

# Police and Crime Plan

## 2017 – 2021

Helping you to  
feel safe and be safe  
in North Yorkshire



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# Our Vision

**This plan sets out a shared vision for North Yorkshire's police service and charts our journey towards our destination.**

The plan has been shaped by a great many people, including over 2,000 members of the public, staff and officers from our police service, partners we work with such as the NHS and local councils, as well as others involved in the criminal justice system. Every line of feedback, comment and opinion has been examined, alongside complex and, at times, seemingly contradictory statistics, facts and figures.

This work has brought into focus a potential conflict: between the expectations of the public (and to a certain extent the workforce) and the evolving nature of crime. We are living in a changing world and new threats are emerging. The complexity of investigations is increasing; fraud is becoming the new volume crime of our time. Vulnerable people are at times poorly served by a fragmented system. However, in the midst of such complexity lies a simple truth. North Yorkshire is a very special place: one of the safest in the country, with a good and effective police service.

Our starting point then is one of strength, a stable platform upon which to construct our future. But what does this future look like? How do we square the circle between the traditional demands of the police service so readily identified by the public and our new challenges? The answer must be to focus on the needs of our citizens, however they manifest.

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

We care about what we do; whether it is the attention to detail we apply to investigations, the compassion we extend to victims, our responsiveness to individuals and communities, or the consideration we offer when working with our partners and one another.

Our starting point is one of strength, a stable platform upon which to construct our future



Julia Mulligan

To achieve this vision, we have agreed four clear priorities, along with a set of objectives that set out our vision of an exemplary service, and outcomes which show the change we expect to see.

- **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.
- **Ambitious Collaboration**  
We will reach out to partners and drive innovation forward to enhance policing, public protection, community safety and local justice services.
- **Reinforcing Local Policing**  
We will equip our people with the technology, skills, capacity and personal support to prevent and tackle crime and reduce demand.
- **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.

Over the past few years, we have worked hard to shape our culture around three values: courage, compassion and inspiration. These values will continue to be promoted, supported and encouraged, alongside the police service's Code of Ethics.

Realising our vision is not a simple task and it will require leadership, focus and energy. But by being explicit about serving our public as best as we possibly can, we are confident that people will be safer, and also feel safer in their homes, at work, online and going about their daily lives.

A handwritten signature in black ink, reading 'Julia Mulligan'.

**Julia Mulligan**  
Police and Crime Commissioner for North Yorkshire

## Towards an 'exemplary' service

**All the evidence points at a changing world. This plan therefore deliberately looks at how we need to change to meet the emerging and new challenges faced by our police service. It is a plan for the future. But that doesn't mean we take our eyes off the here and now.**

Burglary, anti-social behaviour, drug dealing, alcohol-fuelled disorder and road safety remain amongst the public's top concerns. This is because these issues have a direct and immediate impact on people and communities, so no matter how the world is changing, such problems must be dealt with robustly.

**At its most basic, the public expect a good local police service. This is a non-negotiable baseline that must continue to be delivered.**

We are proud that at the start of 2017, Her Majesty's Inspectorate of Constabulary (HMIC) assessed North Yorkshire as a 'good' service. This plan therefore builds on this success, looking at what we can do to provide an 'exemplary' service.

courage  
compassion  
inspiration

'Our Values'

We will celebrate and learn from our successes, but also be open to exploring how improvements can be made, if we things differently. We need a more proportionate attitude to risk for example, and to approach those times we do not succeed with a culture of honesty and candour, ready and willing to learn from our mistakes.

Under each priority, objectives state what we mean by 'exemplary'. The corresponding outcomes detail the change we expect to see over the short, medium and long term as a result of the work undertaken to achieve the objectives.

By caring about the way in which we protect vulnerable people, being ambitious about collaboration, reinforcing local policing, and improving the customer experience, we not only ensure that we are ready for the future, but also improve our ability to deal with the here and now. The combination of the two will help us provide 'exemplary' service, in the round.



# Priorities for North Yorkshire

Helping you to feel safe and be 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

Combining response with compassion, the police can develop a more caring service for vulnerable people

Caring about how we protect vulnerable people, about the service we provide and how we go about our work, is increasingly important. The police are now having to respond to more public welfare calls, including missing persons, individuals in mental health crisis, older people with complex needs, and people with alcohol and drug issues. Protecting the public from harm is the purpose of policing and in North Yorkshire this is already done well. But these challenges demand more of the police, beyond traditional protection.

By combining response with compassion, the police can embed a more caring service for vulnerable people, which will help families and individuals feel better served. This requires a deeper understanding of vulnerability, as well as finding new ways to work with partners and charities who are better placed to provide support.

Consequently, we will work particularly closely with local authorities, health and third sector partners to ensure vulnerable people access the right support, as the police are very often not the most appropriate service to help. (This is principally covered in Priority 2: Ambitious Collaboration).



