



# NORTH YORKSHIRE POLICE, FIRE AND CRIME COMMISSIONER, FIRE AND RESCUE SERVICE

## On-call Firefighter Recruitment

Final Internal audit report 5.22/23

13 March 2023

This report is solely for the use of the persons to whom it is addressed.

To the fullest extent permitted by law, RSM UK Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party.

# 1. EXECUTIVE SUMMARY

## Why we completed this audit

We have completed a review of the North Yorkshire Fire and Rescue Services' (NYFRS) on-call firefighter recruitment processes to assess if adequate processes and systems are in place to recruit, attract and train new on-call firefighters to ensure the Service retains adequate levels of personnel.

The Service has recruited 48 new on-call firefighters from 1 January to 30 October 2022. During this time, the Talent and Development Team took over the full recruitment cycle for on-call firefighters as part of Enable. The recruitment for on-call firefighters had previously been managed by operational colleagues prior to 1 January 2022. A full review was undertaken of the recruitment process alongside NYFRS operational colleagues in a working group and significant improvements were identified in the process, including the management of the on-call firefighter recruitment applications through the EngageATS system from April 2022. Our review has considered the Service's compliance with its Recruitment Policy in relation to on-call firefighter recruitment, which outlines the framework to be followed for the recruitment and selection of the right staff with the right skills into the workplace to ensure the Service meets its Workforce Strategy requirements and complies with the Equality Act 2010 and other relevant employment legislation. In addition to the policy, the Service operates a recruitment flow chart and a process route to assist staff in the key recruitment stages.

The Service implemented a new recruitment system in April 2022, EngageATS, which allows the team to actively manage and monitor candidate application statuses and allows candidates to be kept up to date with live information on the status of their application.

On-call firefighter recruitment is managed and overseen by the Talent Acquisition Partner who reports into the Talent and Development Manager. The Talent Acquisition Partner is supported by the Talent Acquisition Lead and the Talent Acquisition Administrator, who assist with the management of on-call firefighter recruitment.

Our review has also considered the initial induction and training for on-call firefighters, and we have liaised with the District Group Manager on these areas.

## Conclusion

As a result of our review, we have agreed **two high, one medium and two low** priority management actions. Our review has identified significant issues in the management of on-call firefighter training and induction records which were not retained centrally at the time of the audit, and we were therefore provided with minimal evidence to support training completion.

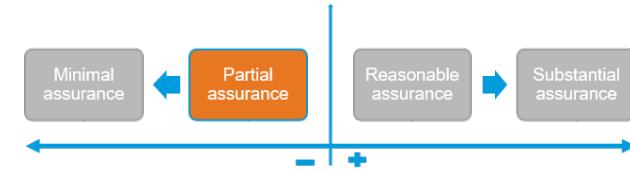
We have identified some areas for improvement in the recruitment process, including the recording of pre-employment checks, such as the disclosure and barred servicing (DBS) checks, and the updating of the Recruitment Policy. However, we do note that the Talent and Development Team has made significant improvements to the management of on-call firefighter applications through the EngageATS system and worked extensively with operational colleagues to enhance recruitment processes.

Further details of these actions agreed can be found under section two of this report.

### Internal audit opinion:

Taking account of the issues identified, the Police, Fire and Crime Commissioner Fire and Rescue Authority can take **partial assurance** that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied or effective.

Action is needed to strengthen the control framework to manage the identified area.



## Key findings

Following our audit testing, we have raised two high and one medium priority management actions:



### New Recruits employment, interviews, and DBS checks

We selected a sample of 15 applicants recruited since January 2022 and found the following discrepancies:

- In three cases, we did not receive evidence of the individual's Chester Step Test results, therefore we could not confirm these tests were completed; however, we note that the applications for these individuals were received prior to the on-call firefighter recruitment processes being passed to the Talent and Development Team through EnableNY and therefore note this process has since been improved;
- In one case, we could not confirm an interview had taken place; and
- In all cases, there was no evidence available to confirm an appropriate DBS check was completed as part of the pre-employment checks. However, the Talent and Development Manager outlined that DBS checks are not required under the DBS policy for on-call firefighters for the first six months, as training is underway at this stage. In addition, the processing of DBS checks is managed by North Yorkshire Council. The Talent and Development Manager outlined that work is planned to fully review the DBS requirements across the Service and update the policy.

Without supporting evidence to confirm all key requirements and pre-employment checks have been carried out to support the application process, there is a risk that adequate checks have not been carried out prior to employment and individuals could be later identified as unsuitable for the role.

