



Fire and Rescue Annual Report 2019 - 2020



Helping you to be safe and feel safe in North Yorkshire

BE SAFE
FEEL SAFE



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Foreword

Welcome to my annual report for 2019/20 on North Yorkshire Fire and Rescue Service.

My first Fire and Rescue Plan was published in July 2019, setting out my priorities for the Service, influenced by the views of over 1,000 residents, businesses and partners. This annual report reflects on the progress made by the Service over the past 12 months in taking these priorities forward. The past year has seen a huge amount of hard work from many people across the Fire and Rescue Service and other emergency services to embrace new ways of working and I am very proud of our collective achievements.

In July 2019 I appointed Andrew Brodie to lead the Service as permanent Chief Fire Officer (CFO) following his successful secondment as temporary CFO. Andrew's enthusiasm for our Service's potential and experience of leading innovative collaborative work in Leicestershire set him apart. His 100 Day Report written during his secondment demonstrated a thorough understanding of the challenges facing the Service. Andrew's Ambition 2025 document then set out his vision for the Service and how he will deliver the priorities in my Fire and Rescue Plan and address the areas for improvement identified in the Service's first inspection report from Her Majesty's Inspectorate, to ensure we provide the best possible service to the public.

Governance of North Yorkshire Fire and Rescue Service transferred to me in November 2018. In December 2019 I published my One Year On report setting out the progress made against my Local Business Case for the transfer of governance. The report evidenced a smooth transfer process and demonstrated to the public that real progress had swiftly been made against my intentions.

We've made good progress over the last year to further reduce the financial

deficit that was inherited. Following the hard work of the Finance Working Group, we now have a robust financial plan and reserves strategy. We should break even by the end of the 2020/21 financial year, putting the Service on a more stable footing for the future without impacting essential frontline services. As far as finances allow, we have plans to invest in equipment and our buildings and we have been able to hold the first open recruitment of wholetime firefighters for ten years.

We have progressed collaboration at pace, with a shared vision between the Chief Constable, Chief Fire Officer and myself, and a more streamlined decision-making process so that the once talked about opportunities within the 2013 'Statement of Intent', are now being realised. A single estates strategy is in development and we have identified and realised benefits and savings from a shared HQ, joint corporate services and co-location of frontline staff.

A top priority is to increase the resilience of the service in rural areas to address the challenges of rural fire engine availability. In early 2019 we began a 'public safety service' pilot in Craven and in February 2019 recruited two Public Safety Officers to work with the communities of Bentham and Grassington. They will undertake preventative work across health, police and the fire service as well as providing resilience to blue-light services response.

Testament to improved relationships with representative bodies, Tactical Response Vehicles are back 'on the run' at two of our wholetime and three of our on-call stations after their unsuccessful introduction and subsequent removal from service before governance transfer. With the ability to respond to some types of incident with a crew of three, these vehicles have the potential to improve fire cover and availability in these locations.



Julia Mulligan

In March 2019, the Coronavirus started to have a significant impact on our communities and our public services. Lockdown began right at the end of this reporting period, so the impact on the fire and rescue service is something I will reflect on in my next annual report. I am proud of the Service's initial response to the challenges, helping and supporting our communities by providing additional services to the NHS and our most vulnerable residents.

I am grateful to the commitment and dedication of our workforce, reflected by positive public opinion and trust that the service will be there when they need them. I'd like to thank everyone in North Yorkshire Fire and Rescue Service for the progress made over the last 12 months in keeping our communities safe and feeling safe.

A handwritten signature in black ink, appearing to read 'Julia Mulligan'.

Julia Mulligan
Police, Fire and Crime Commissioner
for North Yorkshire



Priorities for North Yorkshire

Our mission:

Helping you to be safe and feel safe in North Yorkshire

Our vision:

North Yorkshire Fire and Rescue will be an exemplary local service

we
care



Our four priority areas are:

Caring about the vulnerable

to provide services that will best protect the most vulnerable people in our community and in doing so, make them safer

Ambitious collaboration

to maximise opportunities to work jointly with partners and to provide a more effective, efficient and proactive community safety service

Realising our potential

to create an inclusive work environment and a positive, supporting culture where we provide our people with the equipment, IT, training, skills, and capacity to effectively prevent and respond to incidents

Effective engagement

to increase trust and public confidence in our Service, involving, engaging and consulting our communities on the services we provide and delivering the best possible service

Our values

A strong values driven culture which supports our strategic priorities and objectives will underpin our success

Professional Openness
Trust Respect Excellence
Competence Teamwork



This report highlights how North Yorkshire Fire and Rescue Service has progressed each of the four priorities during 2019/20 and meets the requirements of the Annual Statement of Assurance, confirming the adequacy of arrangements for effective management of financial, governance and operational matters.

Priority 1

Caring about the Vulnerable

We know that some people within our community are at greater risk and that targeted advice and support can help them to be safer and more resilient.

Our aim: to provide services that will best protect the most vulnerable people in our community and in doing so, make them safer

Julia says,

“The Service has made good progress against this priority this year, by improving safeguarding and expanding prevention work to protect the most vulnerable in our communities. More will be done next year to understand risk better and to support those who have suffered from fire.”

Objective 1

We will better understand and assess vulnerability to fire and other emergencies by accessing a range of partnership data and intelligence, creating a more targeted approach to reaching people and properties most at risk

Reducing risk to fire – the Service continues to prioritise Safe and Well home visits to those most at risk of a fire; older people, smokers, those with no fitted smoke alarms and people who may find it difficult to escape in the event of an emergency. To better target visits, pre-check questionnaires have been introduced to determine the level of vulnerability and whether a visit is the most appropriate action versus advice over the phone or providing written information. The Service has also introduced post incident Safe and Well visits to people considered vulnerable (be that after a fire or other emergency such as a road traffic collision).

A comprehensive Community Risk Profile is in development and will set out the current and future social, environmental and economic risks across our county. This profile will be based on a much richer use of data than before, including indices of multiple deprivation, to better inform how resources are targeted and used to help mitigate risk. By accessing a range of data sources to identify the type of person/property most at risk in an area, station-based staff will be able to better target that specific need. This risk profile will be completed by December 2020.

