



Policing and Crime Annual Report 2019 - 2020



Helping you to be safe and feel safe in North Yorkshire

BE SAFE
FEEL SAFE



Contents

Foreword	-	3
Listening to residents	-	4
Priorities	-	5
Priority 1: Caring about the Vulnerable	-	6
Priority 2: Ambitious Collaboration	-	8
Priority 3: Reinforcing Local Policing	-	10
Priority 4: Enhancing the Customer Experience	-	12
Local priorities	-	14
Community Fund / Community Safety Service Fund	-	16
Governance	-	18
Funding and spending	-	21
Contacts	-	22

Foreword

I am pleased to be able to present my 2019/20 Annual Report for policing and crime.

One of the main objectives of the last 12 months was delivering and embedding our ambitious Transform 2020 programme. I commissioned Transform 2020 to help us develop the way we work, our processes and systems and strategic and business planning capabilities, all of which would lead to a more efficient and effective service to the public.

Implementing T2020 has been a collective effort on behalf of North Yorkshire Police (NYP), the project team in particular, my office, and the Fire Service. I'd like to take this opportunity to thank everyone for their support. There have been many difficult decisions along the way, but we now have a solid foundation for future development. The work continues, embedding the changes and savings, but one I know we will meet by working together.

But 2019/20 has not just been about internal policies and processes at North Yorkshire Police. I have continued to focus time and effort on matters important to communities across North Yorkshire. Whether that be a further £250,000 invested in community projects across the county and city, pushing for changes to how burglaries are tackled to ensure better results or additional funding and innovative practices to support sexual and domestic victim and survivors. My eye has very much remained on the frontline and how the public view policing in North Yorkshire.

It is also good to see North Yorkshire remaining as one of the safest counties in the country, which is testament to the hard work of our police service. There is always more to do, but policing in North Yorkshire is delivered by passionate, dedicated and professional officers, staff and volunteers, all of whom contribute to that outcome.

Improved support and focus on domestic and sexual abuse has also been a priority and as well as improving services to survivors, we have developed our perpetrator programme. Of particular note was the National Rural Crime Network's report into domestic abuse in rural areas. I am proud to be the Chair of the Network, which does so much to promote the specific needs of rural communities, with this report being a good example. No one before had looked at domestic abuse through a rural lens, but now we know more and can do more. Too many rural abuse victims, of all kinds, are not receiving the kind of support they should be at the moment – and I am committed to changing that.

Finally, at the end of this financial year, we faced COVID-19 and lockdown. The impact on policing is something I will reflect on in my next report, but it has of course been profound. I am however, extremely proud of the way that both North Yorkshire Police and our communities, have responded to the pandemic in so many different ways.

I hope the report is a helpful insight into the last 12 months – the challenges, the changes, the improvements, but most importantly keeping the public of North Yorkshire and York front and centre in striving to provide the best possible policing service.

Signature redacted by NYCC prior to publication

Julia Mulligan
Police, Fire and Crime Commissioner
for North Yorkshire



Julia Mulligan



Whilst we start from a base of being the safest place in the country, the challenges are as apparent here as anywhere.

Julia Mulligan
Police, Fire and Crime
Commissioner

Listening to Residents

Listening and understanding the needs and views of local people across North Yorkshire and the City of York is of primary importance to your Police, Fire and Crime Commissioner, Julia Mulligan. The Commissioner does this in a wide range of ways, both in setting out the Police and Crime Plan, but also informally on a day-to-day basis. This includes public meetings and one-to-one sessions in cities, towns and villages across the area, as well as online, and also through commissioning independent research studies, consultations and surveys.

Groups such as the North Yorkshire Youth Commission and the police's Independent Advisory Groups provide essential feedback on local issues and the quality of service provided by North Yorkshire Police. Independent scrutiny panels and the custody visitors scheme also help bring independent, public scrutiny to the police. In January 2020, the Commissioner consulted on the setting of the police precept with more than 2,200 members of the public responding.

The Office of the Police, Fire and Crime Commissioner coordinated a multi-agency stand at the Great Yorkshire Show in July 2019. With representatives from the Commissioner's Office, North Yorkshire Police, North Yorkshire Fire and Rescue and the Independent Domestic Abuse Service, hundreds of visitors were spoken to, exploring local concerns and offering tailored prevention advice.


In September 2019, the Commissioner invited the public to give their opinion on whether Taser should be rolled out to more Police Officers in North Yorkshire and heard responses from more than 4,000 people. The results highlighted the public's trust in the police to use them responsibly, if issued.


In November 2019, the Commissioner held a Drugs Summit, which brought together key partners to tackle the increasing concerns about the impact of drug-use and the problems it creates. At the event the Commissioner set out some of the findings from a snapshot survey, taken over the previous weekend, which generated responses from nearly 2,000 people.

In March 2020, at the outbreak of the Coronavirus pandemic, the Commissioner set up regular virtual public meetings which were broadcast live, to hear about the work of the police, health and local resilience forum. The meetings also addressed concerns made by the public in response. Almost 1,000 people viewed the live broadcast and more than 2,000 have watched the recording.



Engaging with communities online

 More than 3,000 people use the website each month

 Videos on the Commissioners YouTube channel have received more than 5,500 views
www.youtube.com/c/nypfcc

 [northyorkspfcc](https://www.instagram.com/northyorkspfcc)



Priorities for North Yorkshire

Helping you to be safe and feel safe in North Yorkshire

Our vision is that by 2021, North Yorkshire Police will be synonymous with exemplary service, in the round.

we
care



1. Caring about the Vulnerable

We will have an in-depth understanding of how we can best protect the most vulnerable people in our society and will invest in services, skills and partner relationships to deliver the best possible outcomes.



2. Ambitious Collaboration

We will reach out to partners and drive innovation forward to enhance policing, public protection, community safety and local justice services.



3. Reinforcing Local Policing

We will equip our people with the technology, skills, capacity and personal support to prevent and tackle crime and reduce demand.



4. Enhancing the Customer Experience

We will embed an outward-facing perspective to guide all our endeavours, providing an exemplary service that exceeds expectations, whether that be in serving the public, shaping the organisation or working with colleagues and partners.



Priority 1

Caring about the Vulnerable

North Yorkshire Police have made good progress, engaging new communities to improve their understanding of their needs and how the police can help them. As these examples show, they have worked in new ways with partners to deliver better, more joined up services and are seeing very positive outcomes for vulnerable victims and offenders.



We will have an in-depth understanding of how we can best protect the most vulnerable people in our society and will invest in services, skills and partner relationships to deliver the best possible outcomes.