**(Medium)**



### New Recruits Training

Once candidates are successfully appointed to their roles, they are enrolled on an initial two-year firefighter programme. The training programme is scheduled in line with the awarding body requirements. The Service operates an e-learning platform, the LearnPro system, which sets out the training plan across the two years. We completed a walkthrough of the training plan with the Operational Training Manager who confirmed that Station Managers are required to observe and assess individuals against the training plan modules.

For the 15 on-call firefighters selected for review, we requested evidence of the supporting training records to confirm which modules had been completed to date and whether monitoring had been completed in line with the training plan. We only received evidence for one of the 15 samples selected, which confirmed the respective Station Manager had reviewed the individual training record regularly against the training plan and highlighted areas where training had not been completed in accordance with the plan. Training information for the remaining 14 employees was provided after the debrief meeting but did not clearly evidence which modules each individual had completed against the training plan and there was no evidence of Station Manager sign off of these training modules.

We therefore cannot provide assurance that the Service is effectively monitoring, recording, and signing off completed modules to confirm each individual is suitably trained in their role. There is therefore a risk that adequate training has not been implemented, which could lead to individuals being untrained to carry out their roles and lead to potential incidents. **(High)**



### Induction

All new employees within the Service are required to review and confirm they have understood the requirements by signing the declaration within the induction booklet. The declaration is to be completed by both the employee and their line manager within one month of the employee starting within the organisation. We took a sample of 15 on-call firefighters recruited since January 2022 to confirm they had completed the appropriate induction within a timely manner. We received evidence for only one of the 15 selected employees to confirm induction had been completed in a timely manner. For the remaining 14 individuals, no evidence was provided.

Without evidence of completed induction, we cannot provide assurance that all new recruits have completed their induction to acknowledge their role and responsibility within a timely manner, which could risk individuals being unaware of their responsibilities and therefore not adhering to the standards expected by the Service, which could lead to potential reputational damage. **(High)**

For details of the low priority management actions agreed, see section two of this report.

### Our audit review identified that the following controls are suitably designed, consistently applied, and are operating effectively:



We obtained a copy of the current flow chart available to the Talent and Development Team which outlined the established process as:

1. Application received;
2. District Group Manager or Station Manager acceptance;
3. Chester Step Test;
4. Assessment Centre:

- a. Interview;
  - b. Medical; and
  - c. Practical Test;
5. Pre-employment checks; and
  6. Training Contract.

The purpose of the flow chart is to set out the basic requirements in the recruitment process to ensure all steps are completed. The Talent and Development Team also operates a process route document which was introduced when the EngageATS system was implemented in April 2022 to outline the process within the system. Both documents were provided to staff following training delivered in January and April 2022.



The Talent Acquisition Partner outlined that on-call firefighter posts are open all year round as there is ongoing demand for these positions.

The Service attracts local talent through a variety of methods, such as, career events, published campaigns and advertising on social media. We reviewed the Service's website and confirmed advertisements for on-call positions are available within the 'Careers' section. The Service also promotes vacancies through social media platforms, such as, Facebook, Twitter, Instagram, and LinkedIn, and has opted to use social media as a key advertisement route.

Each station is responsible for advertising positions in their respective areas. One of the events delivered is the 'have a go day' to allow any member of the public to come to the station and try out the equipment under supervision to encourage individuals to apply to be firefighters.



The Talent Administrator has fortnightly meetings with each Station Manager and District Watch Managers to provide a full update on:

- new starters;
- new applications;
- applications under review;
- applicants awaiting health and wellbeing sign off;
- Chester Step Test results (a preliminary fitness test);
- interviews;
- practical test statuses;
- proposed safe to ride sign off;
- on hold applicants; and

- chasing outstanding evidence for applicants' files.

The purpose of these meetings is also to carry out an in-depth review of each application and assess the current stages of applications within the recruitment process to keep Station Managers up to date with when new recruits are expected to be onboarded. We have reviewed a sample of the last three updates for each station to confirm recruitment figures are monitored and reported effectively to Station Managers.



Between the Operational Training Manager, District Group Managers and the Talent and Development Manager, a set number of assessment centres are agreed as part of the recruitment planning process for the coming year. An assessment centre date is proposed for each calendar month.

The Talent and Development Team is then responsible for ensuring candidates scheduled to attend each assessment centre are provided to the Operational Training Manager with their proposed interview time. The Talent and Development Team monitors attendance for each assessment centre within the EngageATS system.

