

**UNDER EMBARGO UNTIL
00:01 TUESDAY 22 JULY 2014**



Inspecting policing
in the public interest

Responding to austerity

North Yorkshire Police

July 2014

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How well does the force provide value for money?

Overall judgment

As a low-cost force, North Yorkshire has made good progress in reducing costs still further while retaining its commitment to neighbourhood policing.

Good

Summary

North Yorkshire is on track to meet its financial challenge over the spending review period and in the year beyond, 2015/16. Importantly, the force has started to develop its plans for achieving savings beyond 2016. It has a level of reserves to support investment in its infrastructure and to provide some financial security through this period.

The force has carried out extensive assessments of the demands it faces. It has used these to distribute resources and reshape the way it provides policing, with neighbourhood policing remaining the foundation of the force's policing style.

HMIC assesses that the force is achieving the required savings today while investing and developing an affordable way to provide policing in the future.

To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

Good

North Yorkshire Police has clear plans in place to achieve £1.7m of the £4.3m savings required in 2014/15. It also plans to achieve £3.8m in 2015/16 against a savings requirement of £3.0m.

The force already has a strong track record of over achieving planned savings and any gap will be closed by achieving additional savings, under spending and the use of reserves if necessary.

The force has already developed outline savings plans that extend beyond 2016, based on prudent assumptions, and a level of reserves that provide financial security.

To what extent has the force an affordable way of providing policing?

Good

The force has designed a way to provide policing that has successfully supported the achievement of savings for the spending review period. It is refining this further to support future savings.

In order to achieve future savings, the force and the police and crime commissioner are exploring opportunities for a strategic partnership with a third party for staff retained by the office of the police and crime commissioner.

The force has successfully increased the proportion of officers in frontline roles, and has plans to increase staffing in key areas e.g., public protection and cyber-crime.

To what extent is the force efficient?

Outstanding

The force has formed an extensive understanding of the demands it faces by analysing demand across functions (local policing, crime and operations) as well as the demand into its control room.

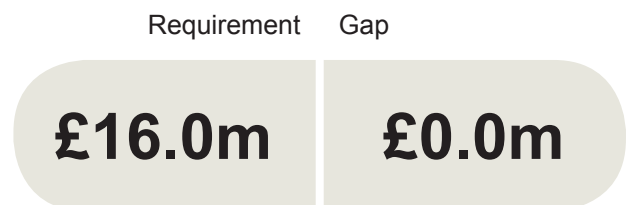
The force is effective in using demand reviews to determine its resource requirements for neighbourhood teams. This is particularly impressive, with a focus on crime prevention activity with partners.

The force allocates a higher percentage of its officers and PCSOs to visible roles, and has achieved a higher rate of crime reduction over the spending review than most other forces. Victims report higher levels of satisfaction in comparison to most other forces.

The force in numbers

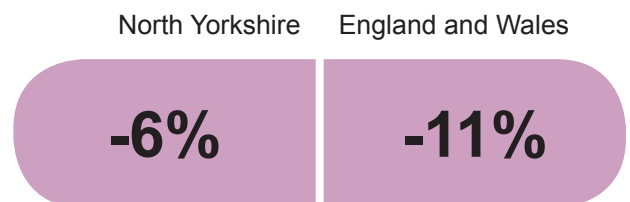
Financial position

The force's savings requirement

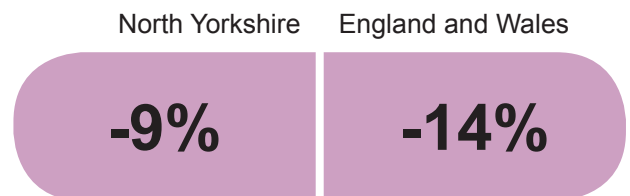


Providing policing

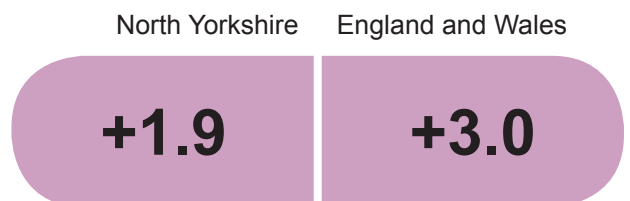
Planned change in police officer numbers 2010/11 – 2014/15



