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- *Following the outcomes of the Fundamental Review, the service should create a Strategic and 'Guiding' IRMP which covers a minimum of 3 years. The document should use the information from the review and include up-to-date information from sources such as the Local Resilience Forum Risk Register. It should also include an assessment of all foreseeable fire and rescue related risks that could affect the area of North Yorkshire. Foreseeable risks include matters such as environmental risks, weather related incidents, transport, urban, rural and societal demographic information. This will evidence what and where the services thinks will be the future demand for emergencies and why.*
- *The Strategic IRMP will then set out how it will address those risks through the following approaches and strategies;*
  - *Really focussing on working with others to prevent fires, accidents or incidents from happening. It will do this through publishing a new Risk Reduction and Prevention Strategy.*
  - *Prioritise how to work with businesses in North Yorkshire to keep employees and the public safer when they use or stay in those buildings. It will do this through a publishing a new Protection (Technical Fire Safety) Strategy.*
  - *Set out how the service will respond to likely future incidents when a 999 is received. It will do this by publishing a new Response Strategy which includes a Response Standard.*

## 5. Preparedness and Capability for National Incidents

NYFRS is required to prepare and respond to emergencies through requirements of The Fire and Rescue Services Act 2004. Response is one of the 'core functions', it specifically concerns fire and road traffic accidents. The Secretary of State has issued an additional Order under the Act, requiring fire authorities to make provision to attend the following types of incident:

- chemical, biological, radiological or nuclear emergencies
- emergencies involving the collapse of a building or other structure
- emergencies involving trains, trams or aircraft

NYFRS houses several national resilience assets, namely two High Volume Pump Units, (which move large quantities of water), a Mass Public Decontamination Unit and a Module 4 Powerboat & Type B Swift Water Rescue Team. In the last five years, these assets have only been mobilised out of North Yorkshire on 3 occasions:

- Cumbria – Flooding: HVP and Boat Crew
- Royal Berkshire and Surrey – Flooding: HVP
- Manchester – National Exercise: HVP

In summary, NYFRS is audited regularly and has a very strong record of skills compliance and availability for deployment. NYFRS has resilient arrangements in place which are capable of providing support to significant regional and national incidents and which meet the requirements of national co-ordination. The service has established arrangements to maintain the readiness of National Resilience assets.

## 6. Emergency Response

NYFRS has 46 front-line fire engines and the table below provides a snapshot of how that compares to other services as well as the number of fire stations per 100,000 residents. The table shows the service has the second highest number of fire stations per 100,000 residents when compared to the others. This is partly due to geography of the county, the population sparsity over a large rural area and the two national parks.

Authority	No. Fire Stations	No. Stations per 100,000 residents	No. Fire Engines*
North Yorkshire	38	4.6	46
Cumbria	38	7.6	45



East Sussex	24	2.9	41
Kent	58	3.2	75
Oxfordshire	24	3.7	34
Staffordshire	33	2.9	<i>Info not available</i>

\*Refers to number of traditional pumping appliances and does not include specialist equipment / appliances  
Information collated from respective authority websites, corporate plans, performance reports, etc.

NYFRS does not have a Response Standard (which is the promise to the public of the total time the service says it will take to reach an incident after the 999 call is received), The service also needs a current, comprehensive and dedicated Response Strategy. A Response Strategy states how it will respond to 999 calls such as the number and type of fire engines or firefighters.

The service acknowledges that a review and refresh of a Response Strategy is required. Clearly both a Response Standard and a Response Strategy are inextricably linked and should be driven by the outcome of the assessment of risk within the IRMP.

The table below provides a snapshot of the Response Standards and Emergency Response Commitments set by the FRA of other FRSs.

Authority	Response Target No. 1	Response Target No. 2	Response Target No. 3
<b>Cumbria</b>	80% of all primary fires in 10 minutes	80% of all other incidents in 15 minutes	N/A
<b>East Sussex*</b>	70% of on-station responses within 10 minutes	70% of on-call responses within 15 minutes	N/A
<b>Kent</b>	80% of life-threatening incidents within 10 minutes	89% of life-threatening incidents within 12 minutes	N/A
<b>Oxfordshire</b>	80% of emergency incidents within 10 minutes	95% of emergency incidents within 14 minutes	N/A
<b>Staffordshire</b>	100% high risk incidents within 8 minutes	100% medium risk incidents within 10 minutes	100% low risk incidents within 18 minutes

\*East Sussex are currently reviewing these targets

As can be seen in the table in Annex 1 on page 24, some fire stations in NYFRS have very few 999 calls a year. The cost of a single wholetime fire engine a year is £907,774. For day-crewed it is £549,059 and for a retained station it is £78,825. These are all indicative staffing costs only so exclude the cost of the vehicles and fire-kit etc.

