



North Yorkshire Fire and Rescue Service Productivity and Efficiency Plan 2023-24

(Including details and projections for the Comprehensive Spending Period 2021/22-2024/25)

ABOUT THE PLAN

The National Framework sets a requirement that Fire and Rescue Authorities (FRAs) produce and publish annual efficiency plans. There is a specific ask from the Minister of State for Crime, Policing and Fire that in 2023/24, FRAs produce plans that not only cover planned efficiencies, but also their plans for increasing productivity.

This plan addresses this requirement.

In addition to this, and as part of the 2021/22 Spending Review, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and to also increase productivity by 3% by 2024/25.

Therefore this plan will help the NFCC, LGA and Home Office to collate evidence and to assess likely progress at national level against the agreed Spending Review Goals.

THE JOURNEY BETWEEN 2018/19 AND 2021/22

The Home Secretary announced on the 13th June 2018 that the elected Police and Crime Commissioner for North Yorkshire, would take on the governance of North Yorkshire Fire and Rescue Service. The legislation to enable this to come into effect passed on the 15th November 2018.

The PFCC inherited a Medium Term Financial Plan (MTFP) from the former Fire Authority that had an underlying £1.2m annual imbalance, and organisational plans that would have seen this imbalance increase to at least £2.5m across the life of that 4 year plan. These deficits were against a budget that reflected total income of £32.1m in 2018/19, so a 4% imbalance rising to an 8% imbalance by 2022/23.

In the following 3 financial years, budgets were set that included the following cashable savings:

- 2019/20 - £1,140k
- 2020/21 - £820k
- 2021/22 - £500k

Therefore across the first 3 budgets after the Governance Change the PFCCFRA and Fire Service delivered total cashable savings and efficiencies totaling £2,460k – this equated to around 8% of cashable savings against the 2018/19 budget.

The area of each saving is summarized in the table below:

Cashable Savings Since Feb 2018 budget	£000s
Capital Charges	(648)
Procurement and Contract Savings	(481)
Management Savings Challenge	(316)
Staff Transformation Savings	(275)
HQ, Rates and Lease savings	(245)
Senior Mgmt Review and Governance Tfr	(214)
Other Staff Travel and Subsistence	(97)
Injury Pensions	(80)
Supervisor Mgmt Review	(70)
Other sundry savings	(34)
Total Savings to 2021/22	(2,460)

WHAT HAVE WE DELIVERED DURING THE COMPREHENSIVE SPENDING PERIOD SO FAR AND WHAT WILL WE DELIVER BY THE END OF 2024/25?

The journey for efficiencies and savings has continued as you would expect. While almost £2.5m of savings had been delivered in the first 3 years this 'only' enabled the PFCCFRA and Service to address the inherited financial imbalance.

In addition to addressing this imbalance, the Service has had to meet additional inflationary costs, both in relation to pay and non-pay, while continuing to meet the costs of addressing the challenges that are present in a Service that has been underfunded and underinvested in for a significant period of time.

In the first year of the 3 year comprehensive period the 2022/23 budget included £964k of savings and reductions across the areas in the table below:

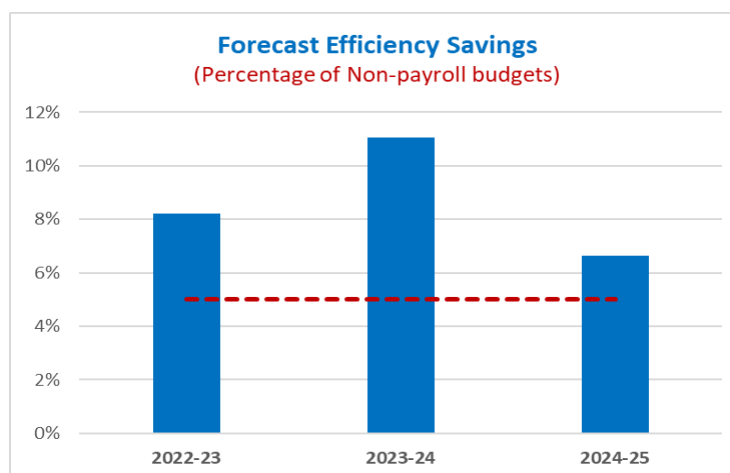
	2022/2023
	£'000
Savings plans	
Rates and Rent Costs	(213)
Motor Insurance and other transport savings	(44)
Supplies and Services	(90)
Training and Overtime	(63)
Capital Charges	(104)
Total Savings	(513)
Reduced Contributions to Capital	(451)
Total Savings/Reductions	(964)