## 2. DETAILED FINDINGS AND ACTIONS

This report has been prepared by exception. Therefore, we have included in this section, only those areas of weakness in control or examples of lapses in control identified from our testing and not the outcome of all internal audit testing undertaken.

Area: On-call Firefighter Recruitment				
<b>Control</b>	The Service operates a Recruitment Policy which governs the recruitment process for all roles.	<b>Assessment:</b>		
	The policy was published in July 2018 and is reviewed on a three-year cycle.	<b>Design</b>	✓	
	The policy is available to staff via the SharePoint platform.	<b>Compliance</b>	×	
<b>Findings / Implications</b>	<p>The Recruitment Policy was published in July 2018 and is scheduled to be reviewed every three years. The policy was due for review in July 2021, but this did not take place.</p> <p>Due to the number of changes taking place within the Talent and Development Team, it was agreed that the review of the policy should be delayed until all changes were implemented to ensure the revised version reflected the appropriate changes. Through discussions with the Talent Acquisition Partner, we noted a full restructure has taken place within the Talent and Development Team and new processes have been introduced. The responsibility for managing on-call firefighter recruitment was transferred to the Talent and Development Team in January 2022, as part of the EnableNY restructure. The process had previously been managed by operational colleagues and a full review of processes was undertaken to ensure a more robust approach to on-call firefighter recruitment management was developed. The Talent and Development Team liaised with operational colleagues to support with this review.</p> <p>The policy was therefore not reviewed as scheduled in July 2021 as the EngageATS system was being introduced in January 2022, for implementation from April 2022. The Service plans to review the policy in 2023 once new processes were embedded for on-call firefighter recruitment. However, we do note the content of the policy differed substantially from current processes in place within the Talent and Development Team.</p> <p>Where the Recruitment Policy is largely outdated and does not reflect current practises, there is a risk that appropriate procedures are not followed when recruiting new on-call firefighters, which could lead to inappropriate individuals being hired by the Service. As this has been a management decision and extensive work has been carried out to review recruitment processes, we have raised a low priority management action.</p>			
<b>Management Action 1</b>	The Service will review the Recruitment Policy and ensure that the policy is reviewed at least every three years to ensure the information is relevant and up to date.	<b>Responsible Owner:</b> Talent and Development Manager	<b>Date:</b> 30 November 2023	<b>Priority:</b> Low

## Area: On-call Firefighter Recruitment

<b>Control</b>	<p>The EngageATS system was introduced in April 2022 to allow a streamlined and active recruitment process. All applications prior to this date were completed manually and stored on the restricted Fire Talent and Development Team shared drive.</p> <p>All applications are reviewed by the District Group Manager or Station Manager to confirm suitability and availability for the role. All new recruits are required to complete a Chester Step Test to confirm their fitness capabilities or an exercise physiologist.</p> <p>Assessment centres are scheduled one per month. New applicants will be enrolled on to an assessment centre to complete a thorough fitness test, medical evaluation and interview. All supporting documentation from the assessment centre is retained on the Talent and Development Team shared drive. All successful candidates from the assessment centre will be required to complete a DBS and evidence is retained of pre-employment checks.</p> <p>Once all pre-employment requirements have been completed, successful recruits are issued a contract of employment with the proposed start date of employment, which is signed by the Service and the employee in advance of the employment start date.</p>	<b>Assessment:</b>	
		<b>Design</b>	✓
		<b>Compliance</b>	×
<b>Findings / Implications</b>	<p>Through discussions with the Talent Acquisition Lead, we confirmed that the Service implemented a new recruitment system EngageATS to support in their transition from manual applications to electronic. This system went live in April 2022 and the system enables full application tracking for both the recruiter and the candidate, with detailed notes and updates recorded against each key stage.</p> <p>The system is not used for documentation storage and the Talent and Development Team store all supporting documentation within a restricted access folder on the shared drive. We have taken a sample of 15 on-call firefighters recruited since January 2022 and noted the following:</p> <ul style="list-style-type: none"><li>• All application forms were available and retained on the shared drive or the EngageATS system;</li><li>• Email trail evidence to confirm the District Group Manager or Station Manager had reviewed each application and confirmed the availability and suitability of each applicant (for example, being located a four minutes' drive from the station) was saved on file;</li><li>• In 12 cases, we confirmed the individuals had completed their Chester Step Test. However, we did not receive evidence for the remaining three applicants and therefore we could not confirm this check was completed. We understand that these applications were received prior to the transfer to the EngageATS system and were managed prior to the revision to recruitment processes;</li><li>• We confirmed all 15 applicants attended an assessment centre where they all passed the practical fitness test and review of the medical professional examination confirmed they were medically fit for the role. Additionally, 14 applicants were interviewed at the assessment centre. In the remaining one case, we did not receive evidence to confirm an interview had taken place;</li><li>• We confirmed in all cases, there was evidence available to confirm the individual had the right to work in the UK;</li></ul>		



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- We confirmed a signed contract was available for applicants which was signed and agreed by the individual before the agreed start date; however,
  - We were unable to confirm in any of the 15 cases reviewed that a DBS check had been completed as no evidence of this check was retained on file.

