



Risk and Resource Model 2022 - 2025



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Foreword

Chief Fire Officer

Police, Fire and Crime Commissioner for
North Yorkshire

Welcome to the Risk and Resource Model (RRM) for North Yorkshire Fire and Rescue Service, which sets out who we are as a Service, the risk in our county and city, and the services we provide to prevent and respond to emergencies.

It's our job as a fire and rescue service to understand, address and reduce current and future risks. Our assessment of risk across the Service area informs where we need our staff and resources to ensure we continue to deliver our services efficiently and effectively. In this document we set out what we currently do and what changes we plan to make over the next three years to mitigate the risks we have identified, helping to deliver against our key priorities set out in the Fire and Rescue Plan 2022-25.

Our services include prevention and early intervention, protection (protecting our commercial and public buildings from the risk of fires), supporting resilience and emergency response. If we must respond to an emergency, harm has already happened - we intend to significantly increase our prevention and protection work with communities and businesses to reduce the likelihood and impact of fire, road and water emergencies in our area.

We are a predominantly rural service where most of our stations are crewed by On-call firefighters. It is increasingly challenging to recruit and retain staff to keep our rural fire engines available to respond to emergencies. We intend to modernise and invest in our On-call service model to ensure it is sustainable and fit for the future and ultimately improve fire engine availability.



Jonathan Dyson
Chief Fire Officer

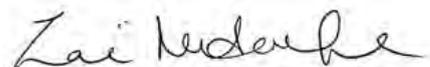


By being open and responsive to change, we can explore new opportunities and invest in innovative technologies and new ways of working, to improve the overall safety and wellbeing of the communities we serve.

It is important that our communities have confidence in us and the way we deliver our services. Earlier this year, we ran an extensive consultation with residents, our staff, our emergency service partners and other interested stakeholders to gather opinion on a number of proposed changes to how we currently deliver our services across the area based on our Community Risk Profile. In brief these include; improving our prevention and protection work; managing our attendance to Automatic Fire Alarms and reviewing response resources in York, Harrogate and Scarborough. These changes will be supported by other service improvements, ensuring we make the best use of our available resources.

Our core strength stands in our people and their commitment to reducing risk and vulnerability is reflected by positive public opinion and trust. We will support, develop and enable our staff to provide the best possible fire and rescue service to our communities.

The last few years have shown us that risk and vulnerability is always changing, so we will regularly review and re-assess the risks in our county and city to ensure we continue to keep our communities safe and feeling safe.



Zoë Metcalfe
Police, Fire and Crime Commissioner
for North Yorkshire

Introduction

What is a Risk and Resource Model?

The Risk and Resource Model sets out the risk in our county and the City of York and how we will deploy our resources, prioritising prevention and protection activity to address and reduce that risk and the likelihood of emergency events occurring. We will continue to provide an excellent emergency response service. It will ensure that our firefighters and staff are in the right place at the right time to deliver the right and most appropriate service, with the right equipment and skills, in the best possible way.

The Risk and Resource Model (RRM) helps North Yorkshire Fire and Rescue Service to:

- fulfil our statutory duties;
- reduce, remove or mitigate the risks identified across our Service area;
- resource the Service through redesign to better prioritise prevention and protection activity;
- deliver against the Police, Fire and Crime Commissioner's Fire and Rescue Plan 2022-25.

Our statutory duties

North Yorkshire Fire and Rescue Service (NYFRS) plays a crucial role in making our communities safer. We do this by preventing and protecting people from fire and other risks, and by responding effectively to emergencies when they occur.

We fulfil the Government's priorities in the Fire and Rescue National Framework (2018)¹ to:

- make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- identify and assess the full range of foreseeable fire and rescue related risks in our area;
- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service we provide;
- be accountable to communities for the service we provide;
- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

We must ensure that we make provision for:

- extinguishing fires;
- protecting life and property in the event of fires;
- rescuing and protecting people in the event of a road traffic collision;
- rescuing and protecting people in the event of other emergencies².