Objective 1

A compassionate workforce with an excellent understanding of vulnerability in all its forms, which is better and more accurately recorded

Defining and appropriately managing **vulnerability** is built into the police's risk assessment 'THRIVE' which has been subject to recent review and improvement in the Force Control Room (FCR), to ensure an appropriate response is provided at the earliest point of contact. Training and communication have been delivered to improve the understanding of domestic abuse and coercive control, which resulted in a steady increase in the recording of **domestic abuse** incidents and crimes.

The **mental health** recording process was also improved to align the definition to the National Incident Recording Standards which allowed the organisation to respond more effectively to all those suffering from mental ill health. This was further supported through a mental health Data Capture practice which took place in 2019 to improve police recording, identifying, and flagging of Mental Health incidents.

The Police **Crime Data Integrity** in North Yorkshire was reassessed in 2019, by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) which reported a significant improvement from the 2018 grading of Inadequate to Good.

Objective 2

An improved response and reduced harm to people at greater risk, including those who are vulnerable due to their mental ill-health, victims of hate crime, young people and older people. Harm will also be reduced by developing closer working practices between partners and improved sharing of relevant information

The 2019/20 precept uplift has secured dedicated **Mental Health Co-ordinator** roles across North Yorkshire. The model is continuing to be developed and adapted to support the most vulnerable residents and reduce the need for emergency secondary interventions. The team has improved organisational and operational understanding of complex issues and has developed excellent relationships with mental health professionals, hospitals and other key partners.

Mental Health Triage services were reviewed, demonstrating that both the FCR and Street Triage were invaluable to North Yorkshire Police (NYP) as it gave access to trained mental health professionals who could provide detailed information on individuals regarding any historic known issues or for advice on the individual.

This year, **victims of hate crime** have been further supported through the recruitment of a Hate Crime Coordinator who acts as a third-party reporting mechanism, ensuring that NYP get more details on hate crime in the local area.

Additionally, NYP have delivered various activities in partnership with the Youth Commission such as the Hate Crime 'Wake Up Call' that aimed to reduce lower level hate crime by re-routing negative views and behaviours, and participation in the STOP Safeguarding Training and Prevention with the Advocacy Alliance based at The Street in Scarborough. These collective efforts have led to an increase in reporting of hate crime compared to previous year.

**Increase in
Hate crime**

Recorded crimes

2018/19 - 584

2019/20 - 745

Objective 3

An improved response to the specific needs and vulnerabilities of communities that are hard to reach, either physically, such as isolated rural communities, or due to socioeconomic and other circumstances

The National Rural Crime Network (NRCN) chaired by Police, Fire and Crime Commissioner for North Yorkshire has revealed a shocking picture of domestic abuse in rural areas through the report 'Captive & Controlled – Domestic Abuse in Rural Areas'. This report was launched after 18-months of intensive work and has led to an urgent call for action from the government, police and wider society. Since the report was released, a £2m fund was set up by the government to both support isolated victims and raise public awareness. While locally, a Joint Commissioning Group has been established to take this work forward in rural areas across North Yorkshire.

To improve our service to women who may normally experience barriers to accessing support and are either involved in or on the fringes of the criminal justice system, the **Women's Wellness Centre** was opened in York in October 2019. With the operational costs provided by the Commissioner, the centre acts as a one-stop shop and trauma-informed, gender-specific approach. Various agencies have used the centre to offer individual and group support, including the National Probation Service, Independent Domestic Abuse Services (IDAS), YorSexual Health and York Drug and Alcohol Services..

CASE STUDY – KYMSGAME

("Keeping Your Mates Safe") was launched by the North Yorkshire Youth Commission in June 2019. This is a scenario-based competitive game that aims to create conversation around risk in a peer-based setting, whilst highlighting other sources of help for young people such as Supporting Victims. Through KYMSGAME the Youth Commission was able to raise awareness and understanding of crimes, such as hate crime definitions, while gaining a better understanding about the under-reporting of incidents. Feedback on the impact of KYMSGAME and ideas for initiatives to help young people are collected and passed on to the Office of the Police, Fire & Crime Commissioner.

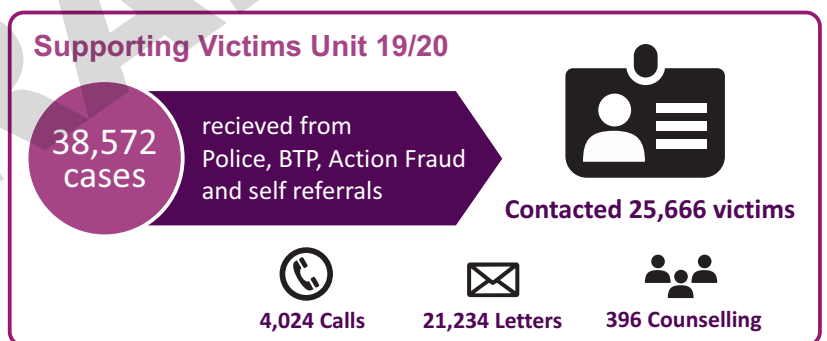
Objective 4

Provide an exceptional service to victims and witnesses, offering them more specialist support throughout the criminal justice process, leading to better outcomes at court

Continuing the improvement process of **victim support services**, a review was conducted of the referral process for victims of standard risk domestic abuse, who were often missing out on support due to backlogs within the Supporting Victims Team. This review highlighted cases with multiple instances of standard risk incidents that were not being escalated and resulted in medium and high-risk cases being referred directly to IDAS who provide specialist domestic abuse support.

Another review found that there was little knowledge of the **Restorative Justice Service**. This is now delivered by Restorative Solutions who give victims the opportunity to engage with the person who committed the crime against them, giving them understanding to promote better recovery. Police officers' understanding, and awareness also needs further improvement.

At the end of 2019/20, Supporting Victims Team received 38,572 cases via Police, British Transport Police, Action Fraud and Self referrals. Of those, the Team successfully contacted over 25,666 victims to offer support.



The delivery of **local justice** has been a priority for the Commissioner who engaged extensively with the Ministry of Justice to oppose the closure of Northallerton Magistrates Court in May 2019. This resulted in a video link facility being maintained in Northallerton that would link into courts in Harrogate and York, and work being undertaken to provide video links from police stations into courts to reduce officer absences. More work is needed to raise awareness of the Northallerton live link, following an initially low uptake.



