

Areas which require further/continued focus	Action	Owner	Target Implementation Date
ENSURING OPENNESS AND COMPREHENSIVE STAKEHOLDER ENGAGEMENT	Progress around openness and engagement will need to be built upon during 2020/21 to ensure that a comprehensive programme of consultation and engagement takes place on the development of the Risk and Resource Model. This Model will consider options of how resources can best match the risks aligned to current budget provision, the purpose of which is to produce a flexible and affordable 4-year Risk and Resource Model that best fits our resources to risk. This work is scheduled to complete in time for the revised PFCC elections, in May 2021, so that they can inform the future Fire and Rescue Plan	Deputy Chief Fire Officer/Director or of Assurance	31st March 2021
Update			
The Risk and Resource Model uses a new community risk profile, bringing together societal risk and incident demand. These data sources produce risk maps, enabling us to target our activities at reducing vulnerability and demand on our resources. We've learnt from our previous risk model consultations and we're benefiting from the experience and creativity of our colleagues in enableNY, who are supporting a comprehensive internal and external engagement plan, in conjunction with the OPFCC. We've been open about the methodology we've used to create the risk maps, having discussion and dialogue with our staff, trade unions and political leaders to inform them of our process and progress to date. Formal consultation will be led by the OPFCC.			
DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS	Much work has been undertaken during 2019/20 in relation to the Enable Collaboration with the Police Force in North Yorkshire. Most of the formal documentation is now in place and the senior management team for the delivery and oversight of services to both Fire and Police is now in place. These new governance and service delivery processes will need to be developed and embedded during 2020/21 to ensure that the Fire Service can continue the development that has been apparent over the last 18 months.	Director of Assurance	31st March 2021
Update			
A review of governance arrangements is underway, being led by the OPFCC. enable are developing their Service Catalogues. The initial draft documents are due to be shared imminently, enabling understanding of their service offer. As the new ways of working are embedded in the coming months, outcomes and benefits will be shaped through our assurance framework, sustaining the required development.			
DEFINING OUTCOMES IN TERMS OF SUSTAINABLE ECONOMIC, SOCIAL AND ENVIRONMENTAL BENEFITS	Part of the Chief Fire Officers' Ambition 2025 programme refers to 'We care about our impact on the environment and are committed to minimising it' – this as an area that requires further development to determine how this will be progressed.	Chief Fire Officer	31st March 2021
Update			
This is likely to be an area of continued focus across multiple years and will be reflected on further as part of the 2020/21 Annual Governance Statement process.			
DETERMINING THE INTERVENTIONS NECESSARY TO OPTIMISE THE ACHIEVEMENT OF THE INTENDED OUTCOMES	To develop the organisation and service further will require some significant development around both the Estate and Work Force development. The latter point was highlighted as part of the first HMICFRS inspection of North Yorkshire Fire and Rescue Service, where it is concluded amongst other things that the Service requires improvement to how it ensures fairness and promotes diversity.	Director of Assurance and Director of Enable	31st March 2021
Update			
New governance arrangements have been introduced to support the commissioning of services that are aligned with and support the delivery of intended outcomes. In particular, the development of Tactical Plans by the business areas within FRS are overseen by the Tactical Leadership Team and approved by the Strategic Leadership Team. Additionally, a Change Board that is jointly chaired by the Deputy Chief Fire Officer and Deputy Chief Constable assures that change activity is commissioned in line with strategic priorities. These mechanisms provide the necessary insight regarding support service demand to allow enableNY to proactively undertake business planning to support the identified development needs within both FRS and enableNY. This approach has seen the development of a plan to improve the EDI status of the estate and will lead to targeted training for staff in order to improve fairness and promote diversity. An EDI Board has been established which is a vital element of our EDI governance arrangement. The board influences strategic and tactical decision making, ensuring the impacts on people are properly considered. Members of staff networks provide advice to colleagues. The board is chaired by the CFO with Head of People Services as vice chair. Our HMI Action Plan records progress made against the inspection findings for improvement.			
DEVELOPING THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT	There has been a real focus on the development of Leadership with the Fire and Rescue Service over the last year including a very successful Learning and Development Week involving all Leaders within the Service. This development must continue and was another area that the HMICFRS inspection highlighted as an area that the Service 'requires improvement in how it manages performance and develops leaders' In addition to this, like many Fire and Rescue Authorities there is challenge for the Service to be more reflective of the diversity of the communities it serves.	Chief Fire Officer and Deputy Chief Fire Officer	31st March 2021
Update			
This is an area of continued focus across multiple years and will be reflected on further as part of the 2020/21 Annual Governance Statement process.			
DEVELOPING THE ENTITY'S CAPACITY, INCLUDING THE CAPABILITY OF ITS LEADERSHIP AND THE INDIVIDUALS WITHIN IT	The organisation needs to consider and plan for a new PFCC who will be elected in May 2021	Chief Fire Officer and PFCC Chief Executive	May-21
Update			
Plans are well underway to welcome a newly elected PFCC in May 2021. A briefing session was recently held for potential candidates and their agents to provide information on the role and responsibilities of the PFCC, the Governance arrangements in place for both Fire and Police, how the OPFCC is set up and also details from the Returning Officer of the rules, regulation and processes around the election process.			
MANAGING RISKS AND PERFORMANCE THROUGH ROBUST INTERNAL CONTROL AND STRONG PUBLIC FINANCIAL MANAGEMENT	Work has continued throughout 2019/20 to develop both the management and governance structures within the Fire Service to underpin, support and enable delivery against the Fire and Rescue Plan. These new arrangements will require embedding during 2020/21 to maintain the progress that the service has made over the last 18 months	Chief Fire Officer and Deputy Chief Fire Officer	31st March 2021
Update			
This is an area of continued focus across multiple years and will be reflected on further as part of the 2020/21 Annual Governance Statement process.			