

Police and Crime Plan 2013 - 2017



Consultation Draft

crimeplan.org.uk



FOREWORD from your Police and Crime Commissioner, Julia Mulligan

It is a privilege to be able to put forward my first draft Police and Crime Plan for North Yorkshire. Its remit is inclusive, covering the whole of North Yorkshire, with the iconic City of York at its heart. Bearing this in mind, I wish to thank those who voted on November 15th, and reiterate my pledge to work on behalf of everyone throughout North Yorkshire and the City of York to reduce crime.

But reducing crime is not my only goal. My focus will also be on those people who are the victims of crime, and who are worried by crime. Our police need to be more responsive, more visible and more accessible. It is only then that North Yorkshire residents will feel safe – and that is what I am here to deliver.

I don't want this Plan to be the Police and Crime Commissioner's. I want it to be your plan; North Yorkshire's plan. This will only succeed if we all work together with a shared objective in mind.

The following pages offer a clear picture of what I hope to achieve over the next four years. But what I hope is only half the picture. I need to know what you hope for. It may be that my emphasis on anti-social behavior is not quite right, or that you think more needs to be invested in IT; whatever your feedback, please let me know.

Without your help we will not be able to achieve what I know is possible.

- Reduced crime across the county and in our towns and cities
- More people feeling safer in their homes and in the streets
- Higher confidence and satisfaction in North Yorkshire Police
- Better protection for vulnerable people and victims of crime

Or in four words; **be safe, feel safe.**

I hope we can work together to achieve these aims, but if you think I should aim for something different please let me know.

Details on how you can have your say follow and I hope to make commenting as easy as possible.

Once I have heard from you, I will publish the final plan. I will then work relentlessly to keep North Yorkshire the safest place in England and to work with the police, councils, volunteers and community groups to improve the quality of life for people whose lives are blighted by crime and anti-social behaviour.



Julia Mulligan
Police and Crime Commissioner for North Yorkshire



What is the Police and Crime Plan for North Yorkshire?

This plan is your Police and Crime Commissioner, Julia Mulligan's strategy for making our area safer.

As your Commissioner, Julia is required to publish a plan that sets out how the police, Community Safety Partnerships and other partners in the criminal justice system will work together to reduce crime across North Yorkshire.

The plan reflects the Commissioner's mission, priorities, manifesto commitments and the needs of local people across our communities.

The Police and Crime Commissioner has been elected to provide you with a stronger voice and a greater say in how local policing is delivered and to ensure that the Chief Constable delivers for you.

The content of this Police and Crime Plan is informed by evidence around effective crime reduction. The strategy, deliverables and outcomes stem from a set of six goals.

What is the purpose of this document?

A version of the Police and Crime Plan in draft form must be produced for consultation so that the public, partners and other interested parties can feedback and input their views.

This is the Consultation Draft and consultation questions are set out below. You can comment and provide feedback through the dedicated website or in writing.

www.crimeplan.org.uk or

**FREEPOST RTCL-AGAE-TRTS
Police and Crime Commissioner for North Yorkshire
Ripon HG4 5NB**

Consultation lasts from the 4th February to the 18th March. Once the consultation is concluded, Julia Mulligan's first Police and Crime plan will be published by 31 March 2013.

However, it is important to note that the Commissioner's first plan is a stepping-stone to the future. The plan will be updated as Julia develops her strategy, based on evidence and best practice, working in close co-operation with the police and partners over time.



Feedback your comments – have your say

As part of the public consultation process, Julia and her team will be visiting different areas of the county to discuss the ideas in the plan with you. This will be done with members of North Yorkshire Police and local partners such as your local council, City of York Council and North Yorkshire County Council.

If you want to know what's happening when, please call 101 and ask for Julia Mulligan or email info@northyorkshire-pcc.gov.uk or go to www.crimeplan.org.uk

Commenting on the plan

Consultation questions are set out below and you can answer these as well as comment on and respond to the draft plan at www.crimeplan.org.uk. The questions are also included in the leaflet, which can be returned to us directly using the FREEPOST address below.