North Yorkshire Police have made good progress on collaboration to join up and improve services, as evidenced across this report. As the following examples show, work with North Yorkshire Fire and Rescue Service has progressed at pace since November, and operations with neighbouring police services have produced excellent results to make our communities safer.



Priority 2

Ambitious Collaboration

Many issues facing the police, old and new, cannot be resolved by the police alone and we need to work with others to keep people safe and prevent harm. To serve our communities best we will pursue an ambitious collaboration programme, with an open-minded and outward-facing perspective to ensure the right services are available to address both individual and community safety. By working together better, we will improve the resilience and co-ordination of services in our communities and enhance their effectiveness.

Objective 1

Fully embrace the opportunities presented by the 2017 duty to collaborate between 'blue light' services to deliver a more efficient and effective response

Work developed to launch a new **public safety service** in the Craven area in April 2020, which is a pilot with the purpose of preventing vulnerability and reducing harm in the communities. This scheme brings together NYP, the North Yorkshire Fire and Rescue Service (NYFRS), the NHS and local authorities. Two Public Safety Officers have been recruited to work with residents, businesses, and organisations across the district to solve community issues, promote fire safety and health, monitor anti-social behaviour, support crime prevention and act as a point of contact to keep everyone safe and feeling safe.

This year, as a part of Transform 2020 (T2020), NYP has been working closely with NYFRS to prepare for a formal collaboration of enabling services called **Enable North Yorkshire (EnableNY)** from 1st April 2020. This is the culmination of a long-held ambition for the Commissioner, who in her first term sought to bring about such a collaboration with the Fire and Rescue Authority. EnableNY will ensure frontline officers, firefighters and other staff are equipped and have the best possible support to efficiently respond to future demands and challenges the greatest possible investment into frontline officers.

Objective 2

Work more closely with criminal justice partners and local authorities to deliver a more joined up service for victims and witnesses, support local justice, reduce reoffending and improve convictions rates and other justice outcomes

The Commissioner continues to chair the North Yorkshire **Local Criminal Justice Partnership Board (LCJP)** which this year has reviewed agencies' compliance with the Victim's Code of Practice; has overseen a re-design of integrated offender management; and, towards the end of the financial year, was utilised to manage the criminal justice response to the COVID-19 crisis. She also sits on the Yorkshire and Humber Regional Rehabilitation Partnership, which is expected to produce a joined-up approach to supporting those who offend through co-commissioning and alignment of strategic priorities.

2019 marked the successful completion of the Home Office funded '**Domestic Abuse: A Whole System Approach**' (DAWSA) project, of which NYP was a part. The Commissioner has recognised the benefits of the innovative projects that emerged from DAWSA, including support and enforcement activities for repeat perpetrators of domestic abuse and support for victims of domestic abuse within family courts, and has chosen to continue to fund these to continue to provide an enhanced service to victims and perpetrators of domestic violence.

Objective 3

Widen and deepen collaboration with policing partners regionally and nationally, ensuring that the best outcomes for North Yorkshire communities are achieved, to better tackle serious and organised crime, child sexual exploitation, human slavery and trafficking, and other serious and emerging threats

NYP have established **Alliance**, a robust partnership with key agencies from the public and private sectors to combat serious and organised crime at a strategic and tactical level. Following a visit to NYP in 2019, the **National County Lines Coordination Centre (NCLCC)** highlighted the excellent work in North Yorkshire with many areas of police work singled out for praise.

NYP have also been involved in several national projects and operations aimed at tackling Organised Crime Groups (OCGs). These include **Operation ATMosphere**, a national response to an increase in ATM theft attacks, which used preventative tools, successful law enforcement activity and some significant sentencing of offenders to reduce the number of attacks in North Yorkshire in 2019. In that year, the **National Rural Crime Network** initiated research to improve understanding of OCGs and their impact on rural communities.

An **Alcohol Abstinence Monitoring Requirement (AAMR)** pilot took place in North Yorkshire, Humberside and Lincolnshire to offer sobriety tags to people whose offence was committed under the influence of alcohol. An initial evaluation showed high compliance rates of 93%, and reported a positive impact on participants' lives, wellbeing and behaviour. Although there was limited uptake in North Yorkshire, the AAMR is now being rolled out nationwide.

Objective 4

Maximise collaboration opportunities with local partners to improve effectiveness and make tangible efficiencies. Ambitiously develop the plans already in place to share premises and services, resulting in a willingness between partners to work more closely together.

Multi-Agency Tasking and Coordination (MATAAC) was introduced to tackle serial perpetrators of domestic abuse who may not have been highlighted through other risk assessment processes. This year the Commissioner has renewed funding for MATAAC to allow time for an independent evaluation to be completed which would inform future funding decisions. Findings showed that involvement in reported domestic abuse incidents reduced after a perpetrator had become subject to MATAAC, and that MATAAC has resulted in better safeguarding of victims and their children.

2019 marked the second anniversary of Project Servator in York and North Yorkshire. This policing tactic brings together police officers, partner agencies, businesses and the public to disrupt a range of criminal activities including terrorism, while providing a reassuring presence for the public. Officers are usually supported by police dogs, police horses, armed police officers, CCTV operators and security staff, and ANPR (Automatic Number Plate Recognition). The project was recognised as "outstanding" by the National Project Servator Team, and NYP's engagement with strategic partners was highlighted as "excellent".



CASE STUDY – RSPCA Inspector

Twenty RSPCA Inspectors took part in training at the end of 2019, to better spot the signs of domestic abuse and know how to report. Officers from North Yorkshire Police's Rural Taskforce helped to set up this training, which was delivered in partnership between North Yorkshire Police, Independent Domestic Abuse Services (IDAS), Victim Support North Yorkshire and the RSPCA. This was the first of its kind and a fantastic example of effective partnership working. Feedback from participants was very encouraging, as the training was well received and reflected an effective joint work to tackle the crime and help safeguard those at risk, particularly those who live in rural and very isolated areas.



Priority 3

Reinforcing Local Policing

North Yorkshire Police have completed a lot of work this year to build solid foundations for rapid improvement in this area, already visible as the examples below demonstrate. More widely, mobile working technology and IT infrastructure has been upgraded to improve working practices, and close work with partners has led to the development of a pilot 'Public Safety Service' to be launched in April 2019 that will provide multi-agency primary prevention in communities.



The work of the police is rapidly changing. We must ensure people have the capability and capacity they need to proactively support local communities and are able to meet new demands alongside traditional crimes such as burglary and anti-social behaviour. We will have a specific emphasis on 'primary prevention'. The whole workforce – staff, officers, PCSOs and volunteers – will be enabled by improved technology to meet the needs of the public locally and be empowered to make local decisions to ensure the public are safe, particularly the most vulnerable.

