



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

# **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services**

**Inspection Action Plan 2020**

## Document History

<b>Revision History</b>	<b>Date of next revision:</b>
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<b>Revision Date</b>	<b>Summary of Changes</b>
24/6/2020	Next steps section
1/10/2020	Foreword amendment

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<b>Document number</b>	1.

<b>Distribution</b>	This document has been distributed to:	
<b>Name</b>	<b>Date of Issue</b>	<b>Version</b>
Fire SLT	June 2020	1.0
F Kinnear	June 2020	1.1

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# Foreword

## **Andrew Brodie, Chief Fire Officer, North Yorkshire Fire and Rescue Service**

A transformation journey is underway in North Yorkshire Fire and Rescue Service. It will modernise our culture, service delivery and how we manage our resources. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services 2019 inspection report is welcome in offering a vital, independent view at the outset of our journey, it provides a credible evidence base for the change we must make.

We have created this action plan to guide us through the report recommendations. Delivering the actions will help us to deliver our transformation and demonstrate that we can adapt and improve to meet the priorities of the Fire and Rescue Plan and help people feel safe and be safe in North Yorkshire. The analysis and judgement from future inspections will further help us to measure our progress and achievements, and to demonstrate continuous improvement.

We will be able to look back on this plan, see what we have achieved and share that with the public for whom we exist to serve.

## **Julia Mulligan, Police, Fire and Crime Commissioner for North Yorkshire**

During the summer of 2019, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspected North Yorkshire Fire and Rescue Service for the first time. The inspection provides a valuable assessment of the Service's effectiveness and efficiency and how well they look after their people.

A number of 'areas for improvement' reaffirmed our analysis of the Service prior to the transfer of governance in November 2018 and are as such reflected in my priorities for the Service, set out in my Fire and Rescue Plan.

I am pleased to see the Chief Fire Officer's positive response to the inspection by identifying and implementing a range of actions set out in this plan. Publishing these actions allows people across North Yorkshire and the City of York to see how their fire and rescue service is taking significant steps to provide the best possible service to their communities.

## Introduction

The Police Fire and Crime Commissioner (PFCC) and North Yorkshire Fire and Rescue Service (NYFRS) welcomes the report from Her Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the areas for improvement raised for NYFRS.

Lots of work has been done since the inspection however, our mission '*helping you to feel safe and be safe in North Yorkshire*' is what we are dedicating all our efforts to achieve, alongside success against our areas for improvement. On the 1<sup>st</sup> April 2020, a new Strategic Leadership Team (SLT) was formed, including 'enable North Yorkshire'. This is a unique collaboration to bring together the business support functions for North Yorkshire Police and NYFRS.

We've considered every element of the inspection and subsequent reports in responding to the HMICFRS Inspection reports. Our Action Plan focuses on the 'Areas for Improvement, giving our analysis, thoughts and reflection on each area and what we are doing about the issues raised.

On the inspection areas where we have scored 'good', we'll not stand still. We'll continue to seek improvement and understand how we may achieve outstanding in the future. This is part of our commitment to deliver continuous improvement through the PFCCs [Fire and Rescue Plan](#), our CFOs strategic view – Ambition 2025 and our new Risk and Resourcing Model (RRM).

Our approach to the inspection is open, honest and transparent. The report covers numerous areas under the headings of Effectiveness, Efficiency and People. We've explored the comments and identified what we need to do to improve and where required, a gap analysis will inform our future success against the areas for improvement.