## Objective 1:

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

### Outcomes:

Short term – Vulnerable people will feel better supported by the police, with increasing confidence in the service. There will be fewer people expressing dissatisfaction and problems will be swiftly understood and appropriately addressed.

Medium term – Police officers and staff will feel more confident and better equipped to understand and assess vulnerability, which will improve operational decision-making whether in communities, the control room or other situations such as custody.

Medium term – Detailed analysis and assessments of each type of crime associated with vulnerability will be up to date and the resources and capabilities required to tackle the threats will have been identified and secured, whether they be local, regional or national. This includes human trafficking, child sexual exploitation and other issues such as so called 'honour-based' crimes.



## 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.

### Outcomes:

Short term – For older people, frontline officers and staff will be better able to identify and record risk, whether that be in a care, online or community setting. Appropriate action will be taken in response, which includes proactively working with families, carers, health/local authority partners and communities to ensure people are protected and future harm is prevented.

Short term – Young people and those who care for them will feel more confident in reporting online or physical abuse, to the police, because the response provided demonstrates an understanding of their specific needs.

Short term – Child sexual exploitation will be better understood and recognised by all frontline staff and partners so that victims receive a comprehensive, timely response. Strategies will be based on national best practice and take full advantage of national or regional work, as well as locally commissioned and specialist services which will be available in all areas.

Short term – The ways in which victims can report hate crime will be improved, supported by the police and partner or commissioned services, leading to an increase in reporting and a higher number of successful convictions.

Short term – An evidence-based approach to co-commissioning of services such as mental health triage will be embedded and the Mental Health Crisis Care Concordat will be flourishing with a clear vision and agreed outcomes.

Medium term – Improved strategic and operational planning between partners to respond to mental health issues and crises will see those with mental ill-health being supported and engaged by the most appropriate service, in the most appropriate way and only by the police when necessary.

Medium term – The police will have mainstreamed the skills needed to respond effectively to cyber bullying, harassment and issues such as sexting.

Medium term – Increased confidence amongst the public, especially women and girls, that domestic abuse and violence will be dealt with effectively and compassionately will lead to an increase in reporting.

### 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 socio-economic and other circumstances.

#### Outcomes:

Short term - The unique vulnerabilities, deprivation and demand in rural and isolated areas will be better understood, and the police's response improved, by embracing technology, working with our rural communities more closely, and by learning from best practice and evidence.

Short term – The impact of serious and organised criminals, especially those who target hard to reach communities and vulnerable people, will be better understood and the police's response will have improved.

Medium term – Rural and isolated communities will have an increased confidence in their local police service. Reporting will increase and there will be continued improvements in our ability to tackle issues such as cross-border crime and theft of equipment, livestock and wildlife crime.

Medium term – The successful partnership model active in parts of North Yorkshire will be developed and rolled out, enabled by shared IT. This will lead to increased satisfaction from communities that their concerns are being addressed.

Medium term – Minority communities, especially BME communities, will report increased confidence in the police, and there will be an increase in the reporting of crime and ASB amongst these communities. The Independent Advisory Groups will be actively contributing to policing policy and practice, which will in turn be more responsive to community needs.

### 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.

#### Outcomes:

Short term – Both the public and frontline officers and staff will be more aware of the services available through Supporting Victims. This will lead to an increase in the number of people accessing Supporting Victims for help or being signposted to specialised services. Self-referrals will also have increased as awareness increases amongst both the public and the workforce.

Short term – The range and extent of third sector services will be better understood and utilised and frontline officers and staff will report an increased awareness of what is available and how to refer people into these services.

Medium term – Victim and witness satisfaction will increase, and they will feel more supported throughout the court process.

Long term – The range of commissioned and co-commissioned services for vulnerable people will have been developed based on feedback from people who have used the services, learning from best practice, and from reviewing and monitoring the services. The 'return on investment' for the police service, the public and partner organisations will be robustly understood.





# Priority 2 Ambitious Collaboration

Collaborations can improve efficiency and effectiveness locally, but also help policing as a whole

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.

To better tackle some of the most serious threats and criminality, we will make a step-change in police/police collaboration. This means we will play a full part in meeting our obligations under the Strategic Policing Requirement and in forging regional and national collaborations, which improve efficiency and effectiveness locally.

### 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 that improves public safety and the resilience of services in our community.**

#### Outcomes:

Short term – Harm to vulnerable people is prevented and reduced through a proactive programme of targeted prevention activities such as 'health and wellbeing' visits to people's homes, innovative workforce practices that provide a wider range of community safety services and being better at ensuring the right service is provided at the right time.

Short term – There will be significant improvement in how we share information, resulting in quicker and better identification of vulnerability, preventing victimisation and repeat victimisation, and ensuring all emergency services are aware of the needs of individuals.

Medium term – Calls for service will be better assessed and the most appropriate service deployed through enhanced joint working in community hubs and control rooms, leading to improved quality of service and better outcomes for the individual.