Objective 1

A mobile workforce, enhanced with, and effectively using technology, that encourages a flexible, dynamic and innovative approach to delivering services locally. This objective will make local policing more productive and proactive, enabling them to be more visible with greater flexibility and capacity to respond to the public

Body Worn Video (BWV) has been reviewed many times to highlight several benefits and learning that have been integrated into NYP's deployment. Over the last year, NYP liaised closely with other Forces who have been using BWV, including West Yorkshire Police, and have made the decision that frontline officers will be trained to use BWV. Subsequently, £1.4 million over three years have been allocated to purchase and deploy more advanced BWV for police officers by the Commissioner.

Another area of technological investment implemented this year is the multi-agency Case Management System **ORCUMA FIRsT**. This went live in April 2019, and has been rolled out to Supporting Victims, Community Safety Hubs, Trinity (Integrated Offender Management) and other commissioned services and partner agencies to assist them to manage the services they provide to victims and resolve issues that affect communities. This has proved to be an effective case management tool and has realised efficiency savings across the range of users. To date, benefits include reduction in staff time processing referrals and improved performance reporting.

Objective 2

Plan and prepare for changing and future demand, so that we improve our ability to deal with problems such as cyber enabled crime, fraud and the exploitation and abuse of children and adults

The Information and Communications Technology (ICT) roadmap that was identified through the T2020 programme has completed its first year with initiatives in flight for 2020/21 delivery. The past year was focused on staffing, contract management and rationalisation to lower the total ICT operating cost, in order to achieve savings of £1.22m. This included the replacement of 1,000 legacy tablet devices with modern higher performance laptops. Looking forward, a joint Digital Strategy is being developed covering both NYP and NYFRS centring on the public's digital interactions with these services.

Four-year predictive modelling is in place for both incident response and crime with development between ICT and Business Insight to build more effective data structure and enable more analytics tools. This modelling will support NYP's ability to meet future demand by understanding both the demand volume and the resource required to meet that demand. This has led to, for example, additional resources being put into Digital Forensics, including expansion of the ability to model and predict different scenarios.



Objective 3

A planned, co-ordinated and collaborative demand reduction/prevention strategy that addresses the causes of demand to prevent harm, will reduce crime and antisocial behaviour over the longer term

The Community Engagement Resilience Teams (CERTs) model has been developed over the last twelve months to work towards establishing an early intervention and prevention mindset within NYP. The CERT teams have been used to support local area problem solving through tactical advice and analytical support, including early intervention support in key areas such as schools, youth work and licensing. Guidance and assistance on Problem Solving Plans have been given across all policing commands, as well as one to one training to staff members around the force including officers within the Community Safety Hubs, fraud teams and domestic violence units.

Objective 4

Objective 4- Make effective use of the whole policing family to provide the most appropriate service when and where it is needed. From volunteer search and rescue organisations, local Neighbourhood Watches, to Special Constables, civilian staff, police officers and partner organisations, we have a family of highly dedicated people with our citizens' best interests at heart.

Between the 1st and 7th June 2019, NYP celebrated National Volunteers Week to encourage young people from all backgrounds to join the Volunteer Police Cadets (VPC), including those who may be vulnerable to the influences of crime and social exclusion. "Citizens in policing" such as Special Constables, Police Support Volunteers and Cadets, are becoming more vital due to increasing demand and pressures on policing.

By the end of the financial year, NYP had 300 Police Support Volunteers. These include an increasingly expanding volunteer network of 147 people acting as a police radar for Rural Watch, and two new Citizens in Policing Liaison Officers who support and progress this agenda, raising awareness of the value it gives to each and every community.

Objective 5

Empower communities to engage more actively with the police service. A strong positive relationship between the people and the police helps reduce harm, crime and anti-social behaviour. Two-way communication and feedback improve community resilience, generates vital community-based intelligence and increases confidence

The investment into local policing from the 2019/2020 precept uplift has secured additional Police Officer (PO) and Police Community Support Officer (PCSO) resources to enhance visible policing at a neighbourhood level and to provide a more effective response to online crime, with a particular focus on prevention and early intervention. This enabled the creation of a new **City Task Force** that focuses on primary interventions in urban areas, whilst recruiting online PCSOs who will be accessible to online communities and will simultaneously provide a visible presence.

North Yorkshire's Community Messaging reached 40,000 members in April 2019, following the launch of a new and improved smartphone app the year before. Members of the public who sign up to the system can tailor their preferences and receive updates on topics such as crime, missing people, witness appeals, and neighbourhood news and events. In the last year, 4,296 alerts were sent out by NYP to the public, businesses and Rural and Neighbourhood Watch groups across the county.



CASE STUDY - NYP's 'Expedite' Teams

NYP's 'Expedite' Teams were introduced in September 2019, to address local crime and vulnerability issues, as well as to target offenders causing the most harm to North Yorkshire communities, through proactivity and effective investigation. Since then, the teams have made a significant impact with over 200 arrests, targeting the most prolific and demanding offenders. Using an evidence-based policing approach they have maximised investigative opportunities. In addition to establishing strong links with relevant partners in neighbouring forces and with the intelligence teams that have made a positive impact in tackling County Lines and OCG activities.



Priority 4

Enhancing the Customer Experience

North Yorkshire Police are working hard to improve its customer service and make sure that people can contact them when they want, in the way they want, quickly and easily, as the below examples demonstrate. Wider work to integrate with digital communication platforms to increase the range of communication methods has started well. Excellent steps have been taken to improve diversity within the workforce.



Providing an outstanding customer service will be at the heart of everything we do. Policing will become more flexible in its approach, and we will always respond appropriately and compassionately whilst maintaining professionalism and transparency, both with the public and within the organisation.

Objective 1

Make policing more accessible by improving and widening the channels of communication by which the public can contact the police

The Force Control Room (FCR) is the heart of policing, and NYP has persisted in upgrading and modernising technology within the FCR to optimise service delivery. NYP have also improved and diversified the communication channels by which the public can contact the police, taking pressure away from FCR call handlers.

The Single Online Home (SOH) was signed off in October 2019 to broaden the range of online police services and has resulted in a reduction of call volumes to 101. On SOH, people can access information, advice and services when and wherever they are to and can perform functions such as reporting a crime or applying for a licence.