Please debate the plan locally – you can use the publicity material provided free of charge at local meetings, for example at Parish Council meetings. You can download the materials from the website and print them out or contact the office above for free copies.

- A4 posters
- A4 leaflet/newsletter
- Information slips – how to feedback your views

Invite Julia Mulligan to a meeting near you

If you're planning or attending an event that Julia could attend, please contact her office using the contact details above.

Please note: Julia will do her best to attend your event but may be unable to do so due to prior commitments. However, as the police and crime plan will develop over time, it may be that Julia could attend a future date.

Email – send your comments via email at info@northyorkshire-pcc.gov.uk

Post – to Julia Mulligan at the following address:

**FREEPOST RTCL-AGAE-TRTS
Police and Crime Commissioner for North Yorkshire
Ripon HG4 5NB**

Please send your response no later than 18th March 2013



Consultation questions

Tell us what you think – complete the survey at www.crimeplan.org.uk – it's quick and easy. Alternatively return the survey in the post if you're not online.

1. Generally, how much do you agree with the Commissioner's goals?
(please circle)

- a) They are about right
- b) There are only one or two I think are right
- c) I'm not sure either way
- d) I disagree with most of them

2. In what order would you rank the priorities? (1 = top priority and 6= lowest)

a) Reducing harm	1	2	3	4	5	6
b) Putting people first	1	2	3	4	5	6
c) Delivering more with less	1	2	3	4	5	6
d) Fit for the future	1	2	3	4	5	6
e) Driving justice	1	2	3	4	5	6
f) Police UK	1	2	3	4	5	6

3. What additions or changes would you make? (1 = top priority and 5 = lowest)

a) More emphasis on police performance	1	2	3	4	5
b) A harder line on dealing with criminals	1	2	3	4	5
c) Greater emphasis on causes of crime	1	2	3	4	5
d) Not enough focus on rural areas	1	2	3	4	5
e) Not enough focus on urban issues	1	2	3	4	5
f) Other (please state)					

4. Do you have any comments or suggestions on what else could be done to improve the performance of North Yorkshire Police either generally or regarding a specific area of crime or concern? Please state:

5. Do you think that the balance is right between cutting costs and protecting frontline policing, given that major savings are needed over the coming years?

- a) Yes
- b) No
- c) Not sure



6. Do you think that the right mix between urban and rural issues has been achieved?

- a) Yes
- b) No
- c) Not sure

7. What, if any, other measures could be taken to help drive justice, given that the courts, judges and Crown Prosecution Service are independent of the police?

- | | | | |
|---|-----|----|----------|
| a) More cases brought to court | Yes | No | Not sure |
| b) Specific notice taken of North Yorkshire's needs | Yes | No | Not sure |
| c) More people charged rather than cautioned | Yes | No | Not sure |
| d) Increased use of restorative justice | Yes | No | Not sure |
| e) Crack down on anti-social behaviour | Yes | No | Not sure |
| f) Other (please state) | | | |

8. Are there any other issues you would like included in the plan?

Please state:

9. Do you believe that confidence in North Yorkshire Police needs to be improved?

- a) Yes
- b) No
- c) Not sure

10. Any other comments you would like to add? Please state:

**PLEASE RETURN TO:
FREEPOST RTCL-AGAE-RTS
Police and Crime Commissioner for North Yorkshire
Ripon HG4 5NB**



PART ONE: VISION AND GOALS

Vision

“Be safe, feel safe – protected by the most **responsive** service in England”

“It's official; we live in the safest place in England. However, statistics mean little if you've experienced crime or are worried about crime. My target is to drive down crime and anti-social behaviour further still so that over time we continue to be the safest place in England. However, being safe is only one side of the coin. The other is feeling safe. We need to be more responsive, more visible and more accessible, so that you feel confident we'll always be there to protect you from harm.”