Long term – Increased resilience and a better use of resources due to increased blue light collaboration, especially in rural parts of the county, will mean people feel and report that they get a better, more visible service.





## 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 re-offending and improve conviction rates and other justice outcomes.

### Outcomes:

Medium term – Support for victims and witnesses will be better co-ordinated and their 'journey' through the criminal justice system will be simpler, more joined up and tailored around their needs. This will help victims cope and recover, as well as lead to an increase in the number of successful convictions for offences against vulnerable people.

Medium term – Offender management will be constructed around local needs and support for offenders, especially supervision, work/training, housing and substance misuse rehabilitation, will be available in a co-ordinated and timely manner reducing reoffending rates in local communities. Innovative offender management solutions will be pursued, including working closely with the third sector and the Community Fund.

Long term – Developing new technological solutions, such as mobile live links, will be sought to improve the efficiency and effectiveness of criminal justice processes in our area and local justice will be protected and supported.

## 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.

### Outcomes:

Short term – An ambitious collaboration programme across a range of policing capabilities and services will be in place, which contributes to the Strategic Policing Requirement and takes full advantage of national and regional projects to meet local needs.

Long term – Collaboration projects will have started delivering significant efficiency savings and demonstrable improvements for North Yorkshire in policing capacity and capability through better sharing of resources, inter-operability, technology, training and best practice.

## 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.

### Outcomes:

Short term – There will be a refreshed plan to develop and enhance community safety and related services, such as CCTV, via Community Safety Partnerships, the Community Fund and other local bodies and funding streams.

Medium term – An ambitious 'shared estates' strategy, developed with partners, will have identified opportunities and made plans for co-locating people and services amongst all willing public sector partners, reducing the estates budget as a result.

Medium term – The opportunities for sharing support and 'back office' services as well as call handling and other referral services between partners are fully understood, and will have led to specific business cases being brought forward for the relevant opportunities.





# Priority 3 Reinforcing Local Policing

The whole workforce - staff, officers, PCSOs and volunteers - will be enabled by improved technology



The work of the police is rapidly changing. We must ensure people have the capability and capacity they need to proactively support local communities. Expanding their knowledge, skills and confidence to do their jobs well, so that we can meet new demands alongside traditional crimes such as burglary and anti-social behaviour, is vital.

Neighbourhood policing remains the bedrock of policing in North Yorkshire, and all our endeavours will strive towards delivering an exceptional service that meets the needs of the public and reduces demand. We will make sure local policing is visible and present in communities, both physical and virtual, working with those communities and our partners to ensure the public feel safe.

We will have a specific emphasis on 'primary prevention', by which we mean intervening earlier alongside the most appropriate partners, to prevent potential harm or the escalation of problems.

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.

### Outcomes:

Short term – The mobile working plan will have been effectively and efficiently delivered. Feedback from the public, workforce, and stakeholders will be positive and enthusiastic about its impact.

Short term – Technology, such as Automatic Number Plate Recognition, will continue to improve our proactive response to protecting communities and preventing crime, and to mitigate against risks such as child sexual exploitation. Officers will report that they feel more able to respond proactively to tackling crime, and this will also be recognised by the public.

Medium term – Our people will report reductions in bureaucracy and improvements in their personal productivity. Tasking of jobs will be swifter and more effective, enhanced by timely information and intelligence.

Long term – The public will recognise that officers are able to respond more effectively and are more visible in the community.

## 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.

### Outcomes:

Short term – Improved capacity and efficiency from Mobile Asset Utilisation and Deployment Systems and other data sources will have improved tasking and resource management, and have informed the strategic planning of assets over the medium term financial plan, ultimately reducing costs.

Medium term – Our frontline workforce will report that they are confident they have the skills, technology and capability to provide an exceptional service to victims of emerging crimes, such as online crime and fraud.

Medium term – The use of cutting-edge demand modelling, evidence-based policing and the adoption of best practice will develop a local police service that is equipped to deal with changing demand and the corresponding needs of its citizens.

Long term – By embracing opportunities created by the transformation agenda at regional, national and international levels, especially in specialist capabilities, digital investigations and business/IT enablers, North Yorkshire Police will be a future-ready service and will be able to anticipate and plan for changing local needs.

### 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 anti-social behaviour over the longer term.

#### Outcomes:

Short term – A 'prevention first' culture will be fostered and embedded across local policing. Communities will feel better protected and safer as a result.

Short term – People will be better able to protect themselves from traditional and new crime types via education delivered through a range of effective, sustained and targeted prevention activities. There will be a particular emphasis on protecting the vulnerable, older and younger people, who will have had direct input into shaping services, with individuals feeling safer as a result.

Medium term – Harm to vulnerable people will have been prevented and reduced through promoting a culture of continuous improvement amongst safeguarding partners and by supporting ever closer joint working via innovative programmes such as No Wrong Door and Together York.



