

07 May 2019

North Yorkshire Fire and Rescue Plan 2019-2021 - DRAFT

Background

The Police, Fire and Crime Commissioner (PFCC) must produce a Fire and Rescue Plan as set out in the Fire and Rescue National Framework for England. The Plan should set out the PFCC's strategic vision, priorities and objectives for their fire and rescue service over the period of the document in connection with the discharge of their functions.

In developing this plan, the PFCC must make arrangements for obtaining the view of the community as they currently do in preparing their Police and Crime Plan. The Government's expectation is that this plan should inform the Integrated Risk Management Plan which should in turn outline how the PFCC's priorities will be met.

The draft plan

The Commissioner's draft North Yorkshire Fire and Rescue Plan 2019-2021 is attached as Appendix A for comment.

In addition, the Fire and Rescue Service will work towards establishing a new set of values that better align to the purpose and future ambitions of the organisation, in line with staff and public/stakeholder feedback. This is an ongoing process in close collaboration with the Service, and as such the Plan will be refreshed with the new values in due course.

Consultation process

To identify and shape the draft priorities and objectives for inclusion in the Plan, the OPFCC has undertaken extensive background research and consultation including;

- **Phase 1: desk research** (December 2018 -February 2019)

Across a wide range of national and local plans, inspections and strategies, including benchmarking, finance and performance data. Insight into public perceptions and expectations was gained via analysis of the BMG Public Perception of the Fire Service research, commissioned by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). 18,000 people participated nationally, 400 of whom resided in North Yorkshire and whose responses were analysed by the OPFCC as a local subset.

- **Phase 2: consultation roadshows and workshops** (February-March 2019)

With Fire and Rescue Service staff across the organisation, including the senior leadership team and representative bodies, members of North Yorkshire Police's senior leadership team and locally elected councillors.

The outcomes from Phases 1 and 2 identified four draft priority areas with objectives. These priorities broadly align with those within the current Police and Crime Plan.

- Caring about the vulnerable
- Ambitious collaboration
- Realising our potential
- Effective engagement

- **Phase 3: open public/stakeholder survey** (25 March - 21 April 2019)

Draft priorities and objectives presented for public and stakeholder consideration in an online survey with hard copies available on request, including access to an easy read format. A short version of the consultation was produced and distributed to libraries and council offices across North Yorkshire. The consultation was promoted by targeted emails to the public, key stakeholders and partners and by using digital/social media and press activity.

Consultation results

In total, 1,000 responses were received, over 300 of which were stakeholders/partners.

There was good representation in terms of geographical location across North Yorkshire, gender and age, with an over-representation amongst older age categories, usual for a self-selecting survey of this nature.

Respondents were asked to rate the importance of each of the four priority areas and their associated objectives from 1-10 where 1 = not at all important and 10 = extremely important.

The table below illustrates a high level of support for all four priority areas, with over two-thirds of respondents awarding each priority area 7 or more out of 10. The consultation exercise encouraged free text responses to allow people to express how they wished to amend, expand or remove the proposed priorities/objectives. These responses have been considered in reviewing and finalising the priorities.

PRIORITY AREA	RESPONDENT RATING OF IMPORTANCE	
	Mean score	% scoring the priority 7 or more out of 10
Caring about the vulnerable	8.1	81%
Ambitious collaboration	7.5	72%
Realising our potential	7.9	79%
Effective engagement	7.3	67%
<i>Base: those answering (906-99)</i>		

The current values of the Fire and Rescue Service that are outlined in the draft Plan will, over the coming months, be revised based on the feedback received below to ensure that they reflect how the Service is currently thought of, but also where improvement is required.

