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Fire and Rescue Plan 2022-25

Helping you to be safe and feel safe in North Yorkshire

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Foreword from Commissioner Zoë

As your elected Police, Fire and Crime Commissioner, it is my duty to set a Fire and Rescue Plan for North Yorkshire Fire and Rescue Service based on your priorities for your Service. This Plan, for 2022-25, is set in an unusual context, the last election having been delayed by Covid-19 and then having a by-election in North Yorkshire and York in November 2021 at which I was elected. Against this backdrop, I am clear that two things are important. First, to provide some degree of continuity so that the Service can continue to drive progress without too much change in overall direction over a short-term period, and secondly, to ensure that the expectations set out in this Plan are deliverable within the two years left of this term.



More than this, however, I am acutely conscious of how the last year has shaken your confidence and trust in the role of the Commissioner in North Yorkshire. My personal pledge is to work tirelessly to restore and renew that trust because I truly believe in the value of being your voice to improve and deliver public Services that work with you and for you.

I am grateful to everyone who has contributed to the development of this Plan – to the Service, partners, the team in my Office and, most of all, you, the public. During my campaign I heard your concerns and appreciation for your Fire Service, and these themes were reinforced by what you said through the consultation run by my Office. During that consultation, they engaged with over 3,500 of you, and over 2,000 of you responded to the survey. I hope this Plan responds to those concerns and sets a realistic expectation of what North Yorkshire Fire and Rescue Service should achieve, and the change you should see in your Fire Service, over the next two years.

You were very clear about wanting your Fire Service to do more to protect communities by preventing incidents from happening in the first place and I have taken this as a central theme in this Plan. The Service should be at the centre of partnership efforts to protect public safety as a trusted and very local public service. You told me that they should work more closely with other agencies to achieve this, something they have demonstrated very ably during the response to the Coronavirus pandemic. Some of this relates to broader themes as well. The concern around the safety of women and girls that has been expressed to me during campaigning was overwhelming, and you were clear that this was not just something the police should be concerned about, that it should be a whole system approach to tackling the root and immediate causes. The Fire Service already take some innovative action working collaboratively to tackle hidden harms like modern slavery, and they have responded to your calls and are looking at how they can support this wider work, for example with safe refuge spaces at fire stations.

North Yorkshire Fire and Rescue Service is at a pivotal moment. At the point of transfer of governance, a deficit of £2.5million was inherited, and the Service has had to make savings equivalent to 10 per cent of its budget to rectify this over the last three years. While the budget is now balanced over the next four years, the financial position is fragile, and any unexpected costs may put us back into deficit. I am fully aware that you have prioritised the modernisation of your Fire Service so that it is fit for the future. Though the Service currently has no spare money to invest in improving its frontline services, the fact that the budget is balanced means that by continuing to drive efficiency any money saved can now be

reinvested rather than be required to save the Service. The Service has already seen significant transformation because of the change in governance, especially through the joining of business functions with the police under Enable North Yorkshire which I am keen to see embedded further. They have also been making robust transformation plans against the previous Fire and Rescue Plan, and I am keen to see these continue with ever greater shared estate.

To support that continuity of focus, our joint mission and vision remain the same – to help everyone in North Yorkshire and York to be safe and feel safe, and for our Fire and Police to be exemplary Services. I am also continuing to set the overarching ambition for the Service through the four C.A.R.E. Principles – Caring for the vulnerable, Ambitious collaboration, Realising our potential, and Enhancing the customer experience. These Principles set a longer-term ambition for what I believe constitutes an exemplary service based on your feedback. Key to this is a renewed focus of the Service’s operational model on public safety through prevention and protection services, working in ever closer partnerships to prevent vulnerability before it creates harm.

To make sure that this Plan is realistic, I have set five Public Priorities for Change. These are based on the priorities you identified during my campaign and consultation and set out the ways in which the Service needs to develop over the next two years to progress towards achieving our vision. Under these, I have set outcomes against which I will assess the Service’s progress. I require the Chief Fire Officer and my Chief Executive to bring forward delivery plans to demonstrate how the Service and my Office will deliver against this Plan.

The relationship between these elements – how each contributes towards delivering our mission and vision for an exemplary Fire Service, is set out in the Plan on a page. I will continue to hold the Service and my Office to account through monthly live-streamed public accountability meetings so that you can see how I am taking assurance about their progress on your behalf, and so that you can contribute your questions. I will publish an Annual Report that summarises this progress and indicates where further focus is required.

Plan on a page

Exemplary fire and rescue services helping you to be safe and feel safe in North Yorkshire and York

Caring about the vulnerable

Ambitious Collaboration

Realising our potential

Enhancing our service for the public

Public Priorities for Change

1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public confidence and satisfaction in North Yorkshire Fire and Rescue Service has increased.

Outcome 1b: North Yorkshire Fire and Rescue Service has a holistic understanding of risk in our communities.

2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: North Yorkshire Fire and Rescue Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.

Outcome 2b: The prevention of vulnerability and fire protection services are the core elements of North Yorkshire Fire and Rescue Service's operating model.

3. Deliver the "Right People, Right Support" every time

Outcome 3a: North Yorkshire Fire and Rescue Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.

Outcome 3b: North Yorkshire Fire and Rescue Service has developed a blueprint for, and has begun implementing, a new on-call model.

4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: North Yorkshire Fire and Rescue Service is increasing its effectiveness and efficiency through transformation.

Outcome 4b: North Yorkshire Fire and Rescue Service has better data to understand and improve itself.

5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: Public trust in North Yorkshire Fire and Rescue Service is maintained.

Outcome 5b: Inclusivity, diversity and equality are at the heart of North Yorkshire Fire and Rescue Service's organisational culture and service delivery.

Outcome 5c: North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

Fire business delivery plan

OPFCC business delivery plan

What you told me

As your elected Police, Fire and Crime Commissioner, my Fire and Rescue Plan is here to represent your priorities and ensure that your concerns and hopes for the future of your fire service is realised.

In the summer of 2021, my Office consulted with you over a period of three months, gathering your views, thoughts, concerns and priorities which have all fed into the development of this Plan. We ran an open online survey and conducted a representative telephone survey using Open Research Services (ORS), an independent market research company, and I am thrilled that over 2,000 of you responded. We held 16 public events across the seven districts and the City, engaging with over 3,500 people. We also conducted a number of focus groups, involving over 20 partner organisations, and a similar number provided us with written responses as well.

