



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Corporate Plan

North Yorkshire Fire and Rescue Service

Introduction

In order to deliver the Service's ambitious vision and meet the community needs, a flexible and agile approach to planning is required. While the higher level plans and strategies can be published and remain fixed for a period of time, the more detailed plans of how we will deliver the vision while providing best value and good service to the communities of York and North Yorkshire need to be flexible and 'live'.

Therefore this Plan is a live document that sets out our medium term actions and arrangements for delivery and development of the Service. In this document you will find an explanation of the elements of the plan, but with links pointing to the live documents that make up the Corporate Plan. This includes links to our published key documents, but also has links to live action plans, organisational structure charts and up to date financial information.

Fire Authority & Key Documents

North Yorkshire Fire and Rescue Authority is the autonomous body made up from 16 elected council members from North Yorkshire County Council and the City of York. It is the Authority that has the legal requirements to make provisions for fire safety, fire fighting, and other emergencies. The Authority is the body that sets the vision and the Integrated Risk Management Plan, as well as setting and approving the annual budget. Details of the current Authority members can be found [here](#). The Authority discharges its functions through the North Yorkshire Fire and Rescue Service.

Each of the key documents sets out important information on the overall direction, performance and principles by which the Service aims to achieve the Authority's vision and objectives.

Details of the vision, key corporate objectives, performance indicators and the major plans for the next twelve months are set out in the [Corporate Report](#). This also sets out our performance over the last twelve months.

The [Integrated Risk Management Plan](#) (IRMP) sets out how we propose to secure the safety of our communities over the next three years. In here you will find community risk management objectives, our strategies on how to deal with risk from fire and other emergencies, a risk map of York and North Yorkshire along with details of where our fire stations and resources are that manage that risk.

The [Financial Management Framework](#), which includes the Medium Term Financial Strategy (MTFS), sets out the way in which the financial plans are developed. The document also contains the Financial Regulations that govern the way that managers make spending decisions.

Who delivers the Service

The Service employs around 900 staff and the organisational structure is designed to ensure that the staff are in the right place with the correct level of resources and support to deliver the Service. The [organisational chart](#) is updated whenever there are any staff movements.

The management team structure ensures that the work of the Service is joined up. The Corporate Management Team, consisting of the Chief Fire Officer/Chief Executive and the three Directors, set the strategy and direction for the Service to deliver the Authority's vision and objectives. The Senior Management Team, consisting of the six Function Heads/Area Managers, is responsible for the effective running of the Service on a day to day basis.

In order to ensure that all staff are able to undertake their roles in a way that delivers the service there is a [People Strategy](#) that sets out how this is achieved.

Current Plans

Action plans are an important business process and detailed plans are managed by the Directorates to manage the range of projects and actions that the Service undertakes as part of the cycle of continuous improvements. The largest projects are considered by Senior Management Team and progress is tracked monthly through the [Corporate Improvement Plan](#)¹. This sets out corporate actions, major projects and research projects (called Technical Appraisal Groups or TAGS).

The annual IRMP action plan is taken from the Corporate Improvement Plan, but before an item gets onto the plan it has to be approved by Fire Authority or Corporate Management Board. Major projects arising from or intended to deliver the IRMP undergo separate consultation processes before approval.

The Fire Authority considers the progress of the Corporate Improvement Plan through its Audit and Performance Review Committee.

Risks

The Service manages community risk through its IRMP and risk to staff through the Health and Safety processes including operational training, procedures and equipment. However it also needs to manage corporate risk and to do this maintains a [Corporate Risk Register](#)². This is monitored and updated constantly and key control measures and maintained for each risk. The risk register is monitored monthly by Senior Management Team and once the level of any given risk rises above a set score, details of that risk and the current control measures are monitored by Corporate Management Board.

Finance

¹ Corporate Improvement Plan updates are reported to the Audit and Performance Review Committee.

² Corporate Risk Register updates are reported to the Audit and Performance Review Committee.

Five year revenue budget estimates, in line with the MTFS, are produced and submitted to the Authority each year. This document sets out the anticipated income and expenditure, estimated income from the different sources and a calculation of the level of council tax required to balance the overall budget. These figures are subject to variation year on year due to changes to spending plans, levels of government support and Authority decisions as to what level of council tax precept should be set. The budget and precept are determined each year by the Authority in the first meeting of the calendar year.

Capital expenditure is that which is used to purchase assets such as buildings, vehicles and equipment costing more than £10,000. It is primarily funded from either borrowing or finance lease arrangements. However, other sources of capital funding can include grants, capital receipts (from asset disposals) or a contribution made from the revenue budget. The Authority approves the Capital Programme annually.

The most recent revenue budget estimates and the Capital Programme are published in the minutes of the February meeting of the Fire Authority.

Governance

As well as financial regulations there are also rules and information governing the conduct of Fire Authority Members and staff.

Information relating to elected members including the code of conduct and [register of member's interests](#) can be found [here](#).

Staff conduct is governed by the full range of Service policies and procedures. However the overarching document setting out expected levels of behaviour is the [staff code of conduct](#). This is underpinned by a range of policies and procedures including the [equal opportunities policy](#).