Objective 2

On reaching those most vulnerable to fire and other emergencies, we will enhance safety from a range of health and well-being risks, signposting people to appropriate specialist services

The remit of Safe and Well visits has been extended, allowing firefighters to have discussions with residents beyond fire safety on a wider range of health and wellbeing risks including; cold homes, isolation, falls and smoking cessation. Consideration of these additional factors often result in much needed referrals to partner agencies, such as social care, when the resident would benefit from further specialist information or intervention. Training for the extended elements of a Safe and Well visit has been provided to three-quarters of firefighters across the Service and will be provided to on-call crews.

Strengthening the quality of referrals made to and received by partners and agencies has been a priority for the Service over the past year. In December 2019, the Service's Prevention Team met with North Yorkshire County Council Health and Adult Services to develop a unified approach to vulnerability. The Service will provide training and support to council staff to improve their understanding of how to make a fire referral and the council will help train and improve how the Service makes referrals to access their specialist services. The improved quality of referrals from and into the Service will help ensure the most vulnerable people in our communities get the right access to specialist support. Training was put on hold due to COVID-19.

Assessing signs of hoarding - the Service's Safeguarding Officer has delivered training to managers and developed an online learning module for firefighters around hoarding and use of the clutter image rating scale. The scale allows staff to assess the extent of hoarding by using a visual scale from 1-9 where a score in excess of 6 indicates a need for multi-agency intervention. The multi-agency approach to sharing information about hoarding using this consistent scale is helping to identify appropriate agency referrals.



It will also strengthen the Fire Service's operational knowledge of risk when dealing with incidents and fires where hoarding is present.



Objective 3

We will bolster prevention activities within rural and isolated areas where emergency response times are longer

Community Safety Officers are based in each of the eight districts across North Yorkshire and the City of York. They continue to undertake prevention work in the more rural areas – those furthest away from stations. They also take responsibility for conducting the most complex home visits. Station based staff are limited in how far they can travel with a need to be relatively close to allow a quick response to emergencies.



On-call staff to boost prevention activity in rural areas. The Service recognises that there is an urban focus around its prevention activities. Training needs analysis has been undertaken for prevention work specifically aimed at developing on-call staff so they too can do Safe and Well visits. A number of 'volunteer' staff from on-call stations, often based in our more rural areas and starting in Craven, have asked to receive training to conduct Safe and Well visits post incident or on request/referral. In addition, the Service has identified an opportunity to train on-call staff to deliver its Fire Setter intervention programme, helping children to overcome an unhealthy interest or fascination with fire.

Public Safety Officers working in the pilot area of Craven will focus on prevention and early intervention activities. The two officers have been trained to undertake extended Safe and Well visits and have the flexibility to visit rural and more isolated communities.

Objective 4

We will extend our education and prevention programmes amongst young people, and to vulnerable, 'hard to reach' communities with whom we have not previously engaged, focussing on fire, road and water safety awareness

The Service provides a range of education and prevention programmes from Crucial Crew sessions with primary schools, safety talks with universities, Fire Cadets and Young Firefighter courses, to specialist interventions such as Fire Setter and LIFE courses. At the beginning of 2020, the Service commenced a **review of its youth engagement offer** and will evaluate its current activities and identify gaps to improve its reach amongst young people.

'Day in the LIFE' experiences were introduced in early 2020 as part of the Princes Trust Programme. Hambleton Community Safety Hub referred young people aged 16-23 who had previously been involved in low level anti-social behaviour or attended the Service's Fire Setter intervention course. These new courses provided young people with a day's experience at a fire station to develop team building and interview skills, to improve likelihood of entering employment or further education.



CASE STUDY – the success of LIFE

Funded by the Commissioner's Community Fund, LIFE (Local Intervention Fire Education) is a five-day course delivered by the Service, for young people aged 12 to 19 at risk of offending or antisocial behaviour. Through a range of structured team building activities, young people learn about the consequences of anti-social behaviour and how to work co-operatively with others, with the aim of preventing further risk-taking behaviour and increasing resilience. One of last year's attendees recently reflected that 'LIFE changed me'. After moving school four times due to behaviour and finishing Year 11 in a specialist behaviour school, LIFE was the catalyst for positive change; passing their GCSEs and securing a place on a public services course at college, with a goal to become a police officer and join the Service as an on-call firefighter.

Priority 2

Ambitious Collaboration

By working together, we will improve the resilience, coordination and effectiveness of our community safety services.

Our aim: to maximise opportunities to work jointly with partners and to provide a more effective, efficient and proactive community safety service

Objective 1

We will deepen our collaboration with North Yorkshire Police by:

- Developing an integrated estates and assets strategy, including sharing headquarters, stations, procurement and training programmes
- ENABLE North Yorkshire - bringing together our business support functions - Integrating data and intelligence for strategic planning and response
- Effective working between control rooms
- Further integration of joint transport and logistics

There is a **shared vision and common purpose** among North Yorkshire Police and North Yorkshire Fire and Rescue Service, the ability to learn from each other and a determination from the new senior leadership team to work together where appropriate, in the public interest.

A **joint estates strategy** has been developed through ENABLE North Yorkshire, bringing together the estates strategies of the two organisations. The single strategy aligns the estate across the two services and progresses co-location where it makes sense. Over 2019/20 there has been significant progress including a shared HQ, further integration of the Joint Transport and Logistics Hub and a decision to co-locate some of Harrogate's Neighbourhood Policing Team at Harrogate Fire Station.



ENABLE North Yorkshire signifies a significant step forward on collaboration since governance transfer. Launched on 1st April 2019 and based at the shared service headquarters at Alverton Court, Northallerton, ENABLE brings together the business support functions which enable North Yorkshire Police and North Yorkshire Fire and Rescue Service to operate. This helps drive efficiency by standardising, simplifying and aligning support services, ensuring both services can respond better to future demands and challenges. A Managing Director and five Function Heads have been recruited to create a single management structure. Management and meeting structures within the Service have been revised to reflect new ways of working and to improve the decision-making process.

