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**Chief Constable
North Yorkshire Police**

26th January 2026

Letter sent by email to: dmpfc@yorknorthyorks-ca.gov.uk

Dear Jo,

Delivering Value for Money in All That We Do

Thank you for your letter dated 7th January 2026 on 'delivering value for money in all that we do'. Please find the response to your questions in this letter.

The Policing Protocol legally obliges me to have due regard for the priorities and principles set out by the Mayor and yourself as Deputy Mayor in the Police and Crime Plan (PCP).

Firstly, you will be aware that North Yorkshire Police (NYP) has significantly enhanced its Business & Financial Planning process, notably over the last two years. The foundation of this process is our Force Management Statement (FMS) which, through HMICFRS PEEL Inspection feedback has been recognised as one of the most comprehensive and our plans align accordingly. I would also highlight the observation, made at the Strategic Oversight Board (SOB), from the Deputy S73 Officer for Police, Fire and Crime functions: that for the past two years the Force has demonstrated vastly improved and effective financial management including the realisation of savings, efficiencies, and delivering both capital and revenue spending within budget.

1. Could you provide an assessment of the impact last year's police precept increase had on sustaining or improving service delivery for the people of York and North Yorkshire?

It is important to highlight the extent of investment was not possible simply based on the precept increase which, although welcome and critically important, would have been insufficient to cover the changes made at a time when other inflationary pressures affected the Forces' budget. NYP also realised and redirected savings from its ongoing efficiency programme and re-aligned resources from different areas of NYP which were considered to present less risk.

The investment in the **Vulnerability Assessment Team (VAT)** has strengthened the team's capacity to meet increasing demands in the safeguarding of children and adults more consistently and effectively, maintaining statutory responsibilities and contributing to partnership arrangements to enhance multi-agency working. This uplift has increased capability to better understand demand, provide a risk focussed response, and undertake quality assurance work, thus enabling the team to meet NYP's strategic objective to keep people safe and protect the vulnerable.

The VAT have been able to meet increased demand, improve performance, reduce the impact on other teams, and provide resilience to other research and report functions within the safeguarding directorate.

The demand for Public Protection Notices (PPN) has, (as predicted in the FMS demand modelling), increased by 4%, meeting reports increased by 17 %, probation reports by 4 % and a 27 % increase in adult safeguarding meetings. Initial Child Protection Conferences increased by 5%. Attendance, and specifically attendance by VAT at safeguarding meetings, improved in all areas except Initial Child Protection Conferences, where although the volume of meetings attended increased overall, attendance reduced from 98% to 96%, mainly due to unpredictable demand, and a spike in short notice requests. The planned uplift to these teams has been completed throughout 25/26. The benefits of this uplift have already been identified in a Joint Targeted Inspection, and it is anticipated will be reflected in a strong HMICFRS grading.

The **Firearms Support Unit (FSU)** is critical to keeping people safe, both in York and North Yorkshire and beyond. Armed Policing remains an important component of the Strategic Policing Requirement (SPR), and each force must maintain an Armed Policing capability to support the response to incidents locally and where required as part of national mobilisation. As already detailed in your PCP you have regard for the Strategic Policing Requirement ensuring local policing priorities align with national security and public safety requirements. The NYP Armed Policing Strategic Threat & Risk Assessment (APSTRA), sets out the threats, risks and demands specifically placed upon NYP, and how these risks are mitigated through resourcing, training, governance, and deployment. Having reviewed the operating model and assessed demand against threat, harm and risk, a revised approach was developed. This required an increase in establishment of two sergeants and nine constables.

During the autumn of 2025, these additional resources were recruited and underwent specialist training. From 6 April 2026, the Firearms Support Unit will transition to a five-band model, a move designed to enhance operational flexibility, resilience, and officer well-being. This change will allow for improved training resilience and reduce the historic reliance on significant overtime and short-notice duty changes. It will ensure that resources are deployed in the most effective way to safeguard and support operational policing objectives, protect the public and contribute to national mobilisation when required.

Between 2024/25 the **Neighbourhood Policing Review** was conducted, providing an assessment of Neighbourhood Policing capability, and developed options for the Force to deliver its vision of outstanding Neighbourhood Policing (NHP). It baselined current staffing, costs, outcomes, and the distribution of the Neighbourhood Police Teams (NPTs). It also assessed the leadership requirements of these teams. NHP has a clear purpose defined by the NPCC Neighbourhood Policing Outcome and Performance Guidelines 2023 (NHP Framework) and the NYP Neighbourhood Policing Vision.

