

# Police, Fire & Crime Panel Report

January 2020



## HMICFRS Inspection Report of the North Yorkshire Fire and Rescue Service 2019

### Introduction

In summer 2017, HMIC became HMICFRS taking on inspections of England's 45 fire and rescue services, assessing and reporting on three pillars: effectiveness, efficiency and how well the service looks after its people. The inspections are proportionate, risk based and result in graded judgements of *inadequate*, *requires improvement*, *good* and *outstanding* for each of the three pillars.

### North Yorkshire Inspection Overview

North Yorkshire Fire and Rescue Service (NYFRS) was inspected for this first time as part of the final round of inspections (tranche three) in June 2019, and this report provides an overview of the findings. The final inspection report<sup>1</sup> was published on 17 December 2019 and is appended for information. The Commissioner and Chief Fire Officer have welcomed and agree with the findings of the inspection report which confirms many of their own findings and opinions, and the report is being used to promote good practice and address areas for improvement.

The graded judgements for each of the three pillars are:

Principal question/pillar	Inspection focus	Graded judgement
How <b>effective</b> is the fire and rescue service at keeping people safe and secure from fire and other risks?	How well the fire and rescue service understands its current and future risks, works to prevent fires and other risks, protects the public through the regulation of fire safety, responds to fires and other emergencies, and responds to national risks.	Good
How <b>efficient</b> is the fire and rescue service at keeping people safe and secure from fire and other risks?	How well the fire and rescue service uses its resources to manage risk, and secures an affordable way of providing its service, now and in the future.	Requires improvement
How well does the fire and rescue service look after its <b>people</b> ?	How well the fire and rescue service promotes its values and culture, trains its staff and ensures that they have the necessary skills, ensures fairness and diversity for its workforce, and develops leaders.	Requires improvement

<sup>1</sup> HMICFRS inspection of North Yorkshire Fire and Rescue Service

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/north-yorkshire-fire-and-rescue-service-report-2018-19.pdf>

## Effectiveness

The Commissioner is pleased that the report shows that North Yorkshire Fire and Rescue Service provides an effective service to the public; protecting the public through fire regulation; responding to fires and other emergencies; and responding to national risks.

The Commissioner agrees that the service's understanding of the risk of fire and other emergencies requires improvement. The Service will develop a new Integrated Risk Management Plan over 2020, starting with a comprehensive risk profile for the county.

In addition, the service requires improvement to the way it prevents fires and other risks and in evaluating the causal effect of its prevention activities and interventions, and work is already underway to understand the impact of the Services current work so that improvements can be made and best practice expanded.



## Efficiency

The service's efficiency requires improvement. Specifically, it requires improvement to how it uses resources and to the way it makes its services affordable.

The financial position inherited by the Commissioner at the point of governance transfer is reflected in the inspectorate's graded assessment of efficiency. The overreliance on reserves to plug the day to day running of the service would have seen them deplete by 2022/23. The Finance Working Group established shortly after transfer by the Commissioner, has now identified significant efficiencies without impacting essential frontline services. Collaboration has progressed at pace, with savings identified from a shared HQ, joint corporate services and co-location of frontline staff. The budget should now break even by 2021/22, putting the Service on a more stable footing for the future but the service will need to extend savings to free up funds for much needed investment in vehicles, equipment, Personal Protective Equipment, buildings and training.



# People

North Yorkshire Fire and Rescue Service is good at looking after its people, promoting the right values and culture and getting the right people with the right skills. But it requires improvement to how it manages performance and develops leaders; and ensures fairness and promotes diversity.

Over the last twelve months, the Commissioner has recruited a new principal officer team in Chief Fire Officer, Andrew Brodie and his deputy, Jonathan Foster, who are committed to improving the diversity of the workforce. For example, special taster days were held for women as part of the recent wholetime firefighter recruitment campaign and the service has kept in touch with women who were unsuccessful in the process and recently held an information and training day to help maintain their interest. Working closely with North Yorkshire Police will provide opportunities for the two services to work together and make further progress in this area.



## Action plan

After the inspection team’s hot debrief post fieldwork and on receipt of the draft inspection report in October, the Service has started to draft an action plan to address all areas requiring improvement. This plan will be finalised during the first quarter of 2020 and presented to the Commissioner with progress reports provided to the Commissioner’s monthly Public Accountability Meetings and Executive Boards.

## Future HMICFRS inspections

Round two of HMICFRS fire and rescue service inspections across England will be in three tranches as it was in round one. Each tranche will be made up of 15 services. It is likely that NYFRS will be inspected as part of tranche three with discovery and fieldwork taking place between spring and summer 2021 and report publication in autumn 2021.