**Julia Mulligan, Police and Crime Commissioner,
North Yorkshire**

Goals

In order to retain our top spot as the safest area in England by being the most responsive service in England, we need to:

1. **Reduce harm** - through effectively responding to crime, anti-social behaviour, vulnerable people, road casualties and identifying and tackling with partners the most important drivers of crime in our communities
2. **Put people first** - ensure a first-rate response, active reassurance, high visibility and improved victim support. We need to become a people- rather than process-driven force through simplifying policies and procedures and changing behaviours, including complaint handling
3. **Deliver more with less** – achieve maximum value for money across the organisation with resources prioritised towards frontline policing in both urban and rural areas. We will drive value for money and efficiencies via collaboration, effective procurement and reducing long term costs through increasing crime prevention measures and driving value in back and middle office functions
4. **Ensure that we are 'fit for the future'** - by anticipating future needs and responding with modern buildings, training, recruitment and IT investment plus driving energy efficiency. This will include a new, flexible solution for force headquarters
5. **Drive justice** - respond to the public's demand for justice through dealing more effectively with prolific offenders; ensuring the appropriate use of cautions; meticulously preparing cases for charging; embedding restorative justice and working with the Crime Prosecution Service to ensure North Yorkshire's specific needs are understood and met.
6. **Police UK** - we are duty bound to play an active role in strategic national policing requirements and doing all we can to ensure a fair deal for our area. This means fighting our corner for funding and being ready to provide support when national needs demand



PART TWO: DELIVERING ON OUR GOALS

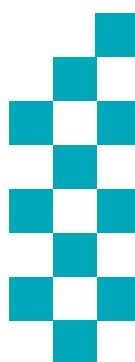
In preparing this draft Police and Crime Plan, your Police and Crime Commissioner Julia Mulligan has listened to your key crime and community safety priorities. You have let it be known that:

- You don't want your police service privatised
- Tackling anti-social behaviour needs to be a greater priority
- A balance is needed between urban and rural needs
- Issues that affect local communities such as speeding and nuisance are important in terms of quality of life
- Alcohol misuse is a real problem across the force area and is a key driver of many types of incidents including violent crime, domestic violence and anti-social behaviour
- Rural and wildlife crime is a 'hidden' problem that needs greater emphasis
- Highly visible and engaged bobbies on the beat are vital for reassurance
- You want all crimes and anti-social behaviour to be taken seriously and feel our needs are different to large, predominately urban areas
- Youth crime and sexual assaults are key concerns
- You feel the integrity of senior police officers should be exemplary
- You want value for money
- There needs to be a strong focus on catching and prosecuting criminals, especially repeat offenders
- You are frustrated with some court sentences and cautions

The actions and outcomes linked with each goal weave your priorities into the plan. We welcome your feedback and comment to shape the final plan through which Julia will hold the Chief Constable to account on your behalf.

The start of a new approach

Over the next six weeks, we will be out and about listening your views on the draft plan. But it's early days. The plan will evolve over time as more and more evidence, facts and feedback are amassed to develop a robust strategy for the future dedicated to one priority; helping you **be safe and feel safe**.



Goal 1: To Reduce Harm

Across North Yorkshire and the City of York, crime fell by 9% during the past year, and by 29% over the past five years or 14,556 fewer crimes. This compares to an average national decrease of 26% during the same 5-year period.

Source: Crime Survey for England and Wales, 24 January 2013

This means that along with Norfolk, we are now the safest place in England. We are determined to keep it this way and will aim beat the national average performance over time so that we remain the safest place in England and that you will feel safe.

Key outcomes:

1. Over time, to embed our position as the safest place in England
2. To increase confidence through a determined focus on tackling the issues that matter most to communities consistently over time

To do this, a number of key activities need to be taken forward over the coming years to significantly improve the safety of people who live, work and enjoy North Yorkshire.

We will deliver:

1. More efficient and effective crime investigation through enhanced collaboration with neighbouring forces including major crime, organised crime, cross-border crime and intelligence sharing

Outcomes: reduced crime and more successful investigations

2. An evidence-based, area wide alcohol strategy working with our partners including Health, which leads to improved provision on the ground in local communities and clear, measurable outcomes

Outcomes: reduced levels of anti-social behaviour, violent crime and domestic violence across the force area

3. A renewed focus on tackling crime in rural areas through investing in Country Watch schemes, working with key partners such as the National Farmers' Union and neighbouring forces to ensure police resources in rural areas are sufficiently maintained

Outcomes: higher reporting and detection of crimes in rural areas and the establishment of new Country Watch schemes

4. To affirm our determination to stamp out hate crime and support our diverse communities by developing greater understanding of their needs

Outcome: an increase in the confidence of minority groups and victims to share information and make complaints to the police. More offenders of hate crime brought to justice



5. Long term sustainability and financial support for the 95Alive Road Safety Partnership by reinvesting income generated from the road safety camera vans to target drivers and other road users with effective safety information as well as enforcing road offences.