The review analysed data which included evidence gathered from internal and external consultation and engagement, including public and partner surveys. Over 5,500 responses from members of the public were received expressing their priorities. A time and motion study with current NPT PCs and PCSOs was undertaken and demand profiling completed by Business Insight using the Ward Harm Index assessment, all of which has been used to derive an effective, affordable, and sustainable model. This approach has been recognised as best practice, and it is believed NYP are one of the only Forces to conduct analysis in this depth.

The Force has continued to recruit and transfer more officers into NHP throughout the year and by 31 March 2026 an increase of 32 and 20 PCSOs will have been delivered in line with the Neighbourhood Policing Grant. This uplift has strengthened NPT and enabled it to address a wider range of community issues more proactively, ASB and crime levels have continued to decrease over the past year, demonstrating the positive impact of these enhanced resources and focused interventions.

The NPT review, defining the role of NPT, has allowed NPT officers to focus upon core tasks rather than be deviated due to other demands whilst remaining flexible where required. The abstraction policy has been beneficial, and this has resulted in reduced abstractions, which has allowed the teams to focus much more on engagement, preventative work, and civil orders.

Investment in Support Services and Professional Standards Department

The review and subsequent investment in **Support Services** means effective structures and capabilities are in place to deliver the activity required to ensure that officers and staff have the necessary skills, equipment, working environment and fleet. It ensures support and investment in our people, closely managed, budgeted and that procurement activity delivers best value for money. This directly contributes to our ability to deliver outstanding front-line service to the people of York & North Yorkshire. NYP can demonstrate procurement efficiency in particular and regularly reports this to the Home Office through BlueLight Commercial. I was pleased the progress made in Support Services was rightly recognised at last week's Police, Fire and Crime Panel.

Finally, investment in the **Professional Standards Department** enhances the ability to deal with conduct and complaints matters in a professional and timely manner. This ensures that the Force takes the necessary action against those officers and staff who do not uphold the required standards of professional behaviour and should not remain in policing whilst investing resources to strengthen the prevention and organisational learning approach. Critically, it has also strengthened the approach to vetting and counter-corruption. Our commitment to upholding professional standards directly contributes to and supports public confidence.

2. **The consultation asked the public for their views on a precept increase of £12, £14, £16, and £18. Guidance from government is that the maximum precept that will be possible is £15. Could you therefore indicate what difference (opportunities and risks) increases of £12, £14, and £15 would make respectively to the service in light of both your plan on a page and the Police and Crime Plan?**

Every £1 increase in precept represents around £335k of funding provided in the budget. The budget has been drafted on the guidance from government that the maximum precept that will be possible is £15. It is important to maximise the precept available every year as the Government calculates the total funding available in the Police Funding Settlement every year based on the maximum precept.

The £15 precept contributes to the total funding available, along with the grant provided by government, to support the overall budget at £227,148k. Therefore, with the £15 precept the budget contributes:

- Pay budget at £180,087k or 79%- this has enabled the required 17 Neighbourhood Policing Ringfenced Grant (NPRG) growth in 2026/7 which is additional to the 52 growth posts in neighbourhoods of 32 PCs and 20 PCSOs during 2025/26. The additional 17 posts are not fully funded and savings will have to be made elsewhere to reduce overall Police Officer numbers by 21, and staff posts by 18 during the 26/27 financial year. Due to the requirements of the NPRG, these posts must come from elsewhere in the Force.
- I do have to highlight however the risks inherent with the government's approach to the further uplift to officers in Neighbourhood Policing which are not fully funded, and for which Forces will be penalised if they do not achieve it. I have already outlined the importance of the Force Management Statement in the alignment of resources to risk. The use of the NPRG as a mechanism to increase the officers in NPT's undermines this process to an extent – Neighbourhood Policing does not feature as a key risk in the assessment of risk or changing crime demands in York and North Yorkshire. Key areas

which require investment relate to the management of sexual and violent offenders, on-line child abuse, custody and increasing demand in more complex safeguarding for both adults and children including Violence Against Women and Girls. To be clear, given the choice I would use the available funding differently, rather than further increases in Neighbourhood Policing to better improve performance by addressing the threat and risk to communities and deliver against the priorities in the Police and Crime Plan.

- Non-pay budget at £47,061k incorporates the inflation uplifts, cost pressures, and savings at 3.92%; cost pressures are 8.9% at £4,188k and budget savings 4.37% at £2,056k. A full list is included in the Chief's Statement of Need, Medium Term Financial Plan (MTFP), and Capital Expenditure 2026/27 to 2029/30 report.

Contributing to the Plan on a Page and the Police and Crime plan, the funding allocated to the Innovation Board will drive forward new initiatives and see 'invest to save' projects improving the productivity of the Force.