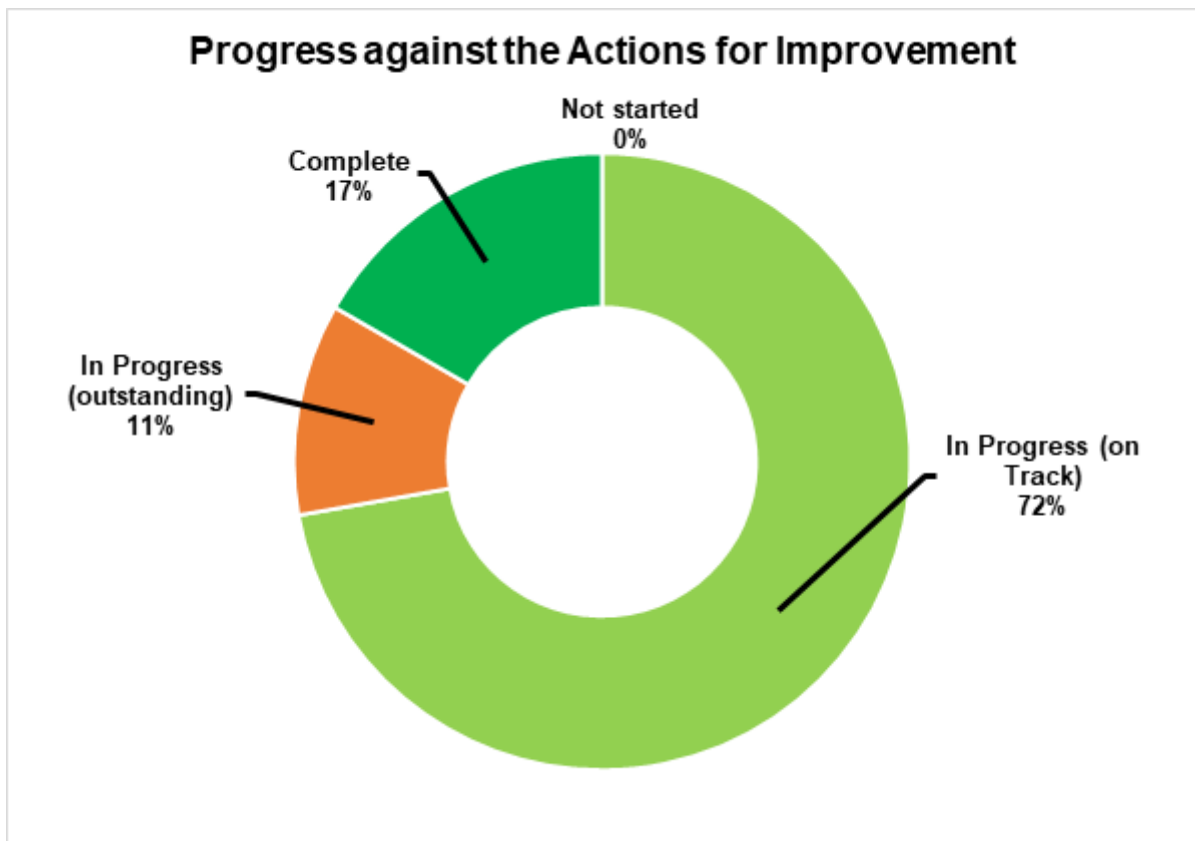
This work won't be done in isolation. We'll work with other services, stakeholders and partners to benchmark, learn and develop our plans to ensure we demonstrate the causal effect of our work on public safety and resilience. We'll use our service delivery and enabling tools, whilst having the freedom and flexibility to tailor our service, to the public's needs.

We'll continue to work with HMICFRS to better understand their comments and evidence, as we firmly believe that a richer understanding of the rationale will help us develop a better outcome for the public.

We wholeheartedly recognise that our colleagues are our most important asset. Their input will form an essential part of our progress.

## Summary Dashboard

Progress Against the 13 Actions for Improvement			
<b>Effectiveness</b>	Total of Individual Actions = 13		
Not started	In progress (on track)	In progress (outstanding)	Complete
0	12	1	0
<b>Efficiency</b>	Total of Individual Actions = 5		
Not started	In progress (on track)	In progress (outstanding)	Complete
0	3	0	2
<b>Efficiency</b>	Total of Individual Actions = 5		
Not started	In progress (on track)	In progress (outstanding)	Complete
0	3	1	1



# Inspection Process

[NYFRS was inspected by HMICFRS as part of its 2018/19 inspection programme.](#)

This is the first time that HMICFRS have inspected fire and rescue services (FRSs) across England. Their focus was on the service FRSs provide to the public and the way they use their resources. The inspection assessed how effectively and efficiently we prevent, protect and respond to fires and other emergencies. HMICFRS also assessed how well we look after the people who work for us.