Control Rooms - over the last 12 months, there has been a marked increase in joint training across the two services' control rooms. Duty managers have met regularly to gain understanding of the differing roles and exchange ideas. They have also used the meetings as a chance to debrief incident call handling and look at data sharing. An example would be the Police gaining an understanding of role the Fire Service's National Interagency Liaison Officer (NILO) and the need for them to access Police Control to gain situational awareness during major incidents.

Joint training - both services are now actively seeking opportunities for shared training and have, over the last twelve months joined up training on several areas including mental health and neurodiversity. Joint events such as the intersectionality conference have been positively received by staff and help reinforce a shared vision across the two services. Joint leadership days across the two services have provided the opportunity to learn together and build relationships from a leadership perspective.

“ Julia says, “I am proud of the progress the Service have made on collaboration over the last year. As these pages demonstrate they have risen to this challenge admirably, taking the lead on partnership work and really considering how they can be ambitious about collaboration in everything they do. This progress was particularly evident at the beginning of the Coronavirus crisis when they built on the connections they had made to support partners and help protect the NHS, our communities, and save lives.”





Objective 2

At every opportunity, we will develop more collaboration locally with North Yorkshire Police (NYP) and the Yorkshire Ambulance Service (YAS), as well as regionally and nationally with other fire and rescue services

A Memorandum of Understanding has been reestablished this year with Yorkshire Ambulance Service enabling firefighters to be called out to certain life-threatening incidents as **Emergency First Responders (EFR)** at the same time as an ambulance. An EFR does not replace the usual emergency medical response from the Yorkshire Ambulance Service.

However, fire and rescue resources within the local community could mean firefighters are nearer to the scene in those first critical minutes of a medical emergency, delivering life-saving care until an ambulance arrives. Pickering and Lythe fire crews have re-engaged in the EFR pilot on a voluntary basis and have already responded to a number of incidents, helping to save lives.

Fire crews have helped YAS **gain access for medical emergencies** to twice as many properties as the previous year (+119% to 116), commensurate with an increase in awareness of our Service's capabilities and a role out of specialist 'breaking in' equipment following a successful trial in Scarborough and Skipton.

National Operational Guidance (NOG) has been introduced to all fire and rescue services across the country. It provides the basis for common operational practices across all fire and rescue services on all aspects of operations and training materials to ensure incidents are dealt with effectively, safely and consistently. The Service has completed a strategic gap analysis to identify necessary changes to its current policies and procedures to adopt NOG and ensure alignment of operational functions and procedures with regional partners and ultimately other national fire and rescue services.

Objective 3

We will strive to enhance the Local Resilience Forum, ensuring we are completely interoperable when responding to major incidents

Major incident preparedness and national resilience was a topic under the spotlight at the Commissioner's Public Accountability Meeting in April 2019. The Service described its principal role within the Local Resilience Forum where emergency services, local authorities and NHS bodies across North Yorkshire and the City of York work collectively to assess risk, prepare plans, run multi-agency test exercises, and warn and inform the public about major incidents in a co-ordinated manner. Last year's multi-agency training included an exercise at York Race Course simulating initial operational response to full decontamination of people to a white powder incident. The HMICFRS inspection provided positive feedback on the Service's response to major incidents.

CASE STUDY – COVID-19 tripartite agreement and business as usual

Early in lockdown, a tripartite agreement was established between the national Fire Brigades Union (FBU), Fire Chiefs, and Fire and Rescue Employers. It set out a range of additional firefighter duties including driving ambulances and delivering PPE and medical supplies to NHS staff and care facilities. The Commissioner expressed early support for the Service to partake actively in all additional activities whilst also continuing business as usual where possible. Take up of the additional activities was on a voluntary basis and good relationships with local representative bodies allowed for their swift adoption, ensuring each activity was locally risk assessed prior to commencing.



Objective 4

We will improve and extend place-based Public Safety Services with Public Safety Officers to enable communities to be more resilient and enhance safety

A new public safety service was launched in Craven in 2019, bringing together a number of organisations, including North Yorkshire Police, Yorkshire Ambulance Service, North Yorkshire Fire and Rescue Service and local authorities to help prevent vulnerability and reduce harm, improving the safety and resilience of communities.

In February 2020, **two Public Safety Officers (PSOs)** were recruited to participate in a 12 month pilot. Based in Bentham and Grassington, the PSOs will work across local partners to prevent vulnerability before it can cause harm across a range of health, fire and crime problems, by promoting fire safety and health and wellbeing and helping solve local anti-social behaviour concerns. The PSOs will also provide resilience to blue-light services response. The two PSOs started their training with the three emergency services shortly after recruitment to commence in post from 1 April 2020. An independent evaluation of the impact of the PSO role will be undertaken during 2020/21.

Objective 5

Enhance our contribution to safety forums, such as water safety and the 95 Alive Road Safety Partnership

Jon Foster, Deputy Chief Fire Officer now chairs the **95Alive Road Safety Partnership** Steering Group, leading the development of a new five-year strategy. The 95Alive Officer Working Group is focussing its efforts on evaluating the impact of its education and engagement activities and interventions, to make best use of its resources. A new collision data dashboard has been developed by North Yorkshire County Council providing better public access to incident data and trends. External grant funding is being sought through applications to various funding streams to support the ongoing effectiveness of the speed management protocols and to enhance education initiatives.

York's Water Safety Forum is chaired by the Service's District Group Manager for York and Selby. Well attended by a number of water safety agencies and charities as well as local universities, members share best practice in incident response and develop joint prevention initiatives. In 2019, the Royal National Lifeboat Institution and firefighters from York worked with licenced premises along the city's water front, providing throwlines and staff training on how to help rescue people from the river.





Priority 3

Realising our potential

The people of North Yorkshire need to be reassured their money is being used efficiently and effectively, and that our workplace supports sound decision making and inclusivity.