Outcomes: a continued reduction in the number of people killed or seriously injured on our roads

6. An 'Automated Number Plate Recognition' (ANPR) system delivery plan and investment programme that will help disrupt and detect active crime groups within our borders and across borders

Outcomes: a reduction in the number of offences committed by people living outside North Yorkshire

7. More effective services and support through the Protecting Vulnerable People unit of North Yorkshire Police and effective working with key partners to develop better services and support for vulnerable people – including data sharing and practical problem-solving

Outcomes: vulnerable people will be prioritised and their needs met leading to higher satisfaction rates and greater confidence levels

8. Develop and embed strong partnerships at a local level to tackle anti-social behaviour and set up an 'anti-social behaviour task force' to share best practice and use resources effectively

Outcomes: enhanced delivery in communities leading to on-going reductions in anti-social behaviour at a local level

9. Work with partners, in particular health colleagues, to help deliver key services to protect vulnerable people and increase prosecutions for sexual assaults

Outcomes: Section 136 'Place of Safety' provision covering all areas of North Yorkshire; long-term funding for a Sexual Assault Referral Centre (SARC) providing medical, forensic services and support for anyone who has been sexually assaulted



Goal 2: People First

We want North Yorkshire Police to be recognised as the most responsive service in England. People need to **be safe and to feel safe**, which means truly understanding and responding to individual and local needs.

This deeper understanding will help transform delivery through adopting a people focused approach in all that we do.

In turn, this will help us provide the best possible response to crime and community safety, working in partnership with our local authority friends and partners throughout the wider criminal justice system.

Key outcomes:

1. Continuously improving satisfaction levels and confidence in the police and partners to keep us safe
2. Lower levels of anti-social behaviour across North Yorkshire through adopting an evidence-based approach to dealing with problems
3. Reduced reoffending rates
4. Protection of Safer Neighbourhood Teams in urban and rural areas
5. Improved capacity and capability to deal with serious crime

Over the life of this plan the Chief Constable will carefully change focus so that police service delivery is one that truly focuses on individual needs, providing choices to victims and witnesses and greater reassurance to our communities.

We will deliver:

1. A new 'Insight Centre' that will harness the power of data and intelligence more effectively to shape services based on evidence and insight

Outcomes: confidence that local priorities are identified and the provision of services is 'fair' as it is based on evidence of local need; a commissioning strategy that is based on local needs and measured against local outcomes

2. A new 'Community Fund' that will allow local people and organisations to secure funding for projects important in their local area or community

Outcomes: a range of projects initiated and delivered by local people for their local communities

3. The separation of complaints handling and investigations from the police force based on the twin principles of independence and transparency that also has power to ensure lessons are learnt and change practice as appropriate

Outcomes: fewer formal complaints and referrals to the Independent Police Complaints Commission (IPCC); greater community confidence in the integrity of the North Yorkshire Police complaints handling process



4. An expansion of the special constabulary and non-warranted volunteers to provide 'Parish Constables' in rural and urban areas; to enhance access to services for the community, for example by extending the opening hours of local police station front counters; and delivering local safety and crime prevention programmes in a range of community settings

Outcomes: a doubling of the number of Special Constables and volunteers over five years; innovative solutions by working with partners to enhance visibility, reassurance, community intelligence and capability particularly concerning issues such as speeding, road abuse, nuisance and anti-social behaviour

5. We will work with victims to create a new 'Victims' Charter' to ensure the best possible support for victims of crime and anti-social behaviour here in North Yorkshire

Outcome: improved victim satisfaction levels

6. A new approach to scrutiny of police delivery and performance that will take greater account of the needs of local people.