All of the 2022/23 savings have been delivered. This has been followed by cashable savings of £1,430k factored into the 2023/24 budget and known plans to deliver further cashable savings of £895k in 2024/25.

Over the 3 year comprehensive spending review period we plan to deliver cashable savings of £3,289k, which is:

- 9% of Cashable Efficiency Savings versus the 2021/22 budget (i.e. the budget before the Comprehensive Spending Review started and therefore the baseline for comparison purchases)
- Over 25% of Cashable Efficiency Savings over 3 years, when compared against the non-payroll budgets, and significantly in excess of the 2% annual non-payroll efficient target.
- The Service will therefore deliver **Cashable** Efficiency Savings alone that are in excess of the 5% annual target for efficiency and productivity goals as proposed by the NFCC and LGA.

This is illustrated in the graph below:



DETAILS ABOUT OUR 2023/24 BUDGET

2024/25 is the final year of the current Spending Review period and the Government have indicated within their Policy Statement that in 2024-25 (year 2) Core Grants and RSG will continue to increase in line with baseline funding levels, i.e., September 2023 CPI inflation. The current plan has assumed that this will be 5%, before reverting to 2% increases thereafter.

While the Policy Statement did not indicate the maximum level of precept increase that will be applicable to Fire Authority's in 2024/25, it did indicate that 'For council tax, the government is giving local authorities in England additional flexibility in setting council tax by:

- Protecting local taxpayers from excessive increases in council tax, by setting the referendum threshold at 3% per year from April 2023 for shire counties, unitary authorities, London boroughs, and the Greater London Authority, without a local referendum

The current plan therefore assumes that Fire Authorities will be afforded, at least, the same opportunity to consider a precept increase of up to 3% per year, and therefore this plan assumes a 2.99% increase each year.

The following table sets out the assumptions the Authority is making about funding up to 2026/27.

	Actual Budget 2022/23 £'000	Forecast Budget 2023/24 £'000	Forecasts		
			2024/25 £'000	2025/26 £'000	2026/27 £'000
Funding					
Total Settlement Funding	(8,272)	(8,918)	(9,364)	(9,551)	(9,742)
Rural Services Grant	(540)	(604)	(604)	(604)	(604)
Council Tax Precept 1.99%	(23,285)	(25,123)	(26,188)	(27,243)	(28,341)
Council Surplus/Deficit	(87)	(129)	(100)	(100)	(100)
NNDR Surplus/Deficit	806	56	0	0	0
Funding for the Net Budget Requirement	(31,379)	(34,719)	(36,255)	(37,498)	(38,787)
%age change in Net Budget Requirement		10.6%	4.4%	3.4%	3.4%
S31 NDR Grants and Specific Grants	(5,399)	(4,833)	(4,888)	(4,881)	(4,440)
General Income	(567)	(718)	(649)	(581)	(586)
TOTAL FUNDING	(37,345)	(40,269)	(41,791)	(42,959)	(43,812)
%age change in Total Funding		7.8%	3.8%	2.8%	2.0%

These income forecasts will underpin the following areas of expenditure:

	Actual	Forecast	Forecasts		
	Budget	Budget	2024/25	2025/26	2026/27
	2022/23	2023/24	2024/25	2025/26	2026/27
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Wholetime Firefighters	18,293	19,205	19,185	18,977	19,357
On Call Firefighters	3,481	4,000	4,397	4,728	4,826
Administrative & Clerical	3,830	4,426	4,319	4,461	4,570
Control Room Staff	838	891	887	881	903
Direct Staff Costs	26,442	28,523	28,789	29,047	29,656
Indirect Staff Costs	525	590	596	586	596
PFCC Staff Costs	76	83	87	85	87
Premises	2,106	2,395	2,441	2,488	2,535
Transport	855	1,052	1,069	1,086	1,103
Supplies and Services	3,841	3,936	3,817	3,921	3,999
Operating Leases	39	2	2	2	2
External Service Agreements	200	263	269	274	279
PFI (inc. capital element)	1,553	1,709	1,752	1,796	1,408
Total Indirect Staff and Non Staff Costs	9,194	10,031	10,032	10,237	10,011
PENSIONS	831	892	922	936	954
TOTAL EXPENDITURE BEFORE CAPITAL CHARGES	36,467	39,446	39,743	40,221	40,621
Provision for Debt Repayment	1,052	1,044	1,219	1,522	1,657
External Interest	519	675	803	1,008	1,138
Revenue Contribution to Capital	125	265	484	7	196
Total Capital Charges	1,696	1,984	2,506	2,537	2,991
TOTAL EXPENDITURE BUDGET	38,163	41,430	42,249	42,759	43,612
(Surplus)/Deficit before Reserves	816	1,161	457	(200)	(200)
Planned Transfers to/(from) Earmarked Reserves:					
New Developments Reserve	(239)	(334)	(288)		
Pensions Grant	(45)	(27)			
ESMCP/Local Transition Resource Reserve	(94)	(457)		200	200
Home Office Protection Uplift Grant Reserve	(417)	(321)	(148)	0	0
Collection Fund reserve	(22)	(22)	(22)	0	0
(Surplus)/Deficit After Reserves	0	0	0	0	0

RESERVES

Reserves are an essential part of good financial management. They allow authorities to manage unpredictable financial pressures and plan for their future spending. The level, purpose and planned use of reserves are important factors to consider in developing medium-term financial plans (MTEP) and setting annual budgets. Reserves are held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves
- a means of building up funds (often referred to as earmarked reserves) to meet known or predicted requirements

Within the existing statutory and regulatory framework, it is the responsibility of the Chief Finance Officer to advise the Authority about the level of reserves that it should hold and to ensure that there are clear protocols for their establishment and use.

The projected balance of reserves for the period is shown in the following table.

	Balance	Balance	Balance	Balance	Balance	Balance
	at 31 March	at 31 March	at 31 March	at 31 March	at 31 March	at 31 March
	2022	2023	2024	2025	2026	2027
	£000	£000	£000	£000	£000	£000
Pay & Price Reserve	337	0	0	0	0	0
Pay, Price and Pensions Reserve	1,066	1,021	1,021	1,021	1,021	1,021
New Developments Reserve	1,108	789	428	140	140	140
Insurance Reserve	80	80	80	80	80	80
Recruitment Reserve	175	175	175	175	175	175
Hydrants Reserve	100	100	100	100	100	100
Collection Fund Reserve	66	44	22	0	0	0
HO Grant - Protection Funding Reserve	502	505	184	36	36	36
HO Grant - ESMCP Reserve	661	643	186	186	386	586
Total Earmarked Reserves	4,095	3,357	2,196	1,738	1,938	2,138
Earmarked Capital Reserve	3,146	2,632	1,545	1,505	792	810
General Reserves	1,075	1,075	1,075	1,075	1,075	1,075
% of Net Budget Requirement	3.4%	3.1%	3.0%			
Total Usable Reserves	8,316	7,064	4,816	4,318	3,805	4,023

RATIONALE FOR PROPOSING AND IMPLEMENTING A £5 INCREASE IN PRECEPT FOR A BAND D PROPERTY IN 2023/24

For 2023/24 we expect our costs to increase by almost £3.7m, of which pay awards are expected to add £2.2m of cost pressures, while non-pay pressures are expected to add a further £1.5m to our base costs.

The £5 precept flexibility added to the CPI increases in Revenue Support Grant and Baseline Funding Levels, aligned to other changes in income, is expected to see our overall income increase by £2.9m, so still short of our overall cost pressures.

Without the £5 increase in precept we simply would be unable to balance our budget without significant cuts to service delivery.