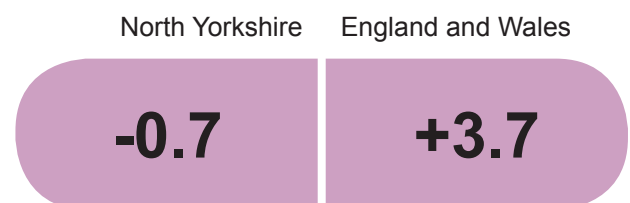
Planned change in total workforce numbers 2010/11 – 2014/15



Planned proportion of police officers on the front line 2014/15 vs 2010/11 (percentage points)



Planned proportion of total workforce on the front line 2014/15 vs 2010/11 (percentage points)





Efficiency

Police officer cost per head of population
2013/14

North Yorkshire

England and Wales

£90.4

£117.7

Workforce cost per head of population
2013/14

North Yorkshire

England and Wales

£139.5

£168.1

Change in recorded crime
2010/11 – 2013/14

North Yorkshire

England and Wales

-17%

-14%

Victim satisfaction 2013/14*

North Yorkshire

England and Wales

88.9%

85.2%

*Confidence intervals: $\pm 1.2\%$ for North Yorkshire; $\pm 0.2\%$ for England and Wales.

Introduction

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20 percent in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in this, our fourth year.

Our inspection focused on how well the force is achieving value for money. To answer this question we looked at three areas:

- To what extent is the force taking the necessary steps to ensure a secure financial position in the short and long term?
- To what extent has the force an affordable way of providing policing?
- To what extent is the force efficient?

During our inspection we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed, where possible, the chief constable, police and crime commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

This provides the findings for North Yorkshire Police.

To what extent is the force taking the necessary steps to ensure a secure financial position for the short and long term?

HMIC looked at the savings plans that forces have developed in order to meet the financial challenge of the spending review, and for the year after 2015/16. It is also important that forces look to the future beyond 2016 in their planning, so we also explored how they are starting to prepare for further financial challenges.

Financial challenge

North Yorkshire Police has identified that it needs to save £16.0m over the four years of the spending review (between March 2011 and March 2015). As a proportion of its overall budget, this savings requirement of 10 percent is lower than the figure for England and Wales. HMIC considers that North Yorkshire faces a moderate challenge.

The scale of the challenge

North Yorkshire does face some challenges to achieve further savings as there are limited opportunities for it to reduce its costs because:

- it spends less per head of population than most other forces in England and Wales;
- it has a lower number of police officers per head of population; and
- the cost of police officers per head of population is lower than for most other forces in England and Wales.

Savings plans for 2014/15 and 2015/16

The force needs to find £4.3m savings in 2014/15. It has clear plans in place to achieve £1.7m of this but there is still a gap of £2.6m savings that will need to be found for this year. The force needs to find £3.0m savings in 2015/16 and has plans in place to achieve £3.8m, an over achievement of £0.8m. North Yorkshire has a track record of over achieving savings, for example, £4.26m in 2013/14, which was added to reserves. HMIC expects that the gap for 2014/15 will be closed by achieving additional savings, under spending and use of reserves if necessary.

Outlook for 2016 and beyond

The force's future savings plans extend to 2017/18 and although these are less advanced, outline savings plans are in place and the force is currently developing and refining these. Its future savings plans are based on prudent assumptions about likely grant reductions and cost increases. Major financial risks are built into the plans, the most significant of which is the impact of any changes to the formula used to determine the level of central funding that forces receive. This could impact the force adversely, so the force has planned for phased

reductions over three years from 2017/18 onwards.

The police and crime commissioner has retained the resources of finance, ICT and other business support activities within the office of the police and crime commissioner. In considering the strength of the lines of accountability and responsibility between the office of the police and crime commissioner and the force, it is not yet clear how the savings required by the force will be achieved. There are options being modelled that will be considered later this year.

Although the force is planning an ambitious capital programme and investment in IT, reserves are still expected to be around 11 percent of the annual budget by the end of 2015/16. This provides the force with a good level of financial security for 2016 and beyond.