Outcomes: improved satisfaction and performance rates across a range of service areas including call handling and appointments; victim satisfaction; case handling and investigations; feedback to victims and communities

7. Expanded opportunities for people from minority groups to actively contribute to the development of improved, inclusive policing services.

Outcome: individuals within minority groups feeling valued and engaged by North Yorkshire Police.

8. A shift in police culture towards one that is less process-focused and more people-led thus empowering officers and staff to "do the right thing"

Outcome: a confident workforce that feels their skills, experience and capabilities are valued and used more effectively to deliver high quality service to our communities, for example via the appropriate use of cautions, out of court disposals and community justice

9. Response policing teams that provide a consistently high quality service in all areas and which are flexible; able to meet changes in demand

Outcomes:

- To answer 999 calls in 10 seconds – meeting the national target of 90%
- To attend immediate urban calls within 15 minutes – improve on last year
- To attend immediate rural call within 20 minutes – improve on last year
- To attend vulnerable person incidents within 60 minutes – improve on last year

10. Maintaining core Safer Neighbourhoods Teams (SNTs) leading to greater continuity of officers; new practices to maximise the visibility and capability of local officers, PCSOs, frontline staff, Specials and volunteers

Outcome: established, embedded, protected Safer Neighbourhood Teams that are highly visible and integral, trusted members of local communities

Goal 3: More With Less

Despite the financial challenges facing us, we are determined to maintain operational frontline policing capacity as far as is possible.

This means that anything that does not add value, costs more than it needs to or takes longer than is required to deliver a quality service is an opportunity to do things differently and better.

Key outcomes:

1. Achieving maximum value and efficiency across the organisation
2. Maintained operational frontline policing capacity
3. Enhanced cost-effectiveness and greater economies of scale

Achieving these outcomes will necessitate innovation, enhanced collaboration and the reshaping of services.

We will deliver:

1. A review of policies, procedures, data capture processes and administration support to streamline decision-making, reduce bureaucracy, ensure appropriate levels of risk are being reflected in working practices and free up police officers from administrative work

Outcome: **reductions in actual bureaucracy and increased operational capacity**

2. Long term value for money through funding schemes that tackle the drivers of crime and anti-social behaviour

Outcome: **reductions in crime, anti-social behaviour and repeat offending through an ambitious and effective community safety strategy and integrated offender management programme in local areas**

3. Increased resilience and capability through collaboration with other police forces and the regional policing agenda when in the best interests of our community

Outcomes: **increased capability and capacity to deal with serious and organised crime in North Yorkshire and across borders; increased savings through economies of scale; effective use of intelligence leading to more arrests; lean but highly responsive forensic services; learning and expertise from other organisations**

4. New and innovative joint service delivery with our local public sector friends in North Yorkshire

Outcomes: **a range of projects that enhance local shared services and deliver better value for money, for example we will explore community budgets with North Yorkshire County Council and the City of York; we will aim to deliver a joint alcohol commissioning strategy with public health**



5. Co-located and shared premises, facilities and services with local partners

Outcomes: we will identify opportunities to drive value for money for the taxpayer and maintain frontline operational capacity through sharing premises and facilities in local communities with local partners; we will consider how to work with local partners to share central services such as control rooms, headquarters and support functions

6. Market testing – we will critically assess how we deliver services and challenge the type and level of service delivered; we will compare our cost and performance with others; undertake community impact assessments and cost what we do over both the short and longer-term (whole life)

Outcomes: reduced unit costs; evidence base of comparators of in-house service costs, costs of collaborated services and alternative providers

7. Agile, effective procurement – transparent processes, as lean as is possible within the regulations and appropriate use of outside experts to help us define accurately what we need

Outcomes: purchasing that delivers effective solutions for our organisation and long-term value for money

8. A local procurement policy to support the local area and economy

Outcomes: opportunities for local business to provide services to us where these deliver best value leading to an active contribution to sustaining the local economy

9. An ethical approach to procurement which recognises the importance of integrity in the process and behaviour of those involved in procurement activity

Outcome: the public will have confidence in the processes adopted and the way we do business



Goal 4: Fit for the Future

We are ambitious in our plans for the future. We will actively invest in our estate, information technology and our people to deliver a sustainable future that is accessible, cost effective and responsive to the changing needs of users and the workforce. We also aim to be as energy efficient as possible.

