



North Yorkshire Fire and Rescue Service Productivity and Efficiency Plan 2024-25

(Including details and projections for the Comprehensive Spending Period 2021/22-2025/26)

ABOUT THE PLAN

Our second Productivity and Efficiency Plan sets out the ongoing financial challenge currently faced by the Authority and illustrates the recent transformation savings that have been delivered by the Service.

The National Framework sets a requirement that combined and metropolitan Fire and Rescue Authorities (FRAs) produce and publish Efficiency Plans. There is a specific ask from the Minister of State for Crime, Policing and Fire that in 2024/25, all FRAs produce plans that not only cover their planned efficiencies, but also 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 of June 2018 that the elected Police and Crime Commissioner for North Yorkshire, would take on the governance of North Yorkshire Fire and Rescue Service (NYFRS). The legislation to enable this to come into effect passed on the 15th of 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 NYFRS 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?

Our journey seeking efficiencies and savings is relentless. 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 met additional inflationary costs, both in relation to pay and non-pay, while continuing to meet the costs of addressing challenges in a Service that has been underfunded and therefore, unable to invest 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 budgeted 2022/23 savings were delivered.

And **in addition to this a further £300k** of savings were delivered by reducing usage and not spending money that was planned to be spent.

This was necessary due to the higher than budgeted pay awards that were agreed in 2022/23, along with significantly higher levels of inflation. In 2023/24 we set a budget based on the assumption that cashable savings totaling £1,430k would be delivered. Of this, £845k was due to be reinvested into the service through increased resources into Prevention and Protection and the development of proposals to invest within the On-Call service.

To maintain our people focused approach, additional time was rightly taken consulting with staff relating to the delivery of the £845k savings, resulting in reduced saving during 2023/24. The changes to deliver the full programmed savings are in place and expect to be fully implemented in 2024/25.

The remaining £585k of savings factored into the 2023/24 budget, is expected to be overachieved, and current forecasts expect that savings and reductions totaling £718k will be delivered.

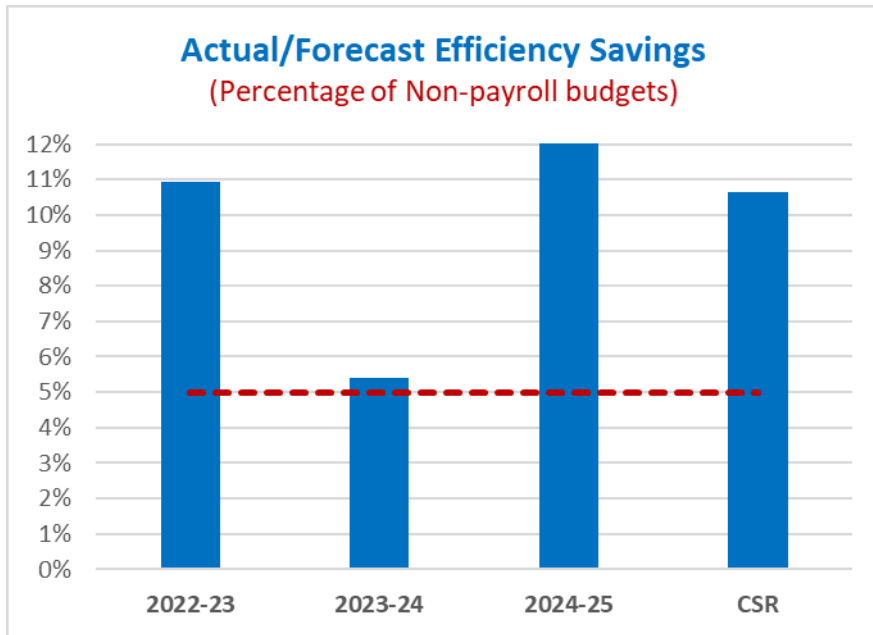
However, as with 2022/23, these additional savings are predominantly as a result of the Service stopping areas of spend to try and contain both pay awards and inflation that were considerably higher than expected and exceeded what was affordable to the Service.

Cashable savings of £2,165k are factored into the 2024/25.

Over the 3 year comprehensive spending review period we plan to deliver cashable savings of £4,147k, which is:

- Over 11% 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 30% 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 2024/25 BUDGET

2024/25 is the final year of the current Spending Review period and therefore beyond the actual funding levels providing for 2024/25, that are included within the table below, there is little guidance on future levels of funding.

Future funding levels therefore assume that Government Funding will increase by 2% per year, precept flexibility will enable increases of precept of at least 3% and that all current grants that are received in 2024/25 will continue to be received in future years.

The following table sets out the assumptions the Authority is making about funding up to 2027/28.

	Actual	Forecast	Forecasts		
	Budget	Budget			
	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
Funding					
Total Settlement Funding	(8,918)	(11,028)	(11,248)	(11,473)	(11,703)
Rural Services Grant	(604)	(699)	(699)	(699)	(699)
Council Tax Precept	(25,123)	(26,160)	(27,320)	(28,530)	(29,795)
Council Surplus/Deficit	(129)	(205)	(160)	(160)	(160)
NNDR Surplus/Deficit	56	48	0	0	0
Funding for the Net Budget Requirement	(34,719)	(38,044)	(39,427)	(40,862)	(42,357)
%age change in Net Budget Requirement	10.6%	9.6%	3.6%	3.6%	3.7%
S31 NDR Grants and Specific Grants	(4,833)	(5,599)	(5,274)	(5,290)	(4,814)
General Income	(718)	(1,197)	(1,061)	(1,078)	(1,096)
TOTAL FUNDING	(40,269)	(44,840)	(45,762)	(47,231)	(48,267)
%age change in Total Funding	7.8%	11.4%	2.1%	3.2%	2.2%

It is important to reflect that while total funding has increased significantly for the second year in a row, much of this funding has resulted in, or resulted from, increases in unavoidable costs that in most cases are higher than the income increases.

This continues to provide a very challenging financial position for the Service and one that requires annual savings simply to maintain a balanced budget.