Summary

- North Yorkshire Police has clear savings plans in place to achieve £1.7m of the £4.3m savings required in 2014/15 and plans to achieve £3.8m in 2015/16 against a savings requirement of £3.0m.
- The force already has a strong track record of over achieving planned savings and any gap will be closed by achieving additional savings, under spending and the use of reserves, if necessary.
- The force has already developed outline savings plans that extend beyond 2016, based on prudent assumptions, and a level of reserves that provides financial security.

Good

To what extent has the force an affordable way of providing policing?

HMIC looks at how the force is structured to provide policing. We ask if this is affordable as the force responds to their financial challenge. We look at what the force is doing to reduce its costs, how it is protecting officers and staff engaged in fighting crime and keeping communities safe, and how it is making the required changes through its change programme.

How the force provides policing

From an early stage in the spending review, the force improved its efficiency and achieved savings through moving to a single basic command unit model. Neighbourhood policing remains the foundation of the way in which the force provides policing, and the force has worked hard to maintain police officer numbers at 1,392. The force is reviewing reductions at senior officer ranks, enabling it to recruit more frontline officers and increase police officer numbers in priority areas while making savings. The chief constable and the police and crime commissioner have a commitment to maintaining a visible policing presence.

The force's ambition is to provide great policing services, with the community, and the victim in particular, at the heart of policing. It has a two-year continuous improvement and evaluation programme to provide policing currently and improve the way it provides policing from April 2016. The demand profiling undertaken during 2013 has provided the force with evidence of the police officer numbers required. It has also informed decisions to redeploy resources to get the most out of operational policing in 2014/15 (cyber-crime, public protection unit, and integrated offender management) rather than waiting for final implementation in April 2015.

Both the estates and IT strategies are in the process of being aligned to the revised way in which the force will provide policing. This is to ensure that they are fit for purpose in supporting future service provision. The force has identified a number of short-term investments to make future cost reductions and savings, including IT system investment in 2014/15. It also recognises, and has reserves earmarked, it needs to make the required reinvestment into its IT infrastructure before it can provide the right technology to frontline officers in a sustainable way.

Collaboration

HMIC monitors forces' progress on collaboration because it offers the opportunity to provide efficient, effective policing and helps to achieve savings.

The geographic nature of the force, being the largest in the country and bordering seven other force areas, presents unique challenges for the force. So far, the policing collaborations that the force has entered into with other forces from the Yorkshire and the

Humber region have afforded it added operational capability without having an impact on its local policing provision, rather than significant cashable savings. The force is also exploring collaborative opportunities with other police partners.

The force is planning to achieve £3m of savings from the collaboration and partnership strategic work stream over the next three years. The importance that the force is placing on its cultural fit with that of future partners is helping it to develop a more strategic approach to partnership working.

With the office of the police and crime commissioner, the force is also exploring opportunities with a third party for police staff retained in the police and crime commissioner's employment. In order to achieve the savings required in 2016/17, an initial business case will need to be presented during 2014/15, with modelling options commissioned to inform decisions.

In 2014/15, the force expects to spend 2 percent of its net revenue expenditure on collaboration, which is below the 11 percent figure for England and Wales. Collaboration is expected to contribute to 2 percent of the force's savings requirement, which is lower than the 10 percent figure for England and Wales.

Managing change

Reductions in police budgets have led to a shrinking workforce. HMIC expects forces to look at longer-term transformation that can help to maintain or improve the service they offer to the public, and to prepare for future funding reductions.

The force has clear leadership and the overall change programme is headed by the chief constable. The four major work areas to carry out the overall programme are led by senior officers to ensure alignment to the force's ambition. Robust governance arrangements are in place, and workforce plans and the required savings dovetail into the change programme.

The force has made recent efforts to evaluate the impact of change with post-implementation reviews. It has managed proactively the implementation of change with the direct involvement of a member of the change team. It has already identified and removed a number of processes that are not adding value to the service it provides to the public. HMIC has been impressed by the energy and enthusiasm of those directly involved in the planning and management of change.

At the time of the inspection, there was no single overarching plan that draws the four work areas together and considers the total risks and interdependencies. However, the force and the office of the police and crime commissioner recognise the high level of interdependencies between the work areas. They are in the process of changing from

robust project management to programme management processes and skills. This will improve the organisation's ability to carry out the overarching transformational change it requires to maintain an affordable way of providing policing in the future.