Given the consistency of the results, I am confident that this Plan represents your priorities for how your fire service needs to develop and improve. A full consultation report is published on my website.

We asked you to tell us how North Yorkshire Fire and Rescue Service should develop and what they should focus on over the next two years to help you be safe and feel safe. In the sections that follow, your priorities, as understood here, are highlighted in my ambition statements for what an exemplary fire service in North Yorkshire should be and are set out as your Public Priorities for Change for North Yorkshire Fire and Rescue Service for the next two years.

Fire and Rescue priorities

Over 90% of you were satisfied with your Fire and Rescue Service overall, which is fantastic. You were much less satisfied with how visible the Service is in your communities and how well they reflect the diversity of your communities, and these are both aspects which I have emphasised in this Plan for the Service to improve.

You think North Yorkshire Fire and Rescue need to focus on:

- Ensuring the fire and rescue service has well-equipped, modern services that are fit for the future;
- Preventing fire and rescue related incidents before they happen, especially where response times are low;
- Protecting people and property through risk assessments, inspections and enforcing fire safety laws if necessary; and
- Improving the availability of the fire and rescue service in rural areas.

In your responses, you also clearly told me that the Service should do more to work in partnership and support wider public safety with other emergency services and public sector agencies.

You were also very supportive of me commissioning services to support those who have suffered fire. This is not something we currently commission, so we will investigate what support would be most useful and look at how this could be put in place.

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C.A.R.E. Principles

The four C.A.R.E. Principles set out what I believe is an exemplary Fire and Rescue Service for North Yorkshire and York based on what you have told me. In everything you told me during my election campaign and through the consultation, these four overarching strategic aspects stand out: how they care for and protect people, how they go beyond partnership work to collaborate strategically to join up services, how they realise the potential of all their people and as an organisation, and how they deliver the best possible service to the public.

These principles must be embedded in all that they do and frame the way in which they develop themselves and engage with others. They are interlocking and overlapping, mutually dependent on each other, and I expect all areas of North Yorkshire Fire and Rescue Service to be looking at how they are contributing to achieving these principles.

My ambition for fire and rescue services in North Yorkshire and York is set out in this context, and I will work with the Chief Fire Officer, my Office and partners to deliver on these areas of focus over the next two years.



Caring about the vulnerable

'Vulnerability' comes in many different forms and has many different impacts. Whether due to age, disability, financial circumstances, education, exploitation, mental health or isolation, it is vital we understand what makes people vulnerable and in need of our services, and work to prevent that vulnerability emerging or turning into harm.

I will work with the Chief Fire Officer to:

Prevent harm and damage before it happens

Prevention and protection must be the core elements of our operating model. We must proactively work to address our enhanced understanding of risk and vulnerability in our area from our new Community Risk Profile. To reduce risk, we must take a systematic approach to prevention in our communities. We must work collaboratively to tackle systemic issues and prevent vulnerability before it can cause harm, not least to address the underlying causes of vulnerability that requires our intervention, especially by expanding the Public Safety Service.

Enhance our role in achieving wider public safety

We are uniquely placed to take ownership of safety in our area as a local, trusted public service. We must collaborate to put Station-level Partnership Plans in place to address risk, working together to constantly improve the information within our Community Risk Profile.

We must expand our use of Safe and Well visits and fire safety audits to protect the vulnerable in our communities, especially in our rural communities where public services are less concentrated. We must work closely with partners, especially health services, to maximise our impact and identify those in need. Beyond referrals, we must proactively seek a detailed and deep understanding of our communities to identify who is at risk where it might have otherwise gone unreported. We must train our people to recognise vulnerabilities and hidden harms and know how to signpost, refer and safeguard to protect those at risk.

We must increase our partnership work to tackle modern slavery and exploitation recognising the impact these crimes can have for our own Service risk. The safety of women and girls is of considerable public concern; we must ensure our people are effectively trained to safeguard where necessary and ensure our stations can act as safe places when people need to seek refuge and support.

We must expand our work and that with partners to make our roads safer, expanding our offer to communities and vulnerable road users to prevent harm and promote positive behaviours.

Embed compassion for the vulnerable

We must build on the good practice of our people who have gone out of their ways to support those in need. We must further embed a service-wide compassion for those who need our help by developing and putting in place structured support for those who experience fire or require our services.



Ambitious collaboration

Collaboration is more than just about partnership work. It is about actively seeking to join up services, close gaps and improve outcomes, working together to overcome our core problems. It is about creating a unified, person-centred experience of interaction with public services. It seeks to increase our contribution to broader society in our area by applying our skills, insight and experience to wider issues.

I will work with the Chief Fire Officer to:

Enhance collaboration

We must further drive collaboration opportunities with partners across our business functions – our estate, assets and our services – to maximise our efficiency so as to reinvest in frontline services. We must pool our resources, co-fund and co-commission services so as to close gaps and improve prevention and outcomes. We must work with our neighbouring Services to make sure we provide the most effective and resilient protection of our area, and realise our important strategic positioning to contribute to national resilience.

Take a whole system approach to tackling core problems

Many of the root causes of fire risk, and the reasons why people require our services, are health oriented or related to gaps in education or support. We must work as one public sector and with businesses and the voluntary sector to prevent vulnerability from causing harm or damage, increase public safety and wellbeing, improve road safety, help prevent and tackle anti-social behaviour, combat climate change and protect habitats, wildlife and livestock.



Realise our potential

How we realise the potential of our people and organisation to deliver the best possible services to our communities, is integral to achieving our ambition. We need to have the right people, with the right training, information, skills and equipment, in the right place, at the right time. For this to work we need to have the right culture.

I will work with the Chief Fire Officer to:

Maximise funding to improve our services

North Fire and Rescue Service must have the funding it needs to meet the challenges of servicing the largest county in England. I will continue to work with Ministers to make the argument for fairer funding, but this must not be just about more money. It is crucial we drive efficiency, align our resources most appropriately to the risk in our area, and change the way we work to deliver the most value for the public pound, saving to invest and improve our services. Both elements are crucial for the stabilisation of our budget and to put the Service on a sustainable footing. We must also consider how different income streams might be developed to ensure we are able to continue providing effective services to those who need our services most.

Properly skill and equip our people

Our people must have the right equipment, technology and training to keep them at the cutting edge of their profession. We need to continually build the evidence within our Community and Station Risk Profiles to equip our people with the right information and data – at the frontline to effectively protect people, and for our enabling services and leaders to support and develop our services and drive business change.