The table below shows there is a spend per head of population of £36.41, funding a high number of stations (4.6 per 100,000 residents). It also shows those stations attend a low number of incidents (790 per 100,000 residents), with a slower response time (11.2 minutes), compared to the national average and benchmarking group:

Authority	17/18 Expenditure per head of population	No. Incidents per 100,000 residents (17/18)	No. Stations per 100,000 residents	Incident Response Time 17/18 (mins)
<b>North Yorkshire</b>	£36.41	790	4.6	11.2
<b>Cumbria</b>	£33.69	797	7.6	11.1
<b>East Sussex</b>	£44.55	1,097	2.9	8.3
<b>Kent</b>	£37.11	1,034	3.2	9.5
<b>Oxfordshire</b>	£46.72	944	3.7	10.3
<b>Staffordshire</b>	£35.43	748	2.9	10.5
<b>England (average)</b>	<i>Not available</i>	1,016	2.5	8.7

Group chosen for similar combinations to NYP such as coastline, wholetime and retained staffing, industrial, urban and rural areas

The service is a lead key player in the Local Resilience Forum which it required to be involved with by law. Through their involvement, working together with the police, ambulance and local authorities, North

Yorkshire is more resilient when emergencies occur such as flooding, snowfall or large fires. This is really good news for people who live and work in the county.

To the end of September, Retained Duty System stations (RDSs) were available for 999 calls around 79.59% of the time. In 2017/18 it was 83.02% and in 2016/17 RDS fire engines were available for 86.36%. Most services in the UK are also finding availability of RDS stations a challenge. This 79.59% is supported by the deployment of firefighters not required elsewhere, as well as the use of the Operational Staffing Reserve (OSR). The OSR is a pool of staff who move around the county to help get Retained Fire Stations back 'on the run' where they have staff shortages. The OSR team demonstrate flexibility and often 'go the extra mile' for the service. Current estimates indicate that in excess of 8,000 hours of appliance availability will result from the OSR deployments this year. The use of the OSR is delivering value for money.

The service has had a significant recruitment drive within the RDS and has recruited at a faster rate than staff are leaving. This is worthy of note and is because of a real team effort. Previously, the service has invested in additional District based Watch Managers (one per District) who are employed to attract, recruit, help train and support retention of RDS staff. This is working well.

The knock-on effect of this 'churn' is that currently 45% of RDS staff are in development. This is higher than most other FRS in the UK. Therefore, balancing the competencies on fire engines to maintain a crew is very time consuming. One hundred of the three hundred RDS staff have been recruited in the last twelve months. Increased numbers are not currently translating to increased availability of fire engines. However, as staff acquire more skills, such as emergency response driving and become more competent, the service should see the benefits of its recruitment drive and efforts.

The District Watch Managers, Retained Crew and Watch Managers, plus other staff associated with the running of the RDS service, all rely heavily on the HR function of the Central Administration Office based at Headquarters. To ensure current recruitment success is maintained and improved, early consideration and engagement of this function should be considered in respect of the transfer into any future single Enabling Services providing supporting functions to the Police and NYFRS.

The service has invested heavily in water rescue capability over the last few years. There are now five water rescue teams, with associated equipment, which are on five of the of the Day Crewing stations. One of the teams is a national resilience flooding and swift water capability asset. This appears to be a high level of standing resources when compared to other services. This needs to be reviewed.

NYFRS has implemented suitable arrangements for the command, management and supervision of operational incidents. An analysis of its incident command requirements at all levels within the organisation has been conducted and an appropriate model implemented.

Effective arrangements are in place for gathering risk information about buildings and their contents. This helps keep firefighters safe. It is readily available to operational crews via a Site-Specific Risk Information (SSRI) card for the premises in question.

As detailed above, interaction and participation in the North Yorkshire Local Resilience Forum ensures that the multi-agency response is coordinated and effective. Similarly, the Yorkshire and Humber Operational Response Group provides a means to ensure that, regionally, the four services are aligned and able to work effectively together through the sharing of policies, procedures and learning. In terms of NYFRS crossing the border to assist neighbouring FRS's, the Watch Manager Operational Assurance ensures risk information for very high-risk premises are maintained for 10km over the border range. This is a commendable practice and ensures fire-fighter safety remains a priority.