### 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.

#### Outcomes:

Short term – The volunteer base in North Yorkshire Police will expand, and new and innovative roles for volunteers will have been planned, identified and managed. Turnover in volunteers will be reduced and volunteers will be supported, engaged and active in their roles and communities, contributing to crime reduction and enhanced feelings of community safety.

Long term – Community safety teams will be strengthened by the appropriate and effective use of legislation that enables the Chief Constable to delegate powers to staff in partner agencies. As a consequence, the public will benefit from more joined-up working and receive a better, more efficient service based around their needs.

Long term – Special Constable numbers will have recovered to previous highs and a greater proportion will attain independent patrol status, providing local and specialist teams with additional capacity, skills and resilience.

### 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 improves community resilience, generates vital community-based intelligence and increases confidence.

#### Outcomes:

Short term – More people will know their local PCSOs and officers due to greater stability in neighbourhood teams and will be able to access them more easily via a range of channels. This will also reduce demand on the force control room.

Short term – Community initiatives such as North Yorkshire Community Messaging and Community Speed Watch will have been expanded, and other similar innovative opportunities identified, and plans developed to help empower communities to proactively prevent harm in their area.

Medium term – People feel their concerns are being addressed and confidence in the police is rising though the development of planned and sustained grassroots engagement and responsive problem-solving in communities, including hard-to-reach communities and more isolated rural areas.



# The 21st Police

In drawing up this plan, the public has been clear that the visible presence of police officers in communities is a priority. Police officers too have a strong desire to be out and about as much as they can and this is only right. Neighbourhood policing remains, and will always remain, the bedrock of policing in North Yorkshire.

Nowadays however, a 'community' can mean many things and they are not necessarily visible. But harm happens nonetheless, and in some instances such as online crime and fraud, harm is on the rise.

## Forensics and intelligence



Crime Scene Investigators

Digital Forensics Unit

Automatic Number Plate Recognition

Sexual Assault Referral Centre



Custody

Witness Care

Safeguarding

Criminal Justice

Force Control Room

Restorative Justice

Supporting Victims

Domestic and Sexual Abuse Services



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## Support services and partners



# 21st Century Officer

Fortunately, we have moved on from the days of 'Heartbeat' style policing, and through this policing plan we are heralding a new era of policing in the 21st century that will help us better protect people in our changing world.

When you contact the police, it is not just the person on the phone or the officer at your door who listens to your concerns. The whole of North Yorkshire Police and the services it commissions are here to help you feel safe.

## Regional and specialist services



Firearms

Regional Organised Crime Unit

Major Crime Unit

Cyber and Digital Forensics



Dogs Unit



Frontline  
Policing

Neighbourhood  
Response Teams

Rural Crime Team

Investigation Hubs

Roads Policing

Volunteers



## Investigation and policing services



## Priority 4

# Enhancing the Customer Experience

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Feedback from the public will drive change in the organisation

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.

The services we provide will be more easily accessible and will be available in a variety of ways to meet the needs of all communities. Our communication will always be open, honest and clear and we will continue to modernise how people can interact with us.

Feedback from the public will drive change in the organisation and tangibly effect how policing services are delivered.

This approach will improve the public's experience and perception of our service, and as confidence and trust in our police service improves across all communities, we expect to see an increase in reporting which will further help our intelligence gathering, effective response, prevention and detection of crime.

### Objective 1:

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

#### Outcomes:

Short term – A more diverse and varied set of communication channels and services will be available, including innovative online reporting such as live chat, Track My Crime and online firearms licences which will see people reporting crime and intelligence, and accessing policing services, in different ways.

Medium term – Development of such communication channels will make full use of improvements in public contact at a national level, which we will embrace as they become available.

Medium term – The public will consistently report high satisfaction with the 101 service and waiting times will reduce to below the national average. Other ways to access the police will have shifted demand away from the control room and customer service will have improved.

Long term – As feelings of satisfaction around police contact improve and communication becomes more accessible, reporting of crime, ASB and intelligence will increase.





## Objective 2:

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

### Outcomes:

Short term – We will have reshaped the police complaints process in line with the opportunities afforded by the Policing and Crime Act (2017). Evidence and feedback from complainants and the workforce will indicate improved satisfaction and outcomes as a result.

Medium term – Legitimate police complaints will culturally be considered as an important and relevant part of policing and public interaction, and the public understand complaints are taken seriously and influence services provided.

## 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.

### Outcomes:

Short term – An outward-looking review of key service interactions from the public's perspective will have improved the timeliness and ease with which customer needs are met.

Short term – We will understand the impact of actions taken to improve customer service and be able to identify what more needs to be achieved through the effective gathering and analysis of customer satisfaction information.

Medium term – Productivity will increase as policies and procedures are streamlined, and a more proportionate attitude to risk will develop as people are better supported to make decisions.