Right
✓ **People**

Your fire service - Your say



Right
✓ **Place**

Your fire service - Your say



Right
✓ **Time**

Your fire service - Your say



Right
✓ **Equipment**

Your fire service - Your say



¹ Fire and Rescue National Framework for England 2018 - GOV.UK (www.gov.uk)

² Civil Contingencies Act 2004 (legislation.gov.uk)

The Fire and Rescue Plan 2022-25

The Police, Fire and Crime Commissioner has a duty to set a Fire and Rescue Plan for NYFRS based on the priorities identified through public consultation.

During the Commissioner's Fire and Rescue Plan consultation in 2021, people were asked how North Yorkshire Fire and Rescue Service should develop and what they should focus on over the next two years.

Over 90% of people were satisfied with their Fire and Rescue Service overall, which is extremely positive. People were less satisfied with how visible the Service is in their communities and how well the Service reflects the diversity of their communities.

People said that NYFRS needs to focus on:

- ensuring the fire and rescue service has well-equipped, modern services that are fit for the future;
- preventing fire and rescue related incidents before they happen, especially where response times are slower;
- protecting people and property through risk assessments, inspections and enforcing fire safety laws if necessary;
- improving the availability of the fire and rescue service in rural areas.

The overarching ambition for the Service is set through the Fire and Rescue Plan's four **C.A.R.E.** Principles –



The Fire and Rescue Plan 2022-2025 can be found at <https://www.northyorkshire-pfcc.gov.uk/fire-rescue-plan/>



Priorities

1. Actively engage with all communities to identify need and risk and to reassure

Outcome 1a: Public confidence and satisfaction in Service has increased.

Outcome 1b: Service has a holistic understanding of risk in our communities.

2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a: Service is recognised as a leading partner in driving a whole-system approach to preventing vulnerability.

Outcome 2b: The prevention of vulnerability and fire protection services are the core elements of the operating model.

3. Deliver the “Right People, Right Support” every time

Outcome 3a: Service has resource and response models that maximise productivity in communities and the efficiency and effectiveness of the response to emergencies.

Outcome 3b: Service has developed a blueprint for, and has begun implementing, a new On-call model.

4. Maximise efficiency to make the most effective use of all available resources

Outcome 4a: Service is increasing its effectiveness and efficiency through transformation.

Outcome 4b: Service has better data to understand and improve itself.

5. Enhance positive culture, openness, integrity and public trust

Outcome 5a: Public trust in Service is maintained.

Outcome 5b: : Inclusivity, diversity and equality are at the heart of Service's organisational culture and service delivery.

Outcome 5c: North Yorkshire Fire and Rescue Service is an employer of choice with a clear people focus that develops leadership, integrity and inclusivity.

About us

Our Mission, Vision and Values

Our Mission
Helping you to be safe and feel safe in
North Yorkshire and York

Our Vision
To deliver exemplary fire and
rescue services



People

We exist to serve
the public -
we put people first



Results

We achieve
positive results



Inclusion

We embrace
inclusion



Creativity

We encourage and
promote
creativity



Learning

We never stop
learning



Your Fire and Rescue Service

North Yorkshire Fire and Rescue Service keeps people and places safe by integrating and balancing the use of Prevention, Protection, Response and Resilience activities, both in our communities and in our workplaces.

Our people

- 300 full-time firefighters
- 322 On-call firefighters
- 20 Control Room staff

Prevention specialists (non-operational)

- 8 Community Safety Officers
- 4 Public Safety Officers
- 1 Safeguarding Officer

Protection specialists (non-operational)

- 6 Protection advisors



enableNY provides essential support services for NYFRS as well as North Yorkshire Police and the Office of the Police, Fire and Crime Commissioner.

- Finance
- ICT
- People Services
- Business Design and Assurance
- Assets



Prevention

Preventing emergencies from happening in the first place through education, advice and support.