The income forecasts will underpin the following areas of expenditure:

	Actual	Forecast	Forecasts		
	Budget	Budget			
	2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Wholetime Firefighters	19,205	20,757	20,424	20,832	21,309
On Call Firefighters	4,000	4,487	5,036	5,137	5,239
Support Staff - Fire	1,596	2,615	2,578	2,585	2,698
Support Staff - Enable	2,830	2,458	2,442	2,507	2,628
Control Room Staff	891	946	942	966	988
Direct Staff Costs	28,523	31,262	31,422	32,027	32,862
Indirect Staff Costs	590	651	579	607	583
PFCC Staff Costs	83	83	85	87	88
Premises	2,395	2,563	2,629	2,684	2,736
Transport	1,052	1,108	1,153	1,176	1,200
Supplies and Services	3,936	4,033	4,070	4,078	4,135
Operating Leases	2	2	2	2	2
External Service Agreements	263	362	274	279	285
PFI (inc. capital element)	1,709	1,883	1,928	1,991	1,260
TLB allocation		50	50	50	50
Total Indirect Staff and Non Staff Costs	10,031	10,734	10,770	10,955	10,339
PENSIONS	892	1,044	975	976	962
TOTAL EXPENDITURE BEFORE CAPITAL CHARG	39,446	43,040	43,166	43,958	44,164
Provision for Debt Repayment	1,044	1,141	1,414	1,766	1,918
External Interest	675	713	1,108	1,342	1,519
Revenue Contribution to Capital	265	286	182	125	420
Total Capital Charges	1,984	2,140	2,704	3,233	3,857
TOTAL EXPENDITURE BUDGET	41,430	45,180	45,870	47,191	48,021
(Surplus)/Deficit before Reserves	1,161	339	108	(40)	(245)
Planned Transfers to/(from) Earmarked Reserves:					
New Developments Reserve	(334)	(318)			
RRM	(400)				200
ESMCP/Local Transition Resource Reserve	(57)				
Home Office Protection Uplift Grant Reserve	(321)	(74)	(148)		
Collection Fund reserve	(22)	(22)			
Planned Transfers to/(from) General Fund	0	75	40	40	45
(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 March 2023 £000	Transfers In/Out 2023/24 £000	Balance March 2024 £000	Transfers In/Out 2024/25 £000	Balance March 2025 £000	Transfers In/Out 2025/26 £000	Balance March 2026 £000	Transfers In/Out 2026/27 £000	Balance March 2027 £000	Transfers In/Out 2027/28 £000	Balance March 2028 £000
Pensions, Pay & Price	1,021	-531	490	0	490	0	490	0	490	0	490
New Developments	884	-334	550	-318	232	0	232	0	232	0	232
Insurance	80	0	80	0	80	0	80	0	80	0	80
Recruitment	175	0	175	0	175	0	175	0	175	0	175
Hydrants	100	0	100	0	100	0	100	0	100	0	100
Collection Fund	44	-22	22	-22	0	0	0	0	0	0	0
RRM	400	-200	200	0	200	0	200	0	200	200	400
HO Grant - ESMCP/LTR	129	37	166	0	166	0	166	0	166	0	166
HO Grant - Protection Uplift	456	-225	231	-74	157	-148	9	0	9	0	9
Total Earmarked Reserves	3,289	-1,275	2,014	-414	1,600	-148	1,452	0	1,452	200	1,652
Earmarked Capital Reserve	2,995	-932	2,063	-922	1,141	-309	832	-239	593	-90	503
General Reserves	1,075	0	1,075	70	1,145	40	1,185	40	1,225	45	1,270
% of Net Budget Requirement	3.4%		3.1%		3.0%		3.0%		3.0%		3.0%
Total Usable Reserves	7,359	-2,207	5,152	-1,266	3,886	-417	3,469	-199	3,270	155	3,425

The levels of reserves in the Authority are low in comparison to almost all other Fire Authorities both in terms of the overall financial amount and the percentage of the overall spend within the Service.

This provides the Service with very little scope to absorb higher costs that might be imposed on it through higher than budgeted pay awards, for example, and/or continuing high levels of inflation.

The Authority aims to maintain a General Reserve of 3% of its overall Net Budget Requirement, this is deemed the lowest that the Chief Finance Officer believes that the Authority should hold.

EFFICIENCY SAVINGS FOR 2024/25

As referred to earlier, the budget for 2024/25 includes cashable efficiency savings of £2,165k.

The vast majority of the savings are expected to be delivered as a result of changes that were agreed as part of the Services Risk and Resource Model (Community Risk Management Plan) that was approved in September 2022.

- The first element was to change a Wholetime Station to an On-call fire station. – this will result in **savings of £1,280k from the 1st April 2024**. This change has been delivered during 2023/24 but the savings will materialise during 2024/25.

- The second proposal was to replace the Tactical Response fire engine at two stations with an Emergency Rescue fire engine which will be crewed only during peak demand hours– **planned implementation in 24/25 saving £205k**
- The service has an agreed reduction in the level of Employer pension contribute rate into the Local Government Pension. **The reduction in 2024/25, saving £135k**, is expected to be permanent, as there is also a further reduction agreed for 2025/26.
- Beyond the above the Service has set out **non-pay savings totaling £545k**.

OPERATING CONTEXT

Our Service area is one of the largest in England covering more than 3,200 square miles (which equates to approximately 7.5% of England’s geographic area) and over 6,000 miles of road. We have 38 stations covering this area, which is only 82 square miles less than all the Metropolitan services and London Fire Brigade’s service areas combined. We recognise that our risk profile is vastly different from those heavily populated urban services, as our area is sparsely populated but there are still over 340,000 households and over 830,000 residents. Our area has isolated rural settlements and farms, market towns, and larger urban areas such as York, Harrogate, and Scarborough with the associated societal risk and vulnerability. The City of York is also home to over 21,000 students, with two universities and more than 20 million visitors come to our area each year. The current funding model does not take account of this.

Our primary challenge as a service is balancing our ambition and improvement journey with maintaining financial security and sustainability. Our improvements need to be innovatively generated, with clear leadership for delivery, rather than financially generated. Since governance transfer, we have identified significant savings and efficiencies whilst managing to protect essential frontline services. We have progressed collaboration at pace, but to avoid overspend we have had to reduce the capital investment programme, preventing much needed modernisation of our estate, fleet, and equipment.

The current funding formula does not account for geographic expanse or wider risks such as climate change. As a service familiar with wildfires and wide area flooding, we need to maintain suitable assets to respond to these risks, as evidence suggests these will become more frequent and severe.