### **Our recommendations are as follows:**

#### **Emergency Response Strategy and Response Standard**

- *The service should create a clear Response Strategy aligned with the IRMP. It should detail how it will respond to incidents, and include a Response Standard, detailing a publicly declared attendance time which resources will arrive at a 999 incident. The Response Strategy should articulate how NYFRS will have the right people, in the right*

*place and at the right time, with the right equipment, to deliver the best service within the available financial envelope. This will include the type and number of fire engines it will send. It will also indicate how those fire engines are potentially crewed with firefighters at different time of the day and night.*

- *The Response Strategy and Standard should include an assessment of the availability of resources within local, regional and national boundaries.*
- *Adoption of a Response Standard would enable the service to understand where there is any under or over provision of resource which could be redistributed or create savings.*
- *Once a Response Standard is adopted, response performance information should be effectively evaluated at all levels to drive improvement. Results should be shared with personnel and partners. Success and improvement should be acknowledged and celebrated.*

## 7. Emergency Call Control Room (Fire Control)

All FRSs are required to ensure they are able to receive 999 calls.

NYFRS Fire Control call receipt and mobilising facility, based at Northallerton, is currently receiving investment in the form of additional members of staff. Previous reductions had led room function to be vulnerable. The Control Room is now nearly up to full strength. Out of the 17 people employed within the Fire Control Function, 8 are still in development. This has placed a training burden on other staff members and they should be congratulated on how they have assisted in developing new members of staff. Once these additional Fire Control Operators are in place and are deemed competent, the call receipt and mobilisation functions of NYFRS will become more resilient.

The self-rostering approach is still being embedded and staff are seeking to ensure cover is maintained.

NYFRS's call challenge scheme aims to challenge potential malicious calls and false alarms to reduce the number of these attended by fire engines. The table below also outlines the calls received in 2017/18 and the trend in attendance because of the above scheme.

2017 / 2018	No. Calls	% change compared to 5 Year Average
Administrative Calls Received	77,236	-
Emergency Calls Received	12,148	-
Mobilisations to Calls	8,366	-
No. Malicious Calls	104	24.4% decrease
No. Malicious Calls challenged	30	-
No. False Alarms Attended (from Automatic Alarms)	2095	16% decrease
No. False Alarms Not Attended (from Automatic Alarms)	858	21.6% increase

As you can see from the table above, effective implementation of NYFRS Unwanted Fire Alarms policy and call challenge has already reduced mobilisations and is working well. In 2017/18 NYFRS attended 24.4% less malicious calls and there was an increase of 21.6% of times that a fire engine was not mobilised to a building where the alarm was sounding. NYFRS is only one of a handful of services which has adopted this approach. Staff should be congratulated.

The service has an agreement with Cornwall County Council Fire and Rescue Service in terms of how the two services work together and create a connected 'virtual' Fire Control Function. This includes the ability for Cornwall to take 999 calls and mobilise NYFRS resources in spate conditions (like flooding or snow) and at times of high call volume. The arrangement is reciprocal to Cornwall. Such arrangements have enabled NYFRS to drop from three Control Staff to two at night.

**Our recommendations are as follows:**

**Emergency Call Control Room (Fire Control) Working Group**

- *As the current mobilisation and software platform is due for replacement, or contract extension, in 2023, the service should create a Working Group (WG). This should include colleagues from North Yorkshire Police. The WG should have a clear scope and terms of reference created to conduct a market analysis and consider options. This should include an assessment of the possibility of a single call receipt and mobilisation function across the two organisations (Police and Fire).*
- *The WG should also consider arrangements and locations to ensure adequate fall-back and resilience matters are implemented to deliver improvements against existing arrangements. It must carefully consider the current agreement with Cornwall County Council FRS in relation mutual supporting arrangements including the ‘virtual’ connectivity and fall-back processes and procedures.*
- *When compared to other services, emergency call numbers and incidents attended by NYFRS are falling. If the service decides to retain its own Control Room, it should direct the WG to consider other societal benefits, such as the ability to monitor alarms, and offer this to other organisations who provide 24-hour callout. This could also be ‘scaled up’ at a later stage to consider such activities as triaging 111 calls on behalf of the ambulance service, or creating a true ‘Integrated Blue Light Control’. This will create an income stream for the new entity.*

**8. Prevention (Risk Reduction)**

NYFRS is required to deliver preventative and risk reduction activities under The Fire and Rescue Services Act 2004. Promoting fire safety through prevention is defined as a core function in the 2004 Act. NYFRS are discharging this function and are also involved in wider activities such as road safety. NYFRS is also active within Community Safety Partnerships through its statutory membership of such groups.