The following schemes have been allocated funding following the Business and Planning cycle where FMS Needs and Capital requests are scored using a prioritisation matrix and a risk-based approach:

FMS Needs - Investment	£'000	£'000	£'000
	Pay	Non-Pay	Total
Corporate Development - ISO Accreditation	99	33	132
Corporate Development - Innovation Delivery (Reduced from £300k)		200	200
Corporate Development - PBB & Innovation Resource	94	1	95
Corporate Development - PM Support York review and Malton	128	1	129
Estates - Fire Safety Strategy		25	25
People Services - Leadership Development		24	24
Safeguarding - OCAT (Online Child Abuse Team) Investment	20		20
Safeguarding - Op Soteria increase			0
Property & Exhibits Restructure	(4)		(4)
Volume Crime Review			(0)
Grand Total	337	284	620

The York and Malton reviews are high priorities of the Force to develop and improve the estate where £1,790k has been set aside in 2026/27 into a capital reserve to support future borrowing costs and this has continued around £2.8m in the rest of the MTFP.

If £14 precept was set in 2026/27, this is a decrease in funding of £335k, then different decisions would be made in the budget. A potential decrease of approximately eight further staff posts or five police officers whilst maintaining the 17-neighbourhood growth request from government or reviewing the capital programme and decreasing budget in ICT, Fleet or Estates or challenging the FMS Needs investment decisions already made. Some £335k could also be reduced for the funding set aside to support the borrowing costs for the York and Malton review reducing this to £1,455k

If £12 precept was set in 2026/27, this is a reduction in budget of £1,005k, then risks and lost opportunity may be a combination of a decrease in further staff and Police Officers whilst maintaining the 17-neighbourhood growth request from government, reviewing the capital programme and decreasing budget in ICT, Fleet or Estates, and challenging the provisional FMS Needs investment decisions already made. A position may be eight less staff post, five less police officers with the remaining reductions of £357k coming from the FMS Needs investments and the capital programme. Consideration could also be given in reducing the £1,790k set aside for the York and Malton reviews to support borrowing costs.

3. Can you confirm how you will ensure that the principle of achieving best value for taxpayers is embedded within your decision-making processes?

To achieve best value within decision making processes NYP ensures

- Governance arrangements are informed and properly manage risks
- Financial Sustainability manages resources to continue to deliver services
- Meetings govern all decisions taken to invest, disinvest, change or redesign

The following highlights how this is realised.

How the Chief Constable monitors and assesses risk and how the body gains assurance over the effective operation of internal controls, including arrangements to prevent and detect fraud.

I have a Code of Corporate Governance in place and a Corporate Governance Framework. The Annual Governance Statement (AGS), reported and monitored at Joint Independent Audit Committee (JIAC), sets out how I have complied with the Framework during the year which is the focus of external and internal audit review.

The Risk, Assurance, and Improvement Board (RAIB), chaired by the Deputy Chief Constable is responsible for overseeing and implementing effective risk management and driving internal audit processes across the organisation. There are both Principal and Force Risk Registers in place, where each risk has an owner and a Red, Amber, Green (RAG) rating. The risk registers are reviewed at RAIB, and updates provided to each quarterly (JIAC) meeting and to SOB. To support transparency, a standing invite for a member of the Office of Policing, Fire and Crime to attend and observe has been in place for the past two years.

Internal audit services are provided in year to me by RSM. The annual internal audit plan is risk based, and it is developed with the engagement of management across the Force, Chief Officer Team (COT), the RAIB and the JIAC. There is regular reporting to audit committee in year, as well as challenge presented to management on the internal audit findings.

The overall Head of Internal Audit opinion for 2024/25 (the latest available) was made up of the following ratings:

- Governance – reasonable
- Risk management – reasonable
- Internal control – partial

External audit confirmed after review of the internal audit reports and associated recommendations, there is no indication of a pervasive or significant weakness in the arrangements, despite a partial opinion over internal control. While some reports – such as those on data quality, police officer overtime, domestic abuse, and collaborations – received minimal or partial assurance, the issues identified were specific and actionable, with agreed management responses in place. External audit confirmed in the Draft Auditor's Annual Report, which is due to be finalised with the 24/25 Accounts at JIAC in February 2026, that these findings do not suggest systemic failures or widespread control deficiencies. Furthermore, other key areas such as cyber risk management, ethical standards, key financial controls, and financial planning received reasonable to substantial assurance, reinforcing the overall strength of the control environment and measures in place.

The latest internal audit update report sets out the recommendations made following these reports. Across the three partial and one minimal assurance reports obtained, there were 40 recommendations. As of September 2025, there were 19 which remained open showing the Force is actively addressing the weaknesses identified.