As a service our ambitions are constrained in parts by our budget, we continue to face significant financial pressure, despite an enormous drive locally for increased productivity and efficiency. We continue to **‘save to survive’** rather than having the ability to **‘invest to improve’** delaying much needed additional public value, efficiency and effectiveness

COLLABORATION

Enable North Yorkshire

enableNY brings together the support functions from police and fire, pooling resources to deliver support 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)

Since our previous Productivity and Efficiency Plan, we have worked extremely hard to build strong relationships across our family of organisations to resolve the causes of concern issued by HMICFRS in its published report dated 20 January 2023.

Cause of concern

The service doesn't have in place robust processes to ensure transformation activities provide efficiency and effectiveness.

Recommendation

By September 2022, the service should put in place plans that are designed to:

- detail in its medium-term financial plan the efficiencies that its transformation plans will bring for the service.
- 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.

Through our collaborative action plan, clearer reporting structures, clearer accountability (The role of managing director has been replaced by an assistant chief officer who reports directly to the deputy chief fire officer) and strengthened governance we have made significant and notable progress.

So much so, that HMICFRS concluded in its most recent revisit that *"I am pleased to see the significant steps that the service has taken in response to the causes of concern we issued. The strengthened working relationships between the enabling services have helped to change the working culture and improve staff understanding of the benefits that the collaboration can provide". We saw evidence that showed the improvements made are sustainable and that they will continue to be monitored at a senior level.*

The service recognises that there is still more work to do, particularly in refining the processes to monitor and evaluate the services provided by Enable. However, the steps taken since our previous visit reassure us that there is a much-improved position regarding enabling services and the benefits they bring to the service."

It is significant to note, NYFRSs support staff budget is only 7% of its revenue budget, which represents a lean structure and efficient and effective service delivery.

We acknowledge the findings of HMICFRS and continue to look for further ways to ensure effectiveness and efficiency of our enabling functions. In February 2024, with the support of our PFCC and both service's Chief Officer Teams, we commissioned a further review through Practice to Progress Consultants (P2P). P2P are an emergency services-focused consultancy, the staff who worked on the review have all served in senior roles in UK police and fire services and bring with them a wealth of experience of how emergency services operate and organise their support services and understand the operational needs of enableNY customers.

The scope included P2P working with enableNY functions to review the service catalogues, liaising with operational functions to understand their requirements of the support services and identifying options to make the collaboration more efficient and effective. It also considered the skills we will need to meet future challenges and opportunities.

Control Partnership Agreement with Cornwall Fire and Rescue Service

In our previous statement we told you about The Control Partnership Agreement which enables Cornwall and North Yorkshire to take each other's calls during spate circumstances and to provide resilience should there be software mobilisation issues. Work is ongoing to extend the partnership ways of working to include joint training packages, National Operational Guidance implementation and diversion of non-emergency calls. This will be accompanied by a performance management framework.

The partnership is also working together to identify where the partnership agreement can assist with recommendations from the Grenfell and Manchester Arena inquiries, in particular allowing specific incident tasks to be delegated to each other to aid sectorisation of the control room.

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.

In support of the North Yorkshire Local Resilience Forum (NYLRF) NYFRS employees actively participate at the operational, tactical and strategic levels, chairing working groups, participating in exercises and attending multi-agency incidents.

We are undertaking a capability review within NYLRF, which is also reaching across the whole of the Y&H region. This provides us with the opportunity as a single agency, as well as a group of partners, to see what assets may be available for us to use within response, highlighting areas where there is a gap which NYFRS need to plan for, but also areas where we can work collaboratively to share resources.

Through our Prevention uplift proposals, the newly appointed Partnership Manager will be a member of the community resilience group, which brings together a network of volunteer and community organisations to support resilience in North Yorkshire. This will support our responsibilities as a category one responder to support the governments drive for whole society resilience.

Public Safety Service (PSS)

In our last Productivity and Efficiency Statement we told you about our independently evaluated and peer assessed Public Safety Service. The PSS has provided four 'omni-competent' practitioners, to deliver primary prevention in rural areas / areas furthest from emergency services. The model is based on an outcomes-led Public Health approach. It focuses on 'population' not 'the sector' or 'the Service' and it provides highly localised, place-based prevention activity to resolve underlying causes of crime, fire and health and social issues that lead to acute need.

The social value analysis identified a return-on-investment ratio of **1:7.8** which means for every £1 invested in the costs of the service, there would be a return of £7.80 in social value benefits. This led to HMICFRS identifying the scheme as positive practice within our most recent report. Following the success of the scheme the Executive Board have agreed to make these positions permanent and we will explore further collaboration opportunities to potentially expand this service to the public.

Fire Bike

FireBike is an initiative where a team of volunteers use a decommissioned Police Traffic Motorcycle to drive down road accidents and reduce injuries and deaths amongst motorcyclists. By directly engaging with the most vulnerable of road users, FireBike promotes road safety and advanced rider techniques by being able to get into the heart of the motorcycling community. In total, FireBike delivered 1,177 Hours of community engagement and road safety activity during its first year of operation.

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. This represents an increasing momentum for colocation and collaboration between the Service and the Force.

Secondment Opportunities

We continue to 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. We recognise the learning and experience which can be returned into service following these valuable secondments.

Drax Power Station

We support the National Critical Infrastructure through partnership with Drax Power Station. Drax Power LTD, is the UK's largest source renewable generation and the third largest energy generator in the UK. We provide a seconded Station Manager to undertake the role of Fire safety Co-ordinator who supports Emergency Team scenario training and Emergency Response planning. This post is fully funded by Drax and offers significant experience to our developing leaders and a funded post for additional resilience on to our Officer operational duty system.

TRANSFORMATION

In our previous statement we described our ambitious transformation plans introduced through our Community Risk Management Plan, locally named the Risk and Resource Model 2022-2025 (RRM). The RRM 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.

- **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.

The core objectives have been achieved. As of the 27th of November 2023, following a full consultation with staff and representative bodies, the full-time appliance at Huntington was taken off the run and crews were redistributed to other locations.