Q6. Which THREE qualities would you use to describe North Yorkshire Fire and Rescue Service?					
	Answer Choice	Rank	Total (excludes NY Fire and Rescue Service employees) %	Rank	NY Fire and Rescue Service employees %
	Dedicated	1	62	1	56
	Reliable	2	38	4	29
	Courageous	3	37	7	17
Current value	Trustworthy	4	21	5	21
Current value	Excellent	5	20	8	17
	Resilient	6	19	3	32
	Adaptable	7	18	2	36
	Resourceful	8	15	6	20
Current value	Caring	9	9	11	11
Current value	Team-player	10	8	13	9
	Compassionate	11	6	9	14
Current value	Respectful	12	6	10	12
	Inspirational	13	5	12	11
Current value	Open	14	2	14	0
	Empowering	15	1	15	0
<i>Base: those answering</i>			797		95

North Yorkshire Fire and Rescue Plan 2019 -2021



Helping you
to feel safe and
be safe in
North Yorkshire



FIRE & RESCUE

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Contents

Introduction from Julia Mulligan, North Yorkshire Police, Fire and Crime Commissioner	4
Our Four Priorities	5
• Caring about the vulnerable	6
• Ambitious collaboration	7
• Realising our potential	8
• Effective engagement	9
What North Yorkshire Fire and Rescue Service does	10
Governance and Accountability	11
Finance	12
Supporting Documents	13

Introduction from the Police, Fire and Crime Commissioner

Welcome to North Yorkshire's first Fire and Rescue Plan.

This Plan sets out the strategic vision, priorities and objectives for North Yorkshire Fire and Rescue Service over the next two years for how it will better respond to the need of our communities. In forming the plan, I have considered the views of 1,000 members of the public, as well as local businesses, partners and the Fire and Rescue Service themselves, as to how the Service should evolve. Thank you for your invaluable input – it is after all your plan.

When I took on governance of the Fire and Rescue Service, there were some immediate matters which needed an urgent response. One of these was the significant annual budget imbalance built on an unsustainable use of reserves to prop up day-to-day costs. I am pleased to report that since November 2018, excellent progress has been made in stabilising the financial situation. But there is more to do, particularly if Government funding of fire and rescue services continues to reduce.

The challenge for the Service and its new leadership is to make sure that it not only continues to achieve the savings required, but that it also generates savings to help invest to improve the Service and make sure that firefighters can continue to protect you and make you feel safe.

Ultimately, the vision for North Yorkshire Fire and Rescue Service is to be an exemplary local service. We will lead the way in innovative and preventative practices, reducing vulnerability and supporting people in need, playing a pivotal role in ensuring North Yorkshire is the safest place to live and work in the country.

To achieve this, I am asking the Service to be ambitious across everything that they do.

They need to enhance and improve their core functions, and be able to adapt as these change, whether it be fighting a fire, rescuing someone from a car crash, or saving a village from a flash flood. We need the best and most innovative equipment and response model to be able to meet the needs of our communities.

Preventing incidents and protecting the most vulnerable in our communities will also require investment and innovation. The Fire and Rescue Service does well here, but I believe more can be done, not just in an emergency or as a specific initiative, but in every interaction the Service has with the public. This will mean taking bold steps and breaking down organisational barriers to ensure we join with other public services to target our resources where they are needed most.

By stabilising the finances of the Service and embedding a new Fire and Rescue Plan, we will have set the foundation for a Service which can move from strength to strength. Making this a reality is not straightforward, but with the professional, committed and engaged workforce we have, I know there is potential to make this Service the best in its class, focused on keeping people safe and feeling safe in North Yorkshire.



Julia Mulligan

signature redacted by NYPFCP

Julia Mulligan
Police, Fire and Crime Commissioner for North Yorkshire

Our four priorities

Helping you to feel safe and be safe in North Yorkshire

Our vision is for North Yorkshire Fire and Rescue to be an exemplary Service

we
care



Our four priority areas are:

Caring about the vulnerable

to have an in depth understanding of how to best protect the most vulnerable people in our community and in doing so, make them safer

Ambitious collaboration

to explore and maximise opportunities to work jointly with partners and to provide a more effective, efficient and proactive community safety service

Realising our potential

to create an inclusive work environment and a positive, supporting culture where we provide our people with the equipment, IT, training, skills, and capacity to effectively prevent and respond to incidents