NYFRS has a Fire Prevention Strategy which was published in April 2016, covering 2016/17 to 2018/19. The strategy is set around the three core areas according to the ‘risks and concerns’ in North Yorkshire and the City of York alongside statutory responsibilities. These are:

- Home Fire Safety
- Road Safety
- Other Risks

NYFRS is a trusted organisation which has the ability to be openly welcomed across nearly every threshold in the county. NYFRS encourage people and home owners to have Home Fire Safety Visits (HFSVs) and attends any domestic premises on request. The visits look at the likely risk factors of the people who live there and may include recommendations about fitting a smoke alarm. NYFRS can provide smoke alarms free of charge. HFSVs are instigated immediately after an incident.

The table below is the latest available from the Home Office and shows a snapshot of the levels of Home Fire Safety completed by FRS’s and in England. It shows NYFRS deliver far fewer HFSV when compared to others in the group and they carry out a low number of Home Fire Risk Checks (309 per 100,000 residents)

Authority	No. Home Fire Risk Checks 16/17	5 Year Average	No. Home Fire Risk Checks 16/17 (per 100,000 residents)
North Yorkshire	2,536	2,997.2	309
Cumbria	8,777	11,625.4	1,761
East Sussex	9,240	9,845.2	1099

<b>Kent</b>	<b>9,000</b>	9,467	491
<b>Oxfordshire</b>	<b>3,245</b>	3,120	476
<b>Staffordshire</b>	<b>27,745</b>	27,775	2,464
<b>England</b>	<b>590,198</b>	621,830	1,061

Information collated from Home Office website

Green / red indicates improvement / deterioration versus 5-year average.

NYFRS acknowledges it can improve the way that it targets resources allocated to HFSV. It should do this by becoming more intelligence and evidence led using its own and to data from other sources.

The service records all activities (job allocation and output) via the Community Fire Risk Management Information System (CFRMIS). CFRMIS is a comprehensive fire safety management software/system used by the majority of UK FRSSs.

Clarity in defining responsibility for implementation of prevention activity is being increased through a Group Manager who is responsible for this function. There is a developing approach to prioritising prevention to meet the perceived needs of the local community. As well as operational crews investing time in preventative activities, there are also district-based resources which are utilised effectively.

Although it is not a statutory requirement, NYFRS is actively involved with the York and North Yorkshire Road Safety Partnership and helps to deliver road safety awareness campaigns. Seven times as many people are killed and seriously injured on the roads of North Yorkshire (21 in 2017/18) than in fires (3 in 2017/18). Because of partnership working there has also been a reduction in the number of deaths and injuries on the county's roads. This is to be commended.

#### **Our recommendations are as follows:**

##### **Prevention (Risk Reduction) Strategy**

- *NYFRS should review its Risk Reduction and Prevention Strategy. It should consider if, over the longer-term, there would be benefit in creating of a joint NYFRS/NYP Crime, Fire and Community Safety Plan overseen and delivered through a single team across the two organisations.*
- *The review should demonstrate real understanding of the risk and vulnerability index. The future Risk Reduction and Prevention Strategy should fully take account of the needs of the local community and will be clearly linked to the 'risks' identified through the IRMP.*
- *The service should ensure that its Risk Reduction and Prevention Strategy sets out the priorities for community safety, placing its importance as an integral part of the risk mitigation element of the IRMP.*
- *The Strategy should include seeking to create stronger links with voluntary groups, such as Age UK, who work with people who are vulnerable to fire. The service should also consider creating NYFRS Community Volunteers. These help to deliver preventative activities in communities, especially those in rural areas.*
- *To improve the level of evaluation of risk reduction and prevention activities, a systematic approach to the arrangements for auditing and reviewing prevention should be implemented.*

## **9. Protection**

NYFRS is the designated inspecting and enforcement body for The Regulatory Reform (Fire Safety) Order 2005 (the 'RRO' or 'FSO') in the County of North Yorkshire. It is responsible for enforcing the RRO and is required to undertake risk-based inspection programmes. These involve carrying out audits of fire safety arrangements in premises that the service or fire officers consider present the greatest risk.

