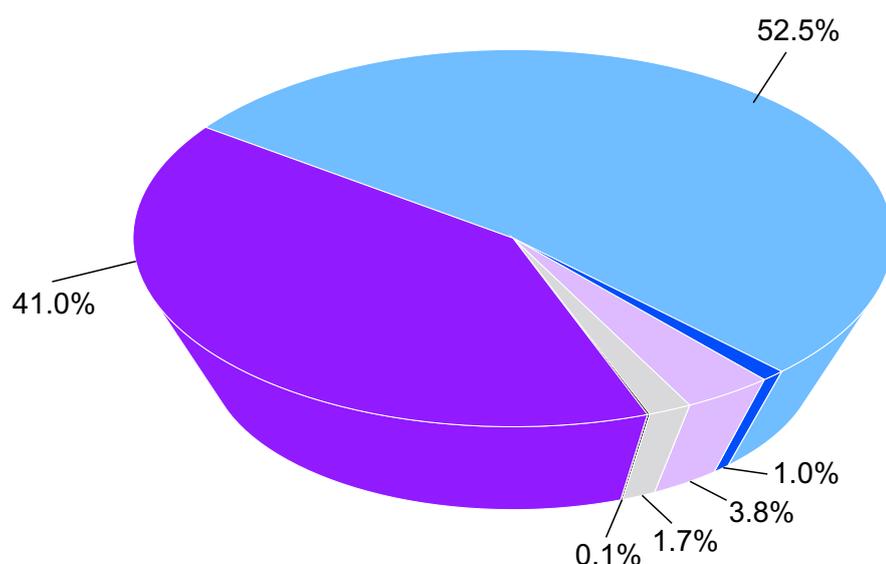
CHI	Target	Actual Performance		Year on Year Performance Comparison
		2009/10	2010/11	
<b>Satisfaction with Service Delivery</b>	Satisfaction with follow-up increase to 75% by the end of March 2011	67.6%	70.3%	+2.7%
	Receive HMIC grading of at least 'Meeting the Standards' for valuing the police	No outturn until 2012	No outturn until 2012	-
	Spend 80% of the time visibly working in your neighbourhood	97%	97.6% July 2010 <sup>4</sup>	+0.6%
	Answer 90% of 999 calls within 10 seconds	89%	95.4%	+6.4%
	Improve number of emergency calls attended in urban areas within 15 minutes by 5% from 2009/10 performance (77%)	79%	81.1%	+2.1%
	Improve number of emergency calls attended in rural areas within 20 minutes by 5% from 2009/10 performance (78%)	74%	76.7%	+2.7%
	At least 90% of the time:			
	<ul style="list-style-type: none"> <li>o If a caller is vulnerable or upset, aim to be with them within 60 mins</li> </ul>	71%	71%	0%
	<ul style="list-style-type: none"> <li>o If a caller is calling about an issue that is a neighbourhood priority and attendance is required, be with them within 60 mins</li> </ul>	87%	85%	-2%
	<ul style="list-style-type: none"> <li>o Alternatively make an appointment to see them within 48 hours</li> </ul>	No data	No data <sup>5</sup>	-
<ul style="list-style-type: none"> <li>o Hold at least one public meeting per Safer Neighbourhood Team a month</li> </ul>	100%	100%	0%	
<ul style="list-style-type: none"> <li>o Acknowledge any dissatisfaction within 24 hours of reporting it to us</li> </ul>	No data	No data <sup>5</sup>	-	
<ul style="list-style-type: none"> <li>o Respond to every message directed to a Safer Neighbourhood Team within 24 hours.</li> </ul>	78%	90% (June 2010)	+12%	
<b>Value for Money</b>	Police Service cashable efficiency gain of £6.2m by the end of March 2011	New target 2011	£8.5m	
	Police Service cashable efficiency gain of 8.6% by the end of March 2011	New target 2011	Achieved	
	Reductions in overtime spending; to find £0.5m savings	New target 2011	Achieved	
	Programmes of process improvement work to find £0.3m savings	New target 2011	Achieved	
	Reduction in the proportion of the police force, and of the police authority's employees, who carry out support services to find £0.07m savings	New target 2011	Achieved	
	Reductions in overhead expenses to find £1.36m savings	New target 2011	Achieved	
	Increase recruitment levels for BME officers for 2010/11 to 2%	1.0%	1.1%	+0.1%
	Increase recruitment levels for BME staff for 2010/11 to 2%	1.2%	1.3%	+0.1%
	Increase recruitment levels for female officers for 2010/11 to 27%	26.6%	27.2%	+0.6%
	Reduce the average hours lost to sickness by 15% from 2009/10 outturn (63.3 hours) to 53.9 hours	63.3 hours	58.5 hours	-4.8 hours
	Reduce the percentage of working hours lost due to sickness for Officers to 4.7%	3.8%	3.2%	-0.6%
	Reduce the percentage of working hours lost due to sickness for Staff to 4.2%	3.9%	3.9%	0%