However, we have plans in place to deliver over £1.4m of cashable savings in 2023/24 to firstly close the remaining gap and then to implement the changes and structures that have recently been consulted on as part of our revised Risk and Resource Model (Integrated Risk Management Plan). This will further help to enable us to meet our strategic objectives of resourcing to risk, investing in prevention and protection as a public and Service priority.

We continue to deliver savings from within the Service and have done so again this year, however without the increased precept flexibility we would need to reduce headcount and service delivery.

There are many areas that the Service needs to invest in, however this is constrained by our overall financial position and therefore we will continue to drive out savings and efficiencies so that we can invest in other vital areas. The precept flexibility has enabled us to balance our budget, it certainly hasn't made us financially comfortable and certainly won't reduce our focus and need to become more efficient, whilst seeking to maintain service delivery.

EFFICIENCY SAVINGS FOR 2023/24 AND BEYOND

As referred to earlier we have made £964k of cashable efficiency savings in the first year of the Comprehensive Spending Review period and have plans to make £1,430k of savings in 2023/24 and £895k of savings in 2024/25. Details of these are included below:

Efficiency Savings	2023-24	2024-25
	£000s	£000s
<u>Direct Employee</u>		
Implementation of new IRMP/RRM	(845)	(640)
<u>Indirect Employee (e.g. training, travel etc.)</u>		
All Indirect Employee Costs	(40)	
<u>Supplies and Services</u>		
Procurement Savings	(65)	
Decreased Usage	(345)	(120)
<u>Other</u>		
Reduction in LGPS contribution rates	(135)	(135)
Total Efficiency Savings	(1,430)	(895)
Efficiency Savings as a Percentage of Revenue Expenditure	3.7%	2.2%
Non-Payroll Budgets	12,952	13,460
Efficiency Savings as a Percentage of Non-Payroll Budgets	11.0%	6.6%
Efficiency Savings Target	2.0%	2.0%

Collaboration Activities

Enable North Yorkshire

enableNY brings together the support functions from police and fire, pooling resources on a client service model to deliver services, including people services, 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. (ref: Fire and Rescue Plan)

We know we still have much work to do to better streamline our collaboration and we are working extremely hard to resolve the associated cause of concern raised by HMICFRS which stated that as a service we need to

- make sure that its processes for working with other organisations are effective, provide value for money and benefits for the public, and don't negatively affect the service; and
- monitor, review and evaluate its collaboration activities, such as enabling services, to make sure they achieve best value for money and are beneficial for both the service and the public. (ref: HMICFRS report)

enableNY have worked on creating several service catalogues and we are currently developing our internal assurance data to track the performance of our enabling services.

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 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.

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.

Public Safety Service (PSS)

The PSS is a pilot scheme which aims to improve local capacity across multiple services (initially including North Yorkshire Police, Yorkshire Ambulance Service (YAS), and North Yorkshire Fire and Rescue Service) by providing generalist support and targeted prevention interventions through specific services. It brings together several organisations to improve the safety and resilience of communities.

The PSS Pilot within North Yorkshire was launched in February 2020 for 12 months. Initially, two Public Safety Officers (PSOs) were recruited and placed into two Craven communities: Grassington and Bentham. Due to Covid-19 a decision was taken in 2021 to extend the pilot for a further 12 months and recruit two new PSOs for Cowling and Skipton.

North Yorkshire's Police, Fire & Crime Commissioner commissioned Kada Research to evaluate North Yorkshire's public safety service (PSS) pilot. The findings below demonstrate that the pilot offers considerable value for money for the services involved and the communities they cover.

There has been a noticeable shift away from response to prevention activity and PSOs have been making themselves very visible in their local communities. 1 in 3 activities has involved community engagements. 1 in 5 visits has involved safe and well visits/fire and home visits. Incident responses only account for 19% of engagements (14% police and 5% first responder incidents for YAS).

The biggest potential cost savings (£0.9m per annum) were fire-related and were a consequence of replacing fire alarms and conducting fire safety visits etc. It is not surprising these costs are high since a major domestic fire might require more than one appliance and attendance by other emergency services. Overall, gross potential savings made by PSO activities are estimated to be approximately £2.3m per annum (£11.4m over five years).

