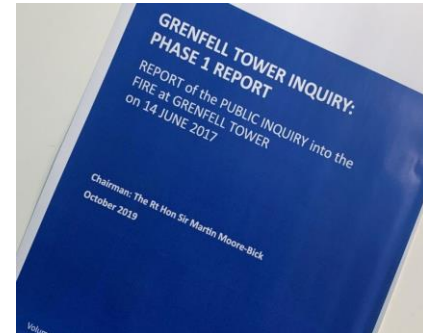




# External Influences



# NORTH YORKSHIRE FIRE & RESCUE SERVICE



manchester  
arena  
inquiry

Manchester Arena Inquiry  
Volume 2: Emergency Response  
Volume 2-1

Report of the Public Inquiry into the  
Attack on Manchester Arena  
on 22<sup>nd</sup> May 2017

Chairman: The Hon Sir John Saunders  
November 2022

HC 757-I



National  
Operational  
Guidance



NFCC  
National Fire  
Chiefs Council

# A Clear Vision



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

**Our Mission: Helping you Be Safe and Feel Safe**

**Our Purpose: To reduce risk and vulnerability as a progressive, people-centred Service, embedded at the heart of the community**

## Our Pillars of Strategic Focus



## Our Commitments

Deliver effective emergency response and training		Reduce risk and vulnerability and enhance community resilience		Drive service improvement and assurance		Develop our people and create a pro-inclusion culture through values based leadership		Enable efficient collaboration, planning and communication	
We will train for excellence. Adapting and developing our skills to meet the needs of our communities.	We will resource to risk assuring long term sustainable future. Data, insights and technology are central to achieving this	We will reduce risk and increase resilience by targeting and delivering prevention services to the most vulnerable and at risk residents, using ours and partner's data	We will reduce risk and increase resilience in the built environment by targeting and delivering protection services using ours and partner's data	We drive improvement through interactive performance management and assurance frameworks. We have a national perspective with local delivery	We take responsibility and we are accountable for our actions as positive role models	Our behaviors, values and ethics create a positive environment where everyone is valued and understood	We are uncompromising in our commitment to healthy, inclusive and values led cultural development	We seek opportunities for efficient and effective collaboration that meets the needs of the Service and our communities	We pride ourselves on meaningful stakeholder engagement with our people and our communities
We will ensure colleagues have the confidence and skills to work safely, through training tailored to meet individual needs	We will become more efficient and effective, tailoring our services to meet local needs	We will provide our people with training and information enabling them to provide high quality prevention and protection activity	We will understand the impact of our actions and behaviours on our people and our communities	We evaluate our activities, appropriately investing resources to add public value	We pursue innovation and identify opportunities through horizon scanning to do things differently where it benefits our people and communities	We create an environment of personal and organisational growth. We are creative and learn through continually adapting and improving	We value the contribution of all our people, ensuring everyone's voice is heard	We have the right people with the right skills to ensure we are fit for the future	We are serious about our commitment to environmental sustainability making smart decisions to achieve our objectives

**Progress. People. Community.**

# A Prioritised Programme Based Approach



## NORTH YORKSHIRE FIRE & RESCUE SERVICE

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	
		RRM/ CRMP	Response in Huntington, Harrogate and Scarborough	Alternative duty systems	Emergency response principles	Craven water rescue	CRMP refresh	P&P review	Automatic fire alarms	Fire risk model
			Implementation of new CRMP (to May 2028)							
			Operational License review	Fitness testing equipment review						
			Behavioural fire training units review							
		Training centre PFI								
	Culture	Code of ethics	Moving Forward – A Framework For Change							
	ED&C (Public confidence)	Assurance and compliance	HMICFRS improvement plan	Fire Standards implementation	Develop assurance/ performance framework	EDI estates upgrades	Develop evaluation framework			
			Ways of working	On call futures	Internal governance review	Fire Control Review				
				Policies and procedures	Document management review					
People and visible leadership	Estates	Malton station	Ripon station		Huntington PFI	Northallerton Station	Scarborough station			
		Environment and sustainability								
	ICT	Meeting Room Technology	WAN replacement							
	Governance		Transition to MCA							

# Framework for Change



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **Collaboration with Huddersfield University**
- **Behavioural and Leadership charter**
- **An Academic produced toolkit to deliver proposed change**
- **Staff and the University will steer the response and final product**
- **SLT will be responsible for implementing change via the toolkit**



