

Rt Hon Amber Rudd MP
Secretary of State
Home Office
Marsham Street
London SW1P 4DF

22 December 2017

Dear Home Secretary

Response to PEEL Efficiency inspection report for North Yorkshire Police

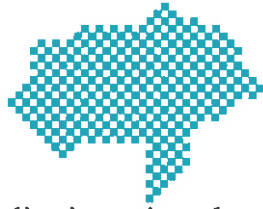
I welcome this report from HMICFRS, as it brings into focus some important issues that we have been dealing with for some time, and I have been in close contact with our Chief HMI from the outset of the inspection. I agree broadly with the findings, and am working with the Chief Constable to ensure that we are providing an efficient service.

I do believe that North Yorkshire Police has extremely strong foundations from which to achieve change in these areas for improvement, and in efficiency work more widely. The Chief Constable has a number of programmes underway already that will address the areas for improvement highlighted by the HMICFRS report, especially with regard to understanding demand properly, and we are making good progress in reforming our use of technology. I am working closely with the Chief Constable to ensure that this transformative work will deliver the best possible service to the people of North Yorkshire.

On the understanding of demand, the service has a programme of work which is analysing service demand, by type, geography and by the amount of time officers spend on particular activities, ensuring that we are using our resources as efficiently as possible. This is drawing on investment we have made in Mobile Asset Utilisation and Deployment Systems to track officer movements, and will be linked to the use of mobile working technology.

The Deputy Chief Constable is leading a programme of work to understand and reform our workforce to make it fit for the future, and this will ensure that we are delivering the best possible service to the public, at the appropriate cost and resource level. The capacity and





capability of the police is not just about officer numbers of course, though we must always ensure that we are investing in frontline services. I will be working closely with the service to consider what might be the most appropriate makeup of frontline services in North Yorkshire.

As part of this we will be looking closely at the impact that partner organisations have on our work and how this might be mitigated. I am concerned about this as it is not simple to fix when other services are under strain as well. I would stress, however, that I think the police do an excellent job, and given the focus that can be put on the service and individual officers should they not respond or not fill a gap left by another service, something which does not apply in the same way to other services, I believe that they are doing well to minimise the impact of this so far. We will be looking at how we can co-design our services with local authorities and emergency services to provide the most appropriate response and to ensure that we continue to prevent harm and reduce demand.

On the question of ICT, this is a challenge for North Yorkshire and for many other police forces. I inherited a problem, an underinvestment in IT, which led to a £10m programme to tackle the underlying issues and to invest in new transformational services. These are being rolled out, and we have recently recruited a new Chief Digital Information Officer, as well as making the successful move to Alverton Court, which involved a significant upgrade to our ICT infrastructure. This work is ongoing, and there are challenges, which are reflected in this report.

However, I do feel that it's not all bad news – for example, our investment in Automatic Number Plate Recognition technology has been up and running for some time, helping the fight against cross-border crime. The roll out of the operational mobile working programme has not been as swift as it could have been, in part due to the move to our new headquarters, but it is now on track to be fully rolled out early next year. I know that officers are very keen for these changes to happen, and I am confident in the solution.

Finally, I believe at the heart of HMICFRS report, lie a number of key challenges to police services generally – principally the changing nature of crime, demand on the police and the opportunities and threats from the digital age. North Yorkshire Police has work to do to meet these, but I fundamentally believe that the service to the public is good, and that our position as the safest place in England is evidence of that.

Sincerely,

Julia Mulligan
Police and Crime Commissioner for North Yorkshire

