ITEM 15





North Yorkshire Police, Fire and Crime Commissioner

Fire and Rescue Annual Report 2018 - 2019



Helping you to feel safe and be safe in North Yorkshire

BE SAFE FEEL SAFE

Contents

Foreword	-	3
Your service	-	4
Delivering the Local Business Case	-	6
Listening to Residents, the Service and Partners	-	7
Fire and Rescue Plan	-	7
Governance	-	8
Funding and Finance	-	9
Fire and Rescue Authority Strategic Aims April-November 2018	-	10
Performance against the FRA's Corporate Plan	-	14
Contacts	-	16

Foreword

Welcome to my annual report for **North Yorkshire Fire and Rescue** Service.

This year has been one of significant change for the service with the transfer in governance, and a new Chief Fire Officer and Principal Officer team.

In putting forward my local business case for transfer, I identified a wide range of opportunities for collaboration, public safety and efficiencies. Before beginning to implement them, I wanted to personally meet firefighters and staff to understand better their work and opinions on what they think needs to change. Having visited virtually every fire station and location across the county and the City of York, I have been left in no doubt about the outstanding work and services provided to the people of North Yorkshire and the City of York. In addition, I have also heard much from the public including over 3700 responses to two consultations on the fire precept and the first Fire and Rescue Plan.

I have been struck by the considerable commitment and dedication of the workforce, whether wholetime firefighters working hard to save lives and prevent harm, on-call firefighters and volunteers whose lives literally revolve around the service and who drop everything to respond to an emergency, or the staff working hard to ensure an excellent service. And the public clearly support and trust their fire service to be there for them when they need them.

Thank you to everyone who spared some time to sit down and talk, and to the public and others, who have engaged and contributed. It is much appreciated and hugely helpful.

We have now embarked on a major change programme. Change is never easy, but everyone involved has noted the open and straightforward approach that has been adopted by the service, which is not always the

case. And whilst there have been and will be some difficult decisions, there are also opportunities as we tackle the challenges, which will allow us to innovate, modernise and invest in people.

To lead the Service, in January I appointed an interim Chief Fire Officer. Andrew Brodie's enthusiasm for our Service's potential, and experience of leading innovative collaborative work in Leicestershire, set him apart, and I am pleased that the Police, Fire and Crime Panel confirmed him in the role. Andrew is committed to understanding the actions we need to take to ensure the Service evolves sustainably. Andrew's first 100 day report will be vital in shaping the Service's response to my Fire and Rescue Plan which will be published soon.

The Service's financial position on transfer was particularly challenging, and my first priority has been to stabilise the situation. I immediately set up a Finance Working Group to examine where savings could be made. Their work has reduced the budget deficit from £2.5m to £1m. So whilst a real challenge remains, it has been mitigated and we have in place robust financial planning, including a sensible reserves strategy. The remaining savings will be addressed through forthcoming risk and resource plans, which will require a significant amount of work and engagement with the public and stakeholders.

Since transfer in November, collaboration has moved at pace. In my local business case, I identified considerable efficiencies by bringing police and fire support services closer together. This new and innovative collaboration, called ENABLE North Yorkshire, is now developing quickly. In addition, from August 2019, the Service will join North Yorkshire Police at Alverton Court, creating a shared headquarters.

We need to invest in equipment, and our buildings are in need of refurbishment. Much can be done by



co-locating with partners but this too will need money. A good example is the plan to co-locate the police with the fire service in Leyburn, where, in return for a lower rent, the fire station can be modernised.

A top priority is to increase the resilience of the service in rural areas to address the challenges of rural fire engine availability. We need new ways of working with wider partners such as health and local authorities to improve the protection of vulnerable people. To this end, at the beginning of the year, we began a 'public safety pilot' in Craven, which I hope will set out a model for the future.