The social value analysis identified the costs associated with delivering the PSS and compared that with the savings made to the community if the service did not exist. Over a five-year period, it was estimated that the net savings at current prices would be more than £5.9m. The costs over the same period at today's prices would be approximately £750,000. The result is a return on investment (ROI) of 1:7.8. This means that for every £1 invested in the costs of the service, there would be a return of £7.80 in social value benefits. The scheme, therefore, indicates a significant return on investment as well as good value for money. (Ref: KADA research, Evaluation of the Public Safety Service Pilot (Phase three))

The scheme was identified as a promising practice within our most recent HMICFRS inspection report.

Joint Estates

We have numerous joint estates with North Yorkshire Police including our joint Headquarters at Alverton Court, Northallerton and our Transport and Logistics Hub in Thirsk. We also have four Fire stations which are co-located including, Ripon, Bedale, Boroughbridge and Leyburn. Other locations such as Bentham and Masham are also used as touch down points for North Yorkshire Police staff.

Secondment Opportunities

As a service we support wider sector improvement and learning through secondments of our staff to support national bodies such as HMICFRS, the NFCC and ESMCP. We currently have one member of staff in an inspection Officer role within HMICFRS, one officer supporting NFCC's command and control function and one seconded to ESMCP. Previous members of staff also undertook the role of Assistant Portfolio Director and Service Liaison lead within HMICFRS.

Transformation Plans

We have set out ambitious transformation plans through our Risk and Resource Model 2022-2025. The Risk and Resource Model sets out the risk in our county and the City of York and how we will deploy our resources, prioritising prevention, and protection activity to address and reduce that risk and the likelihood of emergency events occurring.

- **Improving our prevention and protection work**

Permanently increase the specialist staff in our prevention and protection departments and increase prevention and protection activities across the Service.

- **Managing attendance to Automatic Fire Alarms**

Reduce our response to low-risk Automatic Fire Alarms (AFAs) which are often unwanted fire signals.

- **Response resource in the York area**

Change Huntington to an On-call fire station to rebalance the emergency response resource with the risk that exists in the York area.

- **Response resource in Harrogate and Scarborough**

Replace the Tactical Response fire engines with Emergency Rescue fire engines, crewed during the time when emergencies are most likely to happen.

- **Specialist water rescue resource capability in Craven**

We are upskilling and equipping firefighters to provide a new specialist water rescue capability in Craven.

- **Introduction of emergency response principles**

We are formalising how we respond appropriately, quickly, and safely to emergencies so that you know what you can expect from us.

- **Introduction of alternative duty systems**

We would like to introduce a self-rostering duty system across all our full-time fire stations and change the timings of our shifts.

The cost savings realised from the changes to Huntington, Harrogate and Scarborough will be redistributed into our prevention and protection departments. We aim to prioritise and increase the amount of prevention work we do to reduce the risk of harmful fire, road, and water emergencies in our area.

This will increase prevention expertise to support the delivery of our services and our ability to direct our prevention activity to where it is needed the most. Recent investment to expand our protection team was funded by a one-off grant from the Government. We want to make these staffing levels permanent and sustainable.

We need to increase our prevention and protection capability in our rural areas. Currently, most of our prevention and protection activity is delivered by full-time firefighters, mainly in the more urban areas because that is where our full-time fire stations are located. We are looking to increase the use of On-call firefighters to deliver more prevention activity in our rural areas.

The positive value of the Public Safety Service delivering multi-agency prevention work is being demonstrated in Craven by the work of the Public Safety Officers.

Charging policies

Special service Calls

When personnel and equipment of North Yorkshire Fire and Rescue Service are employed for services other than firefighting, those services will be referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.'

Non-Emergency or Non-Humanitarian Special Service Calls may attract a charge. This includes calls for assistance of a nature and where the requester could obtain a similar service from an alternative provider.

Charges include cost per appliance type and associated running costs and personnel costs (per person per hour) and administrative costs. There are also charges for providing reports (IRS and Fire investigation) along with interviews with Officers.