Objective 2

Effective learning from legitimate complaints, which improves the customer experience and increases confidence and trust in local policing

Following a legislative change to reform the police complaints, the Commissioner has been able to take on a broader role in handling police complaints. This has resulted in creating a new **Complaints and Recognition Team (CRT)** based in the Commissioner's Office. Launched in March 2020, the CRT has become the main point of contact for members of the public who want to discuss their experiences of policing in North Yorkshire, including praise for good work that needs to be recognised and any areas for improvement where they may have been dissatisfied. Further information about the CRT's future work and determined expectations can be found under [Assurance and Scrutiny](#) section.

Feedback from various sources is provided to NYP to enhance a positive culture and enrich the regular **Organisational Learning Bulletin** that is utilised across the force. The Bulletin shares different experiences while promoting examples of good practice and alerting officers and staff to the potential serious consequences of oversights and failures to follow procedures. This supports a continuous learning culture and brings about sustained improvement in customer care across the wider organisation.



Objective 3

More efficient and timely customer service, that is as simple, straightforward and transparent as possible. This is equally applicable to internal customers and partners, as to the public

The Corporate Communications Team has been effectively using social media, traditional media and other methods where appropriate to address the public or disseminate information within the organisation. In 2019, NYP successfully attracted more than 1,170,000 users to visit their website – a 13% increase compared to the previous year and more than the total population of York and North Yorkshire – and 125,000 followers on Facebook. A recent social media campaign, which allowed NYP to reach more users of social media channels such as Snapchat, has been commended by the National County Lines Coordination Centre.



CASE STUDY - Direct entry inspector program

In 2019, NYP successfully ran a direct entry inspector program where 21 new inspectors were selected from a pool of 113 applicants - the highest number nationally for a non-metropolitan force. Of those, 15 have been promoted from within the force, four transferees from outside of NYP and two direct entry candidates (one female and one white male Muslim).

Objective 4

A healthy, happy and confident workforce that better reflects the diversity of our community and can fulfil our priorities

NYP recruitment has recently introduced a **strength-based** approach to recruitment, promotion and mentoring processes, replacing the traditional competency-based approach. This new approach has shown benefits on both an individual and an organisational level, resulting in higher performance, better engagement, increased productivity and reduced turnover. It is ultimately a fairer approach that leads to increased diversity in demographics, ways of thinking and creative ideas, and is more efficient financially as it aids retention of high calibre staff.

This has been further supported by a roll-out of **Intent Based Leadership** to all senior leaders in the Force, which empowers staff to make decisions and be confident that they will be supported. This approach aims to reduce bureaucracy, create motivation and a sense of empowerment for staff, and facilitate quicker and better responses to problems.

The Positive Action Team have been very active over the last twelve months to ensure a diverse workforce. The team has accomplished significant successes such that, from January 2020, 3.37% of NYP officers were Black Asian and Minority Ethnic (BAME), 36.62% were women and 2.9% with disability. Being an inclusive service not only represents different communities but also allows NYP to reflect back their communities' needs, challenges and concerns. To achieve this, a lot of activities and meetings have been conducted by the three Positive Action Coordinators to promote the positive action work around the county and the organisation.



Tackling your priorities

North Yorkshire remains one of the safest places to live, work and visit in England. This was confirmed in the most recent Office of National Statistics 'Crime in England and Wales, year ending March 2020' bulletin. From April 2019 to March 2020, there were 47,287 crimes in North Yorkshire, giving a crime rate of 57.4 per 1,000 people which is a four per cent increase compared to the previous year.

The largest increase was in fraud offences which has been a result of changes in the recording methods in this type of crime. Violent crimes continue to increase which links to County Lines related activity.

It is very reassuring to see a further decrease in anti-social behaviour which means some of the targeted hotspot initiatives are working in your local area. Below is a summary of the progress made against the local priorities identified for each district and borough, and the City of York.

Richmondshire Priorities

Drug offences, Burglary, Anti-social behaviour

Partnership work to manage ASB with Richmondshire District Council, Broadacres Housing, YMCA and 4Youth support preventing young people from offending. Including Yorkshire Dales National Park rangers in the Dales areas to keep people safe and to reduce ASB at remote beauty spots. Besides support the local Pub Watch Scheme 'ban from 1 banned from all' policy for anti-social behaviour, drugs and violence.

The volunteer network of farmers, gamekeepers and residents allows the police to have eyes and ears across the rural Dales communities and helps prevent and detect rural crime and poaching offences. Operation Checkpoint and Borderwatch are good examples of this collaborative work across Richmondshire.

Working with local fraud prevention ambassadors, Citizens Advice and Age UK to educate elderly people about fraud, is also providing tips on how to stay safe and keep their money safe.

Drugs ▲ +124.8% (increase of 24 crimes to 53)

Burglary ▲ +21.8% (increase of 128 crimes to 156)

ASB ▼ -11.9% (decrease of 913 incidents to 804)

Craven Priorities

Burglary, Road safety, Crime prevention

Craven continue to run Operation Light, working with the NFU and farming community to stop quad bike theft, and prevent crime. The Operation is supported by three Rural Watch schemes, volunteers from Wharfedale, Settle and South Craven, acting as eyes and ears and reporting through WhatsApp groups to police. The teams also support Operation Checkpoint, which is a cross border operation tackling rural crime.

A number of Craven officers are currently being trained in Project Servator tactics to detect criminal and terrorist activity, as well as to reassure the public. This should go live in November within Craven. In addition, a pilot Enhanced Community Safety Hubs is in place to tackle Child Sexual Exploitation and Child Criminal Exploitation.

Burglary ▼ -9.92% (decrease of 35 to 318)

Road ▼ -8.55% (decrease of 217 to 2322)

Crime ▲ +14.7% (increase of 358 to 22793)

Harrogate Priorities

Burglary, Anti-social behaviour, Road safety, Cybercrime

With the local Pub Watch Scheme police have supported a 'ban from 1 banned from all' policy for anti-social behaviour, drugs and violence. The police act on intelligence relating to drugs and alcohol to target offenders.

Working with local partners, police are raising awareness and putting support in place for those most at risk of being exploited by criminal drug gangs. Expedite are a proactive team that focus predominantly on county lines and vulnerable victims of cuckooing.