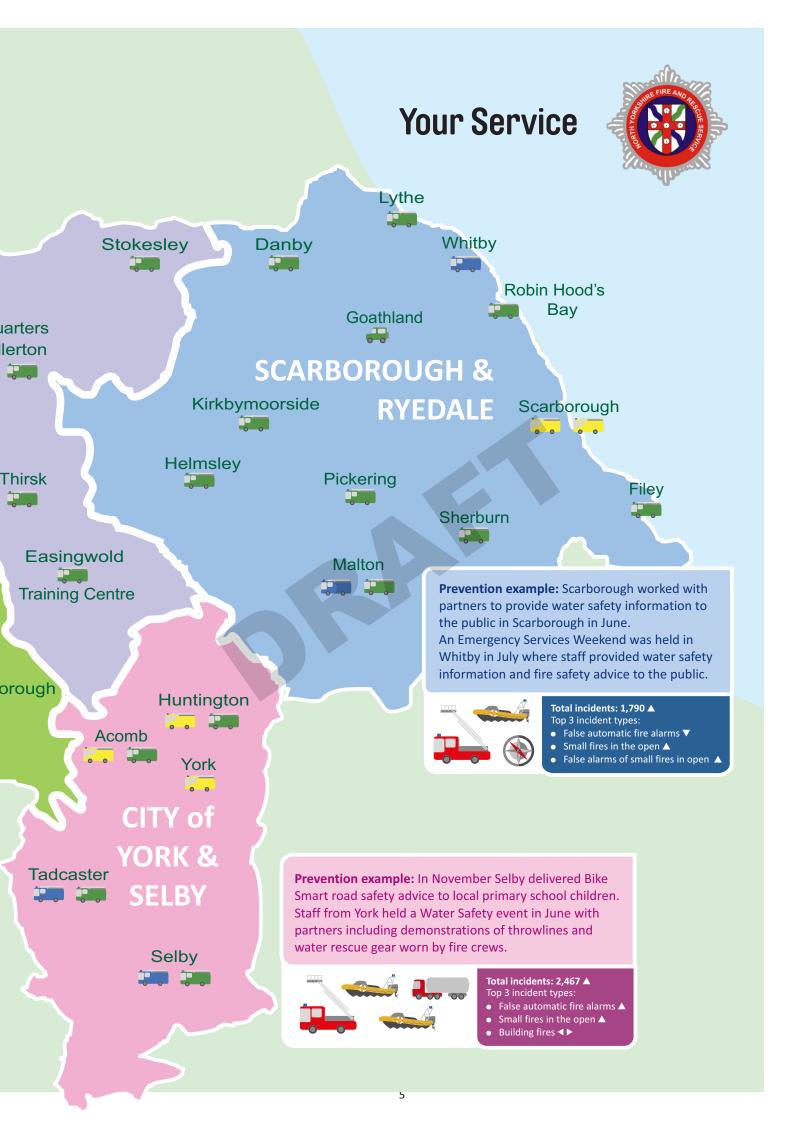
In conclusion, I hope this Annual Report shows that since the transfer in governance, real progress has been made. We have clarified the challenges, we know what needs to be done, and we have begun to put in place the infrastructure and leadership that will ensure we develop the best possible service we can, to protect the people of North Yorkshire and the City of York.

Once again, I'd like to thank everyone in North Yorkshire Fire and Rescue Service for their outstanding contributions to our communities, it is a real honour to be able to work with you.



Police, Fire and Crime Commissioner for North Yorkshire





Delivering the Local Business Case

The Home Secretary approved the Commissioner's Local Business Case in June, recognising the benefits that joint oversight of the police and fire and rescue service would bring to the residents and businesses of North Yorkshire and the City of York.

Since transfer in November, there has been significant progress made to deliver the objectives set out in the Commissioner's Local Business Case.

Reviewing the Service

Driving change

One of the first actions the Commissioner took, was to commission an independent report on the state of the Service to fully understand where there was best practice, and where improvement would be required. Undertaken by Dave Etheridge OBE, former Chief Fire Officer in Oxfordshire, this report showed that North Yorkshire Fire and Rescue Service (NYFRS) is delivering well on its statutory functions of prevention, business safety and responding to incidents.

However, it was clear that immediate steps needed to be taken to address the anticipated budget shortfall and to halt the overreliance on reserves to fund this gap. It also recommended that the Service review the way resources are used to mitigate risk, ensuring people are in the right place at the right time, with the right equipment and skills to deliver the best possible service to the public.

Subsequently, the Interim Chief Fire Officer followed up on this report following his first 100 days. In setting out his understanding of the Service he reflected many of the previous findings, citing the clear commitment of staff and improving relationships between staff and management as especially important. The fundamental challenge remained the financial position and its impact across the Service.