Miscellaneous Charges

We also have miscellaneous charges which include community room hire, pension charges and community safety charges including the cost of running Life courses, Fire Net courses and BTEC for schools. We also charge for routine testing of fire alarms.

Unwanted Fire Signals

From 1st April 2023 and in line with our RRM commitment to manage our attendance at automatic fire alarms we will alter how we respond

- We will not attend automatic fire alarms between 7am and 7pm at premises where people do not sleep - unless a fire has been confirmed (we will continue to attend AFAs at these premises outside of these hours).
- We will attend AFAs at certain high-risk premises between 7am and 7pm this will be based on Service intelligence about that building.
- We will continue to attend all AFAs at premises where people sleep.
- We will continue to attend all AFAs at domestic properties.
- We will continue to attend all incidents where a fire has been confirmed.

As part of a 5-stage process to work with premise owners to reduce unwanted fire signals we will be introducing the ability to charge for unwanted fire signal attendance, the process is,

- Stage 1 - ensuring advice note given and details gathered at every incident.
- Stage 2 – Business fire safety team send letter advising them to look at the number of incidents we have attended.
- Stage 3 – Fire Safety Audit carried out.
- Stage 4 – Introduce ability to charge businesses who do not work to reduce the number of activations.
- Stage 5 – Consideration of full enforcement powers to be used.

Asset Management and Investment in Technology

North Yorkshire Fire and Rescue Service (NYFRS) utilise an asset management system to ensure the safety and compliance of equipment used by the service. This system prompts for scheduled testing and maintenance tasks to be performed as well as keeping an inventory of all equipment and its location down to compartment level.

The system is also used to record A and B vehicle checks to ensure vehicles are safe prior to being used.

Test failures and discovered defects are recorded on the system allowing remedial action to take place ensuring the maximum availability of appliances.

Having automated prompts and bar code scanning built into the system has reduced equipment inspection time and knowing where equipment is located has reduced occurrences of procuring items that are already in the possession of the fire and rescue service, saving money.

We now have a joint fleet strategy in conjunction with North Yorkshire Police. We are investing in telematics alongside North Yorkshire Police across the fleet. This will allow us to rationalise our grey fleet. It will also allow us to monitor time lost due to travel, given our huge geographic area. This will allow us to make informed data driven decision making on our fleet and our premises. For example, we are considering the benefits of having a small vehicle maintenance facility near the east coast which would limit lost time on routine vehicle maintenance. Telematics providers are available on the Crown Commercial Services framework.

We are looking to replace a number of appliances in the coming years which will allow us to extend the life of other vehicles by moving them around the county and replacing them on a mileage/usage basis.

The following fleet items have already been ordered.

- 12 Appliances expected delivery in 23/24 financial year
- 4 Appliances to be ordered for delivery in 24/25 financial year
- 25 Replacement vans expected delivery in 23/24 financial year

Several response, animal and water rescue vehicles are budgeted to be replaced but research in to the best fit and value for money is still ongoing. The data driven approach of the RRM will allow us to look across our fleet and rationalise our vehicles to meet local risk through our planned capabilities review.

We are progressing through significant investment works to ensure each of our premises are EDI compliant for those that use them including members of our community at our community stations.

Mobile phones have been installed in each appliance giving access to what 3 words, Microsoft Teams, and Euro Rescue which provides first responders with crucial information for extrication of people from vehicles. This enhances the capability of the crews when mobile.

Tablets with 4G connectivity have been deployed to give access to national Operational Guidance whilst away from a station. Other uses for this mobile technology are being explored to better utilise the devices.

The service's risk management system CFRMIS is being upgraded to a current version whilst concurrently a requirements document is being sent out for tender to secure a new risk management system with modern mobility functionality. This will improve data entry and timeliness of risk information being available to the service.

We have also introduced a mobile phone app to support on-call staff to update their availability. Prior to this introduction, staff would have to attend their local station to access a data terminal to update their availability. The app allows them to access this from their personal phone. The early data suggests that staff are using this facility to book available rather than unavailable leading to a net improvement in global availability.