Build a diverse and inclusive workforce

As a Service we need to grasp and drive the benefits of developing a diverse workforce that brings many different characteristics, backgrounds and perspectives to bear on improving our work and service to our communities. We must take a zero tolerance position where negative attitudes and behaviours, even discrimination, are found or engrained and work tirelessly to overcome them. We must build a culture that is open, transparent and inclusive, welcoming diversity for how it helps us to improve and better reflect and care for our communities and elicit their confidence. Inclusivity, diversity and equality must be at the heart of our organisational culture and service delivery and we must tackle discrimination head on to ensure fire and rescue services are delivered with fairness and respect.

Develop our people and organisation to meet our communities' needs

An inclusive and diverse workforce is one in which creativity and innovation drives our improvement, and equality of opportunity is embedded through a commitment to the development of our people. A future focused organisation is one in which clear career pathways retain our diverse and talented workforce and develop the strengths in them that we need for the future. An exemplary Service is one which empowers its people and develops and nurtures leadership throughout its workforce and which shows leadership on issues to help solve problems quickly. We must build our leadership, considering the most appropriate mix of skills and strengths, putting in place robust succession planning for the future. We must also show leadership by making our organisation, estate and fleet as environmentally and nature friendly and sustainable as possible.



Enhancing our service for the public

In all of this we must put the public that we serve first. Public services are services for the public and we must do everything that we can to enhance their experience when they interact with us. We must be accessible and engaged, present where we are needed most, and able to provide the care asked of us.

I will work with the Chief Fire Officer to:

Embed a customer and community focus

We must put the customer and community at the heart of all engagement and consider how we engage and can be engaged from their perspective. In seeking to do this, we must put the widely accepted concepts and principles of customer service and customer experience at the heart of our service offer, adopt best practice from public and private sector, and meet the standards set by the industry.

We must be as accessible as possible, with streamlined channels of contact available (especially for non-emergency matters) – in person, by phone and online, so that people can contact us and access all our services in the way that suits them best.

We must listen more to our communities to get feedback and understand their needs so that we are providing services which meet those needs and help individuals and communities to flourish. We must be more transparent and open, providing information to the public in ways which is accessible and meaningful, helping them to understand the services they can expect from us in their area.

We must help connect communities with their public services, improving our volunteer opportunities, expanding cadet and work experience schemes and working with partners to join them up to maximise opportunities. We must build on our work with young people to promote good citizenship and engage through my Youth Commission the education sector.

Promote a more visible presence in communities

Our public must feel connected to their Service and we must increase our engagement to facilitate this. We must engage in innovative ways, proactively seeking information and lived experience to inform us about what is happening in communities and about how our services should develop.

Greater visibility, whether at events, through being out delivering our services in communities, or conducting drills in public, brings greater dialogue. We must maximise every opportunity to engage the public to provide prevention advice, gather information to safeguard the vulnerable, or engage people about careers in the fire service.

Public Priorities for Change

I have set your Public Priorities for Change in North Yorkshire Fire and Rescue Service based on what you told me during my election campaign and through the consultation. I have considered what is achievable for North Yorkshire Fire and Rescue Service in working towards achieving the ambition set out through the C.A.R.E Principles over the next two to three years and set outcomes that I will assess their progress against.

These are:

1. Actively engage with all communities to identify need and risk and to reassure.
2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems.
3. Deliver the “Right People, Right Support” every time.
4. Maximise efficiency to make the most effective use of all available resources.
5. Enhance positive culture, openness, integrity and public trust.

To accompany this Plan I will publish an Assurance Plan which will set out how I will assess against the outcomes presented below. I recognise that not everything is directly within the gift of North Yorkshire Fire and Rescue Service and will work with partners and my Office where information to determine progress is required. Each year, I will produce an Annual Report showing how North Yorkshire Fire and Rescue Service is progressing. This Annual Report may show outcomes achieved ahead of target, or ones that have still to be achieved.

1. Actively engage with all communities to identify need and risk and to reassure

To improve public safety and prevent vulnerability to fire and other emergencies, North Yorkshire Fire and Rescue Service (NYFRS) need to understand our communities better, especially those who are underrepresented and seldom heard. They need to work with communities to gather the information that helps to identify the underlying causes of vulnerability that requires their intervention so that they can be addressed at the earliest opportunity.

Effective engagement around these issues will reassure our communities that NYFRS understands us and is working to *make us safer, making us feel safer* as a result. This will also help NYFRS to develop its services according to the need of our communities and promote FRS careers.

Active engagement requires presence in our communities with direct communication to understand the lived experience that informs the nature of risk in our communities. Active engagement requires accessibility, helping NYFRS to maximise every opportunity to interact with the people they serve.

Every contact leaves an impression. It is important that every contact counts to reassure, delivering the best outcome possible that achieves that reassurance, and delivers that outcome in a timely, efficient, empathetic, courteous, transparent and accurate manner.

The outcomes I will assess to measure progress against this priority are:

Outcome 1a

Public confidence and satisfaction in North Yorkshire Fire and Rescue Service has increased.

Progress indicators

- Increased public awareness of the range of services NYFRS provide.
- Increased requests for Safe and Well visits and fire safety inspections.
- A dedicated non-emergency number for all NYFRS services.
- Increased options to access and request services online.
- Increased understanding amongst staff of customer service standards set across all North Yorkshire Fire and Rescue functions, with progress as an organisation towards customer service excellence.
- Increased use of customer feedback to shape and inform our future service offer.

- Increased confidence that NYFRS understand community needs and vulnerabilities and are working to prevent them from causing harm or damage.
- Increased satisfaction that NYFRS provides services which respond to communities' needs.
- Increased awareness of NYFRS activities and engagement in communities and increased satisfaction with visibility within communities.
- Increased awareness of job opportunities and of people coming forward, in particular for on-call roles in rural areas.

Outcome 1b

North Yorkshire Fire and Rescue Service has a holistic understanding of risk in our communities.

Progress indicators

- Underrepresented and seldom heard individuals and communities feel more engaged and understood.
- NYFRS staff are confident they have the capability to create and keep up to date station risk profiles and identify need, and the means and support to act to mitigate that risk in a timely and effective manner.
- Increase in targeted prevention work based on risk profile evidence.
- Increased range of data sources used to form risk profiles.

2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

North Yorkshire Fire and Rescue Service cannot meet all the needs of our communities on its own. They must work with a range of public, private and voluntary sector partners from a whole spectrum of specialities, on a local, regional and national basis, to drive whole-system change if they are to achieve our ambition.

