

North Yorkshire Police Briefing Paper **Towards 2012: The Next Steps**

1. Purpose

- 1.1 This briefing provides an overview of work undertaken by North Yorkshire Police (NYP) as part of the 'Towards 2012: The Next Steps' programme. This document gives an outline of the background to the work and highlights the key points of interest for the City of York.

2. Background

- 2.1 This work explored how best to deliver policing services to the people of North Yorkshire and the City of York, whilst realising value for money and improving service delivery. It has been informed by the need to ensure NYP is in a position to achieve our mission *'To deliver the best possible policing service for communities of North Yorkshire and the City of York'* and to enable us to realise our vision of *'Safe and Secure Communities'* and ultimately meet our five Strategic Priorities of:

- Safer Neighbourhoods
- Safer Roads
- Stronger Partnerships
- Safeguarding our Communities against Terrorism, Domestic Extremism and Serious Crime
- Sustainable NYP

- 2.2 The programme is about enabling the delivery of *'modern policing in a traditional way'* through placing policing at the heart of our communities and ensuring that our officers are fully supported to deliver the most effective and efficient service possible.

2.3 Drivers

- 2.3.1 There is substantial evidence that neighbourhood policing is effective in reducing crime and anti-social behaviour and increasing public confidence and satisfaction. NYP is committed through its policing model to further strengthen the delivery of local policing, ensuring it is as responsive as possible to local needs. A comprehensive literature review and environmental scanning has identified a number of additional drivers for change. These include pressure on NYP to:

- Deliver locally tailored, citizen focused policing services to improve public confidence whilst meeting regional, national and international requirements;
- Work in partnership with other public services and agencies to engage with and respond to community priorities, particularly within the framework of Crime and Disorder Reduction Partnerships (CDRPs);
- Deliver an improved service whilst realising efficiencies and delivering value for money

3.1 Understanding Demand for Policing Services

- 3.1.1 The team undertook detailed demand modelling analysis. This involved identifying the services which are required by the public, including their priorities, and identifying patterns and trends in how demand for these services varies over geography and on an hourly, daily, weekly, monthly and annual basis. This

involved analysis of skills required to manage demand and has thus informed a detailed understanding of what people we need, with what skills, in what places and when in order ensure the public continue to receive an effective policing service.

3. Key Points of Note

3.3 City of York

- 3.3.1 The review supports the need for Safer Neighbourhoods to form the bedrock of policing in NYP. It was found that moving away from the current Basic Command Unit structure would help to further embed and develop Safer Neighbourhoods to enable NYP to meet those future challenges highlighted in paragraph 2.3.1.
- 3.3.2 There will be six Safer Neighbourhood Commands (SNCs) across the force area, including one SNC at York and one SNC at Selby. The current Superintendent at York will be the Safer Neighbourhood Commander, with a Chief Inspector at Selby. The number of Inspector led Safer Neighbourhood Areas and the number of Sergeant led Safer Neighbourhood Teams will remain the same across the two commands. These SNCs will come under one directorate named 'Response and Reassurance'. Each SNC will be sufficiently resourced to allow normal or expected demand to be effectively managed on a day-to-day basis.
- 3.3.3 Levels of command for each SNC have been determined by the demand analysis which has identified the range of complexity within the districts. This indicates the volume and impact of critical incidents and takes account of geographical demands and local demands in relation to partnership working. The new directorates and Strategic Leadership Team (SLT) are in the process of ensuring the correct representation is present across all our strategic partnership meetings. This provides the opportunity for NYP to achieve the right strategic match between NYP representatives within partnerships such as York's 'Without Walls'. The Chief Constable will be the key NYP representative for 'Without Walls' with the Chief Finance Officer fulfilling a deputy role.
- 3.3.4 The six SNCs will come under the 'Response and Reassurance Directorate', led by Chief Superintendent Ali Higgins. This directorate will also be responsible for the Force Control Room (FCR) and for the long-term strategic development of reassurance and partnership working. In this way, there are real opportunities to improve the quality of service to our communities and their confidence in us by consolidating those services which form the initial stages of our customers' experience with us under the same directorate.
- 3.3.5 Assistant Chief Constable Tim Madgwick has the strategic portfolio for Safer Neighbourhoods Policing, with Chief Superintendent Ali Higgins as the director of the 'Response and Reassurance' directorate. Both have operated as Area Commander for 'Central Area' which has historically contained the City of York and the district of Selby.
- 3.3.6 Without the constraints of the BCU structure, front-line officers and staff will have the flexibility and autonomy to work within and be coterminous with local partnership structures, benefiting from a more streamlined decision making process between directorates and a corporate standard across the SNCs. Commanders will have devolved operational responsibility for Response and Safer Neighbourhood Policing, giving them the flexibility to tailor local working practices to the needs of local communities.