There are additional elements of the app which we want to develop. These would allow us to manage staffing pools and cover moves more efficiently as well as supporting staff to monitor their own skills and book training courses from their phones, reducing the impact on administration staff time.

We have linked our availability system FireWatch and our mobilising system Vision together to help provide more accurate appliance availability and reduce the stages required. Our data dashboards allow us to monitor performance at a local level and the data sets used are being reviewed to enhance value and better align our data to that used within HMICFRS and Home office statistics to deliver a clear "one version of the truth". We are also looking to broaden the data we capture. We

have extensive data on prevention, protection, and response but we would like to improve the data we capture for how we look after our people.

We have undertaken a lessons learned evaluation of our Community Risk Profile (CRP) and our Risk and Resource Model (RRM). The CRP which articulates the relative risk in North Yorkshire and the City of York is data led and we used open-source datasets were chosen as they had been validated by Office for National Statistics. The RRM uses the community risk profile, third party software and other data sets to balance resource to risk.

Both the CRP and the RRM are improvements to previous iterations, but we see these as “the baseline not the blueprint” for future community risk management plans. Through our lessons learned evaluation we have already identified where further improvements can be made, and we are in communication with subject matter experts to make sure we continue to improve our processes.

We are also working with sector experts and academics to maximise the potential of our on-call to deliver the widest possible pool of applicants whilst still providing a data-led effective response.

Resourcing

We have a wide range of duty systems in place within North Yorkshire and the City of York including 2-2-4 wholetime duty, day crewing, self-rostering, on-call, and volunteer firefighters. We currently use an operational staffing reserve (OSR) which allows us to supplement staff into priority locations when we experience crewing shortfalls at both Wholetime and Retained stations.

We have proposed through the RRM to look at our duty systems and look at the benefits of introducing a self-rostering duty system across all our full-time fire stations including changing the timings of our shifts.

We currently operate a self-rostering duty system at two of our day-crewed stations. This has been in place for several years and is well embedded into the service. This is cost neutral when compared to the model operating on our other five day-crewed stations but provides a greater degree of resilience due to the flexibility of the system, thereby requiring less support from the staffing reserve and meaning these stations are better able to support global availability.

The introduction of self-rostering to our 24-hour shift stations, combined with the change of Tactical Response fire engines to peak demand Emergency Rescue fire engines, would provide further savings. These would range from £448,653 to £177,291 per annum, dependent on the level of resilience the selected model provides.

As was the case for many services we had to adapt our working practices because of the pandemic, and these are still part of its day-to-day activity. These include some of our staff being able to work more flexibly, including working from home where appropriate.

Within our most recent HMICFRS report the inspectorate told us that staff had reported that promotion processes were not fair, open, and transparent and that there was too much reliance on temporary promotions. The senior leadership team acknowledged this and committed to substantiating all leadership posts within this financial year. We have undertaken a third party developed, strength-based promotion process at Brigade, Area and Group Manager levels and are looking to complete Station Manager promotions by the end of May.

We are rightly proud of this and are ahead of schedule. We have worked with representative bodies to evaluate feedback and our approach. A high majority of those completing the process were positive about the approach irrespective of their individual success. We are not aware of another English FRS taking this strengths-based approach.

Procurement

We utilise national procurement frameworks wherever possible. Examples of this are.

- Kent PPE framework for our current Structural Fire Kit

We are also monitoring the specialist PPE Framework being established by Kent as we are looking to replace our High-Volume Pump PPE.

We are Currently working through a proposal for the Devon & Somerset Framework for Breathing Apparatus replacement alongside Humberside Fire and Rescue. This was a regional approach but two of the services have now delayed its replacement.

We have also recently used the Yorkshire Purchasing Organisation for our Wildfire PPE and are currently exploring framework options for our water capabilities including level two and three PPE.

We used the regional PPE procurement led by South Yorkshire for the procurement of our RTC rescue Jackets and we had a local collaboration with North Yorkshire Police for the purchase of our replacement life jackets.