<sup>4</sup> Based on North Yorkshire Police definition of an Abstraction.

<sup>5</sup> Policing Pledge has been replaced by Service Standards and therefore, this measure is no longer recorded.

## Funding Breakdown

		Funding Breakdown	
		2010/11	2011/12
		Actual	Budget
		£000s	£000s
	Core Grant	78,584.2	78,952.8
	Precept (including Fund Surplus)	61,134.8	61,564.3
	Interest on Deposits	381.9	175.0
	Non Grant Income	3,699.6	2,485.9
	Other 'Core' Grants	8,990.4	5,664.3
	Grants (Ringfenced)	1,859.7	1,438.3
		<b>154,650.6</b>	<b>150,280.6</b>
	Surplus	(109.6)	-
	<b>Total Funding</b> (including efficiencies/productivity gains)	<b>154,541.0</b>	<b>150,280.6</b>

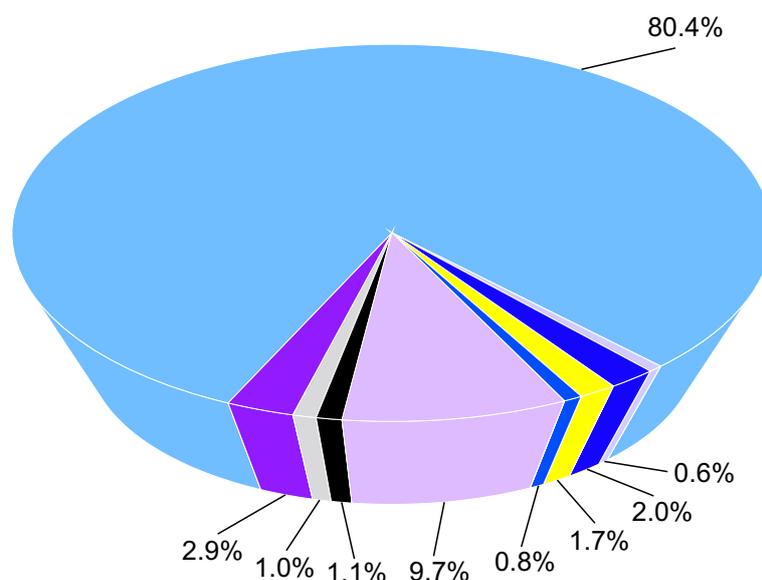


The 2011/12 efficiencies have been set in response to the Comprehensive Spending Review. This has led to £8.9m of savings being identified to move from the autumn Medium Term Plan level to enable a balanced budget to be set with a zero Council Tax precept rise.

## Expenditure Breakdown

		Expenditure Breakdown	
		2010/11	2011/12
		Actual	Budget
		£000s	£000s
	Employee Costs	124,240.8	124,029.6
	Premises Costs	4,422.3	4,451.2
	Other Transport Costs	1,581.7	1,515.5
	Fuel Costs	1,574.6	1,689.5
	Supplies & Services	12,794.1	14,894.9
	Authority	1,366.0	1,175.3
	Injury and Ill Health Pension Costs	2,377.8	2,559.4
	RCCO*	3,455.8	3,144.6
	Debt Management Charges	343.5	874.1
	Transfer from/to Reserves	2,384.4	(4,053.5)
	<b>Total</b>	<b>154,541.0</b>	<b>150,280.6</b>

The figures for 2011/12 include an estimate of one-off costs in relation to the Change Programme.



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

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### 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](mailto:info@nypa.gov.uk) or 01765 641 839.



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