Our aim: to create an inclusive work environment and a positive, supporting culture where we provide our people with the equipment, IT, skills, and capacity to effectively prevent and respond to incidents



Julia says, "There is good progress on this priority, with sustainable finances now allowing us to invest in our future. A lot of preparatory work and analysis has been done this year to allow the Service to move forward on key areas such as an inclusive culture and reforming the invaluable on call model so it is fit for the future."

Objective 1

We will promote inclusion and create a fair and equal place to work

In June 2019, North Yorkshire Fire and Rescue Service and North Yorkshire Police jointly hosted 'Bridging the gap' intersectionality conference. Over 200 staff from both services attended, along with colleagues from across the country who were invited to learn and share experiences, stories and knowledge. The conference raised staff awareness of the challenges faced by people whose identities and background span more than one of the protected characteristics.

Promoting employee understanding of the benefits of diversity is a priority for the Commissioner and Chief Fire Officer. Over the last 12 months, the Chief Fire Officer has started to develop a new set of Service values, central to which is **valuing 'inclusion'** – removing barriers that exclude people, including everyone to bring understanding, representing our communities and rejecting discrimination.

In March 2019, the Commissioner asked the Chief Fire Officer to conduct assessments of all buildings to make sure we have **an inclusive and adequate estate**. Some stations are not fit for public use or to share with other organisations, and facilities are not always appropriate for a diverse workforce. Historically, there has been little investment in the estate to improve the adequacy of its facilities but the Service recognises that a change is necessary. Any gaps in provision across all areas of equality and diversity will be identified with costed solutions to provide an understanding of the physical and financial impact of the changes needed. Decisions can then be made around future investment in the estate.

Objective 2

We will provide clear, inspirational and trusted leadership with robust plans for future investment in the Service's assets (estate, fleet, equipment, infrastructure), ensuring they are fit for purpose, reflecting the needs of the Service and the public

A new Principal officer team -

Andrew Brodie became Chief Fire Officer of the Service in July 2019 following a rigorous recruitment process which included the opportunity for partner organisations from across North Yorkshire to meet and question candidates.

Andrew's appointment was followed by that of Jon Foster to Deputy Chief Fire Officer (Director of Service Delivery) in September 2019. A senior management review in November 2019 led to the subsequent appointment of two Area Managers (Director of Assurance and Director of Capabilities), positioning North Yorkshire Fire and Rescue Service with a strong, trusted and experienced strategic leadership team.



The Chief Fire Officer's Ambition

2025 sets out a clear and ambitious vision to be financially sustainable, promote an inclusive culture that recognises the benefits of diversity, take forward further collaborative opportunities, invest in and share our estate, explore the use of different vehicles and crewing arrangements to maximise availability, develop a new on-call model that better recognises and rewards firefighters for their commitment, provide stability within the senior leadership team, ensure enabling services are well regarded, efficient and sustainable, and demonstrate the causal effect of the Service's work on public safety.



"Ambition 2025 sets out a clear direction for transformation, the challenges we'll face and how we can overcome them to deliver the best value for money service to help the public, and our staff, be safe and feel safe."

Andrew Brodie, Chief Fire Officer



The Commissioner has **invested** to improve the Service. The Service has completed the complex move of its main operating systems to **cloud-based technology**. The core hardware infrastructure replacement programme has replaced the current server infrastructure to reduce capital expenditure, support agile working and ensure that operating systems remain up to date. There has been investment in **e-Draulic cutting equipment** on new appliances for use at rescues and road traffic collisions and frontline staff are benefiting from **mobile technology** with the provision of tablets to access databases – for example, to record prevention activities. A new state of the art **Aerial Ladder Platform (ALP)** has the capability to extend to 45 meters compared to the previous extension of 27 meters on the older ALP, providing a service wide resource for high rise incidents. There are future plans for investment in **Breathing Apparatus telemetry** to provide an accurate view of the information communicated directly between an entry control point and the wearer of respiratory equipment. This will help increase firefighter safety and protect the wellbeing of those wearing breathing apparatus.



Tactical Response Vehicles (TRVs) are back 'on the run' at two of our wholetime and three of our on-call stations. This follows their unsuccessful introduction and subsequent removal from service due to safety concerns before governance transfer. Extensive nationally accredited safety testing has been carried out and the vehicles cleared for reintroduction. TRVs are a slightly smaller fire engine carrying high specification equipment and will normally operate with a minimum crew of four, attending the full range of incidents as the

standard on-call fire engine does now. However, when the available crewing number drops to three firefighters, a TRV can still be deployed to a smaller range of incidents. This will improve fire cover and availability in these locations, and improve the response time to some incidents, stopping the need to bring resources from further afield, and enhancing the protection of communities.

Objective 3

We will improve our decision making and performance management by focussing on outcomes, with better insight using open and transparent measures, and by reviewing and evaluating to learn and improve

Recognising the need to evaluate the causal effect of the Service's work better, the Chief Fire Officer created a **new Area Manager, Director of Assurance** position, filled by Jonathan Dyson from South Yorkshire Fire and Rescue Service in March 2019. Jonathan will have responsibility for implementing an evaluation framework to measure the impact of the Service's activities and devising tool kits to deliver evidence-based change, continuous improvement, and excellence in business as usual.

Intent based leadership is being introduced across the Service; setting an intent around what should be achieved, and then allowing the front line, supervisory and management staff to get on and achieve it in their own way. District and station management teams will be held accountable and responsible for the safety of people and places in their 'patch'. In return they will have greater freedom and flexibility in how they balance use of Prevention, Protection, Response and Resilience tools. The outcome of this activity will be measured and monitored to evidence its impact on public safety, to demonstrate value for money and to enable resources to be redirected to where we know they have the greatest effect.

Objective 4

We will recognise and maximise the value of all staff, particularly the commitment of on-call firefighters and their employers, improving recruitment and retention

A project has commenced to research and **develop a new on-call model** to deliver against seven motivators the Chief Fire Officer has previously identified for becoming and remaining an on-call firefighter. These include pay, community service, being part of a team, excitement of response, pride of wearing the Service badge and saying "I'm a firefighter", CV building and enhancing chances of becoming wholetime. None of these are met if fire engines are not available. The project will seek to properly reward the role of an on-call firefighter for their commitment, improving recruitment, retention and ultimately availability of on-call fire engines.