This will be essential to prevent the underlying causes of vulnerability that require their interventions and reduce harm and damage. Greater ownership of local public safety will also require leadership in partnership working for which mutual trust will be important.

The outcomes I will assess to measure progress against this priority are:

Outcome 2a

North Yorkshire Fire and Rescue Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.

Progress indicators

- Improved identification and investment in strategic partnership relations to address risk.
- Station Risk Profiles are accompanied by station-level partnership plans to address that risk, increasing NYFRS leadership of local partnership prevention work.
- Increased leadership amongst partners to address systemic issues that cause vulnerability.
- Expanded Public Safety Service.
- Increased co-location and shared services to drive efficiency, improve partnership working and join up services.
- Improved and more flexible process to adapt and continuously improve the approach to problem solving which takes into account and applies learning from stakeholders throughout delivery.
- Improved understanding of benefits of collaborations and partnership work with ongoing assessment of purpose of partnerships and of which partners are most beneficial for different purposes.
- Improved partnership approach to engaging and increased access to underrepresented and seldom heard individuals, groups and communities.
- Beyond data sharing, improved access to appropriate data both for and from partners.

Outcome 2b

The prevention of vulnerability and fire protection services are the core elements of North Yorkshire Fire and Rescue Service's operating model.

Progress indicators

- Increased Safe and Well visits and fire safety audits.
- Increased systematic and proactive prevention activity throughout communities for all operational staff, especially Wholetime Firefighters.
- NYFRS staff are confident they have the skills and knowledge to effectively deliver prevention and protection services.
- NYFRS staff understand and are confident in the mechanisms and benefits of prevention and protection work.
- Increased work with young people directly and through the education sector to change attitudes and behaviours, in particular on road safety.
- Increased work with vulnerable people to change attitudes and behaviours, in particular expansion of the Life courses.
- Increased work with businesses and infrastructure owners to mitigate risk and reduce automatic fire alarms.
- Reduction in fires.
- Expanded Public Safety Service providing joint place-based prevention services across the PFCC family of organisations and with wider partners.
- Increase in prevention work carried out in rural areas, especially in those areas over 15 minutes response time away from their nearest station.

3. Deliver the “Right People, Right Support” every time

To care effectively for people and to deliver our services in the most efficient way so that we can help as many people as possible, we need to have the right people, with the right training, skills and equipment, in the right place, at the right time to provide the right intervention. Every time. This priority is about the effectiveness and efficiency of fire and rescue operations.

North Yorkshire fire and Rescue Service needs to have people who can deliver prevention more comprehensively across our area, particularly in those places where our response times are longer or where there is a greater risk. There must be a presumption toward being out in the community rather than based from a station. Our people’s time should be used more effectively to reflect the shift towards prevention at the core of our operating model, and there must be a new, innovative and effective response to automatic fire alarms to support this.

The on-call service must be more resilient. We must develop a new on-call model fit for the future and expand initiatives such as the Public Safety Service to support the delivery of prevention and protection in on-call station areas.

The whole process of recruiting, training, retaining and developing all staff must be exemplary. The right skills and experience must be employed in the right places supported by the right equipment, and the right information and data.

The outcomes I will assess to measure progress against this priority are:

Outcome 3a

North Yorkshire Fire and Rescue Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.

Progress indicators

- NYFRS staff are confident they have the skills and knowledge to deliver the full range of safe and well interventions and fire safety audits.
- NYFRS staff are confident they have the skills, knowledge and support processes and systems to effectively safeguard and refer to other agencies.
- NYFRS staff have access to appropriate information, data and insight to effectively identify risk and to protect people.
- Reduction in false alarms attended.
- Increased investment in modern firefighting equipment and in equipment to support improved public safety and wellbeing to increased efficient and effective prevention, protection and response interventions.

- A full and innovative review the capabilities required in different areas to respond to local needs in light of advances in firefighting equipment and appliances.
- Increased training and development for staff around prevention, protection and safeguarding interventions.

Outcome 3b

North Yorkshire Fire and Rescue Service has developed a blueprint for, and has begun implementing, a new on-call model.

- On-call firefighters feel valued and supported.
- A comprehensive implementation and investment plan.
- Improved and streamlined recruitment processes for on-call firefighters.
- Investment in a pay-for-availability model.
- An expanded Public Safety Service with Public Safety Officers with on-call firefighter capability based in on-call fire station communities.
- Renovation of on-call stations for use as Business Hubs by home workers who are on-call firefighters, enabling people who live and work outside the station area to be available to respond.
- Increased investment in and use of modern fire appliances and clear response criteria to enable on-call crews and PSOs to be more available, especially to respond to serious road traffic collisions which are more likely to happen in our more rural areas.

4. Maximise efficiency to make the most effective use of all available resources

To get the best outcomes for the public and their people, North Yorkshire Fire and Rescue Service must transform to release capacity, realise savings to reinvest in frontline services, and make the most effective use of all their resources. This is as much about how they use their fleet, estate and technology as how they help their people to be as productive as possible.

To achieve this, they will need to be innovative, imaginative and increasingly collaborative. They will need to continuously refine their processes and planning to maximise how they use their funding to deliver on the public's priorities.

The outcomes I will assess to measure progress against this priority are:

Outcome 4a

North Yorkshire Fire and Rescue Service is increasing its effectiveness and efficiency through transformation.

Progress Indicators:

- Steady and improving rating by HM Inspectorate.
- Improved alignment of resource to risk to improve efficiency and release savings to reinvest in frontline services.
- Improved understanding of, and investment in, modern capabilities as required against the need in different areas to improve efficiency and effectiveness.
- Improved value for money of the Service through improved productivity, especially in relation to prevention and protection work.
- Increase in income from alternative streams where it is viable.
- Increased co-location and joint-asset management across the PFCC family of organisations and with wider partners as appropriate.
- Increased joint, co-funded and co-commissioned services across the PFCC family of organisations and with wider partners.
- Expanded Public Safety Service providing joint place-based prevention services across the PFCC family of organisations and with wider partners.
- Increased joint technology systems and assets across the PFCC family of organisations.
- North Yorkshire Fire and Rescue Service staff report reduced levels of bureaucracy.
- Renewed or renovated buildings with improved access and appropriate facilities for all who use them.

Outcome 4b

North Yorkshire Fire and Rescue Service has better data to understand and improve itself.