Improvements to business methods are being used to develop a new way to provide policing, including senior officer review, outcome-based performance, demand reduction and the mapping of business processes (for example, investigative and custody journeys), which have been assisted by both internal and external critical reviews.

The force identified that the main elements of its change programme during the spending review are:

- changing the way business support services, such as human resources and finance, are provided;
- improving the way operational support is undertaken;
- reviewing the way that local policing is provided;
- making changes to the shift pattern; and
- reduction of the estate.

The force identifies that the main elements of its change programme in response to future financial pressures will include:

- changing the way local policing is provided;
- collaboration with another part of the public sector;
- partnership working;
- better alignment of resources to demand; and
- improved IT.

How is the force supporting its workforce to manage change and effective service provision?

Through the chief constable, the force has strong leadership to drive cultural change. In addition, there are some positive signs of how this is being implemented at an operational level. For example, the force trusts its officers with a less prescriptive approach for non-999 calls, which focuses on giving a good quality service, rather than being target driven.

To drive cultural change, the force is also involving a member of the change team in implementing the initial change to ensure the rationale and benefits of the revisions are understood by those directly involved in implementing them. This is assisting in the

successful embedding of business improvement methods, and providing confidence in making savings and changes.

Although there is a real energy and enthusiasm shared by those directly involved in the change programme, it was evident from the staff spoken to by HMIC that there is an investment required in the wider workforce if they are to share the same level of passion. The force has learnt from the previous two change programmes that shared values and effective communication are central to successful change throughout the workforce. North Yorkshire has invested in a strategic communication plan, which it launched in May 2014. The success of this and other staff involvement planned will be vital in sustaining a future way of providing policing, for the quality of the policing services provided to the public, and its affordability.

How is the force achieving the savings?

Because around 80 percent of a police budget (on average) is spent on staff costs, it is not surprising that forces across England and Wales plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

However, we also expect forces to bear down on their other costs (non-pay) such as the equipment they buy, the accommodation and vehicles they use and the contracts they enter for services (e.g., for cleaning). The force plans to make 3 percent of its savings from non-pay, which is lower than the value for England and Wales.

North Yorkshire is developing a more sophisticated approach to reducing its non-pay costs. Although in 2013/14 there were no actual savings achieved through non-pay costs, the force plans to reduce non-pay costs by £1.6m in 2014/15. It has introduced effective financial management processes in setting its 2014/15 budget which, along with its contract review, renegotiation and profiling, has allowed the force to reduce base budgets. It has already identified and achieved nearly 85 percent of the non-pay savings budgeted for this year and it will continue to benefit from this change of approach in future years.

An example of prudent savings is in part of the strategic work area. A review of all contracts and their renewal dates has taken place to understand future potential savings through negotiation. It is envisaged that this will assist in identifying the target of £250k of savings for this work area.

The force has plans to achieve a balanced budget over the spending review to 2016/17. It anticipates that, with the development of the second phase of the way in which it provides policing during 2015/16, its plans would also enable it to achieve savings to 2017/18 without the use of reserves to bridge the gap.

Instead, it is set to drive out cashable efficiencies through improved processes using business improvement methods and IT as enablers.

As with other forces, savings mostly come from reducing the workforce. The force plans to make 97 percent of its spending review savings requirement from its pay budget. This is a considerably higher proportion than for other forces.

The following table shows the force's planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.