Priority 4

Effective engagement

By being more connected with our communities, we can provide better services and help North Yorkshire stay safe.

Our aim: To increase trust and confidence in our Service, involving, engaging and consulting our communities on the services we provide and delivering the best possible service.



Julia says, "Good work is evident in engaging communities and putting the Service in the public light. A good start has been made on improving diversity, but much more needs to be done for the Service to reflect our communities."

Objective 1

We will do more to involve communities in developing our services and policies so they meet the needs of the people we serve

The Service has started to develop a comprehensive **new Community Risk Profile and Risk and Resource Model** analysing current and future risks within North Yorkshire and the City of York. Options for an affordable four-year Risk and Resource Model (RRM) allocating resources to best mitigate risk will form part of an extensive staff and public consultation in May 2021.

Staff networks for Neurodiversity, Gender, LGBT, Religion and Belief and BAME have been established. The networks provide support to a wide range of staff, working collectively towards improving policies and practices and implementing change. Further development of their role will see them provide specialist input into people impact assessments of policies and practices, engaging directly with our diverse communities as well as the workforce.

Objective 2

We will increase awareness of what we do and the range of activities we deliver and make information more readily available to the public

Use of social media has increased significantly over the last twelve months. The majority of stations now have either a twitter and/or facebook page and are actively engaging with their communities, providing prevention advice and promoting the breadth of their activities.



CASE STUDY - launching Twitter - view of an on-call firefighter

"From an on-call point of view I have found Twitter a very good and worthwhile platform. I have had good feedback from the public, a lot of whom weren't actually aware of how much work we actually do at on-call stations and the different skills that it involves. I have been overwhelmed by the interest it has generated, not just from the public, but from other agencies, brigades, businesses both locally and further afield and their employers. The biggest impact has been the interaction with the local community groups, which we probably wouldn't have had contact with otherwise. This has had a domino effect in the local community with the likes and retweets and has positively promoted that we offer more, and we are not just about fires."



Objective 3

We will take every opportunity to improve the diversity within the workforce to better reflect the communities we serve

An important development in June 2019 was the decision to hold the **first open wholetime recruitment campaign for 10 years** to appoint 25 new firefighters. The Service hosted nine awareness events to provide an insight into the recruitment process, the diverse role of a firefighter and an opportunity to have a go at some of the physical tests. Four events were available for anyone to attend and five were specifically female only, a positive action initiative that attracted huge interest. This recruitment drive attracted the highest ever level of female applicants. A disproportionate number of women failed the physical tests. All who were unsuccessful at this stage were invited back to receive specialist advice and help from fitness and occupational health professionals in the Service.

'**Keeping in touch**' days have been run for new and previously unsuccessful female applicants. These days provide opportunity to develop in all areas of the selection process. Attendees can have a go at the selection tests and be given advice on how to make improvements.

International Women's Day - International Women's day calls for action in accelerating gender parity. In support of this day, the Training Centre held a 'have a go' day for women to try firefighter activities, including cutting cars open, wearing breathing apparatus, ladder climbing, hose running and a session on the chemistry of fire. Thirty places were reserved for potential new starters and those who were unsuccessful in previous applications. A further 20 places were open to female staff from the Service, North Yorkshire Police and the Commissioner's Office. Female firefighters ran the day, promoting the skills women bring to the role of a firefighter and to the community. The day received unanimously positive feedback from attendees.

Objective 4

We will ensure our values (the qualities we consider to be most important to us) define the way we engage with our communities, recognising and rewarding our staff for excellence

The Chief Fire Officer has started to develop **new Service values** to match the new strategic direction set by the Commissioner's Fire and Rescue Plan and Chief Fire Officer's Ambition 2025 and support transformational change within the organisation. They will form part of each employee's annual performance development review, with an assessment against each.

Objective 5

We will develop how we engage volunteers in communities to enhance our work and help us to reach more people

There is further collaborative potential for volunteers to work across services on joint community safety prevention activities, to be explored over 2020.



RICHMONDSHIRE DISTRICT

Richmondshire took part in the Let's Learn Moor event in the Dales, talking to children about the dangers of wildfires.

Supporting the monthly Living Well with Memory Loss clinic, staff offered support to people recently diagnosed with dementia and their families, signposting to support services to help retain independence and quality of life for as long as possible.

Total incidents: 430 ▲

Top 3 incident types:

- False automatic fire alarms ▲
- Flooding inside premises ▲
- Residential fires ▲



HAMBLETON DISTRICT

Northallerton Fire station worked with vulnerable people and representatives from Age UK, Northallerton Veterans, the local Over 50's Forum and other groups to raise awareness of fire risks in the home. Representatives cascaded the advice to their members, reaching hundreds of vulnerable residents.

Total incidents: 657 ▼

Top 3 incident types:

- False automatic fire alarms ▼
- Small fires in open ▼
- Residential fires ▲

RICHMONDSHIRE

HAMBLETON

CRAVEN DISTRICT

Skipton on-call fire station opened its doors to a dementia friendly breakfast club twice a month. Police colleagues also attended and together, staff from the two services spotted signs of vulnerability provided support and prevention advice, with follow-up home visits.



Total incidents: 508 ▲

Top 3 incident types:

- False automatic fire alarms ▲
- Flooding inside premises ▲
- Chimney fires ▲

CRAVEN

HARROGATE

Key



Wholetime shift covered fire engine



Aerial Ladder Platform



Wholetime day crewed, pager at night fire engine



High Volume Pump/Water Bowser



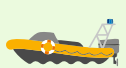
On-call crewed, on pager fire engine



All terrain vehicle/moors/grass fires



Volunteer unit



Water rescue unit

HARROGATE DISTRICT

Harrogate White Watch provided 45 people who were isolated, financially restricted, homeless or less able with a traditional Christmas meal at the station. Staff gave fire safety advice and subsequently made a number of referrals to partner agencies for specialist support and carried out Safe and Well home visits, to keep people safe.