The On Call appliance is operational at Huntington and has support from detached staff from other stations to support its availability. Ongoing work is underway to increase the number of On Call staff at Huntington to increase service availability. The Aerial Ladder Platform (ALP) has been relocated to Acomb Fire Station and training of crew has been ongoing to support its deployment from its new base.

Funding realised by the removal of the appliance from Huntington and the reduction in establishment posts has been utilised in improvements in the provision of Prevention services and is available for On Call changes as identified in the RRM paper.

- **Managing attendance to Automatic Fire Alarms**

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

The RRM identified that NYFRS attended on average 2550 AFA incidents per year (38% of all attendances). 63% of attendances are residential, with the remaining commercial. 97.5% of residential and 98.4% commercial AFA attendances, resulted in a false alarm being recorded.

Most objectives set out within the project have now been achieved. The ability to apply a charge for repeated AFA callouts is close to completion and we are working with regional services to ensure a consistent charging policy.

Early indications have shown a reduction in unwanted fire signals.

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

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

The project has provided a Swift Water asset in Craven to improve the response to water incidents in the West and South of the County. The asset contains 15 trained staff and MOD 3 water rescue equipment. The asset went live on the 27th of November 2023, two months after the initial planned date of 25th September 2023. This was within the 3-month tolerance for delivery of the project.

The project had an initial budget of £100,000 comprising of £80,000 capital and £20,000 revenue.

The £20,000 revenue budget was increased to £33,538 by way of an exception report. This was required largely due to training costs being underestimated in the Project Implementation Document (PID) which had accounted for 10 Firefighters to undergo training, whereas the final operational requirement was to train 15 Firefighters to have a sustainable capability. The £80,000 capital budget included an allowance for a vehicle, however this was not required as a suitable existing vehicle was identified which could be utilised immediately, whereas there was a long lead time for a new vehicle that would have extended beyond the life of the project. This led to a significant underspend of the capital budget.

- **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.

Utilising the savings realised from the reduction of 24 establishment posts at Huntington we have undertaken a comprehensive review of the Prevention and Protection functions with subsequent strategies and proposals of staffing structures to ensure we can meet the needs and expectations of the public of North Yorkshire. It will also meet the requirements identified by HMICFRS reports, which demonstrated the need to identify and provide prevention and early intervention activities to the most vulnerable within our communities, especially those furthest away from an emergency response.

Our projections would suggest an increase in productivity beyond 30% within Home Fire Safety Visits (HFSV's) alone. It will also ensure better quality assurance and evaluation alongside improved early intervention, partnership engagement and safeguarding.

- **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.

Managers have held meaningful engagement with FBU, staff and representatives to progress options for an alternative crewing model at Harrogate. Options have been presented to the FBU which meet the Commissioners decision notice and provide a workable crewing model for staff at Harrogate. Consultation and negotiation are ongoing.

- **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.

Our Community Risk Profile identifies that there are three main types of risk most prevalent within our county, these being: fire; road; and water. We measure our response times across these three incident categories.

Following our updated Community risk profiling it is our intention to develop a timed response standard to inform residents and businesses within North Yorkshire and the City of York what response they can reasonably expect.

- **Introduction of alternative duty systems**

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

Meetings have been scheduled at all day crewing stations to introduce and discuss the self-rostering duty system. Policies and procedures have been drafted and the Head of Service Improvement is awaiting the most recent tax years incident details to ensure accurate salary proposals are shared with the stations. The proposed date for introduction is the 1st of January 2025. This will allow for reporting and availability systems to be modified.

Further Transformation Work – Our Change Pipeline

Delivery Plan and Change Pipeline		2023/24	2024/25	2025/26	2026/27	Change project Delivery plan
Digital and Data	National				ESMCP	
	Core Systems		Firewatch review Fleet telematics CFRMIS replacement		Vision replacement	
Continuous Improvement and sustainability	Operational Capabilities		Capabilities review York boat compliance against NFCC Boat Standard Breathing Apparatus replacement Grenfell Enquiry and MEN enquiry review recommendations ICU replacement	Wholtime Firefighter recruitment		
				Operational License review		
				Fleet review (23/24) and appliance delivery		
				Response in Huntington, Harrogate and Scarborough		
				Alternative duty systems		
	RRM/ CRMP		Emergency response principles Craven water rescue			
				CRMP refresh P&P review	Implementation of new CRMP (to May 2028)	
				Automatic fire alarms Fire risk model		
	Training	Operational License review	Fitness testing equipment review		Behavioural fire training units review	
					Training centre PFI	
ED&C (Public confidence)	Culture	Code of ethics	Moving Forward – A Framework For Change			
	Assurance and compliance		HMICFRS improvement plan Fire Standards implementation			
People and visible leadership	Ways of working		On call futures			
			Internal governance review Fire Control Review			
Collaboration	Policies and procedures		Document management review			
	Estates		Malton station Ripon station		Huntington PFI Northallerton Station Scarborough station	
				Environment and sustainability		
	ICT	Meeting Room Technology	WAN replacement			
Governance		Transition to MCA				

In addition to the improvements articulated through the RRM, the Delivery Plan and Change Pipeline detail the key work products and projects that are underway or planned, to deliver organisational change and improvement. This provides clarity on what is being delivered and when. They are supported by tactical plans, performance metrics and an assurance framework to measure our progress, highlight good practice and, where we need to focus our efforts for improvement.

Workforce Planning

Within the HMICFRS report published in January 2023 we received a cause of concern relating to our Workforce planning.

Cause of concern

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.

The table below shows our reliance on temporary contracts and firefighter roles being covered via on call temporary contracts. This had a significant destabilising impact on the organisation. Staff were not secure in role and future delivery plans were impacted.

Role	Posts	Substantive	Temporary %age
CFO	1	1	n/a
DCFO	1	1	n/a
Area Manager/Director	3	1	67%
Group Manager/Head of Function	9	4	56%
Station Manager	17	8	53%
Watch Manager	52	35	33%
Crew Manager	57	31	46%
Overall	140	81	42%

Since the new Strategic Leadership Team has been formed and within the last year, through the creation of a centralised process for managing the establishment and personnel movements, with a sustained effort through our promotion boards we now have a substantiated structure from CFO to FF. This allows us to better plan for the future and drive forward the improvements which are required within the RRM and change pipeline.