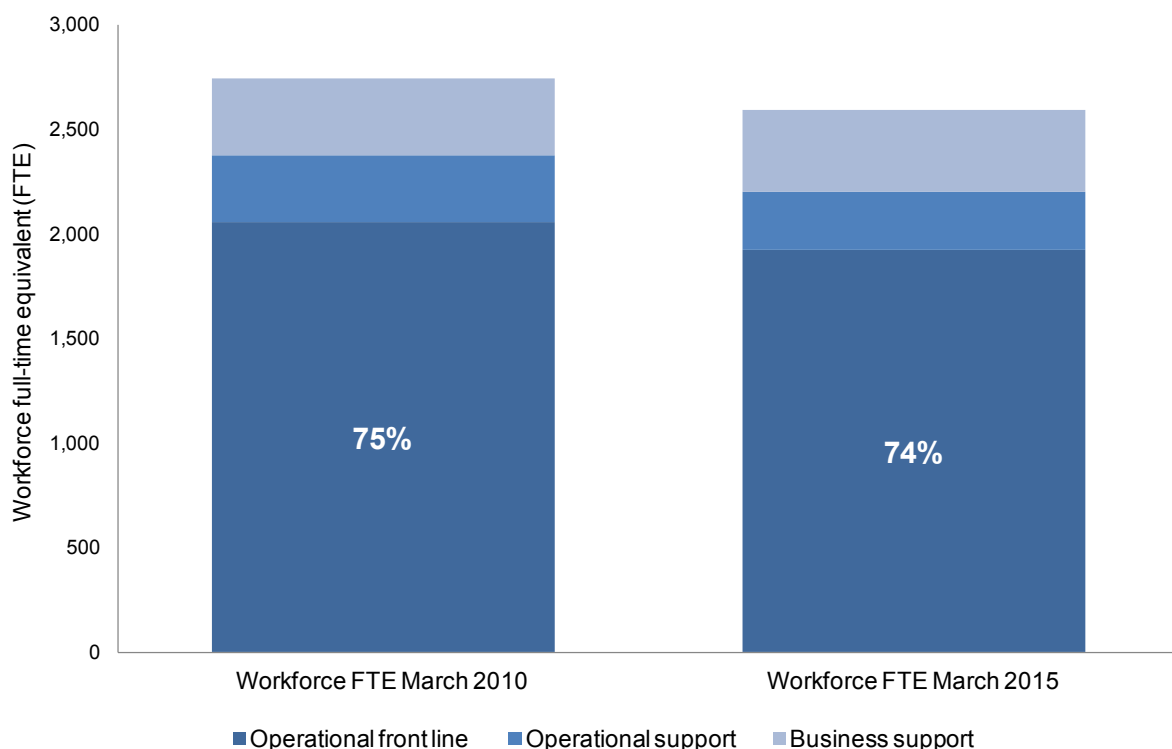
Please note, these figures are rounded.

	31 March 2010 (baseline)	31 March 2015	Change	Force change %	Change for England and Wales %
Police officers	1,486	1,392	-94	-6%	-11%
Police staff	1,158	1,016	-142	-12%	-17%
PCSOs	198	183	-15	-8%	-22%
Total	2,842	2,591	-251	-9%	-14%
Specials	184	227	43	23%	44%

It is important that as forces reconfigure their structures and reduce workforce numbers, they focus on maintaining (or if possible increasing) the proportion of people in frontline crime-fighting roles.

HMIC defines the people who work on the police front line as those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.

The following chart shows the planned change in the workforce frontline profile in North Yorkshire Police.