Total incidents: 1,300 ▼

Top 3 incident types:

- False automatic fire alarms ◀▶
- Small fires in the open ▼
- Residential fires ▲

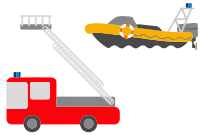


SCARBOROUGH DISTRICT

Crews have attended an increasing number of attempted suicides on the bridges around Scarborough. Firefighters have received training from colleagues in North Yorkshire Police and North Yorkshire County Council, to help negotiate and recognise signs of risk.



Your Service



Total incidents: 1,409 ▲

Top 3 incident types:

- False automatic fire alarms ▲
- Small fires in the open ▼
- Rescues from a lift ▲

Lythe

Whitby

Stokesley

Danby

Goathland

Robin Hood's Bay

SCARBOROUGH

Kirkbymoorside

Scarborough

Helmsley

Pickering

Filey

RYEDALE

Sherburn

Malton

RYEDALE DISTRICT

The local fire station attended Country File at Castle Howard, demonstrating their specialist large animal rescue skills. Between demonstrations, assisted by North Yorkshire County Council's Road Safety Officers, road safety messages were delivered to visitors.

Total incidents: 422 ▼

Top 3 incident types:

- False automatic fire alarms ▼
- Small fires in the open ▼
- Emergency First Responder (Medical) ▲



CITY of YORK

Huntington

YORK DISTRICT

Crews delivered safety talks to 6,000 students in freshers week promoting fire safety and water/river safety. In addition, York firefighters attended an open event at the university and delivered further water safety advice and a demonstration of water rescue equipment to students.

Acomb

York

Total incidents: 2,031 ▲

Top 3 incident types:

- False automatic fire alarms ▲
- Small fires in the open ▼
- Residential fires ▼



Tadcaster

SELBY

Selby

SELBY DISTRICT

Tadcaster crews supported 'restart a heart' day in October by making two videos on how to perform CPR and attended several local schools to support the event and deliver CPR training.

Crews also teamed up with local chimney sweeps during chimney fire safety week, providing Safe and Well visit information and visit request cards to distribute.

Total incidents: 727 ▼

Top 3 incident types:

- False automatic fire alarms ▲
- Small fires in the open ▼
- Residential fires ▼



Listening to Residents

Listening and understanding the needs and views of local people across North Yorkshire and the City of York is of primary importance to the Commissioner. The Commissioner does this in a wide range of ways, both in setting out the Fire and Rescue Plan, but also informally on a day-to-day basis. This includes public meetings and one-to-one meetings in cities, towns and villages across the area, as well as online, and also through commissioning independent research studies, consultations and surveys.



Great Yorkshire Show event

The Office of the Police, Fire and Crime Commissioner co-ordinated a multi-agency stand at the Great Yorkshire Show in July 2019. Representatives from the Commissioner's Office, North Yorkshire Police, North Yorkshire Fire and Rescue Service and the Independent Domestic Abuse Service spoke to hundreds of visitors, exploring local concerns and offering relevant prevention advice.

Fire and rescue precept

In January 2020 the Commissioner consulted on setting the fire and rescue precept for the second time and received over 2,200 responses from the public. The vast majority (76%) supported the maximum increase of £1.42 set by the Government. The total fire and rescue precept for 2020/21 is now £72.69 for an average Band D property.

Coronavirus response – virtual public meetings

In March 2020, at the outbreak of the Coronavirus pandemic, the Commissioner set up regular virtual public meetings which were broadcast live, so the public could hear about the response of North Yorkshire Police, North Yorkshire Fire and Rescue Service, health and the Local Resilience Forum. The meetings provided an opportunity for the public to submit concerns and questions in advance which could be answered by senior professionals from each service during the broadcast. Almost 1,000 people viewed the live broadcasts and more than 2,000 have watched the recordings.

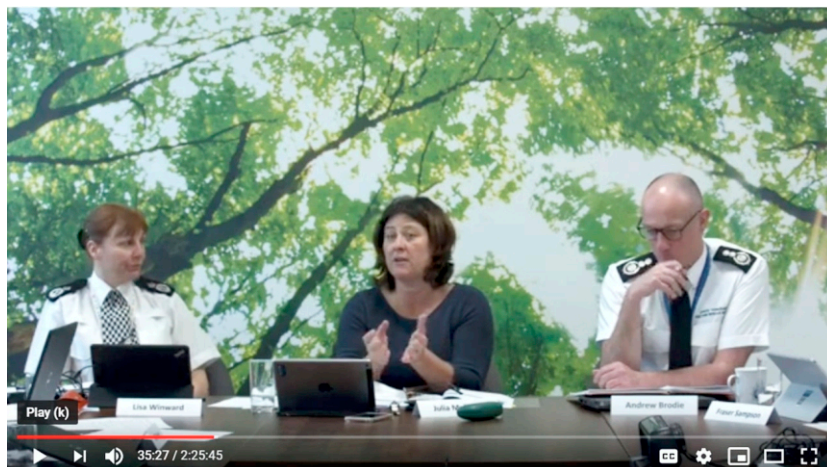
Public perception survey

During 2020, the Commissioner will launch a new public perception survey. This will serve as a community safety barometer, collecting public priorities from a representative cross-section of our communities. It will assess service achievement (both police and fire and rescue) of objectives and outcomes within the Police and Crime Plan and Fire and Rescue Plan. This will further reinforce the joint governance role of the Commissioner as well as reduce survey fatigue and cost by gathering resident perceptions of both services at the same time rather than separately.

Governance, Assurance and Scrutiny

This year has seen the launch of the Commissioner's First Fire and Rescue Plan, the appointment of a permanent Chief Fire Officer, the first HMICFRS inspection, progress in delivering the Commissioner's intentions in the Local Business Case and further implementation of the transformation programme.