- North Yorkshire Fire and Rescue Service leaders and staff have access to appropriate information, data and insight to develop services and drive business change.
- Beyond data sharing, improved access to information and data from and for partners.
- Increased availability of performance and analytical dashboards providing business insights.

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5. Enhance positive culture, openness, integrity and public trust

North Yorkshire Fire and Rescue Service is a trusted service, which is an excellent platform from which to build a truly transparent and positive culture. The Service and all its staff must demonstrate their integrity and work hard to maintain that position as they adapt their service model and are increasingly engaged directly with their communities.

Most of all, they must reflect and embrace the diverse nature of our communities, welcoming diversity in all its forms as a driver for innovation and improvement, while building an inclusive culture that values and develops every member of staff as equals. This approach will ensure we have a robust succession plan for the future and are able to build leaders who can own the safety of their area and work constructively with others to improve public safety.

The outcomes I will assess to measure progress against this priority are:

Outcome 5a

Public trust in North Yorkshire Fire and Rescue Service is maintained.

Progress indicators:

- Increased public confidence that North Yorkshire Fire and Rescue Service and staff uphold the Joint National Fire Core Code of Ethics and the Service's values.
- Increased public confidence that they can approach North Yorkshire Fire and Rescue Service staff without concern and be helped readily and without bias.
- North Yorkshire Fire and Rescue Service staff know the Joint National Fire Core Code of Ethics, understand what is expected of them to embody these values and are confident in applying them in different situations.
- North Yorkshire Fire and Rescue Service staff recognise that openness, transparency and integrity is embodied by leaders and that contrary behaviours are challenged and addressed robustly.
- Reduction in complaints.

Outcome 5b

Inclusivity, diversity and equality are at the heart of North Yorkshire Fire and Rescue Service's organisational culture and service delivery.

Progress indicators

- Increased use of direct entry for recruitment to relevant roles.
- Improved recruitment and retention of female, Black, Asian and minority ethnic employees, especially as firefighters.
- Black, Asian and minority ethnic communities feel that North Yorkshire Fire and Rescue Service reflect their community.
- Black Asian and minority ethnic staff feel valued and are confident that discrimination is tackled head on.
- The public increasingly report that North Yorkshire Fire and Rescue Service is open and transparent.
- North Yorkshire Fire and Rescue Service staff understand the benefit of diversity for innovation and improvement.

Outcome 5c

North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

Progress Indicators:

- North Yorkshire Fire and Rescue Service staff understand what career pathways exist for them within the family of organisations and feel confident that development opportunities are available to them.
- North Yorkshire Fire and Rescue Service staff feel confident that their ideas or concerns will be listened to and considered.
- Increased retention, in particular of female, Black, Asian and minority ethnic employees.
- Increased use of strengths-based recruitment and strengths-based personal development plans aligned with developing people for careers within the organisation.
- North Yorkshire Fire and Rescue Service staff feel empowered and are confident that intent-based leadership is embedded and used in practice.
- Improved strategic workforce planning with robust succession planning in place.

Aligning with national strategy

Alongside this Fire and Rescue Plan, there are national strategies in place for the Fire Sector to which all fire services must have due regard. Principally, these are the 'Fit for the Future' priorities and the National Fire Standards. Her Majesties Inspectorate for Constabularies and Fire and Rescue Services also inspects North Yorkshire Fire and Rescue Service against national standards to ensure they are compliant with regulation.

'Fit for the Future' Reform Priorities

The National Fire Chiefs Council, National Employers (England) and national employers and the Local Government Association have been working in partnership to create a future vision for the reform of fire and rescue services in England called Fit for the Future. 11 improvement objectives are in draft and will drive national work to support local improvement in the 45 English fire and rescue services.

You can find out more on Fit for the Future, including the full objectives, here: <https://www.nationalfirechiefs.org.uk/Fit-for-the-Future>

Fit for the Future objective	Evidence based risk management plans	Develop a skilled workforce	Embed national standards	Innovative prevention work
In our Principles	<p>C – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p>R – Properly skill and equip our people</p> <p>E – Promote a more visible presence in communities</p>	<p>C – Enhance our role in achieving wider public safety</p> <p>R – Properly skill and equip our people; Develop our people to meet our communities' needs</p> <p>E – Promote a more visible presence in communities</p>	<p>A – Enhance Collaboration</p> <p>R – Properly skill and equip our people; Build a diverse and inclusive workforce; Develop our people to meet our communities' needs</p> <p>E – Embed a customer and community focus</p>	<p>C – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p>A – Enhance Collaboration; Take a whole system approach to tackling core problems</p> <p>R – Properly skill and equip our people</p> <p>E – Embed a customer and community focus; Promote a more visible presence in communities</p>

<p>In our Priorities</p>	<ol style="list-style-type: none"> 1. Actively engage with all communities to identify need and risk and to reassure (1a; 1b) 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b) 3. Deliver the “Right People, Right Support” every time (3a) 4. Maximise efficiency to make the most effective use of all available resources (4b) 5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c) 	<ol style="list-style-type: none"> 1. Actively engage with all communities to identify need and risk and to reassure (1b) 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b) 3. Deliver the “Right People, Right Support” every time (3a; 3b) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b) 5. Enhance positive culture, openness, integrity and public trust (5c) 	<ol style="list-style-type: none"> 1. Actively engage with all communities to identify need and risk and to reassure (1a) 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2b) 3. Deliver the “Right People, Right Support” every time (3a) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b) 5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c) 	<ol style="list-style-type: none"> 1. Actively engage with all communities to identify need and risk and to reassure (1b) 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b) 3. Deliver the “Right People, Right Support” every time (3a) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)
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<p>Fit for the Future objective</p>	<p>Expanded protection work</p>	<p>Evaluation of services</p>	<p>Employer of choice</p>	<p>Inclusive culture</p>
<p>In our Principles</p>	<p>C – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety A – Enhance Collaboration; Take a whole system approach to tackling core problems</p>	<p>C – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety A – Enhance Collaboration R – Maximise funding to improve our services; Develop our people and</p>	<p>C – Enhance our role in achieving wider public safety R – Properly skill and equip our people; Build a diverse and inclusive workforce; Develop our people and organisation to meet our communities’ needs</p>	<p>R – Build a diverse and inclusive workforce; Develop our people and organisation to meet our communities’ needs</p>

