



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

HMICFRS Update September 2023



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As part of our 2021/2022 HMICFRS inspection we received:

- 2 Causes of Concern (CoC) (8 recommendations)
- 24 Areas for Improvement (AFI) across the three pillars

Senior Responsible Owners (SRO) have been allocated to each recommendation and/or AFI

Throughout the report there are additional comments that we must consider as part of our transformational journey to achieving the characteristics of 'good' performance. These are the levels of performance needed for a FRS to achieve a grade of 'good'.



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Cause of Concern no.1-Senior Responsible Owners

- **2.1 Relates to 'Making best use of resources'**
 - 'The service doesn't have in place robust processes to ensure transformation activities provide efficiency and effectiveness'.
 - **Section 151 Officer**
 - **Assistant Chief Officer enableNY**
 - **Director of Assurance and Service Improvement**
1. Detail in its medium-term financial plan the efficiencies that its transformation plans will bring for the service
 2. 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.
 3. 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.

Characteristics of 'Good' Performance

HMICFRS Judgment Criteria 2020/21 including questions



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Cause of Concern no.2 - Senior Responsible Owners

- **3.2 relates to 'getting the right people with the right skills'**
- The service doesn't have in place adequate workforce planning processes.
- This means that areas such as safety-critical training, succession planning, absence and work-time management don't support its current and future integrated risk management plan (IRMP)

- **Assistant Chief Officer enableNY**
- **Director of Emergency Response and Training**
- **Director of Assurance and Service Improvement**

- **Recommendations**
 1. Review its current workforce, succession, and training planning to make sure these are provided efficiently and effectively.
 2. Review and develop its current absence management policy and process
 3. Develop a policy and process to manage the working time of its staff
 4. Make sure that data and processes are in place to regularly assess and manage the capacity and capability of all staff groups
 5. Carry out a skills gap analysis to make sure all staff have the skills and training they need to perform their roles

[Characteristics of 'Good' Performance](#)

[HMICFRS Judgment Criteria 2020/21 including questions](#)

Cause of Concern review



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Recommendation/Action	Proposed changes to actions	Baseline due date	Proposed new date	Accountable owner
2.1 CofC 1 Rec 2				
1 Provide a roadmap for implementing the findings of the EnableNY gateway review, addressing the points raised in the CoC	<p>A full review of the effectiveness and efficiency of enabling services is commencing in July 2023. This will cover service catalogues, operating models, governance and financial controls.</p> <p>The report produced will contain a number of proposals to be acted on by governance boards and an implementation plan produced for the chosen option.</p> <p>An effort recording exercise is showing the relative split in time spent by the enabling services where the target is an 80:20 split.</p>	31/12/22	01/11/2023	Enable ACO
2.1 CofC 1 Rec 3				
1 Review the format of the current gateway evaluations to confirm it meets FRS requirements	<p>Propose this action is removed and progress will monitor through temporary ACO Enable Action plan in Rec 2 action 1</p>	31/12/22		Enable ACO
2 Monitor Delivery of the EnableNY gateway findings and roadmap delivery	<p>Deliver reporting packs based on service catalogues to Risk and Assurance meeting. Agree how these will be assured.</p> <p>Director of Service Improvement to attend Enable Performance meetings to monitor department performance discussions.</p>	31/03/23	23/06/2023	DCFO/CFO

Cause of Concern review



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Recommendation/Action	Proposed changes to actions	Baseline due date	Proposed new date	Senior Responsible Owner
3.2 CofC 2 Rec 1				
2 Assure that processes for keeping people data up to date implemented and applied consistently	Propose to remove Director of SI and A from this action as assurance will be provided in action 9. 10/08/23 Proposed changes to this action Ensure that processes for keeping people data up to date are implemented and consistently applied (starters leavers / movements / contract changes)	31/12/22	31/07/23	Head of People Services, Director of Service Improvement and Assurance
4 Provide scenario-based planning assumptions driven by the RRM to enable effective projections and succession plans. (To include skills profiles, roles, size and establishment)	Changes to the Action The RRM strategic timeline indicates when the phased implementation proposal will take place, a skill assessment will be undertaken for example removal of the ALP from Huntington to Acomb has shown requirements in training.	31/03/23	30/08/23	Director of Service Improvement and Assurance
5 Develop a FRS workforce plan (MTPP)	Develop a FRS workforce plan in line with the Medium term financial plan and risk and resource model recommendations to ensure sustainability of the Service. Informed by workforce data e.g MTPP (Succession plan), Monthly strength and establishment report, Data pack and action plan, Recruitment plan and assured by Governance boards.	31/03/23	30/09/23	Head of People Services
6 Create an operational training plan which is predicated on informed workforce planning projections.	Change to owner and new completion date proposed.	30/06/23	31/08/23	Director of Emergency Response and Training
7 Create a Leadership development plan which is predicated on informed workforce planning projections.	To close and remove as amalgamated into action 5 (workforce data)	30/09/23		Head of People Services
8 Create a succession plan (MTPP)	To close and remove as amalgamated into action 5 (workforce data)	30/09/23		Head of People Services
9 Evaluate solutions to ensure efficiency and effectiveness	Reviewed and no changes required	31/12/23		Director of Service Improvement and Assurance