Table 1 Summary of HMICFRS Graded Judgements	
Question	Inspection Focus
How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?	How well the fire and rescue service understands its current and future risks, works to prevent fires and other risks, protects the public through the regulation of fire safety, responds to fires and other emergencies, and responds to national risks.
How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?	How well the fire and rescue service uses its resources to manage risk, and secures an affordable way of providing its service, now and in the future
How well does the fire and rescue service look after its people?	How well the fire and rescue service promotes its values and culture, trains its staff and ensures that they have the necessary skills, ensures fairness and diversity for its workforce, and develops leaders.

After taking all the evidence into account, they apply a graded judgment for each of the three questions.

Graded Judgements	
Judgement	Meaning
<b>Outstanding</b>	If a fire and rescue service exceeds what HMICFRS expects for good, they will judge it as outstanding
<b>Good</b>	Good is HMICFRS' 'expected' graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant national operational guidance or standards
<b>Requires Improvement</b>	If HMICFRS finds shortcomings in the fire and rescue service, they will judge it as requires improvement
<b>Inadequate</b>	If HMICFRS finds serious critical failings of policy, practice or performance of the fire and rescue service, they will judge it as inadequate

## Keeping Track of Progress

Section 7 of the Fire and Rescue Service National Framework Document deals with inspection, intervention and accountability and requires us to “*prepare, update and regularly publish an action plan detailing how the recommendations are being actioned.*”

This action plan will be reviewed by the SLT on a bimonthly basis.

## Governance

The SLT will report to the PFCC and the public through the Public Assurance Meetings.

## HMICFRS Liaison

We’ll maintain regular contact with our HMICFRS Service Liaison Lead (SLL), as our relationship is vital to ensure our progress is recognised and the Inspectorate is updated with our improvements.

## Continuous Improvement

We’re undertaking a comprehensive review of our Integrated Risk Management Plan which we call our Risk and Resource Model (RRM), as it more accurately reflects it’s purpose.

Our aim is to deliver a flexible, affordable and sustainable multi-year RRM that best matches our resources to risk.

Alongside the RRM, we’re running three transformation projects, whilst integrating our CFO’s Ambition 2025:

1. On-Call Duty System Review
2. Capability (estates, fleet and equipment) Review
3. Maximising VFM Review

What are our next steps?




We’re realistic in our approach. Through our transformation we’ll expect to achieve continuous improvement across all three pillars.

How will we do this?

We’ll address the issues raised by HMICFRS, whilst working to make our ‘business as usual’ exemplary. We’ll demonstrate the causal effect of our work on public safety and resilience, through having the freedom and flexibility to tailor our service, to the public’s needs.



## Snapshot Position

	<b>Effectiveness</b>	<b>Good</b>
	Understanding the risk of fire and other emergencies	Requires Improvement
	Preventing fire and other risks	Requires Improvement
	Protecting the public through fire regulation	Good
	Responding to fires and other emergencies	Good
	Responding to national risks	Good
	<b>Efficiency</b>	<b>Requires Improvement</b>
	Making best use of resources	Requires Improvement
	Making the fire and rescue service affordable now and in the future	Requires Improvement
	<b>People</b>	<b>Requires Improvement</b>
	Promoting the right values and culture	Good
	Getting the right people with the right skills	Good
	Ensuring fairness and promoting diversity	Requires Improvement
	Managing performance and developing leaders	Requires Improvement

# Appendix A

## Statutory and Non-Statutory Duties

Fire and rescue authorities in England must have regard to the Fire and Rescue National Framework for England which is issued by the Secretary of State in accordance with section 21 of the Fire and Rescue Services Act 2004.

The current National Framework was published in May 2018 and came into force on 1 June 2018.

The Framework:

- a) must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions
- b) may contain guidance to fire and rescue authorities in connection with the discharge of any of their functions
- c) may contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate

*Section 7 of the National Framework deals with inspection, intervention and accountability. In particular, section 7.5 of the National Framework states: “Fire and rescue authorities must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and regularly publish an action plan detailing how the recommendations are being actioned. If the fire and rescue authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given. When forming an action plan, the fire and rescue authority could seek advice and support from other organisations, for example, the National Fire Chiefs’ Council and the Local Government Association; and, for those areas where a PFCC has responsibility for fire governance, the Association of Police and Crime Commissioners.”*

This document constitutes our action plan for the purposes of section 7.5 of the National Framework and is published on our public website at:

[www.northyorkshire-pfcc.gov.uk](http://www.northyorkshire-pfcc.gov.uk)

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