The table below is the latest available from the Home Office and shows a snapshot of the levels of Technical Fire Safety Audits completed by FRSSs and in England. It shows NYFRS deliver far more Fire Safety Audits than others partly through firefighters on fire engines completing them as well as Fire Safety Officers.



Authority	No. Fire Safety Audits 16/17	5 Year Average
North Yorkshire	2,010	1,998
Cumbria	1,003	598.2
East Sussex	299	412.8
Kent	723	1,063.6
Oxfordshire	455	399.6
Staffordshire	317	946.8
<i>England</i>	<i>54,247</i>	<i>63,816.8</i>

NYFRS has a published Protection (Technical Fire Safety) Strategy which was published in April 2016 and covers the period 2016/17 – 2018/19. The service has structured the delivery of its Technical Fire Safety responsibilities through three geographical areas which centre around the three main areas of population – York, Scarborough and Harrogate. These three areas are not reflective of the service’s approach to operations which is structured in to four areas, each of which contains two local authority districts (or one in the case of the City of York).

As with Prevention and Risk Reduction, the service records all activities (job allocation and output) via the CFRMIS.

Clear responsibility for implementation of the strategy is assigned and NYFRS has defined levels of competence and qualifications associated with its Protection Strategy. Inspections are completed by dedicated specialist Technical Fire Safety Officers who deal with complex issues or complaints. Operational Crews complete less complicated and lower risk audits.

NYFRS has been very successful in ensuring prosecutions against organisations who are failing to discharge their fire safety duties and therefore placing the public and employees at risk. NYFRS has a very good track record of cost recovery associated with the prosecutions.

**Our recommendations are as follows:**

**Review of Protection (technical fire safety strategy)**

- *NYFRS should review its Protection (Technical Fire Safety) Strategy. A new strategy will provide an intelligence and evidence-based effective risk-based approach to the fire safety audit programme to target its protection work at areas of priority in the business community.*
- *The service should ensure their Protection (Technical Fire Safety) Strategy sets out the high-risk priorities for audit, placing its importance as an integral part of the risk mitigation element of the IRMP.*
- *Future fire safety and protection performance information should be evaluated, through a performance measurement and management matrix,*

**10. Training and Development**

NYFRS has put in place a framework which seeks to ensure that all staff are competent to deliver the responsibilities of their role. Training accounts for 4.17% of the annual budget. There is a published Training and Development Strategy which was last reviewed in January 2018. This is aligned to the CSP and considers many of the foreseeable risks at local and national level. Clearly defined responsibilities and effective structures are in place for promotion of training, development and assessment within the organisation.

The Training and Development Strategy identifies three key elements for planning, training and development of all staff across NYFRS namely:

- Training Needs Analysis
- Training and Development Programme
- Personal Development and Performance Review

The annual Operational Training Programme is created centrally through the TNA process and is clearly linked to operational competence. Other bespoke development programmes or training requirements are designed for specific roles.

Competencies are present for all operational and technical roles and staff are aware of the qualifications they need to maintain to fulfil their role. Managers are also aware of the skills and qualification requirements through the role profiles associated with different levels. The requirements are considered annually through the Personal Development & Performance Review (PDPR).

Operational courses are generally designed and delivered by Training Centre staff. Some operational courses are subject to assessment and all training (delivered internally or externally) is recorded on FireWatch. The recording of training on the FireWatch system is used locally to provide the mechanism to plan station-based training. NYFRS has a systematic approach to ensuring that training course content remains accurate and in line with good practice information.

NYFRS has invested in Learn Pro which is used in many other Fire and Rescue Services in the UK. It is a software-based e-learning platform and in NYFRS is a key element of training delivery that specifically allows acquisition of knowledge in a flexible manner.

There is clear evidence of training, development and maintenance of competency for staff who may be required to operate at Tactical and Operational Levels (Silver and Bronze). However, whilst the Service provides the acquisition of skills associated with the role of a Gold (Strategic) Commander through the attending the national Multi-agency Gold Incident Command Course (MAGIC), there is currently no formal ongoing assessment process where competency is confirmed. Table-top and large-scale exercises are carried out but there is no formal competency assurance process applied.