Effective engagement

to increase trust and public confidence in our Service, involving, engaging and consulting our communities and partners on the services we provide and delivering the best possible service

Our values*

A strong values driven culture which supports our strategic priorities and objectives will underpin our success

Professional Openness
Trust Respect Excellence
Caring Teamwork



* These will be reviewed and changed in due course

Our aim: to have an in depth understanding of how to best protect the most vulnerable people in our community and in doing so, make them safer

North Yorkshire Fire and Rescue Service is committed to making a positive difference to public safety. The introduction of Safe and Well visits broadens the improvement the Service can have on people's lives and enhances our relationship with partners. There is an impressive track record of prosecuting businesses that fail to comply with regulations. There is a programme of fire and safety education for children and young people including the LIFE* scheme for young people who are at risk of offending and anti-social behaviour.

We will:

- Better understand and assess vulnerability to fire and other emergencies by accessing a range of partnership data and intelligence, creating a more targeted approach to reaching people and properties most at risk
- On reaching those most vulnerable to fire and other emergencies, enhance safety from a range of health and well-being risks, signposting people to appropriate specialist services
- Bolster prevention activities within rural and isolated areas where emergency response times are longer
- Extend the education and prevention programme amongst vulnerable, 'hard to reach' communities not previously engaged with, and young people focussing on fire, road and water safety awareness

Why is this important?

We know that some people within our community are at greater risk and that targeted advice and support can help them to be safer and more resilient.

Outcomes

- People who have been visited by North Yorkshire Fire and Rescue Service feel safer and know how to prevent fires and other hazards
- Partnership working with community safety agencies is further strengthened and barriers to data sharing overcome
- Staff feel more confident and better equipped to understand and assess vulnerability to a wider arrange of health and wellbeing risks
- Changes in behaviour reduce likelihood of fire and other emergencies occurring



*LIFE Course; the Local Intervention Fire Education (LIFE) scheme addresses the problems of young people, particularly those who have offended, are at risk of offending or have been victims of crime. The scheme provides an intense work experience within a tightly structured and focused team environment and gives young people (aged 12 to 19) the chance to work with real firefighters over five days, following a set programme of activities.

Our aim: to explore and maximise opportunities to work jointly with partners and to provide a more effective, efficient and proactive community safety service

North Yorkshire Fire and Rescue Service already works well with partners, for example on the Local Resilience Forum, and with North Yorkshire Police on vehicle maintenance and road safety. There have been good examples of working with the police and local authorities to prevent vulnerability. But these are largely tactical or time-limited examples. Collaboration needs to be ambitious and embedded in everything we do.

We will:

Deepen our collaboration with North Yorkshire Police by:

- Developing an integrated estates and assets strategy including; sharing headquarters, stations, procurement and training programmes
- ENABLE North Yorkshire - bringing together our business support functions
- Integrating data and intelligence for strategic planning and response
- Effective working between control rooms
- Further integration of joint transport and logistics
- At every opportunity, develop more collaboration locally with North Yorkshire Police and the Yorkshire Ambulance Service, as well as regionally and nationally with other fire and rescue services
- Strive to enhance the Local Resilience Forum, ensuring we are completely interoperable when responding to major incidents
- Improve and extend place-based Public Safety Services with Public Safety Officers to enable communities to be more resilient and enhance safety
- Enhance our contribution to safety forums, such as water safety and the 95 Alive Road Safety Partnership

Why is this important?

By working together, we will improve the resilience, co-ordination and effectiveness of our community safety services.