Role	Posts	Substantive	Temporary %age
CFO	1	1	n/a
DCFO	1	1	n/a
Area Manager/Director	4	4	n/a
Group Manager/Head of Function	10	8	20%
Station Manager	18	17	6%
Watch Manager	50	45	10%
Crew Manager	56	48	14%
Overall	140	124	11%

Following our revisit by HMICFRS in September 2023, the cause of concern was removed.

Response Projects

District managers are key influencers of the effectiveness and efficiency of NYFRSs operational response. Whilst a Service Improvement department exists, it is a key ambition for the Head of Response that all managers in response are involved in driving operational improvement.

The review projects include District Station Managers and collectively improve how we respond to operational incidents and support our operational crews. Being involved in review projects will also support the development of district managers and contribute to the strategic goal of having a middle manager cadre who are all experienced and skilled in both district and functional/project-based work streams.

Review One - *Review the current District Management structures.* This review concentrates on the current district management structures to propose a new structure which improves the balance of responsibilities and workloads.

Desired Outcomes

The following outcomes should be achieved upon completion of the review,

- Effective analysis of the strengths and weaknesses of our As Is position for district management
- Proposed new district management structures (4 or 3 districts)
- Proposed new geographical boundaries of districts and Station Manager remits
- Proposed new line management structures which balance spans of control

Review Two - *Review the effectiveness of the current Flexible Duty System (FDS) arrangements.* This review concentrates on the current FDS arrangements, including geographical coverage, specialisms, and resilience arrangements of the rota.

Desired Outcomes

The following outcomes should be achieved upon completion of the review,

- Effective analysis of the strengths and weaknesses of our 'As Is' position for FDS
- Proposed new approach to achieving geographical coverage in an evidence based and more sophisticated manner.
- Propose new method for providing improved resilience to the FDS rota.
- Propose minimum requirements for all FDS specialisms.

Review Three - *Review the effectiveness of the on-call WM roles.* This review concentrates on the effectiveness of the on-call WM role and the current role profiles. The review will also assess the suitability of the current rota arrangements and how non rider WM's can be used to support staff shortages and provide resilience to crewing.

Desired Outcomes

The following outcomes should be achieved upon completion of the review,

- Effective analysis of the strengths and weaknesses of our 'As Is' position for on call WM's
- Proposed new approach to the use of on call WMs with potential proposals for updates of role profile
- Propose clear and appropriate line management structures for the on call WMs
- Recommendations for the future of the WM rota
- Recommendations for how non-rider CMs and WMs can be used to support appliance availability during low periods (peripatetic cover)

Review Four - *Review station specific plans and performance measures.* This review concentrates on the current approach to district and station planning, including a review of how performance measures are set and reported. The review will culminate in improved district and station plans which are aligned to the RRM and Organisational Strategy. The review will also propose an improved method of station specific performance measures and reporting.

Desired Outcomes

The following outcomes should be achieved upon completion of the review,

- Effective analysis of the strengths and weaknesses of our As Is position for plans and performance measures
- Propose an improved method for displaying district and station plans in 2024/25
- Propose new method for localised RRM's which evidence resourcing to the local risk
- Propose new station specific performance measures for 2024/25

Capabilities Review

North Yorkshire Fire and Rescue (NYFRS) provides several technical response capabilities to assist in delivering its operational response. We sometimes attend environments and incidents where the capabilities carried on a traditional fire appliance are not suitable or adequate to resolve the situations and therefore require additional capabilities to deliver a successful outcome.

We commissioned data analysis, using an independent specialist, to help us strategically plan what capabilities, effectively and efficiently, best meet the risks identified in our Community Risk Profile for Fire, Road, Water, and other community risks.

This review will ensure the Service is prepared for its known and future risks and will help align operational response to incidents over a five-year period. The findings have identified that to ensure NYFRS can continue to provide a sustainable response in the future, our response model needs updating to meet the demand and a redesign of vehicles and the equipment that is needed.

Future Community Risk and Response Modelling

We commissioned Operational Research in Health Limited (ORH) to undertake a review of Future Community Risk and Response Modelling. The overall objective was to apply a data-driven approach to establish the current profile of risk and response and assess potential options for change. ORH helps emergency services around the world to optimise resource use and respond in the most effective and efficient way. They understand the changing demands on FRS and the need for greater resilience and flexibility.

Some of the key questions that we wanted to address during the review were as follows:

- What is the current level of demand and performance?
- How does the level of risk vary across the service area?
- Where would facilities be located on a blank canvas basis?
- What are the optimal hours for deploying units?
- Which vehicle types should the service deploy and where?
- Which are the most appropriate crewing models?
- Where are the optimal locations for new stations?
- How will population growth affect service delivery?
- Can the service provide a response to new types of incidents?
- What targets should the service set for response?

The final report has just been presented and will allow the service to develop its fire cover model and response strategy, alongside informing other strategies and our next CRMP.

Dynamic Cover Tool (DCT)

We are currently exploring the procurement of a DCT. Our current response model is predicated on ensuring that as many of our fire engines are available at any time. Given that we are a predominantly On-call service this presents challenges financially, and in delivery. The DCT will allow us to make data-driven, evidence based and quantified operational decisions. With all users being able to access the same dynamic information, the DCT will allow us to have a consistent approach for operational decision making.

The expected outcomes include,

- Data-Driven Decisions

- Efficient and Effective use of Resources
- Reduced Overtime
- Reduced Standby Moves
- Mitigating Risk
- Improved Response Times
- Audit Trail of Historical Situations
- Enhancing Collaboration with over the border services
- Resourcing and Resilience for Large Incidents/Significant Events
- Improving Resilience

Station Performance Audit

We have introduced a new Performance Audit Process designed to assure operational effectiveness, share good practice, and ensure alignment to the Fire and Rescue Service Plan. The new audit follows five areas of assessment. These areas are,

- Prevention
- Protection
- Response
- Efficiency
- People

The formal performance audit is scored. These audits are carried out by a local Station Manager, a peer or non-district-based Station Manager or Operational Assurance Manager. Specialist staff from Prevention or Protection may also perform audits on their area of expertise to support the Performance Audit Schedule.