How the Chief Constable approaches and carries out its annual budget setting process.

The budget setting process begins in September of each year and culminates in a formal budget presented to the SOB for approval the following February. Budget proposals are developed through an integrated planning approach that engages all levels of the organisation. The process assesses future delivery requirements, current capacity and capabilities and identifies areas requiring investment or additional funding where there are inflationary pressures. It also incorporates scenario planning, financial modelling, and evaluation of risks to organisational finances, including sensitivity analysis of the assumptions underpinning the budget.

In 2024/25, internal audit conducted a review of the financial planning arrangements. The review provided substantial assurance that the controls in place are effective.

How the Chief Constable ensures effective processes and systems are in place to ensure budgetary control; to communicate relevant, accurate and timely management information (including non-financial information where appropriate); supports its statutory financial reporting requirements; and ensures corrective action is taken where needed.

Budget monitoring takes place monthly and is formally reported to the Chief Officer Team Board – essentially the Executive Board for NYP. This is compliant with my Scheme of Delegation and Devolved Resource Manual (DRM). The DRM sets out the procedures for staff to follow, including procurement procedures, and guidance on standing orders. The DRM is currently in the process of being updated, to be completed by March 2026, and presented to JIAC in April 2026. Budget monitoring begins with budget holders reviewing budget monitoring reports in conjunction with finance business partners. These reviews include consideration of any variances with the reasons obtained and, where necessary mitigating actions identified. Monthly reports and the variance analysis are received by departmental senior management teams, and by COT. The budget is also a standing item on the quarterly strategic engagement event with senior leaders. There is little delegation of budgets other than overtime for departments and functions - this spend is closely monitored, weekly where required.

Quarterly budget monitoring and forecasting are presented to the Strategic Oversight Board.

The draft statement of accounts for 2024/25 were published on 13 August 2025 following the statutory deadline of 30 June 2025. This delay was largely due to resourcing constraints and the prioritisation of the newly formed York and North Yorkshire Combined Authority's (YNYCAs) consolidated group accounts with those of NYP. The notice of delay was published on our website.

How the Chief Constable ensures it makes properly informed decisions, supported by appropriate evidence and allowing for challenge and transparency. This includes arrangements for effective challenge from those charged with governance/audit committee.

The business and financial planning process along with predictive analytics and scenario testing is undertaken to inform the FMS. This process identifies potential gaps in meeting future demand and informs future service requirements. This planning cycle supports the evidence base for costed business cases in preparation for budget setting. The Change Delivery Board is chaired by the Deputy Chief Constable and attended by the Deputy S73 Officer for Policing, Fire and Crime.

Change activity is tracked and monitored through business cases and benefits realisation. The financial aspects are anticipated through the Change Pipeline, the revenue budget, or the capital programme to ensure financial affordability. Change activities are categorised as transformational, transitional, or business as usual. Transformational and transitional change initiatives are required to go through the Change Delivery Board governance arrangements for approval and monitoring purposes which includes reports of the benefits obtained from the changes. Exception reporting is channelled through my Section 151 Officer and presented to the Change Delivery Board to ensure transparency and visibility. Where there are exceptions, they are raised with COT or the SOB when required and help inform the quarterly budget monitoring reports.

How the Chief Constable monitors and ensures appropriate standards are in place.

The Corporate Governance Framework, underpinned by guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA) sets out how the Mayor and I will both collaborate and govern each organisation. Central to the Corporate Governance Framework is the Code of Corporate Governance. The Code of Corporate Governance sets out how I conduct the organisation in accordance with the Statement of Corporate Governance. The Corporate Governance Framework is supported by the Scheme of Delegation, standing orders and financial regulations, and a full suite of policies and procedures set out in the Devolved Resource Manual.

Staff are subject to vetting on recruitment and refreshed regularly. The Professional Standards Department monitors compliance and manages matters of non-compliance. Related party relationships and transactions are disclosed in the annual statement of accounts. External Audit annually consider these accounting disclosures as part of their work on the financial statements including comparing them to declaration of interest forms.

How the Chief Constable ensures that it identifies all the significant financial pressures that are relevant to its short and medium-term plans and builds these into them.

I ensure a Medium-Term Financial Plan (MTFP) is in place covering four years, addressing funding and cost pressures. The MTFP is a joint plan with the Mayor which since 7 May 2024 forms a single entity with the York and North Yorkshire Combined Authority (YNYCA). The MTFP sets the financial direction, outlines key risks, and includes the planned force expenditure for NYP, along with the revenue budget and capital programme for the Police and Crime service which is included within YNYCA. The MTFP is assessed annually, with the latest being presented to SOB in February 2026.