Outcomes

- Collaboration will underpin all our strategies and will have improved the effectiveness and efficiency of our service
- Our staff will understand the opportunities and extent to which they should collaborate in their work and will be proactively seeking new opportunities
- Partners and the public will recognise our drive to collaborate and improve how community safety services work together, approaching us with opportunities
- Communities will understand local risks and vulnerabilities better and be more confident in protecting and enhancing their own safety
- Interoperability will be at the core of all our tactical work and training: staff will have the knowledge and confidence to put this into practice, and partners will recognise our ability to improve their resilience and response to incidents



Our aim: to create an inclusive work environment and a positive, supporting culture where we provide our people with the equipment, IT, skills, and capacity to effectively prevent and respond to incidents

North Yorkshire Fire and Rescue Service staff are committed to the Service. Whether wholetime or on-call firefighters, Community Safety Officers or support staff, their pride in the Service is reflected in their dedication to the public. We need to make sure we can invest properly in them, and the equipment they need, to be able to provide the best possible service to the public. We need to make sure our workforce reflects our communities and brings diverse perspectives and ideas to develop the Service.

We will:

- Take every opportunity to improve the diversity within the workforce to better reflect the community we serve, promoting inclusion and creating a fair and equal place to work
- Provide clear, inspirational and trusted leadership with robust plans for future investment in the Service's assets (estate, fleet, equipment, infrastructure), ensuring they are fit for purpose, reflecting the needs of the Service and the public
- Improve our decision making and performance management by focussing on outcomes, with better insight using open and transparent measures, and by reviewing and evaluating to learn and improve
- Recognise and maximise the value of all staff, particularly the commitment of on-call firefighters and their employers, improving recruitment and retention

Why is this important?

We will do this so the people of North Yorkshire can be reassured their money is being used efficiently and effectively, and that our workplace supports sound decision making and inclusivity.

Outcomes

- Staff report that increased accountability and responsibility gives them the freedom and flexibility to deliver services to meet the needs of communities
- There are enhanced planning and investment strategies across the Service. Staff understand the direction of travel and are confident that they will be supported to help improve the service to the public
- Retention and recruitment of staff is improved, particularly amongst on-call firefighters with increased availability of fire engines
- Staff feel valued and are confident they have the training and infrastructure in place to do their work
- The workforce better reflects the communities it serves



Effective engagement

Our aim: to increase trust and public confidence in our Service, involving, engaging and consulting our communities and partners on the services we provide and delivering the best possible service

We know that the public hold North Yorkshire Fire and Rescue Service in high esteem, trusting our staff to do their job and keep them safe. Our control room staff and Community Safety Officers engage very well with the public and partners in difficult circumstances, and our firefighters attend a wide variety of events and meetings.

We will:

- Do more to involve communities and partners in developing our services and policies so they meet the needs of the people we serve
- Increase awareness of what we do and the range of activities we deliver and make information more readily available to the public
- Ensure our values (the qualities we consider to be most important to us) define the way we engage with our communities, recognising and rewarding our staff for excellence
- Develop how we engage volunteers in communities to enhance our work and help us to reach more people

Why is this important?

By being more connected with our communities, we can provide better services and help North Yorkshire stay safe.

Outcomes

- Our communities will know more about the breadth of our work, and will engage with us more frequently in helping to improve their safety and resilience
- The public and local councillors will feel informed about our plans, able to access information easily, and will be engaged in helping the service understand their local need
- The public will consistently report high satisfaction with the Service
- Diverse communities will feel more able to approach and engage with our service
- Staff will feel confident in providing outstanding customer service
- Staff will report that they know how to, and feel confident in, engaging with vulnerable people
- Staff will feel that they are listened to, valued and trusted by the service and have the appropriate support when they need it



What North Yorkshire Fire and Rescue Service does

Our Fire and Rescue Service doesn't just put out fires!

In fact, over time North Yorkshire Fire and Rescue Service has significantly reduced the number of fires in North Yorkshire, down by 12.5% in the last five years, through prevention, fire safety and educational activities.

Last year (2017/18) the Service attended 6,413 incidents of which 1,812 were fires, 3,103 were false alarms, and 1,498 were road traffic collisions, floods, or other incidents. It also carried out over 3,000 Fire Home Safety Visits.