Protection

Protecting our commercial and public buildings from the risk of fires and reducing the impact should they happen.



Resilience

Helping our communities to protect themselves against, prepare for and recover from emergencies.



Response

Responding to emergency incidents and limiting their impact.

Risk

The Community Risk Profile

The resources we put in place are based on an assessment of risk across the Service area called the Community Risk Profile (CRP)³. Our research and understanding of the factors that create risk have been considered, having used a wide range of information from a variety of sources. This has helped us prioritise the risks we need to focus on, accidental dwelling fires leading to death and serious injury, road and water.

We also considered social, environmental, technological and infrastructural changes so that we have a good understanding of the issues which are likely to affect our communities and our Service in future years.

This analysis helps us to understand the needs of communities so that we can shape our prevention, protection, emergency response interventions and bolster community resilience. Based on all this information we now have a better view of what, where and why risk exists in our county. We have a deeper understanding of the risk factors and hazards that increase the likelihood of our services being needed. More importantly, it allows us to understand how and where we can intervene early to reduce the need for our emergency response.

To ensure we keep abreast of changes to our existing risks, as well as emerging or future projected risks, we will regularly update our Community Risk Profile.

We define risk as a combination of the likelihood and consequences of hazardous events⁴:

- Hazardous event = an event with the potential to cause harm. This may be referred to as a threat or risk.
- Likelihood = the chance of something happening. This is sometimes also referred to as the probability, frequency or uncertainty of events.
- Consequence = the outcome of an event. Specifically, the severity or extent of harm caused by the event.

We have considered three broad areas of risk – fire, road and water, against the definition of risk. We have considered a range of other risks which are also important for us to understand.

We have focussed on three priority areas that present the greatest threat/harm to life from a fire and rescue perspective in our Service area:

- Accidental dwelling fire risk and fatality/injury risk
- Road risk and fatality/serious injury risk
- Water risk; flooding, rescues and other water-related risk

We recognise that fires occur in commercial / agricultural buildings, vehicles, open spaces etc. but we have concentrated on dwelling fires because these are more likely to result in death or injury.

We have also considered the National Risk Register and the Community Risk Register created by North Yorkshire's Local Resilience Forum (NYLRF) which is a partnership of local agencies working together to manage emergencies covering the whole of North Yorkshire and York.

We need to know where vulnerable people live. Having this information helps us plan how best to deliver our services to help prevent fires and other emergencies that could affect them. To help us define what we mean by 'vulnerable', we have identified and analysed the factors that put people at an increased likelihood of requiring an intervention or response from our Service.