The Commissioner is pleased that there is evidence of a change in working practices across North Yorkshire Fire and Rescue Service led by the new Chief Fire Officer. As governance structures between fire and rescue and police have been brought closer together she has also noted a marked improvement in collaboration as a fundamental way of working, especially at a strategic level and not just tactically as previously.



The first Fire and Rescue Plan 2019-21

In July 2019 the Commissioner published her first Fire and Rescue Plan which set out the strategic vision, priorities and objectives for North Yorkshire Fire and Rescue Service over the next two years for how it will better respond to the needs of the communities of North Yorkshire. Four priorities have been set with the vision to ensure North Yorkshire Fire and Rescue is an exemplary local service – these are:

- **Caring about the vulnerable**
to provide services that will best protect the most vulnerable people in our community and in doing so, make them safer
- **Ambitious collaboration**
to maximise opportunities to work jointly with partners and to provide a more effective, efficient and proactive community safety service
- **Realising our potential**
to create an inclusive work environment and a positive, supporting culture where we provide our people with the equipment, IT, training, skills, and capacity to effectively prevent and respond to incidents
- **Effective engagement**
to increase trust and public confidence in our Service, involving, engaging and consulting our communities on the services we provide and delivering the best possible service



“This is the first time that priorities for North Yorkshire Fire and Rescue Service have been clearly and publicly set out and are based on the priorities that the fire service, plus the communities and businesses of the county, have told me are important.

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



Delivery of the Commissioner's Local Business Case intentions

November 2019 marked 12 months since governance of North Yorkshire Fire and Rescue Service transferred to the Commissioner. Accountable to the public, the Commissioner wanted to be transparent about the progress made against her business case intentions and in December 2019 published her [One Year On report](#).

The report showed that, since governance transfer, the Commissioner has delivered a smooth transfer process and swiftly made progress against all objectives, including the pace and scale of collaboration, financial savings, improved accountability and streamlined decision-making.

Transforming the organisation

At the Commissioner's Executive Board, those in leadership roles at the Police and Fire and Rescue Service discuss the development of their services to the public, and this is helping to join up change programmes. This year has seen the second stage in an ambitious transformation programme, Transform 2020 (T2020), the purpose of which is not just to make incremental change or save money, but to make transformative change a core part of the organisation and culture.

Phase one saw the implementation of a new operating model for enabling services under a new collaboration between North Yorkshire Police and North Yorkshire Fire and Rescue Service called ENABLE North Yorkshire. ENABLE North Yorkshire has brought together the support services of both organisations to improve the resilience and capacity of each organisation and save money which can be reinvested in frontline services. This will improve how business is conducted, bringing together change processes so that both services benefit from improvements and public money is spent once rather than projects being duplicated.

The second phase has seen the introduction of a new target operating model for digital and information services, and the development and launch of a public safety service in Craven district. The Commissioner is pleased that the programme continues to make good progress driving process re-design and introducing new ways of working.

Assessing the quality of service to the public

Public Accountability Meetings are the forum in which the Commissioner holds the Chief Fire Officer to account for the service to the public. The Service is required to demonstrate the quality of its service in different areas and is assessed against the vision of the Fire and Rescue Plan. There have been several joint service topics, to assess how both the police and fire service are recognising their shared challenges and are collaborating to improve their services to our communities.

This year's fire and rescue topics included major incident preparedness, equality, diversity and inclusion, mental health, business safety, special services (incidents other than fires), Safe and Well visits, on-call firefighters, police/fire collaboration and a progress update against each of the four priorities in the Commissioner's Fire and Rescue Plan. The meetings also consider fire and rescue performance data, allowing the Commissioner to assess performance against public priorities.

Operational assurance

The North Yorkshire Police, Fire and Crime Commissioner (Fire and Rescue Authority) has carried out its functions in accordance with the defined statutory and policy framework in which it is required to operate.

The key documents setting this out are:

- the Fire and Rescue Services Act 2004
- the Civil Contingencies Act 2004
- the Regulatory Reform (Fire Safety) Order 2005
- the Fire and Rescue Services (Emergencies) (England) Order 2007
- the Localism Act 2011
- the Fire and Rescue National Framework for England
- the Health and Safety Act at Work etc Act 1974



Whilst the Authority is primarily a locally based service, mutual aid arrangements are in place with other services to provide resilience for large scale or complex incidents where additional resources need to be called on.

The Authority contributes to national resilience and can make a number of its assets available to support a national emergency. It has robust Business Continuity Management (BCM) plans in place which are integral to managing corporate risk and to provide, in the event of a major disruption, a fire and rescue service to the community.

The Authority publishes an Integrated Risk Management Plan (IRMP) that sets out details of its operational service provision together with individual delivery plans. The current IRMP (known as the Community Safety Plan) covers the period 2017 – 2021.

National assessments including Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reports are used to assess performance of the Service compared to other services. During the summer of 2019, HMICFRS inspected North Yorkshire Fire and Rescue Service for the first time. The inspection report 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', particularly around efficiency and people, reaffirmed the Commissioner's analysis of the Service prior to the transfer of governance in November 2018 and are as such reflected in her priorities for the Service, set out in her Fire and Rescue Plan. The Commissioner is happy that the public of North Yorkshire and the City of York are receiving a 'good' service and emergency response. The full inspection report can be found at:

<https://www.justiceinspectors.gov.uk/hmicfrs/frs-assessment/frs>

The Independent Audit Committee

This Committee proactively supports the Commissioner and Chief Fire Officer in ensuring the right governance and control mechanisms are in place to support a well-run fire and rescue service. The Committee reviews and scrutinises the adequacy and effectiveness of risk management, internal audit and control, and corporate governance arrangements of the Service, as well as reviewing financial management and reporting. The Audit Committee has concluded that governance and decision making arrangements in 2019/20 continued to be regarded as fit for purpose in accordance with the governance framework.

The Commissioner's draft Annual Governance Statement can be found at:

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2020/06/7-Draft-Annual-Governance-Statement.pdf>

Performance

The overall number of incidents North Yorkshire Fire and Rescue service has responded to has increased by 2% to 7,485 compared to the previous year. Prevention (domestic safety) and protection (business safety) activities have increased.