Key outcomes:

1. Long term reduced property overheads and improved facilities
2. Embedding the 'people first' culture amongst the whole workforce
3. IT infrastructure to facilitate service delivery and reduce the burden of administration
4. Shared services from single locations with multiple partners
5. A reduced carbon footprint

We will deliver:

1. A new 'northern base' to replace Newby Wiske Hall, combined with a new custody suite for the northern part of the police force area and flexible, modern accommodation for operational and support functions

Outcomes: over the long-term, reduced running costs and greater efficiency; improved accessibility, power, infrastructure and agile working spaces; maximising the market value of Newby Wiske Hall leading to its efficient disposal

2. Joint-use facilities with partners where possible and beneficial to our communities

Outcome: reduced costs; single point of shared service delivery

3. Investment in our people to embed a 'people first' culture through training and development and ensure the workforce is confident, well equipped and delivers what is expected in terms of conduct and behaviour

Outcome: a get it right first time approach; high standards of professional competence and integrity; responsiveness and respectful engagement; higher levels of resolved complaints

4. A refreshed recruitment policy to attract the best people from diverse backgrounds who understand our area, are committed to our communities and will help us shape and deliver 'the most responsive service in England'

Outcomes: highly motivated and performing staff; low turnover; high attendance; reductions in long term sickness



5. A fundamental and comprehensive IT review to identify service delivery needs; what officers and staff need to enable them to be as responsive, effective and efficient as possible and how we can improve community access and engagement

Outcomes: a 5-10 year costed strategy and delivery plan which transforms IT capability and which is responsive, and flexible enough to keep pace with future needs and opportunities

6. Energy efficient buildings and technology

Outcomes: reduced running costs; income generation; reduced carbon footprint, reduced waste and increased recycling

7. A 'green transport' strategy encompassing green travel principles; whole life vehicle costing; sharing workshops with partners; employee travel options and flexible working

Outcomes: reduced carbon footprint, reduced overall fleet unit costs, responsible and ethical disposal of obsolete equipment



Goal 5: To drive Justice

As your Police and Crime Commissioner, Julia has responsibility for working with partners to ensure an “efficient and effective criminal justice system” for North Yorkshire. This has two strands:

- A) A relentless drive to catch and bring to justice those who do us harm and, in particular, the relatively small number of people who inflict a disproportionate amount of crime and anti social behaviour upon people and communities
- B) Reducing reoffending – at present far too many offenders go on to commit further offences. They remain caught in a vicious cycle of offending and all too often, this cycle is repeated from generation to generation. What's more, too many people who were once victims then go on to become offenders themselves, particularly women.

We believe that an effective criminal justice system balances the wishes of the victim with the most appropriate action and punishment of the offender. In some cases, prison is certainly best but prevention and restorative justice are also important and effective tools in reducing reoffending rates and driving down crime.

Key outcomes:

1. Reduced reoffending rates
2. Charges and sentences appropriate to the harm inflicted on the victim
3. Increased use of effective restorative justice and community payback
4. Confidence in appropriate use of cautions and out of court disposals

We will deliver:

1. On the part of the Chief Constable, a relentless pursuit of offenders, especially repeat offenders, coupled with an effective partnership between the police and the Crown Prosecution Service (CPS) to ensure offenders are charged, convicted and receive a sentence that reflects the harm caused

Outcomes: increase in the number of arrests and successful prosecutions, particularly of serial and habitual offenders

2. Within six months of the final publication of the Police and Crime Plan to host a summit to identify how we can revolutionise rehabilitation locally

Outcome: a shared vision and delivery plan to achieve a significant reduction in re-offending rates across North Yorkshire

3. Effective ways of working with partners to identify, at the earliest opportunity, young people at risk of offending and to provide targeted services to prevent them committing further offences

Outcomes: a fall in the number of offences committed by young people and an increase in the numbers successfully diverted from crime or anti-social behaviour