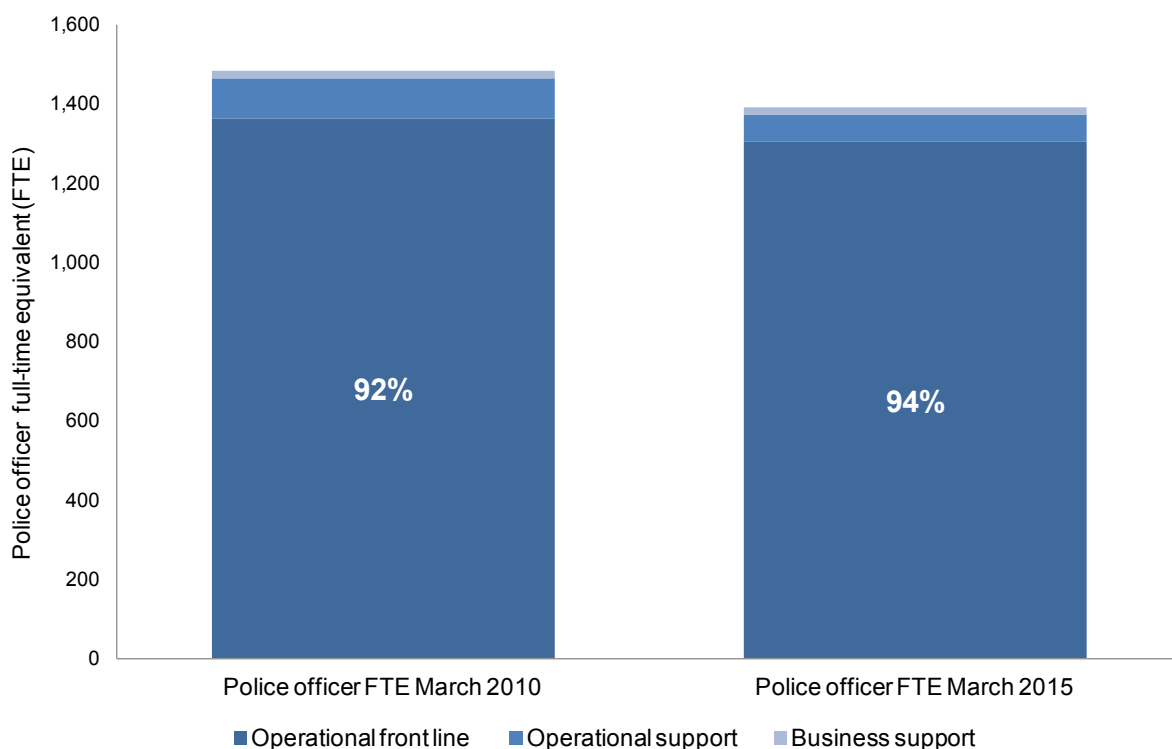
Note: England and Wales reports an increase in the proportion of workforce on the front line from 74 percent in March 2010 to 78 percent in March 2015.

The number of officers, PCSOs and staff working on North Yorkshire’s front line is projected to reduce by 135 between March 2010 and March 2015 (from 2,057 to 1,922).

Over the same period, the proportion of North Yorkshire’s total workforce allocated to frontline roles is projected to reduce from 75 percent to 74 percent. This compares with an overall increase across England and Wales from 74 percent to 78 percent.

The number of North Yorkshire’s police officers in frontline roles is planned to reduce by 57 from 1,361 in March 2010 to 1,304 by March 2015, as the following chart shows. The proportion of those remaining on the front line is projected to increase from 92 percent to 94 percent. This compares with an overall increase across England and Wales from 89 percent to 93 percent.

The following chart shows the planned change in police officers' frontline profile.



Note: England and Wales reports an increase in the proportion of police officers on the front line from 89 percent in March 2010 to 92 percent in March 2015.

Summary

Good

- The force has designed a way to provide policing that has successfully supported the achievement of savings for the spending review period and is refining this further to support future savings.
- In order to achieve future savings, the force and the police and crime commissioner are exploring opportunities for a strategic partnership with a third party for the finance, ICT and business support staff retained by the office of the police and crime commissioner.
- The force has worked hard to maintain police officer numbers, has successfully increased the proportion of officers in frontline roles, and has plans to increase staffing to deal with future challenges (e.g., public protection and cyber-crime).

To what extent is the force efficient?

HMIC looks at how the force understands the demands that it faces and how it allocates both financial resources and staff to meet these demands. We look at how these decisions are leading to effective results for the public; in particular, that police are visible and that they attend promptly when called, that they are fighting crime and keeping communities safe, and that victims are satisfied with the service they receive.

How well does the force understand and manage demand?

The force has a detailed understanding of the demands it faces. These have been assessed in reviews covering local policing, crime and operations. North Yorkshire uses a range of assessments from a strategic to a tactical level to understand its demand. Extensive work has been carried out in relation to the design of the way in which the force provides policing and understands demand and its associated risks and threats.

An extensive service assessment is undertaken annually, which informs numerous internal and external planning processes, including the police and crime plan. The 2013/14 assessment was critical in planning for the way in which the force would provide policing in the future. It allowed the force to gain a clear insight into the demands faced by operational functions, such as response and CID, as well as demands faced by its partners. This has influenced the force's decision to introduce a new way of providing policing and to determine how resources are best allocated to meet these demands.

The force gives due consideration to national requirements. It takes account of numerous local and regional assessments of a number of different threats, including firearms, and the regional and national impact of serious and organised crime originating in the force area.