³ Community Risk Profile (CRP) - North Yorkshire Fire and Rescue Service

⁴ <https://www.ukfrs.com/community-risk/defining-risk>

Interpretation of risk

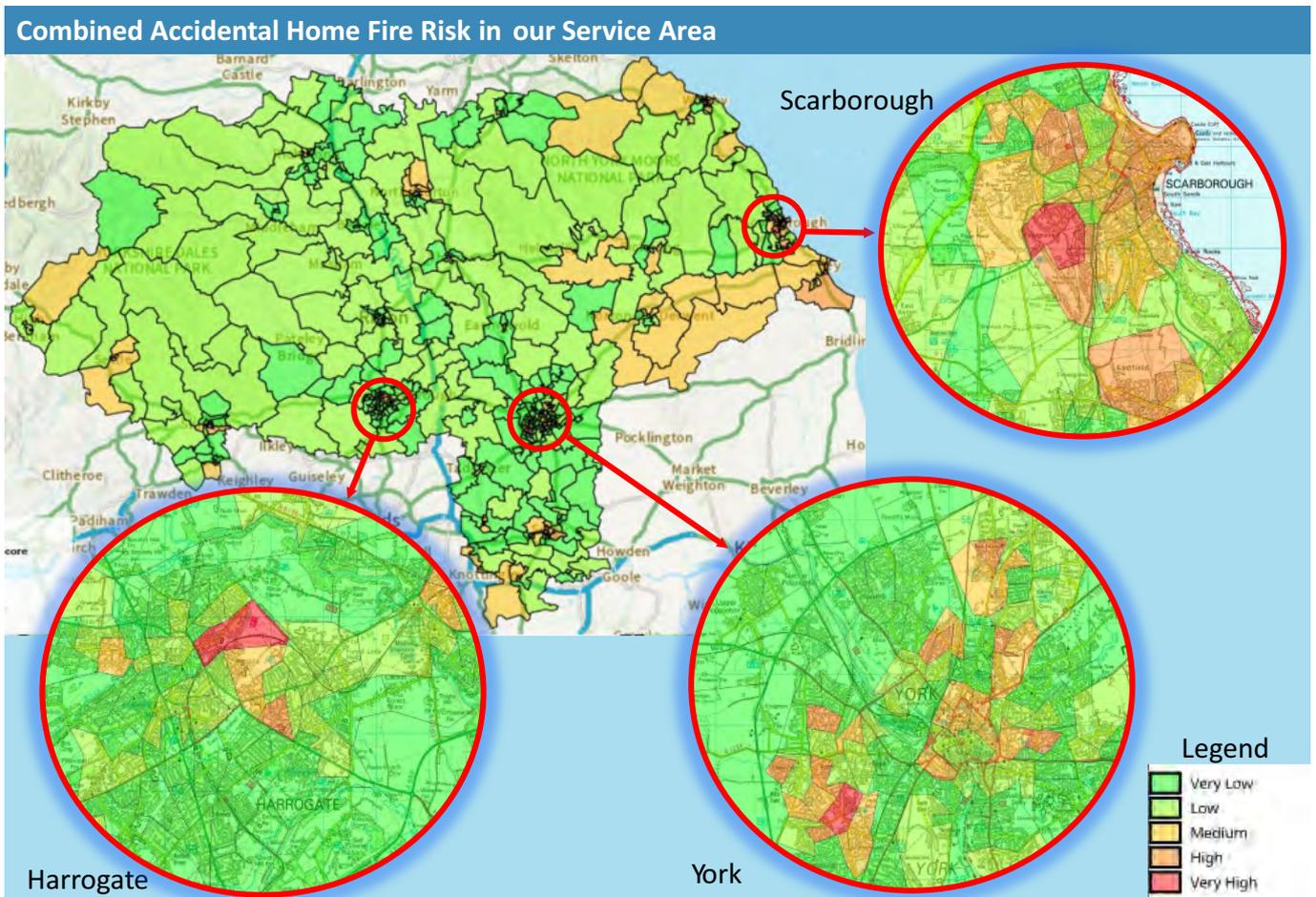
Our Service area

Our Service area is one of the largest in England covering more than 3,200 square miles and over 6,000 miles of road. Our area has isolated rural settlements and farms, market towns, and larger urban areas such as York, Harrogate, and Scarborough. Our area has two of England's ten national parks, three designated areas of outstanding natural beauty, over 200 sites of special scientific interest and over 12,000 listed buildings.

Overall, our area is sparsely populated, but there are still over 340,000 households and over 830,000 residents. The resident population is increasing steadily and becoming predominantly older. The City of York is also home to over 21,000 students, with two universities. More than 20 million visitors come to our area each year. There are over 37,000 active businesses across the area, with hospitality and entertainment among some of the main industries.

The road network is the main means of transport connecting small towns and villages. The rural nature of our area means that people often travel further to access work, education and services. Several major arterial routes also cross our area – the A1(M), M62, A59, A64, A65, A66 and A19.

Two of the major rivers in the county are the River Swale and the River Ure, joining together to form the River Ouse which flows through York. The coastline of North Yorkshire runs for approximately 45 miles from just north of Whitby to south of Filey.





Accidental fires at home

Factors that increase the likelihood of having a fire in the home, or of having a severe outcome from a fire, are being over 65 and living alone, frailty, living in socially rented accommodation and deprivation.