Medium term – HR processes will have been reviewed and updated to ensure customer service is central to recruitment to all roles, and assists in embedding customer service as a cornerstone of services provided by North Yorkshire Police.

## Objective 4:

**A healthy, happy and confident workforce that better reflects the diversity of our community and can fulfil our priorities**, through putting customer service and our values at the heart of the recruitment process, as well as ensuring we nurture and support our people.

### Outcomes:

Short term – We will have a robust strategic plan that ensures we have the right people with the right skills in place at the right time.

Medium term – A renewed focus on meeting the needs of internal and external customers will have fostered a problem-solving 'can-do' culture.

Medium term – Officers and staff will report confidence in their understanding, skills and freedom to provide an outstanding customer experience.

Medium term – Organisational diversity will have improved, with best practice from policing and private sectors, including the recruitment, retention and development of diverse staff and officers. A robust process supporting positive action will be implemented.

Long term – Workforce diversity will have contributed to increased confidence amongst communities.

Long term – Across the term of this plan, we will have continued to build our wellbeing programme helping to create a culture of trust and confidence in each other. Our workforce will report that they feel understood and valued, and feel able to ask for help when they need it without fear of sanction.



# Local Plans

North Yorkshire is the largest county in England, with diverse needs across its different communities. The delivery of policing in each area will therefore be different. In addition, we have listened to your local needs, concerns and priorities, to which local teams will need to respond.

**Policing impacts:** Craven is a large rural district, sparsely populated with many remote villages and farms, often nestled within the Yorkshire Dales National Park. There are also a small number of more deprived communities. It borders higher crime areas to the south and west and has influxes of visitors to the National Park during summer months. It has a large network of rural roads and several major cross country arterial routes.

**Top public concerns:** Police visibility, burglary, cross border crime, road safety, and crime prevention.

**Our priorities:** Mobile working to help officers spend more time in communities and an improved understanding of, and response to, rural issues and isolation. Primary prevention to help communities and individuals protect themselves, and opportunities through collaboration to improve safety in communities and on our roads.

**Policing impacts:** Richmondshire has large, isolated rural areas in the Yorkshire Dales National Park as well as a significant urban area in Richmond and the largest army base in the country at Catterick Garrison. It borders a higher crime area to the north and has influxes of visitors to the National Park during summer months. It has a large network of small rural roads as well as two major roads, the A1(M) and A66.

**Top public concerns:** Police visibility, drugs, anti-social behaviour and crime prevention.

**Our priorities:** An improved response to the most vulnerable in society, and working better with others to join up services, especially in rural areas. Mobile working to help officers spend more time in communities, and primary prevention to help communities and individuals protect themselves.



**Policing impacts:** Harrogate has a mix of isolated rural areas and larger towns, including North Yorkshire's most populous town, Harrogate. It borders a higher crime area to the south and the district has the A1(M) running through.

**Top public concerns:** Burglary, anti-social behaviour, online/cyber crime and road safety.

**Our priorities:** Mobile working to help officers spend more time in communities, and provisions to better address online fraud and crime. Innovative collaboration opportunities to improve how we address community and road safety, including preventing burglary and anti-social behaviour.

**Policing impacts:** Selby is a mix of rural areas, market towns and the larger urban area of Selby Town itself, which also includes pockets of socio-economic deprivation. It borders a higher crime area to the west and south and has two major roads, the A19 and M62, running through.

**Top public concerns:** Burglary, anti-social behaviour, police visibility, online/cyber crime and drugs.

**Our priorities:** Enabling officers and staff to respond effectively to both traditional and new policing demand. Mobile working to help officers spend more time in communities, and working with the most vulnerable to reduce harm.



**Policing impacts:** Hambleton has a mix of rural areas and market towns with seasonal visitors, including a larger urban area in Northallerton. It borders a higher crime area to the north and has two major roads running through, the A1 and A19.