Our Transport section use two different frameworks for the purchase of vehicles which are,

- Crown Commercial Service (CCS)
- Blue Light Commercials

Incident Command Unit

We are currently in the process of procuring a replacement Incident Command Unit (ICU). We had budgeted for £250,000 to replace our old vehicle and equipment however, we have worked with North Yorkshire Police to purchase a bespoke command vehicle from the Police which was not being used for approximately £16,000. We are then looking to spend a further £50,000 to develop the vehicle to meet our requirements which would make an approximate saving of £180,000

Local initiatives

We have a local Memorandum of Understanding with Mountain Rescue who will deploy on request across the county to support us in dealing with a range of rescues including those from height and in the water.

We also have an agreement with York Rescue Boat which is an independent lifeboat and search and rescue team based in York whose work centers around the River Ouse and River Foss. Both the Mountain Rescue and the York Rescue Boat are available 24 hours a day.

Furthermore, we have a local Memorandum of Understanding in place with the RAF Menwith Hill to respond, with their fully crewed fire engine, to firefighting and rescue incidents off base in the local vicinity, when their crewing permits.

We also have an officer seconded into Drax Power Station, acting as Fire Safety Coordinator. This agreement enables effective joint working between the Service and the responsible persons, facilitating effective emergency planning at one of the counties highest risk sites.

A recent example of our continued reach to support communities and those most vulnerable is where staff at Scarborough have been working with North Yorkshire Police (NYP) domestic abuse officers, NYP volunteers, and IDAS. IDAS is the largest specialist charity in Yorkshire supporting anyone experiencing or affected by domestic abuse or sexual violence.

Due to the nature of people or family members trying to seek refuge or help, we recognise that it is not always safe to head directly to a Police station. In partnership, we have developed a procedure where NYFRS staff at Scarborough Fire station could be used to help people in need for a trial period of 12 months.

Scarborough Fire Station is available to provide a 24/7 safe refuge to persons suffering from Domestic Violence and provide them access to services and assistance.

Productivity

There is a clear commitment to Prevention and protection within the PFCC's Fire and Rescue Plan and our RRM. The changes which we are proposing at our station locations within York, Harrogate and Scarborough allows us to increase resource within these key functions. Further investment will also allow our on-call staff to undertake further safe and well visits for those most vulnerable and across our most rural locations.

We have worked diligently with representative bodies to unblock challenges to crews performing safe and well visits and we work flexibly at stations to increase productivity. We currently have eighty-three staff trained to level 3 fire safety who are not primary employed into a fire safety role. This allows operational staff to undertake fire safety audits and activity at low and medium risks. This allows our specialist officers to focus on those premises of highest risk.

We also allow reduction in appliance staffing to facilitate greater productivity. For example, if an appliance has five riders, we will allow it to drop to four so that the Watch Manager can undertake a fire safety visit, leaving the Crew Manager and the remaining firefighters to undertake other activity such as training or prevention work.

Our performance dashboards allow us to track performance at a station and district level and we do have some performance measures in place. We recognise that these need refining to become bespoke for each station, considering the training requirement at each location alongside local risk (community safety, the built environment and firefighter safety etc.) to ensure that activity is guided to add greatest value to the local communities.

We are developing an outcome-based accountability model, but we appreciate that we must monitor outputs which we know positively impact and improve outcomes for our community. We are better aligning the performance measures to ensure that key activity such as maintenance our risk-based inspection program and meeting timescales for high priority safe and well referrals improves.

We add value to the work of other organisations. We affect entry for North Yorkshire Police and Yorkshire Ambulance service and some of our on-call locations have staff trained as community first responders.

We are working with staff to resolve issues raised around productivity, one recent example is where we are overstaffing at stations where we have a water rescue boat as crews told us that they couldn't undertake the training required whilst being available to attend other incidents. This will allow all our water rescue boat staff to achieve the level 3 training required.

Alongside North Yorkshire Police we have launched our first line leaders' program. This is designed to equip our First Line leaders with the skills needed to enable them to successfully lead their teams and their team's performance. This is through a blend of face-to-face inputs and self-managed learning spread over a number of months. We are looking at other options to enable our on-call leaders to be able to attend around their primary employment commitments.