A Finance Working Group was established at the start of 2019, a recommendation from the independent report. One-off as well as recurring, deliverable cashable savings were identified by the workforce and Group members. This, together with longer term, effective financial planning has reduced the budget imbalance from £2.5m recurring to £1m. A Reserves Strategy is now in place to stop the overuse of reserves to fund the day to day running of the Service. The local business case sets out five key priorities to be progressed on transfer. A Fire and Rescue Plan is being developed to set a new vision and priorities to drive effectiveness and efficiency and deliver the best possible service to the public.

Many of the Principal Officers were retiring or about to retire on transfer. A new interim leadership team has therefore been introduced since January. Permanent recruitment to these roles is now being progressed following a review of the senior management structure. The Commissioner is pleased that there has been an inclusive approach to change, and that the leadership team have embraced opportunities to increase the pace and scale of collaboration with a broad range of partners.

The Fire Service has been brought into the Commissioner's Transform 2020 (T2020) programme to deliver transformative change that will help protect frontline services and improve how the Service delivers its business. T2020 has also seen a pilot started in Craven to deliver enhanced community safety and prevention services. A major new collaboration, ENABLE North Yorkshire, has also been developed to bring the enabling services for fire and police together.

As a consequence of T2020 and through ENABLE, the estates strategies of the two organisations are being brought together. New data sharing structures and ways of analysing data and are being explored to enable the two services to learn from one another and identify how they can best protect the most vulnerable in our society. NYFRS will also be moving into the Police headquarters from August 2019.



Listening to Residents, the Service and Partners

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Listening to and understanding the needs and views of local people, partners and staff who work for North Yorkshire Fire and Rescue Service is of primary importance to your Police, Fire and Crime Commissioner. The Commissioner does this in a wide range of ways, both in setting the priorities for the Fire and Rescue Plan, but also informally on a dayto-day basis. This includes public meetings and one-to-one meetings in cities, towns and villages across the area, as well as online, and through commissioning independent research studies, consultation and surveys.

Fire and Rescue Staff Roadshows

During 2018/19, the Commissioner visited almost all fire stations and locations to introduce herself and her role, and to listen to staff feedback about what it is like to work for North Yorkshire Fire Service. This has helped identify challenges and opportunities and has promoted trust and understanding between the Commissioner and the Service.

Fire and Rescue Precept

In 2018/19 the Commissioner consulted on setting the fire and rescue precept for the first time and received over 2,700 responses from the public.

Most people (75%) supported the maximum increase of £2 set by the Government. The total fire and rescue precept for 2018/19 is now £71.27 for an average Band D property.

Fire and Rescue Plan

The Commissioner must produce a Fire and Rescue Plan setting out her strategic vision, priorities and objectives for the Fire and Rescue Service. This plan sets the direction for the Fire and Rescue Service to March 2021.

Between February and April 2019, over 1,000 residents, staff and partners helped to identify and shape the priorities for the Fire and Rescue Service.

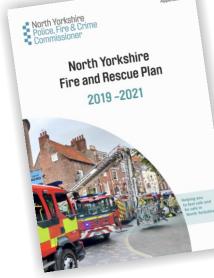
The four draft priorities were endorsed by 75% of respondents.

- Caring about the vulnerable To provide services that will best protect the most vulnerable people in our community and in doing so, make them safer
- Ambitious collaboration
 To maximise opportunities to work jointly
 with partners and to provide a more
 effective, efficient and proactive
 community safety service
- **Realising our potential** To create an inclusive work environment and a positive, supporting culture where we provide our people with the equipment, IT, skills and capacity to effectively prevent and respond to incidents
- Effective engagement
 To increase trust and confidence in our
 Service, involving, engaging and consulting
 our communities and
 partners on the services
 we provide and
 delivering the best
 possible service.



I would like to thank everyone, especially Councillors, for feeding back their views and contributing to the development of my Fire and Rescue Plan.

Julia Mulligan Police, Fire and Crime Commissioner





20

Governance

There have been significant changes for North Yorkshire Fire and Rescue Service (NYFRS) this year with the transfer of governance, a new interim Chief Fire Officer and Principal Officer team, and the implementation of the Police, Fire and Crime Commissioner's (PFCC) transformation programme.