I ensure potential financial pressures are identified through the annual business planning process. The business planning process starts in April and involves performing predictive and scenario modelling for the Force Management Statement to identify future issues and risks. By September, draft FMS needs and Capital project initiation requests are developed with cost estimates, considering the wider impact on policing and any potential benefits of proposed changes. From November, these plans are reviewed as part of the budget-setting process, including consideration of the required precept level. National, regional, and local priorities and pressures are identified as part of this planning process and are built into the service, business, and financial plans.

The budget setting process aims to deliver a sustainable budget and capital programme, while meeting National Strategic Policing Requirements and supporting the Mayor's Police and Crime Plan. Financial planning therefore aligns with the FMS.

The Police Force expenditure budget is under my direction and control. The total planned force expenditure for 2026/27 is set at £227,148k.

Non-emergency
Number

CrimeStoppers.

Police Headquarters | Alverton Court
Crosby Road | NORTHALLERTON | North Yorkshire | DL6 1BF

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The published budget and MTFP for 2026/27 to 2029/30 includes details of the assumptions underpinning the plan 2026/27 is a balanced position which includes cost pressures and savings identified during the budget setting process. I am being provided with an increase in revenue funding of £1.8m from the last initial budget, allowing us to manage the finances sustainably, however this position will remain challenging.

How the Chief Constable plans to bridge the funding gaps and identifies achievable savings.

Funding gaps are identified during the business and financial planning processes. An integrated approach is used, drawing on the Force Management Statement to highlight capacity and capability gaps. The financial plan is then updated to reflect service changes, potential investments, inflationary pressures, and projected income. The Change Board and the COT Board ensure these elements are captured within the budget and savings plans, before presenting them for final approval at SOB. A Savings and Efficiency Board, set up in 2024/ 2025, continues to operate productively, to highlight the importance of engaging with the Savings and Efficiency Strategy, and helps inform the budget and MTFP. External Audit review reports from these board meetings confirming that active discussions are held around potential efficiencies and saving opportunities.

Monthly budget monitoring arrangements include a review of progress on savings plans alongside progress against budget. Monthly monitoring is reported to the COT and performance reported quarterly to SOB. Monitoring allows for the identification of savings which are not being delivered and of additional cost pressures which may lead to further funding gaps. These efficiencies have and will continue to be reported at the SOB.

How the Chief Constable plans finances to support the sustainable delivery of services in accordance with strategic and statutory priorities.

The Police and Crime Plan 2025-2029 sets out the Mayor's public priorities for NYP over four years. The plan sets out four key priorities for change: early intervention and prevention; protecting the public; working with partners; and building stronger communities. There are specific objectives and expected measures for each of the priorities set out in the plan. The plan is underpinned by the MTFP which is designed to deliver the resources identified as being required in the plan.

The business planning and Force Management Statement processes identify where either knowledge gathering, investment or change is required to enhance services to communities, keep people safe, feeling safe and support delivery of the Police and Crime Plan. The priority areas are the focus of the force's service plans with activities, programmes, projects, and departmental priorities being aligned to demonstrate contribution to supporting and delivering these actions. The approach ensures that all plans, whether financial, resources or other have the same intended outcome, that being to support delivery or the force's priorities.

How the Chief Constable ensures that its financial plan is consistent with other plans such as workforce, capital investment, and other operational planning which may include working with other local public bodies as part of a wider system.

The budget and Medium-Term Financial Plan (MTFP) are driven by the Strategic Workforce Plan and modelling. Modelling includes the delivery of the Uplift Target for Officer numbers (no longer required from 2026/27) as well as delivery of Support Services collaboration staffing models, and ultimately the delivery of the Police and Crime Plan. The planning process drives the workforce plan. The process ensures that all plans are aligned.

The FMS includes four steps which cover: an assessment of the current and anticipated future demand; the ability to meet current demand; plans to meet future demand; and the impact of not meeting any residual demand. The FMS also includes an assessment of the highest priorities and risks and how they will influence

the delivery of the operational priorities, which is based on the capacity, capability, technology, and infrastructure requirements to meet future demand. The FMS includes a chapter on finance. This chapter outlines the force's current financial position and links to workforce, capital, and investment plans.

How the Chief Constable identifies and manages risks to financial resilience.

The annual MTFP refresh includes various budget pressures, including pay and price increased, capital implications and other financial pressures. The MTFP review highlights key financial risks, such as pay awards, contractual inflation, funding changes, and savings requirements. Although presented annually, the MTFP is under constant review, reconciling movements between versions to identify new pressures.