While the service assessment is reviewed annually, the force considers current and future demand (and allocation of resource to that demand) on a monthly basis at the board, which is chaired by the chief constable. Crucially, it also monitors previous decisions made regarding human and financial resource allocation. This board is complemented by a performance steering group, which has a clear emphasis on performance management.

The force control room has analysed demand for service to identify both true demand (what police should be attending) and failure demand (what police should not be attending). This has led to the force working with partners, in particular other emergency services, in an effort to reduce its failure demand.

North Yorkshire is committed to understanding and managing demand and can demonstrate analysis of demand across force functions including custody, response, neighbourhoods and crime. In local policing and neighbourhoods, the level of detail, analysis and understanding of need in determining the resource requirements for neighbourhood teams is particularly impressive, with a particular focus on preventative activity with partners.

The force's overall change programme has four major work areas. The partnerships and collaboration area is beginning to complement local partnership arrangements while also leading to managing partnership-related demand better (for example, with mental health).

How efficiently does the force allocate its resources?

The force has used its analysis of demand to reshape the way in which it provides policing and to redistribute resources based on demand and future threats. Reactive resource allocation is driven through a tasking process at force and district levels to ensure resources are aligned to risk as dictated by, for example, intelligence and crime trends.

The introduction, in April 2014, of a decision model that considers threat, harm, risk, investigation, vulnerable people and engagement has resulted in the force changing its deployment process to be more efficient and effective while still managing public expectations (particularly around vulnerability). This change is already yielding a potential 6 percent reduction of deployable demand. Although only in place for a month at the time of inspection, the early results are encouraging.

The force considers resource issues to ensure that critical posts are resourced. As a result, it has established a sexual assault referral centre and plans to develop a cyber-crime unit, as well as extending an agreement for independent domestic and sexual violence advisors. The force has also allocated resources to manage national threats, for example, increasing public order protester liaison posts in response to the threat posed by shale and gas extraction.

The force understands the importance of allocating resources to prevent crime and disorder occurring in the first place, instead of purely reacting to the demand created. Strong links exist with partners at a strategic and tactical level to consider prevention in the short, medium and long term. At a tactical level, neighbourhood policing remains a strong focus for the force with a clear emphasis on problem solving and crime prevention with partners.

The force has had a solid neighbourhood policing culture for some time, with a dedicated centralised community safety team working to locally based district teams and managing aspects of the force's crime prevention strategy. However, it was identified that neighbourhood policing officers were often extracted to assist their response colleagues. This issue has been addressed in the new way in which the force will provide policing, with the creation of investigative hubs to assist response officers and free up neighbourhood policing officer time for their core role.

How does the force respond and keep its communities safe?

The challenge for forces is not just to save money and reduce their workforce numbers, but also to ensure the choices they make do not have a negative impact on the service they provide to their communities. HMIC looked for evidence that keeping the communities safe is at the heart of the force's decision..

Calls for service

HMIC examined whether North Yorkshire Police was taking longer to respond to calls for help as a result of its workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls, so information between forces is not comparable.

We found that over the four years since 2010, North Yorkshire had maintained the same target response times of 15 minutes for calls classed as 'emergency' (also known as Grade 1) in an urban setting; and within 20 minutes for calls classed as 'emergency' in a rural setting. Over the same period, calls classed as a 'priority' (also known as Grade 2) had a target response time of within 60 minutes.

The following table compares the force's performance in 2010/11 to 2013/14.

Calls for service	2010/11	2013/14
Percentage of urban emergency calls on target	93.0	83.5
Percentage of rural emergency calls on target	88.0	79.3
Percentage of priority calls on target	77.0	77.9

Over the spending review fewer emergency calls were dealt with within target but attendance has improved for priority calls.

Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only part of the policing picture. Chief constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime, and child protection (to name just three).

That said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to

have confidence in their local force. HMIC therefore examined how far the changes being implemented by the force had affected the visibility of the police in the North Yorkshire area.

In 2014, North Yorkshire's force allocated 63 percent of its police officers to visible roles. This is 8.1 percentage points lower than the number allocated in 2010, but higher than the value for England and Wales of 56 percent.