We met with the Talent and Development Manager and the Talent Acquisition Lead, who outlined that DBS checks are not required for on-call firefighters for the first six months of joining the Service and are not documented as a requirement within the DBS Policy. DBS checks are also managed by North Yorkshire Council. However, the Talent and Development Manager and the Talent Acquisition did outline that a full review is planned of the Service's DBS Policy against roles and responsibilities across the Service to ensure that it is up to date and reflects all role requirements. We have reiterated this within the management action.

We note that the Service has improved its recruitment processes for on-call firefighters through and extensive work has been carried out to automate processes. However, without supporting evidence to confirm all application requirements have been completed and evidence of full pre-employment checks are not on file, there is a risk that the Service is not thoroughly verifying candidates meet the required standard prior to employment, which could present a risk to the Service should employed candidates be unsuitable for the role.

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<b>Management Action 2</b>	The Service will ensure all evidence to support the full application process is retained and stored in a central location on file against the new recruit and ensure all checks are carried out prior to issuing a contract of employment.	<b>Responsible Owner:</b> Talent Acquisition Partner	<b>Date:</b> 31 March 2023	<b>Priority:</b> Medium
	The Service intends to review its DBS Policy and any updates in relation to on-call firefighters will be reflected within the on-call firefighter recruitment processes, which will include as a minimum the requirement for DBS check evidence to be retained on file.			

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**Area: On-call Firefighter Recruitment**

<b>Control</b>	All new recruits are required to complete the induction handbook within one month of starting employment.	<b>Assessment:</b>	
	The induction handbook includes a declaration from the individual and management to confirm both have discussed and completed the booklet.	<b>Design</b>	✓
		<b>Compliance</b>	×

**Findings / Implications**

All new employees within the Service are required to review and confirm they have understood the requirements by signing the declaration within the induction handbook. The declaration is to be completed by the employee and the relevant line manager within one month of the employee starting within the organisation.

Through review of the induction booklet, we confirmed it outlined the roles and responsibilities of employees, the NYFRS Code of Ethics, health and safety, welfare matters and the policies they are expected to read and understand before completing their induction declaration. The declaration stipulates that they have read and understood all requirements documented within the booklet, that they understood all health and safety requirements, and that they have completed all their specific equipment training to complete their role.

We took a sample of 15 on-call firefighters recruited since January 2022 to confirm they had completed the appropriate induction. We were only able to confirm in one case that the induction had been completed in a timely manner. We did not receive any evidence that the induction handbook was completed for the remaining 14 candidates within the sample.

Without evidence of a completed induction, we cannot provide assurance that all new recruits have received adequate information on their roles and responsibilities and the expectations of the Service, which could lead to inappropriate behaviour, poor performance or misconduct if individuals are not informed of clear expectations. There is a further risk that new recruits have not received adequate health and safety or welfare information when joining the Service.

<b>Management Action 3</b>	The Service will ensure all evidence of completed induction are stored and retained centrally to allow access for future audits.	<b>Responsible Owner:</b> Station Manager Training	<b>Date:</b> 28 February 2023	<b>Priority:</b> <b>High</b>
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## Area: On-call Firefighter Recruitment

<b>Control</b>	All firefighters are required to complete an initial training programme across a two-year period in line with the awarding body requirements.	<b>Assessment:</b>	
	Station Managers are required to assess and observe each individual as per the training plan and record this on the LearnPro system.	<b>Design</b>	✓
	There is no competency sign off until the individuals have completed the initial training programme (after the two-year period).	<b>Compliance</b>	×