Operation Disarm works hard to reduce knife crime and keep our communities safe. This has been achieved through stop/search tactics, intelligence gathering and investigation, resulting in a number of arrests and significant custodial sentences

Burglary ▼ -5.58% (decrease of 49 to 829)

Road ▼ -19.87% (decrease of 1759 to 7092)

ASB ▼ -8.11% (decrease of 352 to 3987)

Cyber ▲ +52.67% (increase of 69 to 200)

Selby Priorities

Drug offences, Burglary, Anti-social behaviour, Cyber crime

Operation Armour targets drug dealing activities in Selby Town. The subjects have been raised to OCG level and proactivity, disruption and investigations remain a local priority. Proactive Operation Dusk targets cross border nighttime criminality which has had a positive impact in identifying, arresting and sentencing offenders.

Selby Neighbourhood Policing Team manage the local response to ASB, to ensure an appropriate response is allocated. Cybercrime is addressed through the Fraud Protocol which identifies vulnerability within the crime type alongside advising, educating and safeguarding victims.

Hambleton Priorities

Burglary, Road safety, Mental health

Through partnership, Police and Housing Associations, Mental Health Services, Social Care, Youth Justice and Safer Hambleton HUB continue to work together to reduce crime and anti-social behaviour and target those individuals who cause the highest demand.

Operation Checkpoint continues its collaboration with neighboring forces, NYP's Rural Task Force, police and volunteer Rural Watch "WhatsApp groups" which successfully assisted with timely information on reported crime. Operation Bright provides advice to residents on how to keep their property and themselves safe.

Burglary ▼ -22.3%
(decrease of 371 crimes to 288)

Road ▼ -15.91%
(decrease of 5299 incidents to 4456)

Mental health ▲ +35.81% (increase of 1480 incidents to 2110)

Scarborough Priorities

Burglary, Drug offences, Anti-social behaviour

Police are continuing to work closely with partners to tackle issues of drugs, anti-social behaviour and fear of crime through "Operation Thunderstorm". This multi-agency response involves a combination of engagement and enforcement action and has already seen a number of drugs warrants executed and arrests.

Work continues with regional forces and British Transport Police to reduce the use of the railways in relation to county lines. Joint days of actions have taken place with some great successes from our Expedite team, in addition to planned enforcement activities happening over the next few months.

Additionally, a new initiative has been introduced with Public Health England to reduce the number of drug deaths in the area, alongside forming a small multi-agency task force to replicate a model used in Teesside which has proved successful.

Burglary ▼ -9.88%
(decrease of 597 crimes to 538)

Drug ▼ -7.27%
(decrease of 385 incidents to 357)

ASB ▼ -15.98% (decrease of 5650 incidents to 4747)

Ryedale Priorities

Burglary, Drug offences, Anti-social behaviour, Road safety

The Neighbourhood Team continue to support rural watch and volunteer schemes in increasing resilience to cross border acquisitive crime in our remote and rural areas. Whilst crime in rural locations is well below national averages, the impact of the few instances we do have, can have a significant detrimental impact on the community. The team address early signs, including poaching and suspicious activity and conduct visits to local farms and businesses to increase awareness and target harden.

Multi-agency approach to speed enforcement is in place in towns and villages to target speeding hotspots which provides enforcement in vulnerable areas and is further support with referrals to the use of Safety Camera Vans.

Enhanced Fraud Awareness training has been undertaken regarding emerging trends and scams and in attending banking protocol reports. The team have an increased number of Fraud Ambassadors and are better able to identify and support potential victims.

Burglary ▼ -9.04% (decrease of 166 crimes to 151)

Drug ▼ -36.23% (decrease of 69 incidents to 44)

ASB ▲ -7.87% (decrease of 979 crimes to 902)

Road ▲ -12.7% (decrease of 3284 incidents to 2867)

York Priorities

Violence, Burglary, Anti-social behaviour, Cyber crime

York Outer have introduced Operation Cordial which is aimed at providing enhanced crime prevention advice to not just the residents of a burgled premise but the entire street, this includes home visits to provide a property marking service making items less desirable to thieves.

The City Task Force continue to make progress tackling issues that are of concern in the city centre, this includes nighttime economy, shop theft and city centre drug dealing.

Operation Liberate during school holidays and other key nights the Outer team have introduced a structured approach in dealing with ASB, resulted in a significant decrease in ASB. This approach includes engaging with youths, educating parents of youths and working with key partners in relation to any youths who pass through the "ASB process"

Violence ▲ +3.07% (increase of 4171 crimes to 4299)

Burglary ▼ -17.04%
(decrease of 1033 to 857)

ASB ▼ -14.78% (decrease of 7614 to 6489)

Cyber ▲ -65.05% (increase of 186 to 307)

Drug ▲ +1.44% (increase of 139 crimes to 141)

Burglary ▲ +8.04%
(increase of 448 to 484)

ASB ▼ -12.84% (decrease of 2336 crimes to 2036)

Cyber ▲ +34.41%
(increase of 93 to 125)

Community Fund

Launched in May 2013, the Commissioner's Community Fund was set up specifically to support local organisations, groups or individuals who need access to funding to develop the evidence base for new and innovative community safety schemes:

- Funding is only available for new projects led by people based or operating solely or mainly within North Yorkshire and the City of York.
- Monies between £500 up to £20,000 can be awarded for specific projects that support communities within North Yorkshire to “Be Safe and Feel Safe”, including:
 - Diversionary activities for children and young people
 - Promoting safety and reducing the fear of crime and anti-social behaviour
 - Support for victims
 - Improving community cohesion
 - Preventing crime and anti-social behaviour
 - Supporting the purchase of specific pieces of equipment in key community locations

Over £1million has been awarded since the fund's inception. Project examples can be found on <https://www.northyorkshire-pfcc.gov.uk/for-you/fund/community-fund-projects-2019-20>.

The Community Fund now incorporates the Police Property Fund. Each year, NYP seize property as part of criminal investigations or confiscate property by order of court. Where property remains unclaimed, the Police (Disposal of Property) Regulations 1975 enable auctioning and raise funds for community and voluntary initiatives in North Yorkshire – particularly projects which have a positive impact on reducing crime and disorder at a local level.

Financial Information

- FY19/20 budget of £250,000 plus an additional £25,000 from Police Property Fund
- FY17/18 - £177k awarded to 24 projects
- FY18/19 - £103k awarded to 19 projects
- FY19/20 £206k awarded to 30 projects

Community Fund Project Examples 2019-20

Colburn Youth Project Targeted Group, Richmondshire, awarded £15,000.00

Building on the pilot 6-week dance and DJ project, funding was awarded to expand the targeted scheme and range of activities and learning with an identified group of young people in key, priority location.

Positive impact and engagement of young people was seen from the initial project and this funding will enable further diversionary activity to be provided at key times.