The Performance audit is aligned to the three HMICFRS pillars of Efficiency, People and Effectiveness. Effectiveness is assessed under three separate strands of Prevention, Protection and Response. The scoring for each is aligned to the system used by HMICFRS:

1 -Inadequate, 2 – Requires Improvement, 3 Adequate, 4 – Good, 5 – Outstanding.

The scoring system will enable trend analysis across the five key assessment areas for the entire service. This system will also give each watch and station an overall performance score. The data collected will be used by relevant managers to monitor, and where necessary drive improvements in performance.

Incident and Training Exercise Monitoring

Incident and training exercise monitoring is an essential aspect of assuring the efficiency, effectiveness, and safety of emergency response operations. Direct observation of response activities will assist organisational learning by identifying areas for improvement and good practices for sharing.

Monitoring of incidents and training exercises focus on five areas:

- Health and Safety
- Incident Command
- JESIP (if used at the incident or training exercise)
- Welfare
- Equipment

These areas of focus will be periodically reviewed to ensure they remain in line with service delivery expectations.

The Assurance Function produce a mid-calendar year and annual report of results and feedback from all incident and training exercise monitoring. The purpose of these reports is to provide additional assurance of emergency response performance and identify any trends that may affect the achievement of the strategic areas of focus. These reports are submitted to the Organisational Effectiveness Board (OEB) meetings for evaluation and actioning as appropriate.

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 altered how we respond:

- We do 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 do 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 & INVESTMENT IN TECHNOLOGY

Asset Management System

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.

PowerBi Licence

NYFRS has invested in a Data Analyst and made a huge advancement in transitioning from using Microsoft Excel to using Microsoft PowerBI. Data supports every aspect of our business and provides us with quality information and insight to improve our service to the communities that we serve. Over two years the data analyst has developed a suite of Microsoft Power BI Dashboards which business users access and interrogate every day to improve the Service's performance.

The data within the dashboard is used to support the data returns requests from the Home Office, HMICFRS and local reports e.g., Service Delivery Performance, Online Public Meetings and Independent Audit Committee as well as Freedom of Information requests.

Defining Levels of Risk

Through our work with ORH, we have used the NFCC produced dwelling fire risk categorisation methodology for determining an evidence based and consistent 'level of risk'. The NFCC methodology recommends that FRSs evaluate risk at the UPRN (Unique Property Reference Number) level if data is available. ORH has determined these values for every domestic property in North Yorkshire. This methodology has already seen improved effectiveness and efficiencies across other FRSs.

It supports us in developing our fire risk model, in our allocation of resources and also in our prevention activities. We have also incorporated MOSAIC lifestyle data by household to produce a bespoke model for NYFRS; which we will receive in a separate document from ORH. This will further refine our determination of risk, allowing us to work far more efficiently in targeting those most vulnerable in our communities.

Economies of Scale and increased Skill sets

Through the enableNY model we have made cashable savings through Joint computer procurement with North Yorkshire Police, which delivered improved pricing amounting to a saving of £17,528 for NYFRS and due to the wider skills available to us, in the collaborated department we were able to cancel an FRS support contract valued at £25K per annum so have realised savings close to £50K to date.

Fleet Management

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, which is due for completion in quarter one of the 24/25 financial year.

We are also exploring the purchase of 'pre-owned' fire appliances from a neighbouring service. These appliances are up to 10 years newer than some of our existing fleet. We recognise that some of our stations in our most rural locations, have relatively low demand and this will allow us to refresh the fleet at a fraction of the cost of purchasing all new appliances, whilst we continue on our long-term replacement programme.

We have also prolonged the life of some of our Officer cars, distributing them to some of our on-call stations. This will allow On-call staff to undertake prevention activities in some of our most rural locations, which is a key objective within our RRM.

Technology Improvements

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 linked our availability system FireWatch and our mobilising system Vision together to help provide more accurate appliance availability and reduce the stages required.

RESOURCING

We have 38 fire stations. These include:

- Four wholetime shift stations which are crewed 24 hours a day- Acomb, Harrogate, Scarborough and York
- Seven wholetime day crewed stations (crewed 0800-1800 every day by firefighters who carry an alerter, and are on call outside of these hours)- Malton, Northallerton, Richmond, Ripon, Selby, Tadcaster and Whitby
- 25 on-call stations (crewed by firefighters who provide on-call cover from home or their place of work). The following stations are on-call: Bedale, Bentham, Boroughbridge, Colburn, Danby, Easingwold, Filey, Grassington, Hawes, Helmsley, Huntington, Kirkbymoorside, Knaresborough, Leyburn, Lythe, Masham, Pickering, Reeth, Robin Hood's Bay, Settle, Sherburn, Skipton, Stokesley, Summerbridge, Thirsk.
- Six stations have both a wholetime and on-call crew: Acomb, Malton, Northallerton, Ripon, Selby, Tadcaster
- Two volunteer stations crewed by volunteers at Lofthouse and Goathland

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.

We are currently exploring the opportunity to expand our self-rostering duty system further across our day-crewed stations. Our current crewing systems efficiently match resource to risk, we will look to analyse this further through our work with ORH to ensure we provide the most appropriate and proportionate response across our service area.

As was the case for many services we had to adapt our working practices because of the pandemic, and these are still part of our 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 new Strategic 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 all levels of the service, reducing temporary posts by 31%.

We are rightly proud of this and delivered this 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.
- Yorkshire purchasing organisation (YPO) for wildfire PPE
- Devon and Somerset framework for Breathing apparatus.

We recently conducted a mini tender to procure level 2 and level 3 water rescue PPE as an interim measure whilst work was finalised on national framework options for these items, we are now named on this framework and able to procure once our current contract ends in 2027.

Our RTC jackets were procured via regional collaboration led by SYFRS and we have a local collaboration with North Yorkshire Police for the purchase of our replacement life jackets.

The specialist PPE framework being established by Kent was reviewed for viability to replace our high-volume pump PPE, as no items were deemed suitable for our needs, we have procured independently for these ensuring liaison within the region to meet interoperability requirements.

We have recently led a joint procurement exercise with Humberside FRS to replace both services existing breathing apparatus stock. The Devon and Somerset framework was used for this, and the process is reaching conclusion with tender award being issued within the next three weeks.

Our transport section used two different frameworks for the purchase of vehicles which are,

- Crown Commercial Services (CCS).
- Blue light commercials.

