

Local Government North Yorkshire and York

20 December 2019

North Yorkshire Fire and Rescue Service Transformation

Report of Chief Fire Officer

1.0 Purpose of the Report

- 1.1 This report sets out my thoughts as to the transformation potential at North Yorkshire Fire and Rescue Service for early feedback.

2.0 Background

- 2.1 I became Chief Fire Officer in January 2019, two months after the transfer of governance to the Police, Fire and Crime Commissioner (PFCC) and shortly before the first inspection by Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS).
- 2.2 In May 2019 my 100-day report was published, setting out my initial findings and suggestions for what we could look and feel like by 2025: <https://www.northyorkshire-pfcc.gov.uk/news/100dayreport/>
- 2.3 The HMICFRS report will be published week commencing 16 December 2019, providing a useful, independent guide to those areas in which we perform well and where we can improve. This coupled with my own findings has led me to identify three main opportunities.

3.0 Proposal

- 3.1 There is no proposal to this meeting, the report and presentation is for information only at this stage. The final proposal for change will be provided in a new Risk and Resource Model 2021-25 which will be subject to full public consultation and Police, Fire and Crime Commissioner approval.
- 3.2 The three main opportunities identified are:
1. Maximising On-call availability. Too often our On-call fire engines aren't available. I've suggested a multi-pronged approach to dealing with this including:
 - A new salary scheme with more flexible conditions and more reasonable expectations
 - The introduction of 'Public Safety Officers' in areas where availability is particularly problematic, full time staff working across multiple organisations to carry out response and early intervention work in more rural communities. LGNYY might be particularly interested in this opportunity
 - A range of fire engine types with differing capabilities to enable smaller, more readily available crews to respond

- Closer work with employers to encourage the release of staff to respond as On-call firefighters and with schools to encourage flexibility to enable parents/carers to respond
- New technology to better enable firefighters to update their availability
- Access to newly created 'business hubs' at On-call fire stations for home/agile workers to base themselves in exchange for a commitment to be an On-call Firefighter

2. Maximising Service Delivery Capacity

- NYFRS operates with a relatively traditional culture with direction from senior level and an expectation of compliance. This limits the creativity of service delivery staff and tends to affect the balance of commitment to Prevention, Protection, Response and Community Resilience, the four delivery tools at our disposal
- My proposed way of working is based on three Principles - Accountability & Responsibility; Freedom & Flexibility; Measurement and Monitoring – and seven tools, the four service delivery tools listed above alongside enabling tools of: Partnership; Planning; Performance Monitoring
- Local teams will 'own' the safety of their communities and work ever more closely with partners to deliver positive outcomes for the most vulnerable people

3. Saving to Invest to Modernise

- We continue to face a negative imbalance in our budget, but I hope to balance it in 2020/21, one year ahead of schedule. I intend that we then make further savings to free up funds to invest in modernising: Estate, Fleet, Equipment, Personal Protective Equipment and Training/Development
- Members of LGNYY may be particularly interested to discuss opportunities to share estate and fleet

<h3>4.0 Recommendation</h3>

<p>4.1 n/a</p>

Andrew Brodie

Chief Fire Officer

Telephone: 01609 780 150

Mobile: 07710 378 490

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