Alarmingly Safe Project, Scarborough, awarded £598.00 from the Police Property Fund

Funding will provide Yorkshire Coast Sight Support's 150 visually impaired (and new) members with a UNIKIA clip on panic attack personal alarm safety security key, 140db loud.

The project is aiming to support vulnerable individuals enabling them to feel safe and empowered, especially at night. The project will also link with the We Care scheme in York to explore widening reach.

The Island – Our Space and Time Zone, York, awarded £19,25.00

The Island supports vulnerable children and young people aged between 8 to 18 in York, to build confidence, resilience, self-esteem and potential through positive mentoring and unique programmes.

Volunteer mentors, including police officers, will provide a positive role model for this key group of young people and support them to develop positive change in their behaviour, whilst enabling access to local activity.

Reaching Out – Harrogate Pride in Diversity Project, awarded £2,360.00

Funding will enable the purchase of key resources to support this LGBTQ+ partnership project to deliver a pop-up exhibition at Harrogate Pride.

The project, aiming to increase awareness and pro-actively engage people vulnerable to hate crime / incidents includes “oral history recordings”, loaned objects and photographs, based on the experiences of individuals from a cross-section of Harrogate's LGBTQ+ community.

Community Safety Services Fund

The Community Safety Services Fund is available to any local community group or organisation in North Yorkshire or City of York. The proposed project must benefit North Yorkshire communities directly and be supported by the appropriate Community Safety Partnership. In addition to support a pro-active, sustainable, outcomes focused approach to diversion and early intervention, addressing (re)-offending, (re)-victimisation and Community Safety priorities, using one of the following service delivery models:

- Community Based Volunteer Service
- Targeted Prevention and Early Intervention Services (Diversionary / Positive Activities)
- Targeted Early Intervention Emotional Health projects

Project examples can be found on <https://www.northyorkshire-pfcc.gov.uk/for-you/partnership/non-commissioned-community-safety-services/community-safety-services-fund-2019-20/>.

A panel that includes representatives from each Community Safety Partnership reviews all applications. The maximum amount available for each application to this fund is £20,000.

Financial Information

- FY19/20 budget of £145,000.00
- FY17/18 - £100k awarded to eight projects
- FY18/19 - £145k awarded to seven projects
- FY19/20 - £123k awarded to 10 projects



Community Safety Services Fund Project Examples 2019-20

Women's Diversion Scheme, York, awarded £19,784.00 (12 months) and £6,575.00 (additional 3 months to ensure service continuity prior to alternative funding)

Funding will support the continuation of this countywide diversionary scheme for a further 15 months, enhancing and developing links with Liaison and Diversion services and other key partners across the county to reduce reoffending and protect vulnerable people within the North Yorkshire community.

Street Angels and Safe Haven, Kingdom Faith Trust, Scarborough, awarded £5,766.00 (July-Sep 2019) and £14,861.00 (Sep 2019 for 12 months, supported by Public Health)

Supporting vulnerable people in the nighttime economy (NTE) in Scarborough to stay / feel safe, act as a signpost for the emergency services, to help reduce crime and ASB.

The project provides emergency aid, defibrillator, and a calming presence in the centre of Scarborough, acting as Ambassadors for the town.

Prince's Trust Achieve Phase 2, Countywide, awarded £10,000.00

Building on the successful Achieve Phase 1, this funding will enable further development and expansion of the Achieve Programme. To target young people who have completed the North Yorkshire Fire and Rescue Service's LIFE course, providing follow-up to support their continued engagement in a positive, diversionary intervention.

Anger Management, Arch Resolution, Countywide, awarded £10,000, FY 20/21 commitment of funding up to £20,000

Aims to provide Community Safety Hubs with a service that supports their objectives, sees an improvement in the referred clients' behaviours as defined by the Community Safety Referral Matrix and impacts positively on the community.

York Women's Wellness Centre, £400k MOJ Capital grant, £65K p/a ongoing contract value, £15,000 ongoing commitment from Community Safety Services Fund

Early 2019, the Commissioner was successful with a capital grant application to the MOJ's Female Offender Community Investment Fund. The capital grant has been used to refurbish a property which the Commissioner is leasing from the NHS for a period of ten years. The building has been transformed to create a safe, pleasant, women-only environment, to support vulnerable women and provide early, targeted support to female offenders or those at risk of offending. ort to female offenders or those at risk of offending.

Governance

This year has seen the continued implementation of the Commissioner's transformation programme – Transform 2020, and the embedding of new strategic leadership from the Chief Constable and of new working relationships with the Fire and Rescue Service.

The Commissioner is pleased with the continued change in culture and approach, led by the Chief Constable. The Commissioner welcomes the shift to focus on prevention and early intervention with the development of a new target operating model for neighbourhood policing. Collaboration has increased markedly between police and fire, with a number of strategic collaborations having been accomplished as set out in the Commissioner's One Year On report.

The new governance structure across police, fire and Enable has been embedded with joint meetings being held to manage change projects jointly. The Commissioner's Executive Board and Public Accountability Meeting have continued to bring the two Services together to support the strategic development of the two organisations in partnership and account for their performance and progress against their respective Plans to the public.

Transforming the Organisation

This year has seen the second stage of the Commissioner's ambitious transformation programme, Transform 2020, be implemented. Following on from the work conducted by Price Waterhouse Coopers, far-reaching changes to departmental structures and working practices, processes and procedures has been implemented. A new governance structure has been implemented and embedded to place transformative change at the core of the organisation so that NYP can continue to evolve and adapt overtime as part of its everyday business.

The Commissioner recognises that change is never easy and is very grateful to all staff and officers who have helped in this process and have ensured that the organisation becomes fit for the future.

As part of this work has moved on apace to establish and embed Enable North Yorkshire, the collaboration between NYP, NYFRS and the OPFCC on support services. Heads of Functions for the new service have been recruited, and work undertaken to bring together teams from both organisations.





Assessing the quality of service to the public

The Commissioner represents the public and holds the police to account for the quality of the service they provide to our communities.

The Commissioner undertakes this mainly through her Public Accountability Meetings (PAM). These are held monthly and take a 'deep dive' look at topics of public interest that impact across departments and areas of the police's work. The Commissioner wants to understand how the police are joining up their work and taking a comprehensive approach to preventing and tackling crime and delivering the Police and Crime Plan.

This year topics for the police have included mental health, custody and arrest rates, stop and search and use of force, modern slavery and human trafficking, and domestic abuse, as well as reviewing progress against each priority of the Police and Crime Plan. The meetings also consider police performance data, allowing the Commissioner to assess performance against public priorities.

