

**NORTH YORKSHIRE FIRE AND RESCUE SERVICE
STRATEGIC LEADERSHIP TEAM**

Report of the Director of Service Delivery

30th November 2023

UPDATE - REPORT

1.0 Purpose of Report

1.1 To update the Independent Audit Committee on NYFRS internal governance arrangements

2.0 Tactical leadership Team (TLT) updates

2.1 Risk and Resource Model progress

The Risk and Resource Model (RRM) underpins the progression of the service providing a 3-year plan which was subject to significant public consultation. The below provides an overview of the current activity relating to the RRM.

- 1 Craven Water Rescue – Crews have now completed training in Wales. One element of training is still required to cover the boat, and this will be picked up on station. The asset will be available for incidents from end of November.
- 2 AFA Changes – All training and mechanisms for charging are in place. Final decision on level of charging to be agreed after discussion with region to look to standardise our approach. Rest of the changes already underway, such as changes to times crews will attend.
- 3 Response Principles – Being monitored through dashboards and reported through service delivery meeting. This workstream has now been closed through project governance. NYFRS will continue to enhance attendance times reporting mechanisms to meet requirements of home office and HMICFRS with a view to moving to a set of standards to report against when data to determine standards is available.
- 4 Huntington – All staff have now been informed of their new work locations. No issues have been reported from staff or representative bodies with posting board decisions. All whole-time staff will migrate from station at end of November, primarily to other stations within York area, and Huntington will be a single appliance station.
- 5 Harrogate – Options paper has been presented to the FBU in September with 3 options for how the changes at Harrogate could go ahead.
- 6 Self-Rostering – Several stations have shown an interest to explore self-rostering. Work is underway to facilitate this. Prior to engagement, policy is being re-visited to ensure it sets clear rules for both staff and service to follow. Mechanism for managing planning needs to be in place.

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2.2 **Operational Training**

Significant progress has been made in the review and progression of key work streams within operational training. The catalyst of the review was based on HMICFRS feedback, and a review commissioned by Area manager Illsley.

The core element that underpins the progression is the production of a two-year maintenance of competence schedule which starts in January 2024. The maintenance of competence schedule is predicated upon a skills gap analysis that considers the RRM and any anticipated risks within North Yorkshire and nationally.

The key areas supported by the planner include.

- A user-friendly training planner for all operational personnel to follow
- Training is linked to National Operational Guidance (NOG)
- Two yearly cycle enables criteria for wholetime and On-call to be aligned
- Links directly to the lesson plans at Training Centre for station / TC alignment
- Links to Fire watch modules for competence sign off
- Training resource can be used by station-based personnel for ongoing support.

To strengthen scrutiny and provide a greater degree of oversight, an additional working group has been added to the governance structure to incorporate operational training. The operational effectiveness working group (OEWG) will oversee the interface between operational training, response & policy, learning and assurance.

2.3 **Core Code of Ethics**

The Core Code of Ethics (CCoE) for Fire and Rescue Services was launched in 2021. They set out the five ethical principles for the Fire and Rescue Service based on the Nolan Principles for Public Life. The Code of Ethics provide the foundation for creating and promoting a positive working culture

Since their launch, we have adopted the Core Code of Ethics alongside our current Service Values (People, Results, Inclusion, Creativity and Learning), which were introduced in 2021 by the then Chief Fire Officer, Andrew Broadie.

With the creation of a Core Code of Ethics Fire Standard it is the expectation that fire and rescue services not only adopt but fully embed the Ethical Principals.

As we look to make the transition between adopting to embedding it is appropriate to review whether we still need to maintain the Service values alongside the Core Code of Ethics or if we use the Ethics on their own, as the foundations for our culture and behaviours. Our values and ethics belong to all, so it is important that everyone has a say on the decision, and therefore we have created a survey which will run until 11:59pm on 17 November 2023.

2.4 **Station Assurance**

A revised station assurance programme has been developed to ensure a consistent application of policy and procedure is achieved across all four districts. The new assurance will allow a greater synergy between operational development themes, including a closer relationship with operational training allowing for a more robust and meaningful assurance process.