We have scored and mapped these risk factors to show the level of risk in different areas. The map on the previous page shows that home fire risk in our county is generally low or very low with small pockets of risk in our more urban areas and to the south-east of the area.

[For more information on home fire risk see our Community Risk Profile, pages 18-19.](#)



Road

Road risk in our service area is greater than our incident data indicates as our attendance is not requested at all road traffic collisions.

Rescues from road traffic collisions are increasingly complex because of new vehicle technology.

Around 6 in 10 collisions which result in people being killed or seriously injured happen on our more rural roads - mainly on roads with a 60mph speed limit. Many of these roads are in our On-call station areas which are not always available to respond, particularly during the day.

We recognise that road risk is a significant area where we need to focus our prevention activity.

[For more information on road risk see our Community Risk Profile, pages 20-23.](#)



Water

Flooding incidents and water rescues are an increasing area of demand for our service.

Water rescue incidents can be complex and present significant risk to our firefighters and other rescuers for which we must plan, train and equip accordingly.

Some of these incidents are preventable, as they are often linked to human behaviour such as driving through flood water. We need to increase our emphasis on helping communities build resilience.

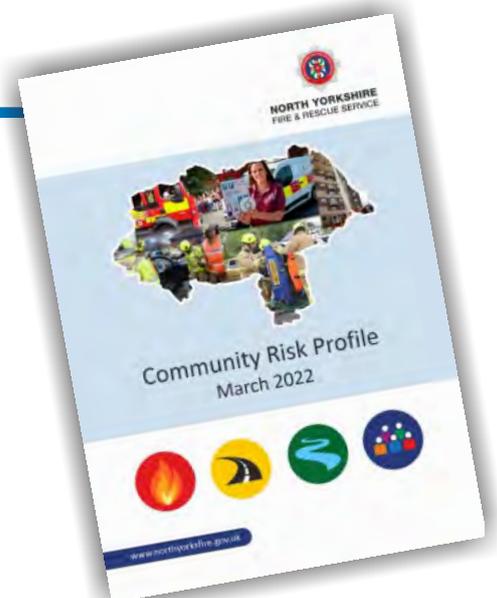
[For more information on water risk see our Community Risk Profile, pages 24-27.](#)



Other risks

Environmental factors and the impact of climate change will continue to be a major influence in the risk in our Service area. Although the incidence of events such as wildfires and flooding are relatively low in comparison to other incident types, when they do happen they can be protracted and over a wide scale. We need to ensure that we can continue to provide our assistance when these types of incident happen.

[For more information on other risk see our Community Risk Profile, pages 28-31.](#)





Prevention



If we have to respond to an emergency, harm has already happened. Our ambition is to prevent emergencies from happening in the first place through education, advice and support. We aim to prioritise and increase the amount of prevention work we do to reduce the risk of harmful fire, road and water emergencies in our communities.

Our prevention services are based around seven main areas:

- Safety in the home
- Road safety
- Water safety
- Early intervention activity
- Safeguarding
- Partnership working
- Communication/engagement

Last year (1 April 2021-31 March 2022) we undertook 7,800 prevention activities:

- 5,500 safety in the home visits
- 600 road safety activities
- 260 water safety activities
- 600 youth engagements
- 800 other prevention activities
- Referrals (including safeguarding)

Our prevention services are delivered predominantly by operational firefighters who are based at fire stations across the county. These crews deliver prevention activity mainly within the more urban areas due to our fulltime fire stations being located within our larger towns and cities.

Eight Community Safety Officers (non-operational) are aligned to and work within the eight districts. In the main, they operate within the more rural areas of the county and deal directly with more complicated cases and/or offer support to our firefighters when undertaking prevention activity.