Performance management systems for training and development activities are being established to identify strengths and areas for improvement. Extended arrangements for auditing and reviewing, training and development activities are being introduced and becoming embedded. The service has a Group Manager Operational Assurance who is responsible for auditing the quality of District and Station operational training delivery, along with identifying training needs from operations and exercise debriefs.

### **Our recommendations are as follows:**

#### **Incident Command**

- *NYFRS should extend the current assessment arrangements which cover Bronze (Operational) and Silver (Tactical) Commanders to also include Gold (Strategic). The process should be formally constructed with clear areas of competencies, decision making, and behaviours identified to enable a structured debrief session to take place. The process could be a reciprocal arrangement with a neighbouring FRS's.*

#### **Talent Management Strategy**

- *NYFRS should develop a contemporary Talent Management Strategy (TMS) setting out the career pathways for progression in all roles, both uniformed and non-uniformed. The TMS should include the principles set out in the National Fire Chiefs Council People Strategy, The Fire and Rescue National Framework and also the following areas:*
  - *seek to continuously improve the diversity of the workforce to ensure NYFRS represents the community of North Yorkshire;*
  - *support equality, cultural values and behaviours;*
  - *tackle bullying, harassment and discrimination;*
  - *identify the various routes available in terms of recruitment, retention and progression;*
  - *enable flexible working;*
  - *set out to promote professionalism, skills and leadership;*
  - *set out training opportunities;*
  - *clearly link to health and safety, wellbeing, disabilities and support (e.g. mental health and physical support);*
  - *set out standards for fire-fighter fitness (the service already has a policy covering this in this area which is currently being embedded).*

## 11. Health, Safety and Welfare

NYFRS has a comprehensive Health and Safety framework which has been regularly reviewed, most recently in April 2018. There is a positive and embedded approach with clearly defined health, safety and welfare (HSW) policies which are communicated effectively to all staff to support the delivery of organisational plans and strategies. The leadership of NYFRS demonstrates a clear commitment to consult with representative bodies on all aspects of HSW.

E-learning is a key element of training delivery that specifically allows acquisition of HSW knowledge in a flexible manner. The Learn Pro system provides a full suite of modules based on the generic risk assessments designed to manage staff risk when attending incidents. Complywise is used to deliver health and safety training. These systems also contain a variety of assessments so that the knowledge of staff can be monitored and reported.

Competent staff investigate and report safety events which results in a reduction of risk. Health, Safety and Welfare (HSW) appears to be embedded within all functions throughout the organisation.

There is clear evidence of Active Monitoring. An example being that every Fire Station is inspected on a regular basis, six-monthly for whole-time and annually for RDS and volunteer. These inspections are carried out in conjunction with Trade Unions and in line with an agreed set of criteria. Local managers are responsible in following up any issues raised through estates and the Health and Safety Dept.

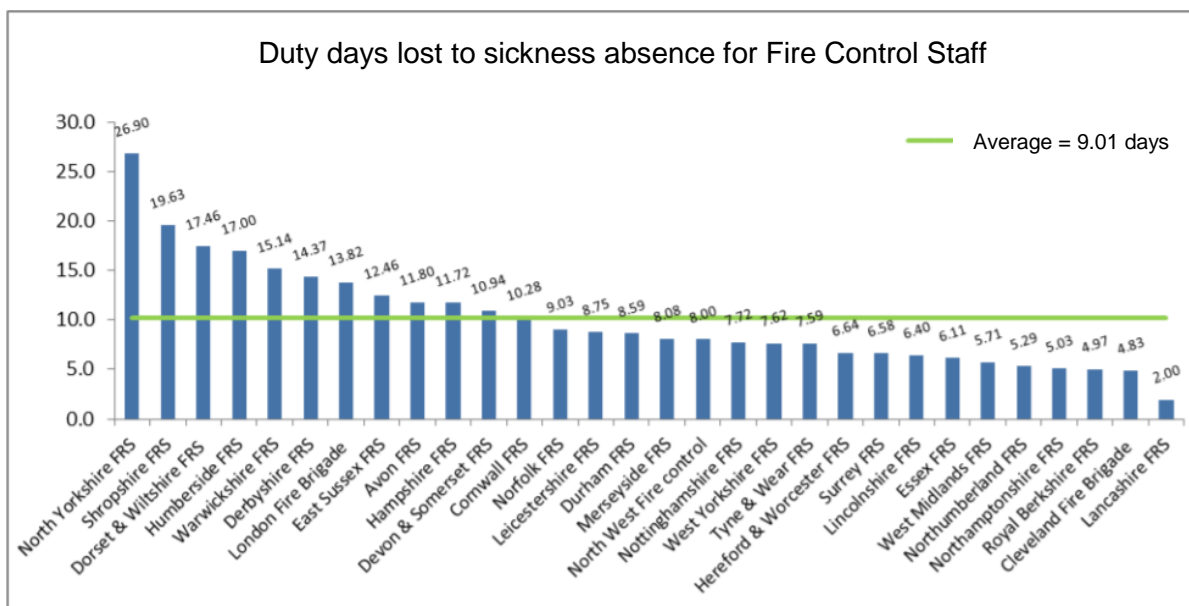
Occupational Health arrangements appear to be working with a framework in place to provide support to individuals across the organisation in relation to their health, welfare and wellbeing.