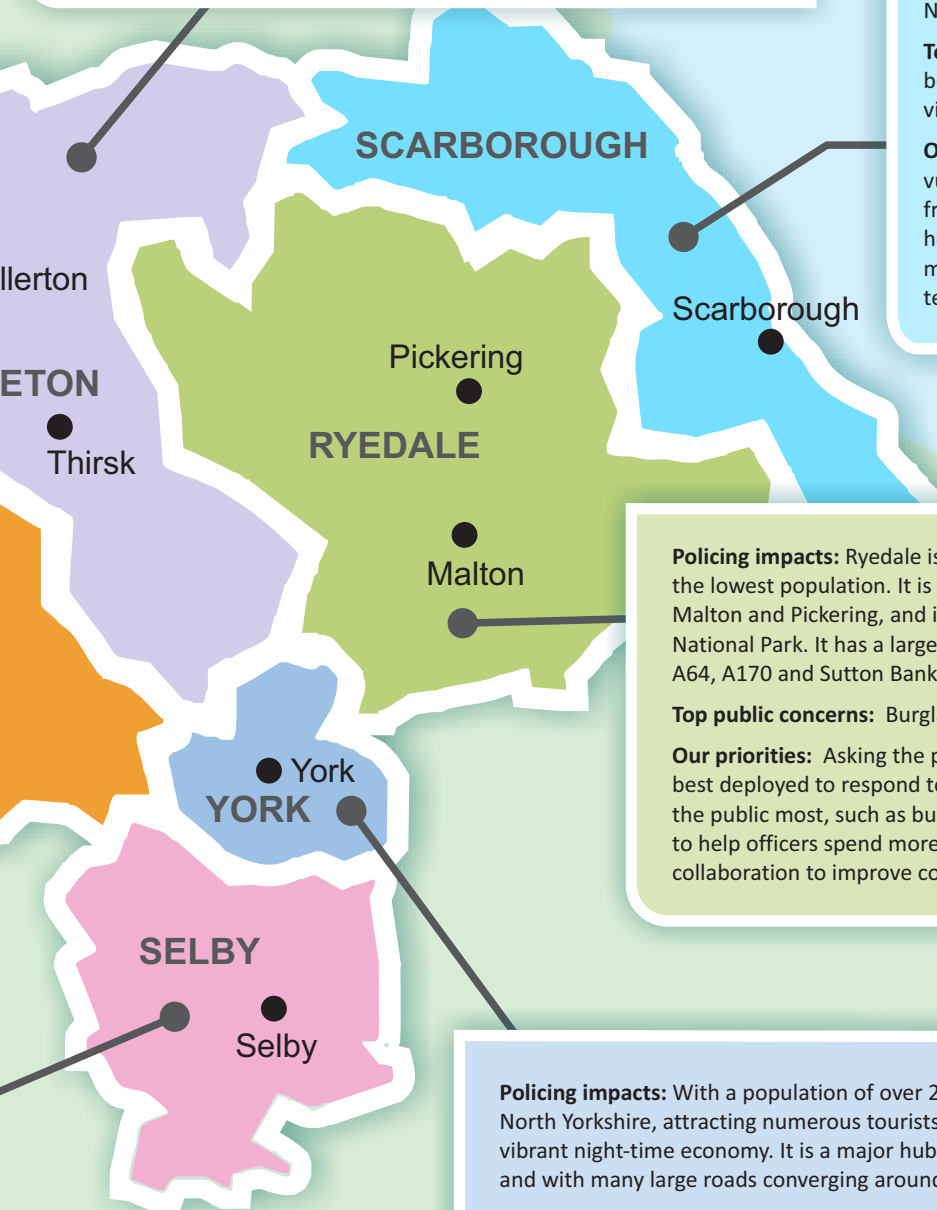
**Top public concerns:** Burglary, police visibility, road safety and mental health issues.

**Our priorities:** Enabling frontline officers and staff to respond effectively to both traditional and new policing demand, including working with the vulnerable to address their needs. Primary prevention to help communities and individuals protect themselves and stay safe.

**Policing impacts:** Scarborough, North Yorkshire's coastal region, also covers rural and isolated villages and farms in the North York Moors National Park, with most of its population centred in its three major towns, Scarborough, Whitby and Filey. Physically isolated on the east coast, it has some of the most socio-economically deprived communities in North Yorkshire, and also attracts a large number of tourists to its coastline, towns and National Park.

**Top public concerns:** Drugs, anti-social behaviour, burglary, mental health and police visibility.

**Our priorities:** Working with the most vulnerable in society to reduce harm, especially from drugs, including those with mental ill-health. Mobile working to help officers spend more time in communities, and better use of technology to counter serious organised crime.



**Policing impacts:** Ryedale is the largest district in North Yorkshire, yet has the lowest population. It is mainly rural with several market towns, notably Malton and Pickering, and includes a large part of the North York Moors National Park. It has a large influx of visitors in the summer and includes the A64, A170 and Sutton Bank as well as a large network of small roads.

**Top public concerns:** Burglary, road safety, anti-social behaviour, and drugs.

**Our priorities:** Asking the police to consider how its whole workforce is best deployed to respond to traditional policing demand which concerns the public most, such as burglary and anti-social behaviour. Mobile working to help officers spend more time in communities, and effective collaboration to improve community and road safety.

**Policing impacts:** With a population of over 200,000, York is the largest urban area in North Yorkshire, attracting numerous tourists to its historic attractions and has a vibrant night-time economy. It is a major hub, with two universities, industrial areas, and with many large roads converging around it.

**Top public concerns:** Burglary, anti-social behaviour, online/cyber crime and violent crime, often related to the day-time drinking and the night-time economy.

**Our priorities:** Enabling officers and staff to respond effectively to both traditional and new policing demand, with provisions to better address online fraud and crime. Asking the police to consider how its whole workforce is best deployed to respond to public concerns and protect the most vulnerable.