We are exploring options for the procurement of a full procure to pay (P2P) system within financial year 24/25.

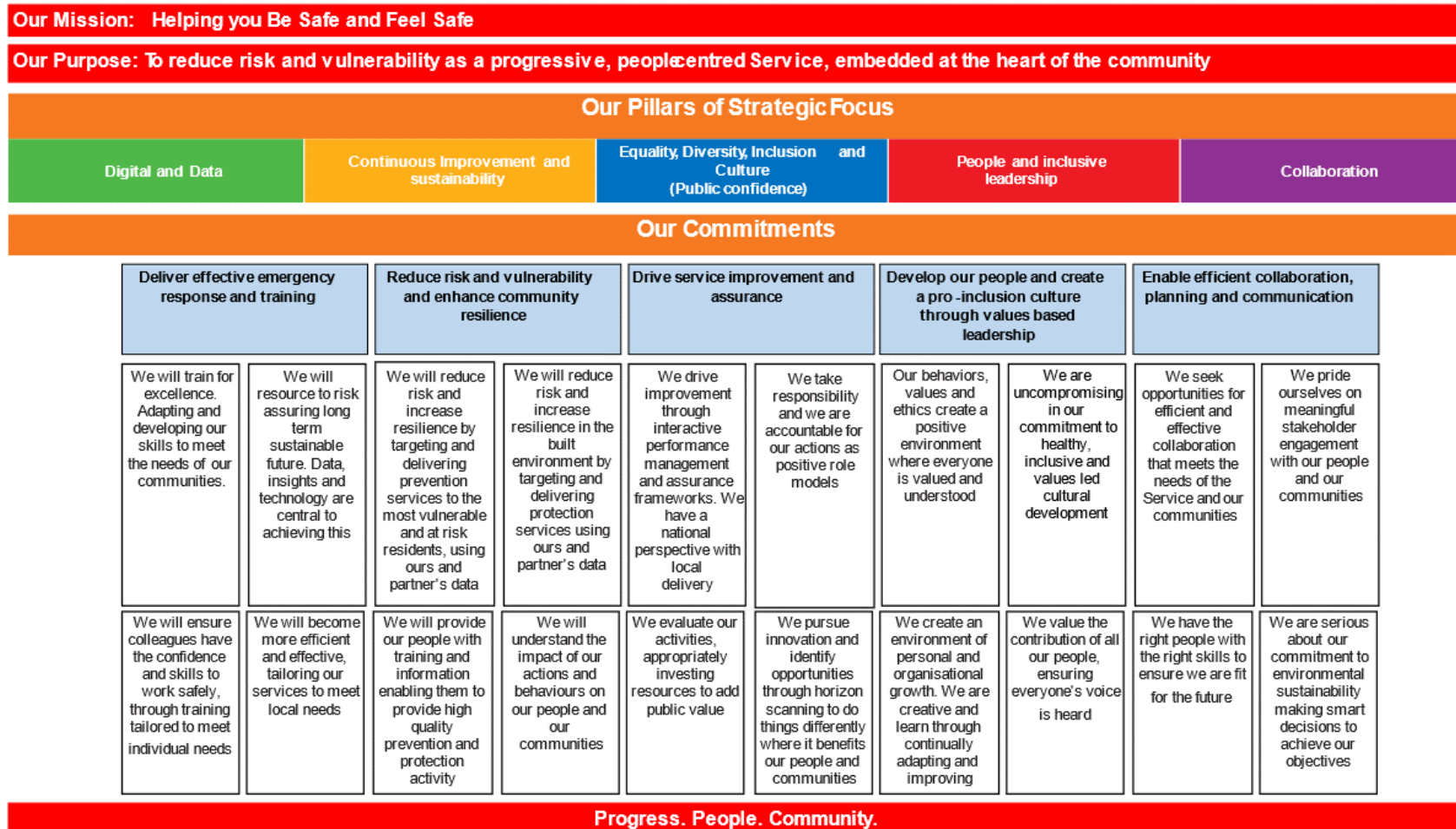
Local initiatives

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.

PRODUCTIVITY



Our Strategic Framework plan on a page demonstrates our commitment to drive service improvement, building upon the significant progress that we have made over the last year. Digital and Data is one of our pillars of strategic focus, which we are developing to support evidence-based decisions, enabling us to measure and monitor the benefits of our activities.

Prevention and Protection

There is a clear commitment to Prevention and protection within the PFCC’s Fire and Rescue Plan and our RRM. The changes which implemented within York, and which we are proposing in Harrogate and Scarborough allow 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 a high number of our operational 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.

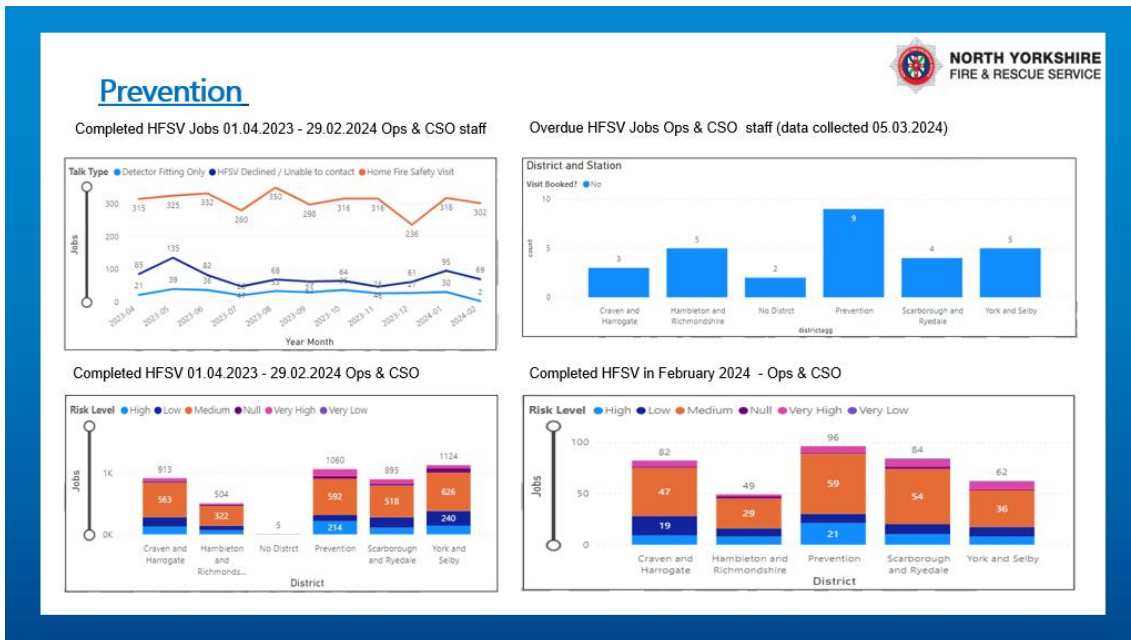
We are also looking to adopt the new L2 Fire Safety Certificate (Fire Safety Checks) as an internal accredited and delivered qualification for identified staff (potentially On-call staff and new starters) to enhance resilience and interventions to meet our RBIP. This also supports operational activity through increased awareness and skills, within our built environment.