As above, key demand changes are monitored as part of the FMS process which ensures where possible changes are anticipated. The FMS process also includes scenario planning and mapping so that a range of potential outcomes and their impact are risk assessed.

Monthly financial monitoring arrangements are in place, reporting to the COT Board. Reporting includes variance analysis and consideration of recovery options where necessary. In addition, financial performance is reported on a quarterly basis to the SOB.

The Force has structured and thorough governance and oversight of all areas of Force delivery with a root and branch review undertaken during 24/25 and thereby ensuring the Deputy Chief Constable is responsible for ensuring governance is effective. Boards and meetings govern all decisions taken to invest, disinvest, change, or redesign. Decisions are underpinned by robust rationale and evidence need to demonstrate strategic alignment to the Plan on a Page, the Force Management Statement and the public priorities of the Police and Crime Plan. **Key examples are set out below.**

The Savings & Efficiency Board has oversight of the continuous Savings and Efficiency programme which this year has included savings identified for 2026/27 budget setting process, procurement and budget saving tracker data, procurement reviews of category spend to ensure that we purchase efficiently and that our contracts deliver value for money. We have also conducted work to review all off contract spend under £50k, identifying ways of consolidating purchasing to drive more effective commissioning and ultimately reduce costs where possible.

The establishment of the Innovation Board has seen engagement with the workforce to identify improvements that will enhance our ability to deliver services effectively in addition to the Force's larger scale projects that will deliver efficiency and ensure effective use of resources. The suggestions are triaged and prioritised to ensure that they are viable and deliver efficiency. The opportunities identified through innovation have started to shape our service delivery supported by the decision to undertake a pilot using the Priority Based Budgeting methodology. These are two of our priority areas for investment in the coming year and further detail is provided in question four below.

By way of an example an innovation proposal was to consider becoming a pilot force for Drones as a First Responder. (DFR). This is a National Police Chiefs Council programme which uses new and emerging technology that allows drones to be flown beyond the line of sight. This pilot phase came with funding from the NPCC and required a small Force investment. This has seen drones operating in York to attend incidents quickly, providing valuable live video stream to allow immediate assessment of circumstances and ensure deployment of the right level of resources. This programme is in the final testing phase.

This will allow for:

- Fast response time for incidents.
- Early evidence capture.
- More effective coordination of attending units.

- Better use of emerging technology.
- Innovative working practice.

The Force undertake an annual review using HMICFRS Value for Money profiles to identify areas where the Force are outliers in spending. This has informed the areas of business we will review in our pilot phase of Priority Based Budgeting (26/27) which will look at delivering effective & efficient services through a methodical review process. The key areas are Custody, Front counters, Pay and Pensions, Intelligence and Vetting.

The Force are diligent in identifying cost benefit for any proposed spending. A project was established with allocated funding to procure a Citizen Engagement Portal based on recommendations from other Forces. The project was to implement a software solution that allows the public and officers to interact throughout the life and journey of a crime investigation. The Change Delivery Board considered a comprehensive Business Case to invest in the system. However, following an assessment of cost benefit the decision was taken not to invest as it did not provide value for money. Since that time, the force has explored other options, engaging with the national development of a Police Digital Service product that is available at no cost thus avoiding costly contractual obligations.

A significant gap in the efficient use of resources is the availability of a Digital Mobile Policing solution for front line officers and staff. NYP examined the benefits of both an internal solution and the procurement of a system from an external provider. It was ultimately agreed the external option was preferred given the risk in recruiting and retaining internal specialists, and the ability to deliver a step change in productivity. It was noted that providers had existing 'off the shelf' products that could be delivered at pace with technical resilience and development. This demonstrates the Force adopts an evidence-based decision-making approach where value for money is also assessed against quality, affordability, and sustainability.

4. What assurances can you give the Mayor and I that this approach will continue to underpin your revenue and capital budget recommendations as part of the decision-making processes at Strategic Oversight Board?

To ensure that the approach to decision making continues to underpin the revenue and capital budget recommendations at the SOB, I continue to improve the efficiency and effectiveness of the Force using information about its costs and performance to improve the way it manages and delivers its services, leading to the delivery of best value for money for the taxpayer. The contents of this letter provide substantial assurance that this will continue, and my Section 151 Officer will continue to work collaboratively with the Deputy Section 73 Officer to ensure transparency and openness.

How financial and performance information is used to assess performance to identify areas for improvement.

Financial performance reports are presented to SOB, tracking progress against the budget and providing a forecast outturn position. These reports summarise financial performance, highlight significant variances and explain their underlying causes. Regular reporting enables early identification of additional funding requirements and supports timely adjustments to plan.