# Governance and Accountability

## Statutory role of North Yorkshire's Police and Crime Commissioner, Julia Mulligan

As well as being your voice on policing and crime matters, the Police and Crime Commissioner ('the Commissioner') has a responsibility to:

- Set the police and crime objectives through a Police and Crime Plan
- Make sure the police service is efficient and effective
- Set the force budget and determine the police precept
- Appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them
- Contribute to the national and international policing capabilities set out by the Home Secretary, and
- Bring together community safety and criminal justice partners, to join up local priorities.

### The Police and Crime Plan

This Police and Crime Plan sets out a vision for policing and crime. It formally sets the strategic plan for North Yorkshire Police, and shows how the Commissioner will engage, and how she expects the police to engage, with emergency services and criminal justice partners to improve services for the public of North Yorkshire.

### The Police and Crime Panel

The role of the Police and Crime Panel is to support and scrutinise the decisions made by the Commissioner, including the Police and Crime Plan and Annual reports. They also investigate any non-criminal complaints about the Commissioner or her Deputy.

Further information on the Police and Crime Panel can be found by visiting [www.northyorkshire-pfcc.gov.uk/policy-oversight/transparency/police-crime-panel/](http://www.northyorkshire-pfcc.gov.uk/policy-oversight/transparency/police-crime-panel/)

### Decision-making process

The decision-making process allows the Commissioner to put this plan into action. It gives her sight of decisions she will need to make early on, giving an opportunity for greater and earlier public, workforce and partner involvement.

For more information on the decision-making process, please visit [www.northyorkshire-pfcc.gov.uk/policy-oversight/governance/governance-process/process/](http://www.northyorkshire-pfcc.gov.uk/policy-oversight/governance/governance-process/process/)

Responsibility to make sure the police service is efficient and effective

### Performance framework

The Commissioner ensures the performance and quality of service from the police and supporting services is scrutinised and where necessary, improvements are made. This is conducted through regular live-streamed meetings. Further details of this framework can be found at the link below.

The Chief Constable is held accountable against the delivery plan he sets in line with the policing aspects of this plan, and through his own Personal Development Plan agreed with the Commissioner.

The Chief Executive Officer is held accountable through their Personal Development Plan, also agreed by the Commissioner, for corporate and support services, allowing for an efficient and effective running of the police service.

More information can be found by visiting [www.northyorkshire-pfcc.gov.uk/policy-oversight/governance/governance-process/corporate-scrutiny-board/](http://www.northyorkshire-pfcc.gov.uk/policy-oversight/governance/governance-process/corporate-scrutiny-board/)

### Additional information

The **Annual Governance Statement** lays down the rules and standards by which we operate and explains the processes and procedures that govern us and is published every September.

The Commissioner produces an **Annual Report** which is an assessment of the progress against the Police and Crime Plan for North Yorkshire.

# Financial Information

Currently about 55 per cent of funding comes from the Government while the remaining 45 per cent is raised locally, mainly through the police precept. The precept is set by the Commissioner and is the amount you pay for local policing in your council tax. **It is forecast that by 2020 around half of the funding available for policing in North Yorkshire will be raised locally.**

Julia Mulligan will continue to consult the public on any increases to the police precept each year

Whilst government funding for policing is currently stable, at the time of writing there is uncertainty around future government funding as the current funding formula is under review. By the 2020/2021 financial year, North Yorkshire Police's central government funding is expected to have been reduced from £87 million in 2010/2011 to around £64 million. If you take into account the effect of inflation, the reduction amounts to approximately £30 million in real terms. The resources allocated to the Chief Constable to deliver policing are set out in the Medium Term Financial Plan which can be found on the Commissioner's website (see link below).

In addition to consulting widely on the contents of this Police and Crime Plan, specific consultation has taken place on whether the public of North Yorkshire are prepared to pay more locally to support local policing. Over 65% of those people who have responded to the consultation surveys, over the last 3 years, have supported an increase of at least 1.99%. These annual increases equate to an additional 8 pence per week for the average (band D) property. The Police and Crime Commissioner will continue to consult the public on any increases to the police precept each year.

To make the most of our funding for frontline policing and public services, and in order to achieve this plan, it is important that we strip out bureaucracy and ensure our processes are as efficient as possible to save money. The Commissioner will continue to hold the police to account where there is evidence of inefficiency.

Further financial information can be found by visiting [www.northyorkshire-pfcc.gov.uk/police-oversight/finances/](http://www.northyorkshire-pfcc.gov.uk/police-oversight/finances/)

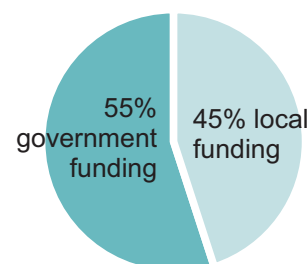
## Community Fund

Alongside her commitment to financially supporting commissioned services in North Yorkshire, the Commissioner is committed to reducing crime and disorder by supporting local community safety services through a grant fund. She is also continuing to support local groups trying to make their communities safer via the Community Fund which distributes £250,000 per year in grants.