Our Fire and Rescue Service works on four principles:

PROTECT, PREVENT, RESPOND, BUILD RESILIENCE

- Protect life and property in an emergency and by preventing an emergency happening
- Prevent and extinguish fires
- Find and rescue people, livestock and other animals
- Protect and rescue people from road traffic incidents, flooding and other emergencies
- Respond to chemical, biological, radiological or nuclear emergencies
- Work with partners to assess and understand the risk of an emergency happening and be prepared to deal with these if they happen
- Work together with other emergency services to provide a better service to the public
- Work with at risk groups to promote safe behaviours, reduce risk and improve community safety
- Visit vulnerable people to make sure they are protected from fires and other hazards
- Assess and where necessary enforce the safety of public and private buildings

Governance and Accountability

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

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

- Set out the strategic vision, priorities and objectives within a Fire and Rescue Plan, the basis on which the Service is held to account
- Make sure the Fire and Rescue Service is efficient and effective
- Set the fire and rescue budget and determine the council tax requirement
- Appoint a Chief Fire Officer to lead and manage the Service, hold them to account for running the Service and if necessary dismiss them
- Approve the Fire and Rescue Service's Integrated Risk Management Plan, stating the high level risks to North Yorkshire and the guiding principles to how the Service will balance resources and deliver services

The Police, Fire and Crime Panel

The role of the Police, Fire and Crime Panel is to scrutinise and support the Commissioner by;

- Reviewing the Commissioner's proposals for the amount of council tax local people pay towards policing and fire and rescue
- Considering the Commissioner's police and crime plan, fire and rescue plan and annual reports/annual fire statement
- Considering the Commissioner's proposals for the appointment of a new Chief Constable and Chief Fire Officer
- Considering non-criminal complaints about the Commissioner and Deputy Police and Crime Commissioner

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.

Performance framework

The Commissioner ensures the performance and quality of service from the Fire and Rescue Service via scrutiny mechanisms such as the monthly, live-streamed Public Accountability Meeting.

The Chief Fire Officer is held accountable against the Integrated Risk Management Plan and Delivery Plan he sets in line with this Plan, and through his own Personal Development Plan agreed with the Commissioner.

National assessments including Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services reports are used to assess relative performance of the Service.

The Commissioner produces an Annual Report which is an assessment of the progress against the Fire and Rescue Plan.

An Annual Fire Statement (of Assurance) covering financial, governance and operational matters shows how she has had due regard to the expectations set out in the Integrated Risk Management Plan and the requirements included in the Fire and Rescue National Framework for England.

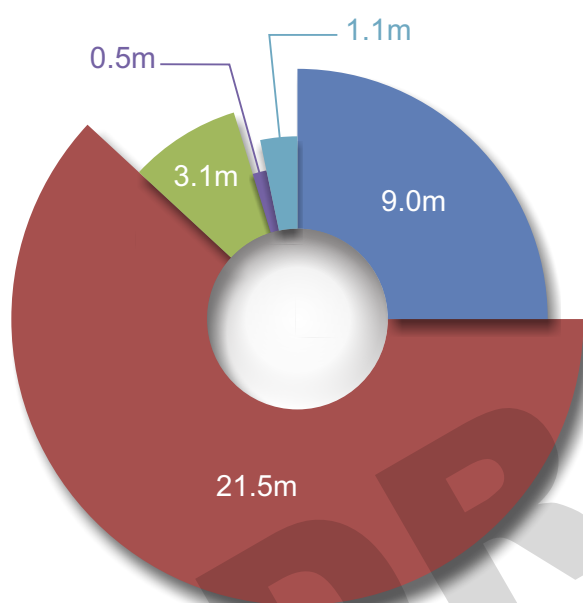
For more information on the decision making process and governance arrangements, please visit www.northyorkshire-pfcc.gov.uk/fire-oversight/governance/nyfrs-framework/

Finance

Currently about two-thirds of funding is raised locally through the fire and rescue precept and the remaining third comes from Government. The precept is set by the Commissioner and is the amount you pay for fire and rescue in your council tax.