	<p>R – Properly skill and equip our people</p> <p>E – Embed a customer and community focus; Promote a more visible presence in communities</p>	<p>organisation to meet our communities’ needs</p> <p>E – Embed a customer and community focus</p>	<p>E – Embed a customer and community focus</p>	
In our Priorities	<ol style="list-style-type: none"> 1. Actively engage with all communities to identify need and risk and to reassure (1b) 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b) 3. Deliver the “Right People, Right Support” every time (3a) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b) 	<ol style="list-style-type: none"> 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b) 	<ol style="list-style-type: none"> 1. Actively engage with all communities to identify need and risk and to reassure (1a) 3. Deliver the “Right People, Right Support” every time (3a; 3b) 4. Maximise efficiency to make the most effective use of all available resources (4a) 5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c) 	<ol style="list-style-type: none"> 5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c)

Fit for the Future objective	Public service leadership	Enhanced collaboration	Enhanced organisational learning
In our Principles	<p>R – Build a diverse and inclusive workforce; Develop our people and organisation to meet our communities’ needs</p>	<p>C – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety</p> <p>A – Enhance Collaboration; Take a whole system approach to tackling core problems</p>	<p>C – Prevent harm and damage before it happens; Enhance our role in achieving wider public safety; Embed compassion for the vulnerable</p>

		<p>R – Maximise funding to improve our services; Develop our people and organisation to meet our communities’ needs</p> <p>E – Embed a customer and community focus; Promote a more visible presence in communities</p>	<p>A – Enhance Collaboration; Take a whole system approach to tackling core problems</p> <p>R – Develop our people and organisation to meet our communities’ needs</p> <p>E – Embed a customer and community focus</p>
In our Priorities	5. Enhance positive culture, openness, integrity and public trust (5a; 5b; 5c)	<ol style="list-style-type: none"> 1. Actively engage with all communities to identify need and risk and to reassure (1b) 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b) 3. Deliver the “Right People, Right Support” every time (3a; 3b) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b) 	<ol style="list-style-type: none"> 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b) 3. Deliver the “Right People, Right Support” every time (3a) 4. Maximise efficiency to make the most effective use of all available resources (4a; 4b)

National Fire Standards

These national professional Standards, overseen and developed by the Fire Standards Board, are the benchmark that set out what communities can expect their fire and rescue service to achieve no matter where they live in England.

As part of the reforms for fire and rescue services in England, the Fire Standards Board is committed to the introduction of Standards, with 9 introduced to date:

- Code of Ethics
- Community Risk Management Planning
- Emergency Response Driving

- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection (business fire safety)
- Safeguarding

The intention is to help drive continual improvement across the services alongside the re-introduction of inspection arrangements.

Generally, where there is evidence that following a certain course of action or approach is making a positive difference, it becomes good practice. This practice can then evolve either into a Standard itself or it informs (and potentially improves) those Standards which already exist.

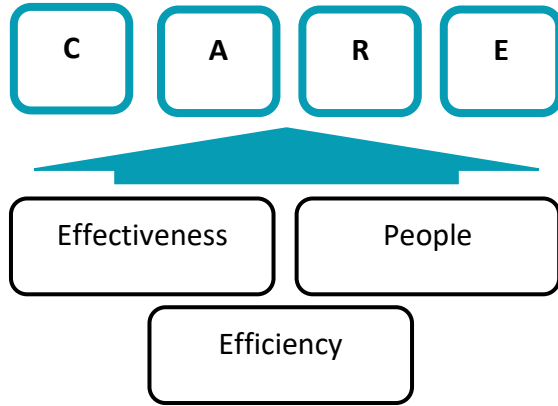
The Service seeks to align its service to these Standards as far as possible and I will expect them to account for this.

Her Majesty's Inspectorate

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services inspects North Yorkshire Fire and Rescue Service on a regular basis. Inspection reports provide insight into how our Fire Service compares to others nationally and how they are performing against national comparators.

I will use HMICFRS inspection reports and gradings as part of my assurance as to how North Yorkshire Fire and Rescue Service are progressing against this Plan. As the diagrams below show, gradings against Effectiveness, Efficiency and People will demonstrate how the Service is progressing towards becoming an exemplary Service. An effective Service is one that cares for the vulnerable and collaborates ambitiously; an efficient Service is one which collaborates efficiently and realises the potential of its people and organisation; a people Service is one which realises the potential of its people and enhances the customer experience.

The assessments under these pillars also have a symbiotic relationship with our Public Priorities for Change; as North Yorkshire Fire and Rescue Service address these priorities they should improve their gradings, and therefore their gradings are good indicators of their progress against the public's priorities.



Effectiveness	Priorities 1, 2, 3 and 4
Efficiency	Priority 2, 3 and 4
People	Priority 3 and 5

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Collaborations

Enable North Yorkshire



enableNY brings together the support functions from police and fire, pooling resources on a client-service model to deliver services, including HR, ICT, estates, finance and business planning, to North Yorkshire Police, North Yorkshire Fire and Rescue Service and the Office of the Police, Fire and Crime Commissioner. This helps the Services plan better for future demands and challenges, increases resilience and effectiveness, and improves value for money for the public. This is particularly important for the Fire Service where business support functions had been cut to unsustainable levels.

Control Partnership Agreement with Cornwall Fire and Rescue Service

The Control Partnership Agreement enables Cornwall and North Yorkshire to take each other's calls during spate circumstances and to provide resilience should there be software mobilisation issues. Because of the geographical distance between the two areas, it is unlikely that both areas would be inundated at the same time, for example during flooding incidents. If there is no one available to take calls in North Yorkshire then the call can be diverted to Cornwall who can mobilise and deploy crews to incidents, and vice versa.



North Yorkshire Public Safety Service

Public Safety Service

In April 2020, two Public Safety Officers (PSOs) took to the streets in Bentham and Grassington to prevent vulnerability, reduce harm and improve community safety. PSOs are multiagency officers with policing, fire, paramedic and community safety capabilities. Their remit is to prevent vulnerability by promoting fire safety and health and wellbeing, as well as solving local anti-social behaviour concerns. They also bolster blue-light capacity and resilience as on-call firefighters and Emergency First Responders. An independent evaluation proved the value of the role, and the pilot has been expanded to test the efficacy of the role in two further locations.