The table below provides a snapshot of the levels of days lost due to sickness in NYFRS across the RDS and all other staff groups. Across all staff, the number of working days lost due to sickness is increasing relative to the 5 Year Average:

Timescale	No. working days lost due to sickness for staff excluding RDS (17/18)		No. working days lost due to sickness for RDS staff	
	Total	5 Yr Avg.	Total	5 Yr Avg.
Short Term	1,187	1,113.3	1,103	941.2
Long term	1,398	1,815.5	2,649	2,464.6

Green / red indicates improvement / deterioration versus 5-year average

Comparison data below (compiled by Cleveland FRS) shows the number of duty days / shifts lost to sickness absence Control Room staff. The table below shows that NYFRS Fire Control Staff lost the most working days to sickness absence out of any authority in England (26.9 in 17/18):





**Our recommendations are as follows:**

**Employee Welfare**

- *The increase in days lost to long-term sickness needs to be understood. We would recommend working with HR to conduct a wellness to work evaluation, looking at reason why people go off, when they go off and how many people have repeat periods of absence.*
- *Concerning HSW arrangements, the service should consider the use of external agencies, organisations and/or peers to conduct or assist in the audit process to bring a valuable ‘check and challenge’. This will include the ability to provide an independent report to the service’s leadership providing assurance on arrangements. This could be a reciprocal arrangement with a neighbouring authority.*

**12. Estates and Fleet Management**

NYFRS has 41 buildings which are a blend of owned, leased and Private Finance Initiative property. The majority are owned by NYFRS. Due to budget restraints there is little preventative and planned maintenance and as a result the estate is tired and in need of attention. Although any renewal programme is on hold until 2023 to provide financial support to the current budget situation, the service is striving to ensure that facilities for female firefighters are programmed and implemented.

Geography plays a significant role in the number of fire stations. The service has 38 fire stations partly due to the population sparsity over a large rural area and the two national parks.

The service is active in the One Public Estate arena and there is evidence of the service being open to sharing space with other agencies. Examples of this are the North Yorkshire Police which uses Bedale, North Yorkshire Ambulance which uses Knaresborough and the National Blood Transfusion Service which uses Harrogate Fire Station.

The service has a fleet consisting of 190 vehicles which cover all aspects of the service. Management of the fleet sits with the joint NYFRS and NYP Transport and Logistics Hub.

There would appear to be a comprehensive approach to the preventative servicing and maintenance regime. This has enabled the service to adopt a policy around the life of the fire engines being in the service for 15 years. This is a common position in most services. Fifteen years is at the higher end but is reflective of the improved build quality and likely life of modern fire engines.

With the exception of the Tactical Response Vehicles which are currently being reassessed, feedback from staff indicates a high confidence in the fleet and equipment which is evidenced through pride in the fleet.

In terms of the Joint Transport and Logistics Hub, plans are being developed to consider the full integration of the team. The Fire Police Collaboration Programme Board are supportive of the option for a single integrated section, with all staff being employed by either NYFRS or NYP.