Four multi-agency Public Safety Officers are based in Craven with policing, fire, paramedic and community safety capabilities. Their remit is to help reduce vulnerability by promoting fire safety and health and wellbeing, as well as solving local anti-social

behaviour concerns. They also bolster blue-light capacity in some of our most remote locations, including firefighter availability and emergency medical response.

We have a dedicated central prevention department with staff who provide guidance and expertise, along with a range of resources to assist the delivery of our early intervention preventative activity.

We intend to permanently increase the number of specialist staff in our prevention department and increase prevention activities.

We will continue to:

- be clear, relevant and consistent in how we deliver prevention services;
- deliver our prevention services based on an evidence and intelligence-based approach to prioritise work. We will use a Public Health person-centred approach focussing on behaviour changes to influence risk and target our interventions accordingly;
- empower staff with the freedom and flexibility to make decisions, be creative and make the most of partnership working. We will hold staff accountable and responsible for the planning and effective delivery of prevention services by regular monitoring;
- ensure our staff have the necessary competencies and knowledge to deliver prevention services in a professional manner and to a high standard;
- collaborate with partners to identify those most at risk and work with them to reduce risk and improve safety;
- manage our performance in prevention to ensure we provide value for money.

Through this RRM we will:

- implement a new structure for prevention with new roles that provides career progression for staff;
- introduce and develop existing and future specialist role capabilities;
- provide more even access to prevention services across the county and more targeted delivery;
- utilise the Community Risk Profile to influence delivery plans and target activity to the right place and the right people;
- increase the use of On-call staff to deliver prevention activity in our more rural areas;
- develop the Public Safety Service across the service area in conjunction with partners;
- utilise the National Fire Chiefs Council workstreams and Fire Standards to identify and adopt best practice.

Doing this will support the Fire and Rescue Plan priorities to:

1. actively engage with all communities to identify need and risk, and to reassure (1a;1b);
2. work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b);
3. deliver the “Right People, Right Support” every time (3a);
4. maximise efficiency to make the most effective use of all available resources (4a; 4b);
5. enhance positive culture, openness, integrity and public trust (5a; 5b; 5c).






North Yorkshire
Police


North Yorkshire
Fire & Rescue Service

JOINT HEADQUARTERS

Protection



We have a responsibility to protect the built environment within North Yorkshire and York; this includes all workplaces and premises to which the public have access. It also includes other premises to which the Regulatory Reform (Fire Safety) Order 2005 applies, for example, communal areas in domestic premises such as high-rise buildings or Houses in Multiple Occupation.

We provide information, guidance and advice to businesses and other employers to prevent fires happening in the first instance and to reduce the impact should they occur. Beyond this we also have a statutory duty to enforce compliance with fire safety law.

Last year (1 April 2021-31 March 2022), we undertook 4,600 protection activities:

- 1,000 provisions of guidance and advice
- 1,800 audits and inspections
- 1,800 consultations (building regulations, licensing, planning)

Our protection services are delivered predominantly by fulltime operational staff, operating from fire stations across the county. These crews deliver protection activity mainly within the more urban areas due to our fulltime fire stations being located within our bigger towns and cities.

We have a dedicated central protection department which has a range of staff who provide guidance and expertise, along with a range of resources to assist the delivery of our business fire safety activity. As well as performing audits in more complex premises and processing enforcements when necessary, they also undertake formal fire safety consultation activity.

We intend to permanently increase the number of specialist staff in our protection department and increase protection activities.

We will continue to:

- be clear, relevant and consistent in how we deliver protection services;
- use a risk-based inspection programme to identify those business premises that present the greatest risk to the community and use a range of activities to regulate the legislation;
- enforce legislation and prosecute where serious offences have been committed;
- engage with businesses to ensure they are aware of their responsibilities and legal duties, and support them in becoming compliant;
- respond to statutory consultations within the required timescales.

Through this RRM we will:

- create new roles that allow staff to specialise earlier on in their career and increase capacity and capability by making permanent roles currently funded by Government grants;
- create career progression pathways;
- work with our regional fire and rescue services to further collaborate and share resources specifically across fire engineering, training and enforcement;
- align to emerging new legislative requirements and national frameworks.