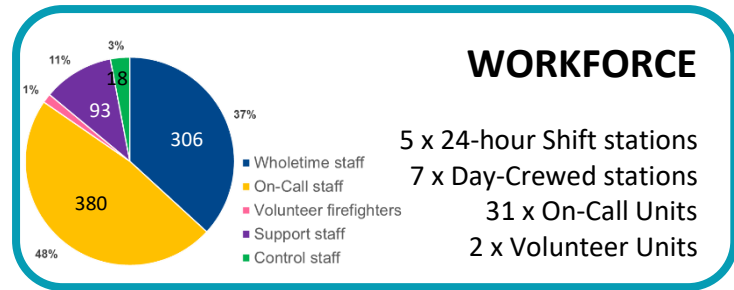
Section 13/16 Agreements with neighbouring Fire and Rescue Services

Section 13/16 Agreements are in place to allow the Service to call on support from, and give support to, neighbouring Services in exceptional circumstances or with incidents that require significant resources. This mitigates the risk of the Service being unable to respond to incidents under spate conditions.

Local collaboration

The Service collaborates closely with local partners through several forums, especially the Local Resilience Forum, the York and North Yorkshire Safer Roads Partnership, the North Yorkshire Community Safety Partnership and the Safer York Partnership, and district community safety hubs. **YAS**

About North Yorkshire and North Yorkshire Fire and Rescue Service



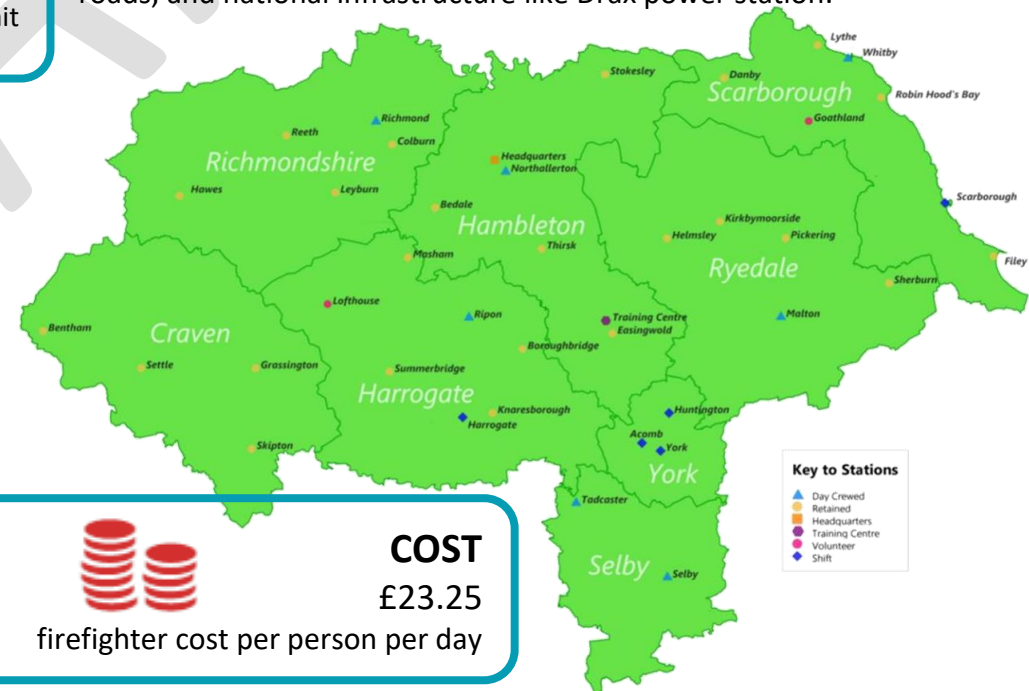
- 5 x 24-hour Shift stations
- 7 x Day-Crewed stations
- 31 x On-Call Units
- 2 x Volunteer Units

- ASSETS**
- 37 standard Fire Engines
 - 4 4x4 Fire Engines
 - 5 LRP/TRVs
 - 3 Aerial Ladder Platforms
 - 2 Boat Units
 - 2 Wildfire Units
 - 2 Water Bowsers
 - 2 High Volume Pumps
 - 1 Mass Decontamination Unit

North Yorkshire is the largest county in England, and one of the largest rural fire service areas.

Stretching almost the breadth of England, it covers a diverse range of communities, with all the challenges of servicing a rural area. From isolated coastal communities, and sparsely populated farming communities sitting within our two National Parks and three Areas of Outstanding Natural Beauty, to market towns and larger urban centres such as the City of York, Harrogate and Scarborough.

The area contains a stretch of the East Coast Main Line, over 6000 miles of road with a mix of major arterial and trunk roads such as the A1(M), M62, A64, A59 and A66, a web of small rural roads, and national infrastructure like Drax power station.



NYFRS VALUES

PEOPLE	RESULTS	INCLUSION	CREATIVITY	LEARNING
We exist to serve the public - we put people first	We achieve positive results	We embrace inclusion	We encourage and promote creativity	We never stop learning



Governance and Accountability

Good corporate governance helps us to put people first in everything we do. This gives us confidence that we are doing the right thing in the right way for those who we deliver services to, for and with.

As well as being your voice on fire and rescue, as Commissioner I must set the strategic direction for the Service through a Fire and Rescue Plan, produce an integrated risk management plan, make sure the Service is effective and efficient, set the Service’s budget, appoint a Chief Fire Officer, and hold the Service to account for delivering exemplary services. These functions are enacted through our Corporate Governance Framework.