On 15 November 2018, governance of, and all statutory responsibilities for, NYFRS transferred to the North Yorkshire Police, Fire and Crime Commissioner (PFCC). As required by the National Fire and Rescue Framework, the PFCC has developed a Fire and Rescue Plan, which is due to be published in July 2019. This will set the strategic vision and priorities for NYFRS taking due regard of the National Framework and of the NYFRS risk profile.

The new interim Chief Fire Officer has quickly established an open and progressive way of working, which has helped stabilise the service during a time of change, leading to improvements in morale and workforce commitments to develop the best possible service to the public. The Commissioner is pleased to have seen a stepchange in the pace and scale of collaboration, along with a better understanding of local opportunities, as well as enhanced working with North Yorkshire Police at a strategic and tactical level, as governance structures and working practices have been brought closer together.

Governance structures

NYFRS have been brought into the PFCC's governance structure, joining the Executive Board and Public Accountability Meetings (PAM). At Executive Board, the Services discuss the development of their services to the public, and this is helping to join up change programmes.

Public Accountability Meetings are the forum in which the PFCC holds the Chief Fire Officer to account for the service to the public. NYFRS will be required to demonstrate the quality of the service in different areas and will be assessed against the vision of the Fire and Rescue Plan. The PFCC has already asked the Services to jointly report on some topics, to explain how they are recognising their shared challenges and are collaborating to improve their services to our communities.

The Joint Independent Audit Committee, established by the PFCC, proactively supports the Commissioner and Chief Fire Officer in ensuring the right governance and control mechanisms are in place to support a well-run fire and rescue service. The Committee reviews and scrutinises the adequacy and effectiveness of risk management, internal audit and control, and corporate governance arrangements of the Fire and Rescue Service, as well as reviewing financial management and reporting.



Transforming the Service

This year has seen the first stage in an ambitious transformation programme, Transform 2020 (T2020), the purpose of which is not just to make incremental change or save money, but to make transformative change a core part of the organisation and culture.

In June, the PFCC appointed Price Waterhouse Coopers (PwC) as the strategic partner for T2020. PwC conducted a review of NYFRS and NYP to identify efficiencies and areas for improvement in business management and working practices and provided business cases for change programmes.

Another significant transformation this year is a new collaboration between NYFRS and NYP– ENABLE North Yorkshire. This collaboration, as set out in the PFCC's local business case on fire governance, brings together the support services of both organisations to improve the resilience and capacity of each organisation and save money which can be reinvested in frontline services. This will improve how business is conducted in the Services, bringing together change processes so that both Services benefit from improvements and public money is spent once rather than projects being duplicated.

The PFCC's Annual Governance Statement can be found at https://www.northyorkshirepfcc.gov.uk/fire-oversight/governance. Governance information for the previous Authority can be found at https://www.northyorksfire.gov.uk/aboutus/key-documents/committeepapers/performance-review.

Funding and Finance

Funding Breakdown 2018/19	Actual £000s	%
Core Grant	9,333	29
Precept (including Collection Surplus)	20,708	64
Grants (Ringfenced)	1,651	5
Non Grant Income (including project income)	650	2
Total Funding	32,342	100

Expenditure Breakdown 2017/18	Actual £000s	%
Salary Costs	19,486	60
Other non salary employee costs	543	2
Firefighter pension costs	2,901	9
Premises costs	2,144	7
Supplies and Services	3,113	10
Transport costs (including fuel)	917	3
Financial costs	3,727	12
Budgeted transfers from reserves	-1,210	-4
North Yorkshire Police Total	31,620	98
Additional transfer from General Reserve	721	2

Financial Position

Most expenditure (around 70%) is on core firefighting and operations which includes responding to emergency calls, the fleet of fire appliances and operational equipment.

The organisation started 2018/19 with a budget that required support from General Reserves of £1.2m to enable the budget to balance. The longer term financial plan saw this imbalance rise to over £2.5m by the end of the planning period. A significant amount of work has taken place during 2018/19 which has delivered an underspend of £0.7m, against the 2018/19 budget, and therefore only £0.5m was required from General Reserves to support 2018/19.

Work has also continued on the longer terms plans and the imbalance over the financial plan has now reduced to £1m per annum. These plans are supported by a Reserves Strategy to mitigate the mostly likely financial risks for the organisation, and a direction of travel in terms of ensuring that the longer term savings are delivered to return the organisation to a recurring balanced financial position.