# Community Risk Profile Gap analysis



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **Uneven access across the county to our range of prevention services**
- **Early intervention activity needs to increase**
- **Fire risk is relatively low**
- **Road and water risk is a significant challenge**
- **High level of AFAs**
- **Under provision of water rescue response**
- **Outdated response model**
- **Response standard vs principles**
- **Redesign of service provision is necessary**



# Prevention



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **We need to provide more equitable prevention services, to those who need it the most**
- **Prevention and Protection structures growth**
- **Early intervention, health, and partnerships**
- **Increased number of specialist operational roles**
- **Increased use of On-call staff to deliver prevention activity**
- **Maintain Community Safety Officers**
- **The Public Safety Service (PSS)**



## Current and Future Prevention



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **Completion of new Established Structure**
- **Refresh of Community Risk Profile working with ORH to embed NFCC methodology**
- **Addition of RTC risk with NFCC methodology**
- **Mosaic integration to understand risk at a household level and enable us to reach most vulnerable with support.**
- **More ambitious targets for carrying out Home Fire Safety Visits which will be laid out and monitored through Station Plans**





## Protection



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **A Government financial grant of £596,000 which is specifically for protection was received due to Grenfell and new legislation.**
- **Build a more focused approach to our interventions, ensuring we are working with those business who need it most, thereby creating a safer environment for residents and visitors.**
- **Our Protection team has grown by 5 people, and we've bought additional equipment such as Virtual Reality Headsets for training.**
- **We want to be able to maintain our recent enhancements.**
- **There is an increased awareness of risk as a result of the work we're doing in Protection.**



## Current and Future Protection



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **We have seen an 8% reduction in AFAs attended – leaving crews to focus on more beneficial work and critical incidents.**
- **Development of our Risk Based Intervention programme as the NFCC methodology becomes available.**
- **Introduction of a level 2 qualification to support our level 3 qualified wholetime Junior Officers.**
- **Maintain capacity to deal with additional workloads relating to new guidance as it is provided.**



## Response – Craven SRT



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **Specialist training has been provided to staff at Skipton to enhance water rescue provision in the west of the county.**
- **The asset went live in October 2023**



## New Breathing Apparatus



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- NYFRS has led in a collaborative procurement with Humberside, for the full replacement of breathing apparatus equipment for both services.
- The investment of £1.7million for NYFRS will provide modern, state of the art, respiratory protective equipment for firefighters including:
  - New Breathing apparatus sets.
  - New communications systems.
  - Introduction of breathing apparatus telemetry systems.



## On-Call Futures



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **FireWatch App has been introduced for on-call making it easier to book available for duty.**
- **Weekly availability forms no longer need submitting reducing administration burden.**
- **Employer recognition for workplaces who release on-call firefighters to attend incidents.**
- **Specific on-call engagement sessions through Station Manager On-Call to keep staff up to date with progress and gain feedback.**



## On-Call Futures



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **MOSAIC being used to understand our communities where our on-call staff are drawn from to ensure we are reaching as many potential recruits as possible and widening diversity of applicants.**
- **Specific campaigns have successfully recruited to areas, such as Huntington, where we said we would concentrate on.**
- **Reformed recruitment pathway ensures we are taking applicants through efficiently.**
- **Number of applicants for some locations means we are having to look at introducing waiting lists.**



# Response principles



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **Monitoring of response against principles of Speed, Safety and Strength is underway.**
- **Allowing us to gain understanding of data to set response standards later in the year.**



## Response



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- **Huntington is now an on-call only station.**
- **We are successfully recruiting new members of on-call staff to Huntington.**
- **Risk based approach to HFSVs in area used to reduce vulnerability.**
- **ALP is now located at Acomb.**
- **Resources are being reallocated where most needed.**
- **Next stages of RRM are under discussion with staff for how to best implement them.**





## Future CRMP



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

- Contracted ORH to undertake analysis of NYFRS risk and demand
- Report updates Community Risk Profile for North Yorkshire using full NFCC methodology
- Also includes analysis of RTC risk in county using latest NFCC approach.
- Shows us where demand is highest and how to make best use of resources to ensure the fastest emergency response.
- Will feed into a new fire cover model and response standard.