Summary

The total number of fires attended fell by 12% compared to the previous year. There has been an increase in special service incidents (non-fire incidents), with the most significant increase in flooding incidents inside premises (+86 to 212). This is largely accounted for by the flash flooding in Richmondshire in July 2019.

Whilst only a small increase, the number of false alarms is of concern and work will continue over the next year to focus on driving these down.

Incident Category	2019/20	2018/19	% Change
Total number of incidents attended	7,485	7,327	+2%
False Alarms	3,528	3,474	+2%
Fires	1,847	2,101	-12%
Special services (e.g. road traffic collisions, flooding)	2,110	1,752	+20%

Top 5 incidents type (excludes false alarms)

Incident Type	2019/20	2018/19	% Change
Small fire in open	705	935	-25%
Residential fire	289	288	0%
Road Traffic Collision - scene safety	223	187	+19%
Flooding – inside premises	216	127	+70%
Small vehicle fire	174	205	-15%

There were 3 accidental fire deaths in the past 12 months, an increase from none in 2018/19. All fire fatalities are reviewed in detail at the Service's Fire Fatality Review meetings.

Crews have gained entry to twice as many premises on behalf of the Yorkshire Ambulance Service compared to the previous year (+119% to 116), commensurate with an increase in awareness of fire service capabilities and a role out of specialist 'breaking in' equipment following a successful trial in Scarborough and Skipton.

Availability of fire appliances

There are 46 fire appliances across North Yorkshire and the City of York. The response model sets out the four parameters of fire cover for the Service based on appliances available.

	Critical	Minimum	Optimum	Maximum
Number of fire appliances available	<32	32 to 37	38 to 45	All 46



On a normal daily basis, the optimum level is acceptable to enable the Service to manage a number of simultaneous incidents and offer long term sustainability for protracted incidents. In 2019/20 optimum crewing levels were maintained 69% of the time.

On-call appliances were available on average 82% of the time, a slight decrease from 85%. The next Risk and Resource Model (Integrated Risk Management Plan) will develop options for a more balanced remuneration package to reward staff for being available.

Prevention (Community Safety)

In 2019/20 the Service carried out 3,513 Safe and Well home visits (an increase of 11% from 2018/19):

- 21% of homes had no working smoke alarms and in these instances the appropriate number of smoke alarms were fitted before leaving the property.
- 9% of homes had an occupant who may find it difficult to escape in the event of a fire. A referral to other agencies for support can be agreed and a variance to the response in case of emergency put in place.
- 8% of the homes had one or more occupants that smoked. Smoking is identified as a potential fire risk factor and advice or a referral can be provided.

Protection (Business Fire Safety)

Fire safety audits are used to assess whether a building complies with the relevant fire safety legislation. During 2019/20, 1,629 fire safety audits were carried out by the Service (an increase of 412 compared to the previous year). There are a number of outcomes following a fire safety audit including Satisfactory (no further action taken); Notification of deficiencies (no further action taken); Enforcement; Prohibition; Prosecution. In 2019/20 NYFRS issued:

- 7 Enforcements
- 10 Prohibitions
- 3 Prosecutions

Funding and Spending

Funding Breakdown 2019/20	Actual £000s	%*
Core Grant	8,958	26
Precept (including Collection Surplus)	21,545	62
Grants (Ringfenced)	3,497	10
Non Grant Income (including project income)	787	2
Total Funding	34,787	100

Expenditure Breakdown 2019/20	Actual £000s	%*
Salary Costs	24,160	69
Other non salary employee costs	603	2
Firefighter pension costs	1,002	3
Premises costs	2,348	7
Supplies and Services	3,394	10
Transport costs (including fuel)	856	2
Financial costs	3,684	11
Budgeted transfers from reserves	-1,135	-3
Total expenditure	34,912	100
Transfer from reserves	-125	0

* Due to rounding, percentages may not add up to 100%

Financial Position

Most expenditure (around 70%) is on core firefighting and operations which includes responding to emergency calls, the fleet of fire appliances and operational equipment. During 2019/20 significant work continued around the finances of the organisation which began on the transfer of the governance of the Fire and Rescue Service to the Police, Fire and Crime Commissioner. This work has resulted in a stable financial position now being put in place and a balanced budget (without the use of reserves) forecast for 2020/21.

The balanced budget was aided by the delivery of the savings from the Transform 2020 programme, the continued review of management structures, the collaboration with North Yorkshire Police around estates and the delivery of revised ways of working in terms of supervisory management at Day-Crewed and Wholetime Shift 'one pump/engine' stations.

The impact of COVID-19 was minimal in this reporting period.

The Annual Statement of Accounts and auditors reports can be found at: <https://www.northyorkshire-fcc.gov.uk/fire-oversight/budgets-and-expenditure/fire-statement-of-accounts/>







Contacts

North Yorkshire Fire and Rescue Service

You can contact the North Yorkshire Fire Rescue Service in the following ways:

Headquarters, Alverton Court, Crosby Road, Northallerton, North Yorkshire, DL6 1BF

-  Switchboard: 01609 780 150
-  info@northyorksfire.gov.uk
-  northyorksfire.gov.uk
-  youtube.com/user/northyorksfire

You can contact the Police, Fire and Crime Commissioner in the following ways:

Office of the Police, Fire and Crime Commissioner, 12 Granby Road, Harrogate, HG1 4ST

-  01423 569 562
-  info@northyorkshire-pfcc.gov.uk
-  northyorkshire-pfcc.gov.uk
-  [@Julia_Mulligan \(Personal Account\)](https://twitter.com/Julia_Mulligan)
-    [northyorkspfcc](https://www.facebook.com/northyorkspfcc)
-  youtube.com/c/nypfcc



As the Police, Fire and Crime Commissioner for North Yorkshire I am committed to being active, visible and available to the public.

I welcome the opportunity to hear your views.

Julia Mulligan

Helping you to be safe and feel safe in North Yorkshire