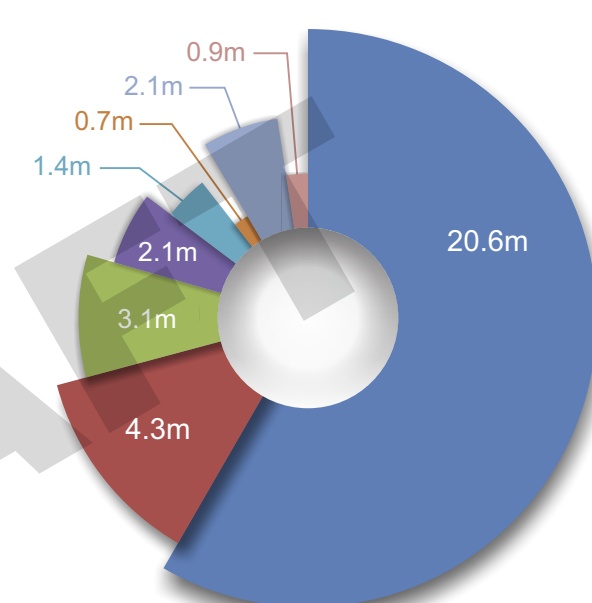
In addition to consulting widely on the contents of this Fire and Rescue Plan, specific consultation has taken place on whether the public of North Yorkshire are prepared to pay more locally to support their

local fire and rescue service. Over 75% of those who responded to the survey last year supported an increase of at least 2.99% (the most possible allowed by Government). This annual increase equates to an additional £2.07 for the average Band D household to an annual payment of £71.27 in 2019/20. The Police, Fire and Crime Commissioner will continue to consult the public on any increases to the fire and rescue precept each year.



Funding for the Fire and Rescue Service

	2019/20
	£m
Funding from Government	9.0
Council tax precept	21.5
Specific grants	3.1
Fees, Charges and Partnerships	0.5
Use of Reserves	1.1
Total funding	35.2



Fire and Rescue Service budget breakdown

	2019/20
	£m
Firefighter pay	20.6
Control and support staff	4.3
Supplies and Services	3.1
Premises and equipment	2.1
Private Finance Initiative	1.4
Transport	0.7
Capital financial charges	2.1
Other costs	0.9
Total spending plan	35.2

Supporting Documents

The Fire and Rescue Services Act 2004
www.legislation.gov.uk/ukpga/2004/21/contents

The Policing and Crime Act 2017
www.legislation.gov.uk/ukpga/2017/3/section/2/enacted

Fire and Rescue National Framework for England
www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england

North Yorkshire Fire and Rescue Service Integrated Risk Management Plan 2016-2020
https://www.northyorksfire.gov.uk/useruploads/files/plans_reports_strategies/16047_community_safety_plan_jan2018.pdf

Local Business Case for Joint Governance of Police and Fire & Rescue in North Yorkshire
www.northyorkshire-pfcc.gov.uk/content/uploads/2017/10/North-Yorkshire-LBC-Working-Better-Together.pdf

Fire Vision 2024 (Local Government Association)
www.local.gov.uk/fire-vision-2024

North Yorkshire Police and Crime Plan 2017-2021
www.northyorkshire-pfcc.gov.uk/documents/police-crime-plan-2017-2021/

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections 2018/19
www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/fire-and-rescue-service-inspections-2018-19.pdf

Useful Links

North Yorkshire Police, Fire and Crime Commissioner
www.northyorkshire-pfcc.gov.uk

North Yorkshire Police, Fire and Crime Panel
www.nypartnerships.org.uk/pcp

North Yorkshire Fire and Rescue Service
www.northyorksfire.gov.uk

Home Office Fire Statistics
www.gov.uk/government/collections/fire-statistics

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



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@Julia_Mulligan (Personal Account)



northyorkspfcc



youtube.com/c/nypfcc



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

I welcome the opportunity to hear your views.

Julia Mulligan



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