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<b>Findings / Implications</b>	<p>Once candidates are successfully appointed to their roles, they are enrolled on their initial two-year firefighter programme. The training programme is scheduled as per the awarding body requirements.</p> <p>The Service operates an e-learning platform through the LearnPro system, which sets out the training plan across the two years. We completed a walkthrough of the training plan with the Operational Training Manager who confirmed that Station Managers are required to observe and assess the individual against the training plan modules. Individuals will not be fully signed off as suitably trained in their roles until the full training programme is completed.</p> <p>For the sample selected, we requested evidence of the training records to confirm which modules had been completed to date and if they are monitored and observed by the relevant Station Manager in line with the training plan. However, we only received evidence for one of the 15 samples selected, which confirmed the respective Station Manager had reviewed the individual training record regularly against the training plan and highlighted areas where training had not been completed in accordance with the plan. For the remaining 14 samples, no evidence was provided and therefore we could not confirm that on-call firefighter training modules were being monitored, recorded or signed off as required by the training plan.</p> <p>Without evidence of adequate training arrangements in place, we cannot provide assurance the Service effectively monitor, record, and sign off completed training modules.</p> <p>Following the initial closing meeting, we were provided with training records for the remaining 14 candidates, but the evidence did not clearly evidence the progress made to complete training as per the awarding body requirements and it was unclear whether courses had been fully completed. Station Managers are supposed to report monthly to District Group Managers on the progress of each employee on the training programme, which includes evidence of training sign off; however, we do not believe this is being completed and therefore it is unclear whether management are effectively monitoring, recording, and signing off suitable modules.</p> <p>Where records of completed and signed off training are not retained on file, there is a risk that individuals are not trained to the required standards and therefore may not be suitably trained to perform their role.</p>
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<b>Management Action 4</b>	<p>The Service will ensure training for all on-call firefighters is effectively monitored, recorded, and signed off in line with the training plan.</p> <p>The Service will allow appropriate management staff to have access to the LearnPro Training plan/Training Record system to monitor training progress and for future audits.</p>	<b>Responsible Owner:</b> District Group Manager (Tony Peel)	<b>Date:</b> 28 February 2023	<b>Priority:</b> <b>High</b>
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## Area: On-call Firefighter Recruitment

<b>Control</b>	<p><b>Partially missing control</b> - There is currently no regular reporting arrangements in place to any relevant committees; however, the Talent and Development Manager has developed a Recruitment Schedule and KPIs which will be reported on to the People Board and the Collaborative Steering Group in 2023 / 2024.</p> <p>Bi-weekly updates are provided to District Group Managers via Microsoft Teams, with supporting notes to follow. The Talent Administrator provides updates to the Station Managers and District Group Managers bi-weekly to confirm current statuses of applications and roles.</p>	<p><b>Assessment:</b></p> <p><b>Design</b> x</p> <p><b>Compliance</b> -</p>
<b>Findings / Implications</b>	<p>Through discussions with the District Group Manager, we confirmed the only current reporting arrangements in place are made from the Talent Administrator to all District Group Managers outlining the current stages of applications. We have reviewed the last three updates provided to each District Group Manager and confirmed recruitment figures are monitored and reported.</p> <p>The Talent and Development Manager presented a Recruitment Schedule proposal to the People Board in quarter three (2022/23) on the proposed recruitment plans for 2023 / 2024. The recruitment performance against this plan will be reported to the People Board on a quarterly basis from 2023 / 2024 to ensure adequate oversight of recruitment numbers, including planned on-call firefighter figures.</p> <p>We note that previous reporting has been minimal in relation to on-call firefighter key performance indicators; however, this largely relates to the changes in responsibility for managing the on-call firefighter recruitment processes and the Talent and Development Manager has developed agreed metrics which will be reported to the Collaborative Steering Group on a quarterly basis:</p> <ol style="list-style-type: none"> <li>1. Time to Hire: <ul style="list-style-type: none"> <li>• Vacancy commission to conditional offer;</li> <li>• Vacancy commission to unconditional offer; and</li> <li>• Vacancy commission to start date.</li> </ul> </li> <li>2. Fulfilment rate against the number of vacancies;</li> <li>3. Turnover / retention rate (which will separate out figures for equality, diversity and inclusion metrics); and</li> <li>4. Number of recruitment appeals, monitored against the number of vacancies.</li> </ol> <p>Whilst we note that work has been undertaken to enhance the reporting in place in respect of recruitment, where regular KPI tracking and reporting is not currently in place for appropriate committees, there is a risk that management and relevant committees may be unaware of any challenges in respect of on-call firefighter levels, which could impact on the delivery of Service operations.</p>	
<b>Management Action 5</b>	<p>The Talent and Development Manager will report on progress against the Recruitment Schedule to the People Board and the agreed KPIs will be reported to the Collaborative Steering Group.</p>	<p><b>Responsible Owner:</b> Talent and Development Manager Talent Acquisition Partner</p> <p><b>Date:</b> 31 December 2022</p> <p><b>Priority:</b> <b>Low</b></p>