Doing this will support the Fire and Rescue Plan priorities to:

1. actively engage with all communities to identify need and risk and to reassure (1a;1b);
2. work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b);
3. deliver the “Right People, Right Support” every time (3a);
4. maximise efficiency to make the most effective use of all available resources (4a; 4b).

Resilience



Our current approach to providing resilience is based around three levels: service resilience (both organisational and personal), community resilience and national resilience.

Service resilience – organisational and personal

We need to ensure that we are resilient in the provision of our range of services. To continue to safeguard the public we serve it is vital that we ensure we have adequate resources in place to respond to adverse events. Our personnel are provided with the correct vehicles, equipment and training to ensure that they are able to perform effectively. Our People Strategy provides the support mechanisms and training to develop and strengthen their personal resilience.

Community resilience

Our resilience activity involves working with partners to enable communities and businesses to become less vulnerable and more capable when incidents occur. We work with local communities to help them to increase their local resilience (e.g. our involvement with producing and testing local flood plans) however, our contribution is currently limited and needs to increase.

We are an active member of the North Yorkshire Local Resilience Forum (NYLRF), leading and participating in its various working groups. The LRF and partner organisations have a strategic and coordinated approach to activity that enables community and voluntary networks (which includes individuals, businesses, community groups and voluntary organisations) to behave in a resilient way and take action to support one another and members of the public. Our combined approach supports measures which assesses and improves community resilience across the county.



National resilience

We provide support to national resilience through the maintenance and delivery of national assets. We provide:

- two High Volume Pumps (Harrogate and Richmond);
- an Incident Support Unit (Acomb);
- a flood rescue boat (Selby);
- waste fire tactical advisors;
- National Inter Agency Liaison Officers;
- High Volume Pump tactical advisor;
- Airwave Radio tactical advisor;
- National Flood advisors.

We maintain these national assets and undertake specialist training to ensure that they are available for a coordinated national response when requested. We also use them within our own county when we need to.

We will continue to:

- play an active role as a member of the Local Resilience Forum;
- maintain operational resilience in our Fire Control Room;
- provide people with the skills and expertise to be the best they can be;
- invest in technology that makes the service resilient to change;
- work with communities to identify solutions that help them be resilient to changes in climate related emergencies;
- continue to support national resilience by placing specialist assets on the national register.

Through this RRM we will:

- through the People Strategy develop our managers' leadership skills and training to enable them to be effective and resilient leaders;
- review our capabilities and look for opportunities to increase organisational resilience in the face of emerging climate related events;
- increase the use of specialist prevention staff who work in local communities These staff will be a point of contact for the community and will build resilience;
- add resilience by upskilling additional staff to tactical advisor level;
- improve our offer of support in developing more robust local planning and assistance to the communities we serve;
- prepare for incidents that are currently infrequent yet have the potential for high impact on our communities and continue to monitor any increases in likelihood of occurrence and the resulting risk.

Doing this will support the Fire and Rescue Plan priorities to:

1. actively engage with all communities to identify need and risk and to reassure (1a;1b);
2. work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b);
3. deliver the "Right People, Right Support" every time (3a);
4. maximise efficiency to make the most effective use of all available resources (4a; 4b).

We recognise that some events (e.g. due to extreme weather) have a significant impact on our communities, and although not always preventable, they can often be predicted.



Response



Our emergency response resources are widespread across the county to account for the large travel distances and times resulting from the expanse of geographical area we cover. We have 38 fire stations and operate a range of duty systems.

Two-thirds of our fire stations are On-call stations where firefighters respond to a pager from home or from their work. Because many people do not live and work in the same community anymore, many of our On-call stations struggle to have enough firefighters available to respond, especially during the day when demand is highest.

We have a fire cover model to ensure we provide an adequate level of fire cover across the county, even in times of peak demand. We move fire engines and firefighters around to maintain cover so fire engines may be responding from further away than our communities might expect.