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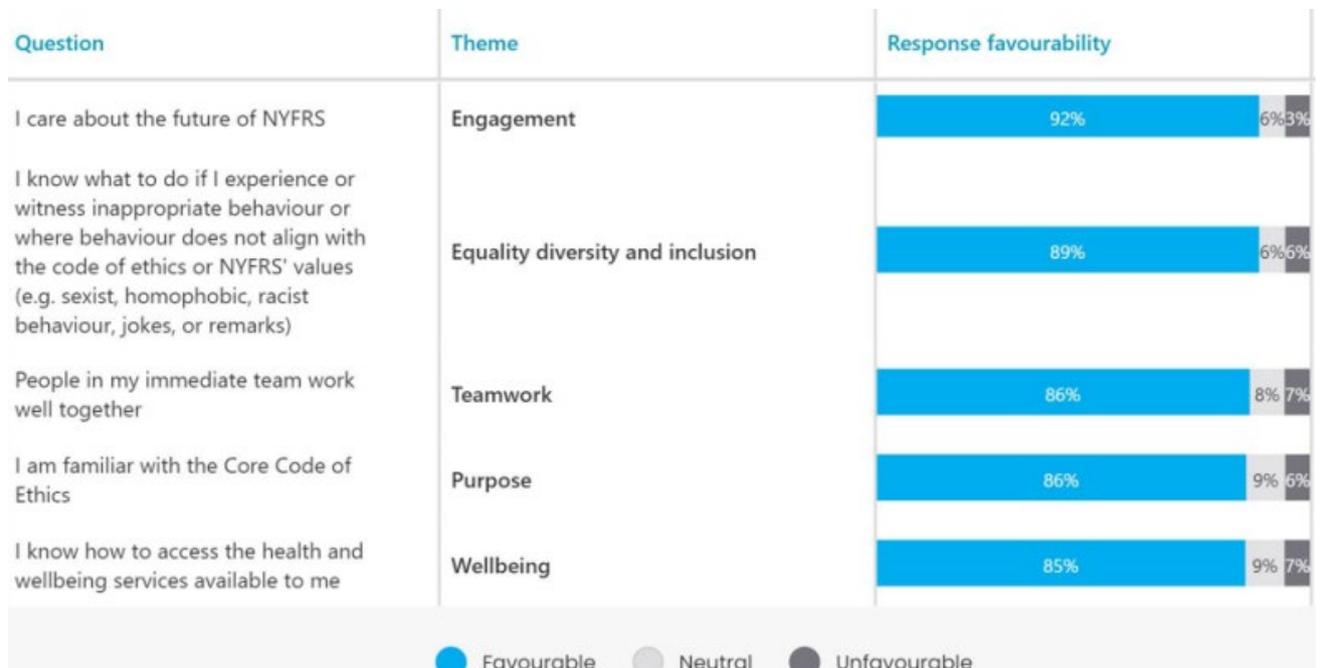
The new approach will provide improved benchmarking in terms of outputs across prevention and protection within districts. A trial will commence in Scarborough during November and December with a full-service rollout planned for early 2024. Outcomes will be monitored across service delivery performance and operational effectiveness group.

The next step will see the development of operational incident assurance, which will allow the service to achieve a comprehensive assurance process, based on learning and development linked to the service strategy.

2.5 Pulse survey results

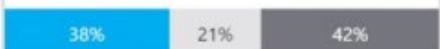
Our second pulse survey ran from 4-18 October 2023. There were 112 responses compared to 151 responses to the first survey (which ran 6-23 June). Below are the results from the second survey

Top 5 highest scoring responses



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Top 5 lowest scoring responses

Question	Theme	Response favourability
Communications are good between different teams	Teamwork	
Communication and engagement at NYFRS is effective and inclusive	Communication	
I believe action will be taken as a result of this survey	Engagement	
I have the equipment and resources I need to do my work properly	Enablement	
I feel valued and recognised for the work that I do	Values and culture	

Recommendations

3. That IAC note the contents of the report

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