The Annual Statement of Accounts and auditors reports can be found at https://www.northyorkshirepfcc.gov.uk/fire-oversight/budgets-andexpenditure.

Fire and Rescue Authority Strategic Aims (April-Nov 2018)

The previous Fire and Rescue Authority set a Corporate Plan in April 2016 which was in place between until November 2018 when governance transferred to the Police, Fire and Crime Commissioner. This section reports against the four Strategic Aims set by the previous FRA for the Service.

Strategic Aim 1

The provision of a resilient intervention service

To be achieved by implementing proposals of the fire cover review through the Integrated Risk Management Plan, known locally as the Community Safety Plan.

To enable this to happen will require:

- Further development of the Retained Duty System arrangements including:
 Recruitment Retention Increased flexibility Action Plan
- Develop fitness regime
- Revisit the Retained Duty System review
- Develop Community Safety Plan action plans

Risks to the aims, which will need managing, are:

- Ageing workforce as our workforce reduces through natural leavers the average age of the workforce will increase
- Fitness in order to support the ageing workforce we will introduce a fitness maintenance and testing regime
- Budgetary pressure may constrain equipment provision

Action Plans:

- Develop fitness regime
- Revisit the Retained Duty System review
- Develop Community Safety Plan (IRMP) action plans

Report:

The Service attended around 7,000 incidents in 2018/19. This included a large fire at B&M at Clifton Moor in York in October 2018, wildfires including one in Norwood in June 2018 and a vehicle workshop fire in Northallerton in January 2019.

The Service introduced a fitness policy for financial year 2017/18, which included fitness tests for all operational members of staff. At the end of the first full year of testing, in 2018, 574 operational staff had successfully passed the fitness test (green), with no members of staff scoring in the amber category (needs improvement) and two scoring red (removed from operational duties), once all retests were completed.

We did work during 2016/17 to review the Retained Duty System. This led to some changes including

offering some of the physical tests in districts, a refreshed application pack and a refresh of the Firefighter Development Programme to bring it up to date and simplify for candidates and assessors alike. The work in this area has helped with retention of on-call staff.

In January 2018 we launched an internal and external transferee campaign for wholetime firefighters. This led to 27 transferees joining the Service. We will be launching a full, wholetime firefighter recruitment campaign in June 2019.

The operational staffing reserve (staffing pool) which was introduced as an outcome of the Community Safety Plan, is working well and assisting with keeping fire engines available to attend emergency incidents.

Strategic Aim 2

The provision of a resilient and effective protection (technical fire safety) service

To be achieved by continuing to deliver the protection strategy, developing more intuitive internal performance indicators, more utilisation of station based operational staff for technical fire safety audits.

To enable this to happen will require:

- Succession Plan to ensure that the right people have the right skills to take the Service forward in the future
- Training of Watch Managers train operational station Watch Managers to Assistant Inspector accreditation level

Risks to the aims, which will need managing, are:

Reduced capacity on fire stations due to other commitments

Action plans:

- Develop internal performance indicators
- Develop a training programme for operational staff

Report:

The Service engages with local businesses to provide advice and education and share best practice.

As well as delivering education to business, the Service also carries out audits to ensure that fire safety legislation is being complied with. In 2018/19 the Service carried out 1,112 fire safety audits.

Where fire safety audits show areas of concern the Service can serve Enforcement or Prohibition Notices and in the most serious cases can take prosecutions. In 2018/19 two prosecutions went to Magistrates Court (one in May 2018 and one in July 2018) these were both takeaway shops based in York.

The Service has trained station based Watch Managers to Assistant Inspector accreditation level. This allows them to undertake more complex business audits. In 2018/19 the Service submitted a business case to the Department for Business, Energy and Industry for possible funding to produce a suite of video clips for use by UK fire and rescue services. This money has been secured and the Business Safety Team has written a number of scripts around the theme 'Do you have paying guests?' These videos are likely to be completed in 2019/20 and will complement national work on this theme.

In support of Operation Aidant, a nationwide strategy directed by the National Crime Agency in partnership with police forces and partners, the Service carried out 25 visits at buildings across North Yorkshire and the City of York. Only five of the buildings visited required no further action, the others resulted in a need for further fire service intervention.