## APPENDIX A: CATEGORISATION OF FINDINGS

### Categorisation of internal audit findings

Priority	Definition
Low	There is scope for enhancing control or improving efficiency and quality.
Medium	Timely management attention is necessary. This is an internal control risk management issue that could lead to: Financial losses which could affect the effective function of a department, loss of controls or process being audited or possible reputational damage, negative publicity in local or regional media.
High	Immediate management attention is necessary. This is a serious internal control or risk management issue that may lead to: Substantial losses, violation of corporate strategies, policies or values, reputational damage, negative publicity in national or international media or adverse regulatory impact, such as loss of operating licences or material fines.

The following table highlights the number and categories of management actions made as a result of this audit.

Area	Control design not effective*	Non Compliance with controls*	Agreed actions		
			Low	Medium	High
On-call Firefighter Recruitment	1 (8)	4 (8)	2	1	2
<b>Total</b>			<b>2</b>	<b>1</b>	<b>2</b>

\* Shows the number of controls not adequately designed or not complied with. The number in brackets represents the total number of controls reviewed in this area.

## APPENDIX B: SCOPE

The scope below is a copy of the original document issued.

### Scope of the review

The scope was planned to provide assurance on the controls and mitigations in place relating to the following area:

#### Objective of the area under review

To ensure adequate processes and systems are in place to recruit, attract and train on-call firefighters and ensure the Service retains adequate levels of personnel.

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We will consider the following areas:

- Policies and procedures are in place which govern the recruitment processes, are up to date and available to staff involved in the recruitment process.
- There is an established process in place for the recruitment of on-call firefighters, which has been communicated clearly to those involved in the process.
- Consideration of the initiatives in place across the Service to attract local talent, including recruitment events, published campaigns and advertisements.
- How the Service monitors and reports recruitment numbers of on-call firefighters, and how these figures are monitored against targets, reported and used to aid decision making across the Service.
- We will select a sample of on-call firefighters recruited since 1 January 2022 and undertake a walkthrough of the EngageATS system to determine whether:
  - Applications have been submitted through the online system and reviewed by Group Managers or Station Managers to confirm the individual's availability and suitability, e.g., geographical location;
  - New recruits have successfully passed the practical test and medical clearance before advancing to the assessment centre and there is suitable evidence to confirm this;
  - New recruits have been invited to attend a suitable assessment centre date within a timely manner. As part of this, we will also consider how the Service plans and schedules assessment centre dates in line with on-call firefighter recruitment levels to ensure resource is effectively and efficiently utilised;
  - Evidence of assessment and interview documentation is retained on file. We will also consider the retention schedule for interview and assessment material for unsuccessful candidates;

- Following completion of the assessment centre, adequate pre-employment checks are carried out in line with policy, including right to work and DBS checks, and there is suitable evidence to confirm this; and
- There is a signed contract of employment in place prior to the employment start date.
- All new recruits undergo a full induction within a timely manner and there is adequate evidence on file to support induction completion.
- Review of initial training arrangements for newly recruited on-call firefighters, including how training is scheduled, monitored, recorded, and signed off to ensure on-call firefighters are suitably trained to fulfil their roles.
- There are adequate reporting arrangements in place to ensure that senior leadership and any relevant committees or Boards are informed of on-call firefighter recruitment figures.

**The following limitations apply to the scope of our work:**

- The scope of the work will be limited to those areas examined and reported upon in the areas for consideration in the context of the objectives set out for this review.
- Testing will be completed on a sample basis only.
- We will not comment on the suitability of those appointed to the Service nor will we comment on the appropriateness of the skill requirement for the role.
- We will not comment on the content or adequacy of training delivered as part of induction or initial training.
- We will not review payroll arrangements as part of this review.
- Our work does not confirm, or otherwise, compliance with HR related legislation and regulation.
- We will not substantiate any documentation provided as part of pre-employment checks.
- We will not cover the selection and management of recruitment agencies.
- Our review will focus on the recruitment of on-call firefighters only.
- Our work does not provide any guarantee against material errors, loss or fraud, or provide an absolute assurance that material error, loss or fraud does not exist.



**Debrief held** 6 December 2022  
**Draft report issued** 8 December 2022  
**Revised draft report issued** 22 December 2022  
**Responses received** 13 March 2023

**Final report issued** 13 March 2023

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