The Commissioner is happy that the public of North Yorkshire are receiving a good service and that NYP are responding well to tackle and prevent crime. She is pleased that North Yorkshire remains one of the safest places in England. This year there has been a continued drop in reports of anti-social behaviour. The Commissioner is particularly happy with NYP's response to increases in burglary the previous year. The introduction of dedicated burglary coordinators and teams has seen a decrease in burglary rates. The Commissioner continues to be concerned about increases in organised criminal activity, which has seen an increase in drug-related and violent crime. However, the Commissioner is assured that the police understand these risks and are working to tackle these crimes and make our communities safer.



Independent Scrutiny Panels

The Commissioner has three established Independent Scrutiny Panels that meet quarterly to assess specific areas of police business to make sure the public are receiving a high quality service. These three Panels are made up of representatives from the police, partners organisations and members of the public to review Out of Court disposals, Domestic Abuse and as of December 2019, Stop and Search and Use of Force, including the use of Taser. This includes a lay observer scheme and community feedback panels to help the Service improve their performance.

The Out of Court Disposal Panel Independent Chair, Jonathan Mortimer, has reported to the Commissioner that the panel has on each occasion it has met randomly selected numerous crime outcomes which have resulted in an out of court disposal to scrutinise the decision making process of the police. The Panel has found that in a substantial majority of cases, out of court disposals are being imposed in accordance with the National Guidelines, that police officers are on the whole exercising their discretion to impose an out of court disposal appropriately and that the overall outcome is just. The Panel has also concluded that although there has been a continuing improvement in how police officers record their decision making process and the extent to which they take the views of victims into account, there are still improvements to be made and the Panel frequently provides feedback to the officers and supervisors concerned so that improvements can be made.

The Domestic Abuse Panel Independent Chair, Gemma Linfoot-King, has assured the Commissioner that the panel are satisfied that NYP are taking action to improve their handling of domestic abuse cases. The panel continues to work closely with NYP to ensure that actions are taken on particular cases they review, and to ensure organisational learning is implemented.

A new approach to complaints and recognition

In February 2020, new Regulations came into force as a result to changes to the police complaints system made by the Policing and Crime Act 2017. This enabled the Commissioner to take on responsibility for aspects of the complaints process. In North Yorkshire, the Commissioner decided to take on the full range of aspects available to her, creating a new team to support the public in resolving their concerns. This means that the Commissioner's Office is now the first point of contact for all police complaints, working to service recover where possible, and referring more serious complaints into the Professional Standards Department (PSD) or Independent Office for Police Conduct for investigation. The team will continue to keep the customer informed and updated if they wish. The Commissioner is also now the review body for police complaints, and has appointed an Independent Adjudicator to do this on her behalf.

The Complaint and Recognition Team (CRT) is independent of the police and puts the customer at the heart of the process. The CRT aim to make sure that the system is easy to understand and more transparent, to resolve complaints and dissatisfaction quickly to the satisfaction of the customer and workforce without apportioning blame, and to ensure that customers understand the outcomes of their complaints and are happy that they have been treated fairly.





The CRT are also responsible for helping the Commissioner and Chief Constable to identify trends from the concerns being raised to help make improvements to the service and address any systemic issues. They will have a key role in developing organisational learning, helping the workforce be empowered to be innovative and risk-tolerant without fear of blame and recrimination.

Recruitment of the team and initial training was undertaken at the beginning of the year and the service went live at the beginning of March. Early indications are that the customer-centric approach is enabling the CRT to successfully resolve more complaints than originally anticipated, with fewer cases being referred to PSD and fewer reviews being requested.

Customers can contact the team by:

 [Do it Online](#)

 Email: customerservice@northyorkshire-pfcc.gov.uk

 Call: [01609 643 339](tel:01609643339) between 8.30am to 5pm Monday to Thursday
8.30am to 4.30pm on Friday

Write to: Complaints and Recognition Team
Office of the North Yorkshire Police, Fire and Crime Commissioner
12 Granby Road
Harrogate
North Yorkshire
HG1 4ST

Funding and Spending

Funding Breakdown 2018/19	Actual £000s	%*
Core Grant (including Legacy Grants)	77,083	45.5
Precept (including Collection Surplus)	77,298	45.6
Grants (Ringfenced)	4,994	2.9
Non Grant Income (including project income)	10,082	5.9
Total Funding (including efficiencies/productivity gains)	169,456	100

Expenditure Breakdown 2018/19	Actual £000s	%*
Salary Costs	125,151	73.8
Other non salary employee costs	1,880	1.1
Police Injury pension costs	3,920	2.3
Premises costs	4,510	2.7
Supplies and Services	22,477	13.3
Transport costs (including fuel)	2,706	1.6
Financial costs	487	0.3
North Yorkshire Police Total	161,131	95
Office of the Police and Crime Commissioner	882	0.5
Commissioned Services	3,764	2.2
Project costs	3,623	2.1
Total Expenditure	169,401	99.9
Budgeted transfers to earmarked reserves	212	0.1
Total expenditure and budgeted reserves transfers	169,613	100
Deficit on the provision of services	-157	0.1

* Due to rounding, percentages may not add up to 100%

Financial Position

In 2019/20 the overall budget available to the PFCC overspent by a small amount of £157k, which is less than 0.1% of the over expenditure in the year. Work continued during the year on the Transform 2020 programme and further focus will be required on this area to ensure that as much of the £10m savings planned within that

programme are delivered as soon as possible. The organisation remains in a strong position financially and continues to increase the overall number of Police Officers and PCSOs that are employed within the Force to further enhance service delivery.

Contacts

North Yorkshire
Police, Fire & Crime
Commissioner



North Yorkshire Police

Tel: 101 for all non-emergency enquiries
Website: www.northyorkshire.police.uk



Crimestoppers

Report Crime Anonymously
Tel: 0800 555 111
Website: www.crimestoppers-uk.org



Information for everyone

If you require this report in another language, Braille, large print or as an audio tape please contact the Office of the Police, Fire and Crime Commissioner.

Supporting Victims

Support for victims of crime in North Yorkshire
Tel: 01609 643 100
Email: www.supportingvictims.org



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

- 01423 569 562
- info@northyorkshire-pfcc.gov.uk
- northyorkshire-pfcc.gov.uk
- @Julia_Mulligan (Personal Account)
- [northyorkspfcc](https://www.facebook.com/northyorkspfcc)
- [youtube.com/c/nypfcc](https://www.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