The Business and Financial Planning process and Force Management Statement cycle include a review of performance including predictive modelling and data analytics. This process along with the refresh of service plans includes an assessment of how the force has performed. This performance monitoring is undertaken on an annual basis. A performance dashboard is also held which is reviewed by the COT on a weekly basis for any significant variances.

Assurance activities also provide performance monitoring on particular areas of the organisation, this being via Internal Audit and inspection outcomes from HMICFRS. Business Insight provide service improvement reviews on an identified risk-prioritised basis, to explore factors that might impact upon and improve the effective and efficient delivery of services to communities. This includes demand, capabilities, capacity, and resourcing and also seeks to identify gaps in operational delivery, mitigate risks of operational failure, and/or develop the organisational understanding of an area of business.

Performance reports are produced and published quarterly online. These monitor and track NYP's performance and progress against set KPI. Weekly performance meetings are also held and led in conjunction with York and North Yorkshire Combined Authority to review Force-wide performance.

How the Chief Constable evaluates the services it provides to assess performance and identify areas for improvement.

The FMS process focusses on how the force is meeting its current demand and this includes an assessment of its performance referencing capacity, capability, assets, and infrastructure. The process feeds into service delivery plans by identifying improvements that are required. The force is a leader in how information to leaders and managers – using a suite of dashboards providing performance information to functional leads, thus allowing decisions to be made using detailed and timely empirical evidence.

The Force is subject to inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). In 2023-2025 the Force was subject to a police effectiveness, efficiency, and legitimacy (PEEL) inspection. The inspection was undertaken in October 2023 and the report published in March 2024 which is currently the latest information available. The inspection covered 10 areas of policing, with graded judgements made for 9 of the 10 areas considered. The inspection also reviews how effective a service the Force gives to victims of crime. However, a graded judgement is not made in this area. The results of the inspection were as follows:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Recording data about crime	Responding to the public		
	Police powers and treating the public fairly and respectfully	Investigating crime		
	Preventing and deterring crime and antisocial behaviour, and reducing vulnerability	Building, supporting and protecting the workforce		
	Protecting vulnerable people	Leadership and force management		
	Managing offenders and suspects			

The Force was rated good or adequate across all of the ten themes inspected. This is an improvement from the last inspection and shows the Force to be continually improving. The Force's improvement is also reflected in the inspector's report. It is anticipated the latest inspection results will demonstrate further improvement despite an increasingly challenging landscape in terms of demand and resources.

How the Chief Constable ensures it delivers its role within significant partnerships, engages with stakeholders it has identified, monitors performance against expectations, and ensures action is taken where necessary to improve.

There are many examples of partnership working in a variety of functions within the Force. The Force holds a Collaboration Agreement Register which is always evolving, setting out the collaboration lead, the type of agreement and the cost and benefits to the Force.

Regional collaborations for the provision of policing services between NYP, South Yorkshire Police, Humberside Police and West Yorkshire Police is already in place. With a Regional Collaboration Board responsible for governance of the arrangements. A Lead Force model has been adopted for each functional area of regional collaboration, with each force taking ownership of a distinct area.

In October 2024, the Home Office announced their Police Efficiency and Collaboration Programme (PECP), which plans to assess whether joint procurement of 43 Police Force will enable savings in four areas: fleet, energy, ICT, and contingent labour. The NYP procurement lead submitted our commercial pipeline to the Home Office in March 2025, allowing the Home Office to create a single, consolidated view of the commercial pipeline for all police forces in England and Wales for 2024/25 and 2025/26. Progress to date of the five PECP areas by NYP, in conjunction with the Deputy Mayor when required, is as follows:

- Energy – NYP, has approved the BLC recommendation to sign up for gas to be completed by Sept 2026 and Electricity by March 26 for supply from 01/04/27.
- Vehicles – BLC working in partnership with policing and the HO PCEP - a more co-ordinated approach to vehicle procurement is proposed, starting with the Low & Intermediate category. This will be based on committed volumes and standardised specifications where NYP committed volume Ovtoberc2025cto secure additional discount and unlock greater value from the current BLC/CCS agreements.
- Fuel – the PCEP fuel programme has been set up during 2025, and BLC monitor the national position a steady increase in monthly discount diesel spend, as well as overall savings achieved. In September 2025, NYP has a discount diesel utilisation of 17.48 which is position 12th out of 43 Forces with a drive to be in the top quartile.
- Temporary staff - further update from the Home Office or Blue Light Commercial (BLC) awaited,
- Software licences - The Home Office PECP released a national GovSpec UK Public Services Government laptop specification and laptop aggregation exercise which NYP signed up to in November 2025 liaising with Blue Light Commercial.