The provision of a resilient and effective prevention (community safety) service

To be achieved by collaboration with other agencies (joint delivery), targeting high risk individuals/groups households

To enable this to happen will require:

- Developing the use of commercially available insight information to assist in the identification of households at higher risk of fire
- Reviewing and evaluating the range of prevention activities to be undertaken
- Provision of central support and direction
- Developing better links with Health and other organisations

Risks to the aims, which will need managing are:

• Reduced capacity on fire stations due to other commitments

Action plan :

• Develop relationships with public health agencies, clinical commissioning groups and other agencies as appropriate

Report:

The Service introduced Safe and Well visits in 2018 which are targeted at the more vulnerable members of our community. As part of the Safe and Well process, referral pathways with partner agencies have been established.

We play an active part in community safety hubs to engage with local agencies including North Yorkshire Police, local councils and local groups to create local networks of contacts including the voluntary sector.

In May we signed a Dementia Friendly Charter highlighting our support to being dementia friendly and raising awareness of dementia. The charter was handed over to the Alzheimer's Society during Dementia Action Week, where awareness presentations were also delivered to staff. Nearly all our staff have now been trained to be dementia friends, and two of our fire engines (Skipton and Richmond) have the Alzheimer Society's logo on them.

During September we offered free blood checks at York fire station as part of Blood Pressure UK's Know Your Numbers Week. Harrogate fire station was also used by the Blood Service as a blood donation location in 2018. **The Local Intervention Fire Education (LIFE) scheme,** commissioned by the PFCC, addresses the problems of young people, aged between 13 and 17, particularly those who have offended, are at risk of offending or have been victims of crime. It highlights the consequences of anti-social behaviour and teaches discipline, fire safety awareness, life skills and values.

North Yorkshire Fire and Rescue Service delivered six LIFE courses last year spread across North Yorkshire and the City of York. The locations of the courses were selected based on the demand need from the local community safety hubs.

In 2018 the Service took part in the York and Harrogate Pride parades. We had taken part in the Pride events in the past but not the parades. In support of this we had the fire engine in York wrapped with a Pride message 'Fire doesn't discriminate neither do we'. The design for the wrap was produced by students at York St John University.

The Service developed a central plan for community safety themes for the year. This included a specific focus on white goods during the month of May.

Strategic Aim 4

The provision of a legally complaint and sustainable organisation with the appropriate level of governance

To be achieved by having the right people with the right skills in place, collaboration with other agencies, prudent management of financial resources.

To enable this to happen will require:

- A comprehensive HR strategy incorporating succession planning
- Willing partners for collaboration, trust and confidence between partners
- Meeting the obligations of openness and transparency
- Consistent application of policies

Risks to the aims, which will need managing, are:

• Timing and opportunities for merger

Action plan for this was

Re-organisational plan

Report:

The Service has a Workforce Strategy which includes workforce planning to ensure that we are appropriately resourced. This is regularly reviewed and updated if required.

The Audit and Performance Review Committee considered the Service performance at its meetings in April, July and September 2018 including the financial position.

We carry out regular reviews of our website to check we comply with the Information Commissioner's Office Model Publication Scheme and the Local Government Transparency Code. During early 2018 we also undertook work to ensure compliance with the General Data Protection Regulations (GDPR) which came into force in May 2018. This work included ensuring our Privacy Policies are available on our website.

During 2018/2019 we explored a number of collaboration opportunities with other agencies. Engagement with numerous partners was overseen

at a Corporate Level and we created a specific post to ensure collaboration was driven and embedded in the organisation. We are now working closely with health partners, through initiatives such as Dementia Friends and the redesign of the Safe and Well Booklet which included input from falls prevention teams, Trading Standards, Alzheimer's Society and North Yorkshire Police. We also introduced a gaining entry for medical emergencies trial at two stations, in partnership with Yorkshire Ambulance Service and North Yorkshire Police. In addition, we have continued to develop co-location opportunities. A joint police and fire station now exists in Ripon with services delivered by both partners from the fire station premises.

As of 15th November 2018, the North Yorkshire Fire and Rescue Authority's governance of the North Yorkshire Fire and Rescue Service passed to Julia Mulligan as the North Yorkshire Police, Fire and Crime Commissioner.