Flexible Staffing arrangements

We 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.

Performance Management

We have increased our scrutiny; we monitor and measure performance across our organisation through our monthly Service Delivery Performance meeting.



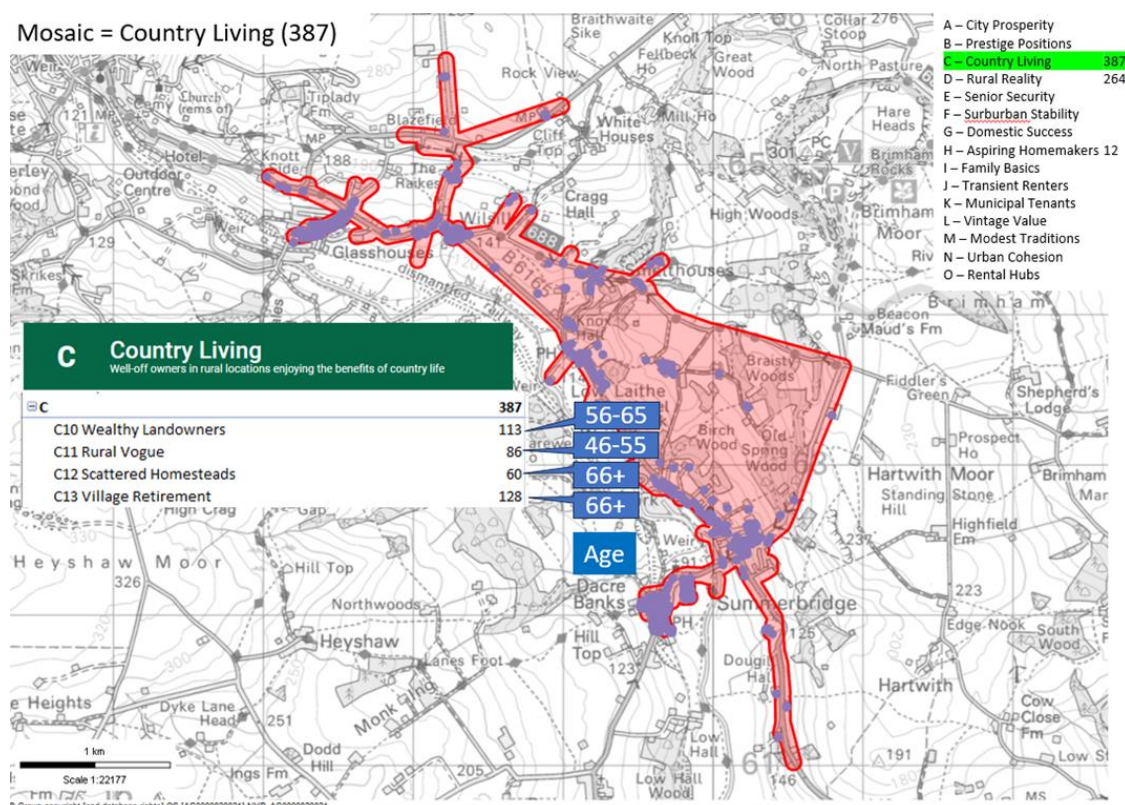
Our performance dashboards allow us to track performance at a station and district level and we do have some performance measures in place. This will be developed further with our station and district plans having clear performance expectations set for teams across the organisation. This will allow us to clearly display if teams are on schedule, ahead of schedule or behind schedule to meet the agreed performance expectations.

This monitoring of performance has seen significant improvements in performance across numerous areas of business. Overall, Home Fire Safety Visit (HFSV) activity has increased by 9% on the same reporting period from last year. Individuals past their visit date have reduced by over 80% since reporting commenced. Areas of good practice are also identified such as our returns of operational learning, which is close to 90% return rate.

It allows us to focus our attention to those areas which require further intervention.

On Call Futures

One area which was identified internally, as requiring improvement was elements of our on-call provision. This is a national issue, but as a service we have invested in a dedicated on-call Station Manager to look at how we can improve all aspects of our offer to serving staff, potential staff and employer recognition. We are also utilising our investment in technology to better target potential on-call staff in a much more data-driven way.



This mapping allows us to identify those individuals within our four-minute footprint who could reasonably be approached to serve at their local fire station. We can then assess if increasing footprints will have a positive or detrimental impact upon our service delivery.

Online Public Meeting

We openly and transparently share our performance with the public through the Commissioners Online Public Meeting and the Chief Fire Officer voluntarily attends the Police Fire and Crime Panel Meetings. Within the meeting we are scrutinised on our performance data, our HMICFRS action plans and at each meeting present a spotlight report detailed by the Commissioner. This is a live streamed meeting in which, members of the public can ask questions of those presenting, and of Strategic Leaders in the organisation.

Adding Value to Partners

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 and Volunteer locations have staff trained as community first responders.

Increased interoperability

All our leaders partake in JESIP training with other responders from across our service area. We also participate in regional meetings and training to ensure effective response across the region. In addition, alongside North Yorkshire Police we have launched our 'first line leaders' and 'middle level leaders' programs.

These programs align to the NFCC Middle Leadership program (MLP) and Supervisory Leadership Development Program (SLDP). These equip our aspiring 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 several months.

Having the opportunity to develop these essential leadership skills with aspiring leaders within police, will only foster better interoperability as they progress through their respective careers.