Corporate Governance Framework

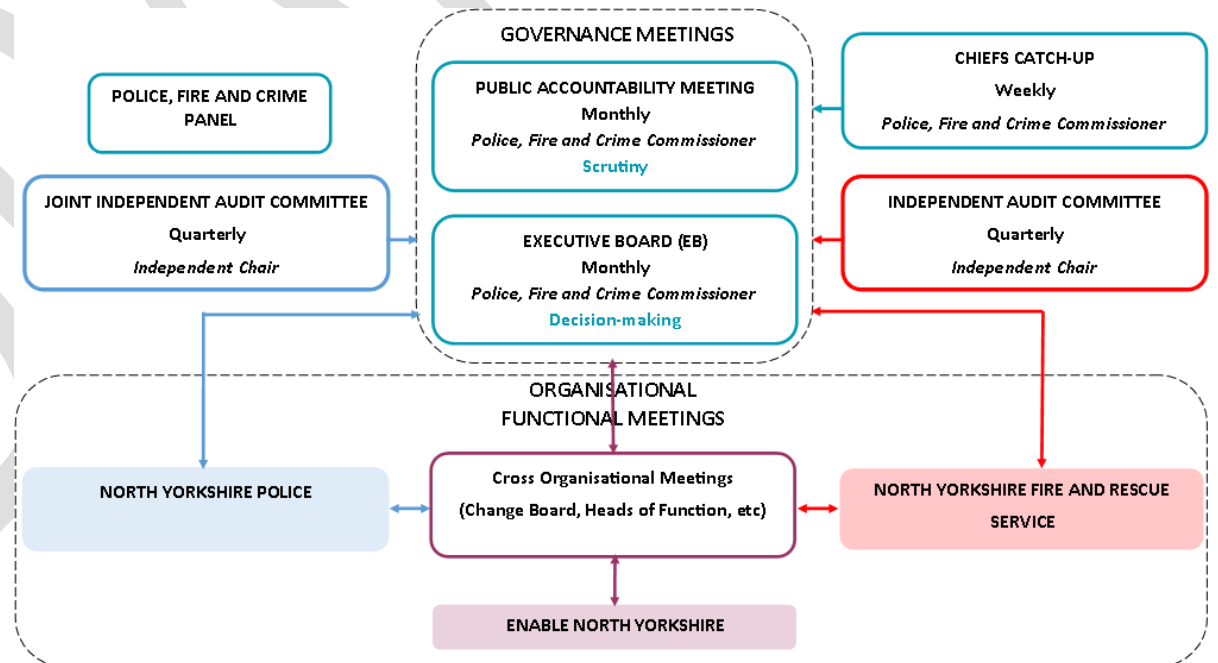
Our Corporate Governance Framework sets out how the Service is governed, who is responsible for what, and how we are held to account. It is enacted through a governance structure set out in the diagram below.

The Framework consists of:

- **A Statement of Corporate Governance** - making reference to the statutory framework and local policy.
- **Code of Corporate Governance** - setting out how the core principles will be implemented.
- **Scheme of Corporate Governance** – setting out how we conduct business and the delegation of responsibilities to different office holders, such as the Chief Fire Officer.

The framework is reviewed annually by the Commissioner on the recommendation of statutory officers, in consultation with the Independent Audit Committee.

More information can be found at <https://www.northyorkshire-pfcc.gov.uk/fire-oversight/governance/>.



Holding the Service to account

As Commissioner, I scrutinise the Service in different ways – through the work of my Office to understand how the Service is working and what are its challenges, through your feedback and feedback from staff, and through reviews and inspections from external bodies.

My main vehicle for conducting scrutiny is through my Public Accountability Meetings, where I will scrutinise and hold the Service to account on your behalf, livestreamed via my website so that everyone can watch and engage via social media.

These meetings will assess the Service's progress against this Plan. I will set out an Assurance Plan to sit alongside this Plan to demonstrate how I intend to make that assessment.

The Chief Fire Officer and my Chief Executive will be held to account through these meetings for the Service Delivery Plans they have set to deliver this Plan.

Annual Report and 'Fire and Rescue Statement'

Every year I will publish an Annual Report, setting out how I believe the Service has delivered against this Plan over the previous 12 months. This report also meets the requirement to publish an annual statement on financial, governance and operational matters.

The 'Fire and Rescue Statement' outlines the way in which the I, and North Yorkshire Fire and Rescue Service, have had regard over the previous 12 months, to the National Framework, the Integrated Risk Management Plan (known locally as the Risk and Resource Model) and to any strategic plan (such as the Fire and Rescue Plan). As Fire and Rescue Authority, I must also provide assurance to the community and to Government on financial, governance and operational matters. This statement is called the 'Fire and Rescue Statement' and is subject to scrutiny by the Police, Fire and Crime Panel.

Police, Fire and Crime Panel

The Police, Fire and Crime Panel is in place to support and scrutinise the decisions I make in between elections when I am held to account by you, the electorate. They have duties to review my Fire and Rescue Plan and my Annual Reports, as well as to confirm my preferred candidate for Chief Fire Officer and to consider any non-criminal complaints made against me.



Finance

Currently about 33 per cent of funding comes from the government while the remaining 66 per cent is raised locally, mainly through the fire and rescue precept. The precept is set by me as Commissioner and is the amount you pay for local fire and rescue services in your council tax and I will consult you about how much this should be every year.

North Yorkshire Fire and Rescue Service's financial situation is fragile. Currently, I have set a balanced medium-term financial plan, but any unexpected costs would put us in deficit. When governance transferred, a £2.5 million deficit was inherited and the Service and my team have worked hard to save almost 10 per cent of the Fire and Rescue Service budget over the last three years to get us to this position. Any money saved henceforth can be reinvested into improving frontline services.

To support the priorities set out in this Plan, I expect to commit over £147 million of Revenue expenditure over the next 4 years. Currently our Capital investment plan of around £30 million is largely unfunded.

I am fighting hard for fair funding for North Yorkshire Fire and Rescue Service from Government to ensure that we can invest in and improve our Service and make it fit for the future.

Funding for the Fire and Rescue Service	2022/23 £m
Funding from Government	8.8
Council tax precept	23.4
Specific grants	4.6
Fees, Charges and Partnerships	0.6
Use of Reserves	0.8
Total funding	38.2

Fire and Rescue Service budget breakdown	2022/23 £m
Firefighter pay	22.6
Control and support staff	4.7
Supplies and Services	3.8
Premises and equipment	2.1
Private Finance Initiative	1.6
Transport	0.9
Capital financial charges	1.7
Other costs	0.8
Total spending plan	38.2

Further financial information can be found at <https://www.northyorkshire-pfcc.gov.uk/fire-oversight/budgets-and-expenditure/>.

Getting involved and contacts

Office of the North Yorkshire Police, Fire and Crime Commissioner

You can contact the Office of the North Yorkshire Police, Fire and Crime Commissioner the following ways:

The Office: 12 Granby Road, Harrogate, North Yorkshire, HG1 4ST

Telephone: 01423 569269

Email: info@northyorkshire-pfcc.gov.uk

Website: northyorkshire-pfcc.gov.uk

Social media (Facebook and Twitter): northyorkspfcc

Youtube: youtube.com/user/nypfcc

North Yorkshire Fire and Rescue Service

You can contact the North Yorkshire Fire and Rescue Service in the following ways:

Headquarters: Alverton Court, Crosby Road, Northallerton, North Yorkshire, DL6 18F

Telephone: for non-emergencies 01609 780150

Email: capabilities@northyorksfire.gov.uk

Website: northyorksfire.gov.uk

Social media (Facebook and Twitter): northyorksfire

Youtube: youtube.com/user/northyorksfire