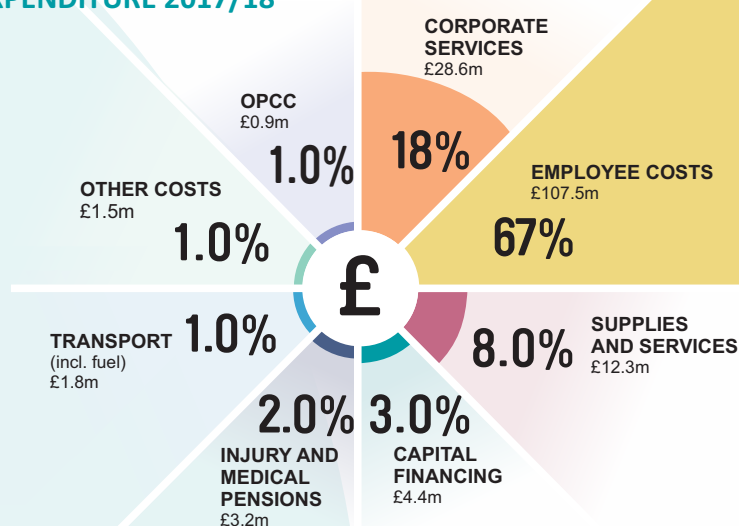
Detailed information on all money allocated, and the process for allocating funding, to community safety services, commissioned services and groups awarded money from the Community Fund can be found by visiting

[www.northyorkshire-pfcc.gov.uk/police-oversight/finances/grants/](http://www.northyorkshire-pfcc.gov.uk/police-oversight/finances/grants/)

## How the police are funded



## How the police spends its money EXPENDITURE 2017/18



Contribution from the precept £66m GROSS EXPENDITURE £160.2m

# Getting involved and contacts

Julia Mulligan, your Police and Crime Commissioner for North Yorkshire, welcomes your feedback. By letting her know the issues that matter to you most, you will be directly shaping policing and community safety decisions both now and in the future.

## To get involved:

- You can contact Julia's office to give feedback or ask questions about your police service.
- Julia holds regular appointment only, confidential advice surgeries and drop-in surgeries at community locations. Find out more on her website or by contacting her office.
- Julia holds a varied programme of public meetings and events across North Yorkshire throughout the year. She is also happy to attend or speak at events organised by others.
- Julia conducts a number of consultations with the public and partners throughout the year. Details of how to take part can be found on her website.
- Volunteers play a vital role within the police service. The Independent Custody Visitor Scheme is an essential volunteer group who help to monitor the health and well-being of detainees. Current vacancies can be found on Julia's website.
- Other volunteer opportunities, which range from joining your local neighbourhood or rural watch scheme to becoming a Special Constable, are advertised on the North Yorkshire Police website - [www.northyorkshire.police.uk](http://www.northyorkshire.police.uk)

## To contact us:

Office of the Police, Fire and Crime Commissioner for North Yorkshire  
12 Granby Road, Harrogate, North Yorkshire, HG1 4ST

**Telephone:** 01423 569 562

**Email:** [info@northyorkshire-pfcc.gov.uk](mailto:info@northyorkshire-pfcc.gov.uk)

**Website:** [www.northyorkshire-pfcc.gov.uk](http://www.northyorkshire-pfcc.gov.uk)

**Facebook:** [www.facebook.com/northyorkspfcc](http://www.facebook.com/northyorkspfcc)

**Julia Mulligan on Twitter:** [twitter.com/Julia\\_Mulligan](https://twitter.com/Julia_Mulligan)

**OPCC on Twitter:** [twitter.com/northyorkspfcc](https://twitter.com/northyorkspfcc)

## Supporting Victims

If you have been a victim of crime you can get free, independent support.

**Telephone:** 01609 643100

**Email:** [help@supportingvictims.org](mailto:help@supportingvictims.org)

**Website:** [www.supportingvictims.org](http://www.supportingvictims.org)



## Useful police contacts

**Call 999** - in an emergency

**You should only dial 999 if:**

- There is danger to life
- There is the use, or immediate threat of use, of violence
- There is serious injury to a person and / or serious damage to property
- A crime is, or is likely to be serious, and in progress
- An offender has just been disturbed at the scene
- An offender has been detained and poses, or is likely to pose, a risk to other people
- A road traffic collision involves, or is likely to involve, serious personal injury
- A road is blocked after a road traffic collision, or there is a dangerous or excessive build up of traffic.



**Call 101** - for all non-emergencies

**Call 101** for general enquiries (for example to contact an officer or police station) or to report an incident that does not require immediate attention.

When calling North Yorkshire Police from outside the force area, use:

**01904 618691.**

Police and Crime  
Commissioner  
North Yorkshire