The table below shows that compared to the national average and comparative authorities, NYFRS hold a high number of operational and non-operational appliances (8.5 and 15.6 per 100,000 residents respectively) but attend a low number of incidents (790 per 100,000 residents):

Authority	No. Stations per 100,000 residents	No. Operational Appliances per 100,000	No. Non-Operational Appliances per 100,000	No. Incidents per 100,000 residents (17/18)
<b>North Yorkshire</b>	4.6	8.5	15.6	790
<b>Cumbria</b>	7.6	10.6	22.1	797
<b>East Sussex</b>	2.9	6.8	15.2	1,097
<b>Kent</b>	3.1	6.9	15.7	1,034
<b>Oxfordshire</b>	3.5	6.0	16.7	944
<b>Staffordshire</b>	2.9	5.4	11.1	748
<b>England</b>	2.5	5.8	10.5	1,016

**Our recommendation is as follows:**

- *As described within the section above under IRMP and the Fundamental Review, the service should include fleet and estate (buildings) within the process applied.*

**Annex 1** - Table below shows how many incidents each fire station attended during the year April 2017 to March 2018.

Station Crew Type	Station	No. Incidents attended 17/18
<b>24 hr whole time station</b>	Scarborough (2 Fire Engines)	1185
	Acomb (Plus 1 RDS Fire Engine)	782
	York	1026
	Harrogate(2 Fire Engines)	1089
	Huntington (Plus 1 RDS Fire Engine)	430
<b>Day – whole time Night – on call</b>	Northallerton (Plus 1 RDS Fire Engine)	335
	Malton (Plus 1 RDS Fire Engine)	312
	Selby (Plus 1 RDS Fire Engine)	485
	Tadcaster (Plus 1 RDS Fire Engine)	264
	Ripon (Plus 1 RDS Fire Engine)	396
	Whitby	197
	Richmond	217
<b>Retained Duty System (RDS) On call</b>	Bedale	83
	Easingwold	76
	Stokesley	83
	Thirsk	161
	Helmsley	62
	Kirkbymoorside	73
	Pickering	118
	Sherburn	34
	Danby	35
	Filey	144
	Lythe	69
	Robin Hoods Bay	39
	Bentham	44
	Grassington	18
	Settle	73
	Boroughbridge	138
	Knaresborough	242
	Masham	45
	Summerbridge	30
	Colburn	76
	Hawes	26
	Leyburn	80
	Reeth	25
Skipton	351	
<b>Volunteer</b>	Goathland	14
	Lofthouse	N/A
<b>Total</b>		<b>8857</b>

## Feedback from the Police, Fire & Crime Commissioner Fire Station Roadshows

*Since August, the Police, Fire and Crime Commissioner, together with the interim Chief Fire Officer, visited two-thirds of the fire stations across North Yorkshire with the aim of completing visits to all stations by the end of 2018. The feedback and suggestions from the visits to date are summarised below and will be considered as part of the next phase of the review.*

### Savings and income generation

- Regulatory Reform (Fire Safety) Orders are a legal requirement of business properties. Could the service charge for undertaking them?
- Consider advertising on appliances.
- Fit solar panels to fire station roofs for housing the appliances, which when installed could power the running of the stations, power any electrical vehicles, cars and even electric fire engines in the future. Green is the way forward and with government grants and incentives this could be achieved a lot cheaper than just buying equipment outright. These areas are so large you could even sell back to the grid to earn money, especially the retained stations as they require hardly any electrical running, it would be mostly just profit from these stations.
- There are thirty-eight fire stations in North Yorkshire and each has a tower. The top of the tower is hardly ever used. Could this space be rented out to mobile phone providers to house a mast to give better coverage where, in most fire station areas, the tower is the highest structure in the area.
- Look at using our training centre as a resource to provide external training to companies to raise revenue.
- Consider streamlining senior and middle management structure. Could a station be run between watch managers with any problems sorted out by an area manager.

### Staffing and resources

- Drive equality, inclusion and positive action so that residents of North Yorkshire have a fire service that is truly representative of the community which we protect. Employees of North Yorkshire Fire and Rescue Service deserve to work in an environment that supports and celebrates diversity.
- Significant concerns around any possibility of cuts to the frontline.
- Would like certainty around when the service would next look to recruit wholetime firefighters.
- Work with partners to assist in medical emergencies. Views range from strong support to no support.
- Concern around the brand of the Fire and Rescue Service diluting if associated too closely with police.

### Internal communication

- Internal communication improvements needed in terms of transparency between senior management and staff. Focus on engaging with staff.
- Provide regular updates to staff on key decisions and issues around ongoing disputes/issues e.g. Tactical Response Vehicles.

### IT

- Ordering process for acquiring new kit from stores needs to be automated and more efficient.
- Concerns around technical issues with the Mobile Data Terminals used in the appliances.