4. Restorative justice for offenders most likely to be deterred from further crime and which represents the best outcome for the victim (based on evidence)

Outcomes: reduced re-offending and increased victim satisfaction rates

5. Tough community payback schemes and arrangements for offenders given a community sentence. This will include asking victims what actions they think the offender should undertake and robust enforcement of the sentence providing evidence of the deterrent effect of such schemes

Outcomes: reduction in reoffending amongst those given community sentences, increased attendance at the schemes and greater understanding on the part of the public that these sentences are effective

6. Identifying with the CPS what needs to be done to increase prosecutions and to ensure that sentences are appropriate to the community of North Yorkshire

Outcome: increased prosecutions and sentences that reflect the harm done to the victim and/or the community in the context of North Yorkshire

7. An independent panel to scrutinise in public how North Yorkshire Police uses out of court disposals and cautions

Outcome: confidence that out of court disposals and cautions are not being used inappropriately and evidence that police policy is being implemented correctly on the ground



Goal 6: Police UK

As well as deliver local priorities, North Yorkshire Police has a legal duty to help support national policing in meeting the Strategic Policing Requirement. Moreover, to effectively address issues around civil defense, counter terrorism, serious and organised crime, we also need a joined up approach in which all partners play their part.

We are also affected locally by decisions made by Parliament, the Home Office and other national agencies and bodies.

Key outcomes:

1. Fulfillment of the Strategic Policing Requirement
2. An effective 'Prevent' strategy with our partners
3. Flexibility and capacity to deal with unexpected and civil emergencies
4. Fight for a fair funding formula that reflects the rural nature of our area

We will deliver:

1. Capacity to deal with civil contingencies such as flooding through work with partners including Fire and Rescue and local authorities

Outcome: **minimised impact on people and communities**

2. Maintain policing capacity to deal with extremism activities, work with national agencies, deploy a public order capability and manage significant order disputes

Outcome: **ability to deploy resources as needed with minimum effect on Safer Neighbourhood and other local policing teams**

3. Mobilise partners, coordinate and assess how we can best work together to tackle issues such as radicalisation and domestic extremism

Outcome: **an effective 'Prevent' strategy that is fully integrated into community and partner working**

4. A campaign to ensure a fair funding formula for North Yorkshire, working with local MPs and other representatives. At present, we receive a 'top up' of £9.4m, which reflects the nature of policing here. The formula is being reviewed and we need to ensure our specific needs are met in the future.

Outcome: **recognition of our needs in the new funding formula**



PART 3: ADDITIONAL ELEMENTS OF THE PLAN

Finance and resources

North Yorkshire Police has a track record of prudent budgeting and effective resource management as evidenced by the £13.8m saved since 2010. These savings have been realised through reshaping service delivery and reconfiguring support services. The Police and Crime Commissioner will continue to seek savings and to scrutinise value for money on behalf of taxpayers.

All the deliverables in this plan have been factored into the Medium Term Financial Plan and provision has been made for future funding settlements. This means that significant challenges will be faced in the future, particularly following the next comprehensive spending review.

You can view the draft police budget and precept proposal for 2013/14 at the Commissioner's website.

www.northyorkshire-pcc.gov.uk

Performance, accountability and public accessibility

A key aspect of the Commissioner's business is holding the Chief Constable to account for delivery against the plan. This will happen using the following mechanisms:

- Quarterly performance reviews against the deliverables outlined in this plan, in particular the target to remain the safest area in England.
- A new decision-making process that allows more time for public consultation earlier in the process
- Monthly meetings at which performance is scrutinised and the outputs of the meeting made public and transparent
- Quarterly public meetings where the public can question the Police and Crime Commissioner linked with the performance reviews
- Responding and working with the Police and Crime Panel in its scrutiny of the Police and Crime Commissioner
- Regular reporting back to the public through a continuous programme of community meetings and visits; a regular newsletter and an annual report; an accessible, user-friendly website designed primarily to be a community engagement tool; frequent and effective use of social media allowing one-on-one dialogue with Julia Mulligan, the Police and Crime Commissioner