Cause of Concern review



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Recommendation/Action	Proposed changes to actions	Baseline due date	Proposed new date	Senior Responsible Owner
3.2 CofC 2 Rec 2				
1 Review the Absence Management policy and procedure	Review the Absence Management policy and procedure and recommend changes to them and processes as required	03/02/23	Completed	Head of People Services
2 Recommend changes to the current absence management process.	Develop and agree a new procedure	31/12/22	Completed	Head of People Services
	New Action 3 and re-sequence Develop and agree systems and process to enable effective management and recording of absence		31/10/2023	Head of People Services
3 Identify and agree necessary controls to ensure effective monitoring of adherence to the process.	To be completed through Enable performance monitoring and propose to add Enable ACO Action 4 Develop and agree necessary controls to ensure effective monitoring of adherence to process and procedure	31/12/22	30/10/2023	Enable ACO Head of People Services with Director of Service Improvement and Assurance
4 Provide guidance to individuals and line managers on the revised absence management procedure and process. To ensure staff have the appropriate training, skills and tools to operate the absence management framework.	Action 5 Provide guidance to individuals and line managers on the revised absence management procedure and process for go live. To ensure staff have the appropriate training, skills and tools to effectively manage absence	31/03/23	31/12/2023	Head of People Services
5 Carry out sample audit to confirm effectiveness.	Action 6 Assurance to be provided by periodic dip sampling of absence management of case files	30/06/23	31/12/23 Ongoing	Director of Service Improvement and Assurance

Cause of Concern review



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Recommendation/Action	Proposed changes to actions	Baseline due date	Proposed new date	Accountable owner
3.2 CofC 2 Rec 3				
2 Recommend a procedure for managing working time of staff. (Amend where required) Overtime, booking on & off, dual contracts, external contracts / flexi duty officers (Dependency: Successful FireWatch upgrade)	Propose to change dates	31/03/2023	30/09/2023	Director of Service Improvement and Assurance
3 Review the process to identify suitable controls to monitor working time of staff.	Propose to change dates	31/03/2023	30/09/2023	Director of Service Improvement and Assurance Head of People services
4 Implement and apply the process	Propose to change dates	31/03/2023	30/09/2023	Director of Service Delivery
5 Internal audit of effective application periodically	Propose to change dates	30/06/2023	30/09/2023	Director of Service Improvement and Assurance

Cause of Concern review



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Recommendation/Action	Proposed changes to actions	Baseline due date	Proposed new date	Accountable owner
3.2 CofC 2 Rec 4				
2 Identify key skills requirements for key EnableNY role profiles against the NFCC Maturity Model	Propose to be removed as doesn't address recommendation. To be replaced with: Performance reporting is developed to track the service delivery of Enable which incorporates capacity and capability within teams	31/03/2023	31/07/2023	Head of People Services
3 Evaluate the capacity of EnableNY staff groups against FRS and NYP business plans, feeding required adjustments into the annual business planning cycle	Impact of community risk profile and the police force management statement has been evaluated. This is being addressed as part of the enable review where services, service quality and organisation shape to deliver will be determined. The Police force management statement shows each function with an evaluation of current and future demand and its capability to support this.	31/12/2022		Managing Director of Enable
4 Embed annual RRM process to establish capacity requirements	Proposed date change	31/03/2023	30/09/2023	Director of Service Improvement and Assurance
5 To carry out the evaluation of the suitability of NYFRCS structures and alignment of capacity with RRM	Proposed date change	31/03/2023	30/09/2023	Director of Service Improvement and Assurance

Cause of Concern review



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Recommendation/Action	Proposed changes to actions	Baseline due date	Proposed new date	Accountable owner
3.2 CofC 2 Rec 5				
1 Appraise, via gap analysis, current response and specialist skills to ensure alignment with RRM and CRP	Change to owner and new completion date proposed	31/03/23	31/09/23	Director of Emergency Response and Training
2 Create a training plan following gap analysis (Alongside Workforce plan 1a)	New date completion proposed	31/03/23	31/11/23	Director of Emergency Response and Training
3 Review operational and specialist skills training and Maintenance of Competence programme to ensure all operational staff have the appropriate level of skill, performance and K&U commensurate with their role.	New date completion proposed	31/03/23	31/08/23	Director of Emergency Response and Training
4 Map our leadership framework to NFCC standards and levels	Proposed changes Map the Leadership Strategy and supporting programmes to NFCC standards and levels as applicable	31/03/23	30/09/2023	Head of People Services
5 To audit the policy and process on the revised operational licence.	New date completion proposed	31/03/23	30/09/23	Director of Emergency Response and Training



HMICFRS Report 2021/22

24 Areas for Improvement, which will be monitored until the 2024 inspection

	Areas for Improvement										
	1					2		3			
	1.1	1.2	1.3	1.4	1.5	2.1	2.2	3.1	3.2	3.3	3.4
	1.1 AFI 1	1.2 AFI 1	1.3 AFI 1	1.4 AFI 1	1.5 AFI 1	2.1 AFI 1	2.2 AFI 1	3.1 AFI 1	3.2 AFI 1	3.3 AFI 1	3.4 AFI 1
		1.2 AFI 2	1.3 AFI 2	1.4 AFI 2				3.1 AFI 2	3.2 AFI 2	3.3 AFI 2	3.4 AFI 2
			1.3 AFI 3							3.3 AFI 3	3.4 AFI 3
			1.3 AFI 4							3.3 AFI 4	3.4 AFI 4
Total	1	2	4	2	1	1	1	2	2	4	4



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Revisit planning

- HMICFRS revisit inspection was held at Service Headquarters between 4-7 September. In preparation meetings for the interview were undertaken throughout August with the Assurance and Inspection team to discuss key areas of interest and CofC progress
- Revisit interviews were held with the following:
 - Enable ACO
 - Service Improvement and Assurance
 - Head of People Services
 - Section 151
 - Assurance and Emergency Response
 - Middle Managers Forum-theme- Enable provision
 - Debrief with CFO
- 13 September CFO and PFCC received a hot debrief of the initial findings

Round 3 Inspection Dates 2024



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- Document Request – W/C 4th November 2024
- Inspection Fieldwork – W/C 06th January 2025



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Any Questions?