The overall aim of the PECP is to embed productivity into the culture of policing and ensure improvements are made to unlock cashable and non-cashable savings.

There is also close working with the York and North Yorkshire Combined Authority, due to the transition of the Police and Fire Crime Commissioner and Fire and Rescue Services on the 7 May 2025. The executive team and I work intrinsically with the Combined Authority through integrated planning, commissioning, and delivery of shared objectives across York and North Yorkshire.

Where the Chief Constable commissions or procures services, how the body ensures that this is done in accordance with relevant legislation, professional standards, and internal policies, and how the body assesses whether it is realising the expected benefits.

Procurement and Purchasing sitting within the overall finance team, are responsible for ensuring all requisitions and purchase orders are processed and authorised. All authorisation levels are included in the Devolved Resource Manual. As set out above, the Devolved Resource Manual sets out various procedures

for the procurement team to follow including guidance on standing orders. Procurement procedures are subject to regular review by internal audit. Bimonthly Strategic Procurement meetings are also held which feeds into the Savings & Efficiency Board.

The Chief Constable demonstrates investment and progress in processes in the following examples.

Investment in our capacity to achieve regulatory accreditation allows us to ensure that we continuously improve and measure the quality of our work and meet the exacting standards required for criminal evidence as part of the accreditation process. It will ensure that we are able to deliver the best outcomes possible for victims of crime in York & North Yorkshire.

Work that started in the 2025/26 year established arrangements for consideration of innovative activity through our Innovation Board and agreed that we would undertake a pilot process using Priority Based Budgeting to review service delivery and identify productivity opportunities that will allow services to be delivered in the most effective way. The focus of investment this year is around innovation, Priority Based Budgeting aims to ensure that our service delivery is as efficient and effective as possible. This will include setting aside money to invest in innovation with a focus on Robotic Process Automation. These initiatives are expected to simplify processes, increase efficiency, enhance productivity, and improve quality of service. They will deliver re-investable worker hours, reduce bureaucracy to achieve previously unreachable performance levels, improve throughput and quality to reduce failure demand. Through all investment we will track and analyse benefits of implemented innovations.

Investment in sustainability reduces our environmental impact as well as reducing revenue costs in energy and other consumables. The investment will also allow us to progress delivery against our Net Zero targets and deliver the Sustainability Strategy.

We have invested to improve buildings through the commissioning of Stock Condition Surveys across the whole estate in 2025/26. This allows consideration of how and where we prioritise limited investment in the police estate to improve facilities, explore sustainability options, and reduce the repairs and maintenance burden of the estate. The stock condition surveys will further support the Estates Review commissioned in January 2026 that will be led by the new Director of Estates. It is important to note that NYP has very little debt – in the region of £6m which is tiny in comparison to other Forces. This has however had an impact on the police estate which requires renewal and this will be a challenge for the future when considering how to fund borrowing.

The 2026/27 request for investment to upgrade firearms equipment will deliver cost efficiency and reduce failure rates in both new starters and existing firearms officers. It will reduce overtime for cover and training costs ensuring that we are able to maintain operational numbers.

I hope you are reassured by the contents of this letter in relation to how NYP assesses its requirements and aligns resources to achieve the best effect to keep the public safe. I would take this opportunity to highlight the work of all the Police Officers and Staff who work tirelessly in the service of the public of York and North Yorkshire. I believe I can demonstrate resilient and robust value for money and would draw your attention to notable outcomes for the public during the year 25/26.

This represents continued positive performance from the previous year.

1. Total crime down by 3.4% resulting in 1330 less victims of crime
2. Neighbourhood crime including Burglary, Robbery, and vehicle crime down by 9.4% resulting in 720 less victims
3. Shoplifting – a key concern from retailers across York and North Yorkshire down by 10.5% or 488 offences
4. 999 emergency calls answered in under 10 seconds 94% of the time – exceeding the national target

5. Attendance at emergency incidents within 15 minutes in towns and cities 85% of the time; and
6. For rural areas within 20 minutes almost 80% of the time
7. The proportion of detected crime continues to improve with one of the strongest rates in the country
8. One of the highest public confidence ratings in response to a public survey question “the Police do a good or excellent job”
9. The safest Policing area across England and Wales with the lowest crime rate per one thousand people.
10. Anti-social behaviour reduced by 15% last year and with the current trend is likely to reduce again during 25/26.

I do not take these outcomes for granted and we will continually look to deliver an improved, efficient, and effective service which meets the needs of the public.

Yours sincerely



Tim Forber LLB (Hons), MSc, MBA
Chief Constable
North Yorkshire Police