Police visibility is further enhanced by PCSOs, who principally support community policing. Looking at the proportion of police officers and PCSOs, North Yorkshire force allocated 68 percent of these staff to visible roles. This is 7.3 percentage points lower than it allocated in 2010, but still higher than the 60 percent figure for England and Wales.

HMIC conducted a survey¹ of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in North Yorkshire, 5 percent said that they have seen a police officer more often than they had 12 months ago; this compares to 12 percent of respondents in England and Wales.

Furthermore, 90 percent of respondents in North Yorkshire said they felt safe from crime where they lived, compared to 84 percent of respondents in England and Wales. Finally, 6 percent of respondents in North Yorkshire said they felt safer from crime than they did two years ago, compared to 9 percent of respondents in England and Wales.

Crime

In 2010, the Home Secretary set a clear priority for the police service to reduce crime. Between 2010/11 and 2013/14 (which includes the first three years of the spending review), North Yorkshire reduced recorded crime (excluding fraud) by 17 percent, compared with 14 percent in England and Wales. Over this period, victim-based crime (that is, crimes where there is a direct victim such as an individual, a group, or an organisation) reduced by 18 percent, compared with a 14 percent reduction in England and Wales.

Looking just at the last 12 months, recorded crime (excluding fraud) remained broadly the same, compared to a 1 percent reduction in England and Wales.

By looking at how many crimes occur per head of population, we get an indication of how safe it is for the public in that police area.

¹ Sample sizes for each force were chosen to produce a confidence interval of no more than ± 6 percent and for England and Wales, no more than ± 1 percent. Forces' differences to the England and Wales value may not be statistically significant.

The table below shows recorded crime and anti-social behaviour rates in North Yorkshire (per head of population) compared with the rest of England and Wales.

12 months to March 2014	Rate per 1,000 population	England and Wales rate per 1,000 population
Crimes (excluding fraud)	42.9	61.1
Victim-based crime	38.3	54.3
Sexual offences	0.9	1.1
Burglary	5.3	7.8
Violence against the person	7.6	11.1
ASB incidents	38.4	37.2

It is important that crimes are investigated effectively and that the perpetrator is identified and brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected. North Yorkshire Police's detection rate (for crimes excluding fraud) for the 12 months to March 2014 was 29 percent. This is higher than the England and Wales detection rate of 26 percent.

We have chosen these types of crime to give an indication of offending levels in the North Yorkshire force area. For information on the frequency of other kinds of crimes in your area, go to www.hmic.gov.uk/crime-and-policing-comparator.

Victim satisfaction surveys

An important measure of the impact of changes to service provision for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2014, 88.9 (\pm 1.2 percent) percent of victims were satisfied with the overall service provided by the North Yorkshire Police. This is higher than the England and Wales figure of 85.2 percent (\pm 0.2 percent).

Changes to how the public can access services

Forces are exploring different ways in which the public can access policing services. North Yorkshire have plans to maintain the number of police stations in 2014/15. Although the force plans to maintain the same number of front counters in 2014/15, it has changed its estates provision through co-location and is retaining small town-centre front counter access points while relocating other staff. The force is making itself more accessible to the public by developing a smartphone application and by using popular social media accounts.

Summary



Outstanding

- The force has an extensive understanding of the demand it faces, analysing demand across functions including local policing, crime and operations, as well as the demand coming into its control room.
- The force has been effective in using demand reviews to determine its resource requirements. The work for neighbourhood teams is particularly impressive, having a focus on crime preventative activity with partners.
- The force allocates a higher percentage of its officers and PCSOs to visible roles, has achieved a high rate of crime reduction over the spending review, and victims report higher levels of satisfaction in comparison to the figure for England and Wales.

Our judgments

HMIC uses four categories for making judgments, two are positive and two are negative. The categories are:

- outstanding;
- good;
- requires improvement; and
- inadequate.

Judgment is made against how well the force achieves value for money, it is not an assessment of the overall effectiveness of policing. In applying the categories HMIC considers whether:

- the way the force is achieving value for money is good, or exceeds this standard sufficiently to be judged as outstanding;
- the force requires improvement in the way it achieves value for money, and/or there are some weaknesses; or
- the force's provision of value for money is inadequate because it is considerably lower than is expected.