Performance against the FRA's Corporate Plan

The overall number of incidents has increased by 11% compared to the previous year which reflects the national picture.

A suite of 12 headline performance indicators was developed by the previous Fire and Rescue Authority. These were the performance measures until November 2018.

These are a measure of the demand placed on the Service to provide a response. The actual performance figure for each indicator is compared to the five year average and represented by the coloured arrow. No accidental fire deaths were reported this year, which is a reduction from 3 in the previous year. However, there is an overall increase in the total number of fires, and an increase in fires started deliberately.

There was a 14% increase in the number of road traffic collisions attended and consequently the number of rescues performed. There were fewer killed or seriously injured persons at incidents attended by NYFRS compared to last year.

Agricultural animal rescues have increased by 43% compared to the previous year. The service has introduced two additional large animal rescue units.

Summary of incidents by category

Incident Category	2018/19	2017/18	2018/19 vs 5 year average
Total number of incidents attended	7,147	6,413	
False Alarms	3,451	3,103	
Fires	2,061	1,812	
Special Services	1,635	1,498	A
(eg People trapped in vehicles)			

	Actual 2018/19	Actual 2017/18	Per 100,000 population	2018/19 vs 5 year average
Number of fire deaths	*			
Total number of deaths	1	3	0.1	▼
Accidental	0	3	0.0	•
Deliberate	1	0	0.1	
Number of fire injuries				
Total number of fire inju	iries 37	40	5	▼
Accidental	33	33	4.1	•
Deliberate	5	7	0.6	•
Number of road traffic	collisions - killed or seri	ously injured (KS	51)	
Attended by the FRS	106	106	13.2	
Number of road traffic	collisions			
Attended by the FRS	445	387	55.3	▼
Number of fires				
Total number	2061	1750	256.0	
Accidental	1353	1154	168.0	
Deliberate	708	596	87.9	

	Actual 2018/19	Actual 2017/18	Per 10,000 buildings	2018/19 vs 5 year average
Number of domestic building fir	,	2017/10	bunungs	o year average
Total number	429	509	122	•
Accidental	412	481	11.7	•
Deliberate	17	28	0.5	▼
Number of non domestic buildir	ng fires			
Total number	290	271	83.8	
Accidental	228	218	65.9	•
Deliberate	62	53	17.9	
Number of rescues				
From fires (number of people	39	28		
From RTCs (number of people)	207	180		
Animals - Agriculture	42	28		
Animals - Other	56	73		•
Flooding				
Attended by the FRS	140	183		•
Malicious calls				
Total number	127	104		•
Attended by the FRS	102	74		A
Not attended	25	30		•
Number of false alarms from au	tomatic fire a	larms apparatus		
Attended by the FRS	2356	2095		•
Not attended	928	858		

	Actual 2018/19	Actual 2017/18	2018/19 vs 5 year average
Number of working da	ys lost due to sickness a	bsence for all st	aff (excluding RDS)
Short term	1594	1187	
Long term	1310	1398	\checkmark
Number of working da	ys lost due to sickness a	bsence for RDS	staff
Short term	1199	1103	
Long term	1997	2649	▼





Contacts

North Yorkshire Fire and Rescue Service

You can contact North Yorkshire Fire and Rescue Servicer in the following ways: Headquarters, Thurston Road, Northallerton, North Yorkshire, DL6 2ND

(C.)

Switchboard: 01609 780150 Fire Safety Advice: 01609 788545



info@northyorksfire.gov.uk

northyorksfiregov.uk

🥤 northyorkspfcc 0

youtube.com/user/northyorksfire

You can contact the Police, Fire and Crime Commissioner in the following ways: Office of the Police, Fire and Crime Commissioner, 12 Granby Road, Harrogate, HG1 4ST

 (\mathfrak{c}) 01423 569 562

- info@northyorkshire-pfcc.gov.uk
- ∰ northyorkshire-pfcc.gov.uk

@Julia_Mulligan (Personal Account)

- **(**0') northyorkspfcc
- youtube.com/c/nypfcc

As the Police, Fire and Crime Commissioner for North Yorkshire I am committed to being active, visible and available to the public.

I welcome the opportunity to hear your views.

Julia Mulligan