Many of our fire engines attend a relatively low number of incidents.

Our increased focus on prevention aims to address and reduce risk and the need for an emergency response.

Incidents we responded to

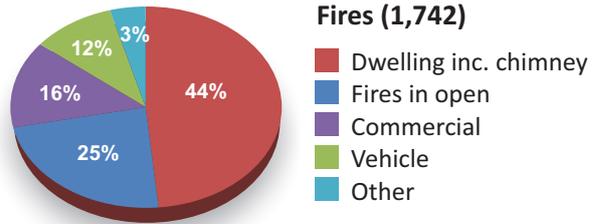
Last year (1 April 2021-31 March 2022), we attended 7,594 incidents.

- 1,742 fires
- 2,485 special services
- 3,367 false alarms

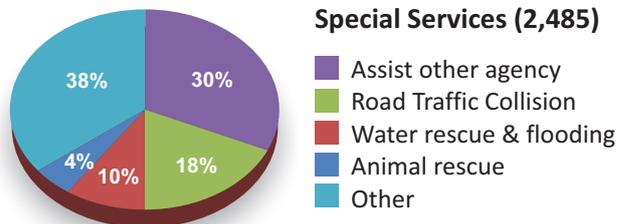


The categories of incident we attend

Fires – Account for around a quarter (23%) of incidents we attend. These range from very small fires such as bin fires which are quick to extinguish, to large scale building fires which may involve people being trapped and requiring rescue. These can be more complex and challenging to deal with. Some fires can last for a long period of time and require lot of resources such as wildfires and those in waste recycling sites.

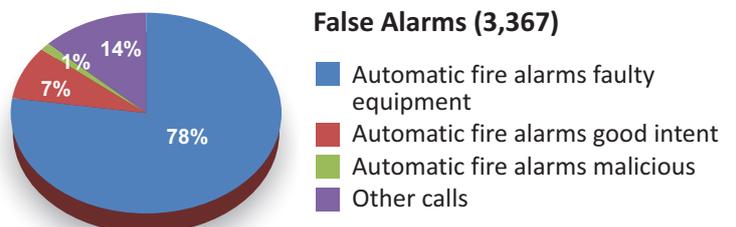


Special Services – About one third (32%) of incidents we attend require our technical rescue capability ranging from water and animal rescue, road traffic collisions and working at height. Special service calls can be very varied and often require the use of specialist equipment and draw upon specific skills from our firefighters to resolve.



False Alarms - Nearly half (45%) of the incidents we attend turn out to be false alarms, sometimes made with good intentions, where people call us in the belief something is happening that requires our intervention. Most calls that become classed as a false alarm are from automatic fire alarms. Attending these incidents takes our crews away from delivering our full range of services.

Most incidents requiring our attendance occur during the daytime from around 9am and up to around 10pm.



We will continue to:

- respond to the wide range of incidents where we can have a positive effect on the outcome for our communities;
- attend medical emergencies on behalf of another emergency service;
- ensure that our resources are appropriately located to meet the risk across North Yorkshire and the City of York;
- provide a resilient Fire Control room;
- use the monitoring and debriefing process to analyse, improve and share learning;
- ensure there are business continuity plans in place so that there is always an operational response made to incidents;
- provide operational crews with access to risk information about premises on mobile data terminals that may present the biggest risk to them or the public;
- ensure all staff are properly trained for the roles they undertake;
- continually review response arrangements to ensure the appropriate resources are sent to each incident type (these are known as our pre-determined attendances).

Through this RRM we will:

- change our policy to reduce response to low-risk automatic fire alarms which are often false alarms;
- provide Specialist water capability in Craven;
- introduce and monitor performance against the emergency response principles to reinforce our commitment to mobilising resources based on the correct strength, at speed and safely;
- work with staff and representative bodies to introduce new duty systems and review shift duration aligned to peak demand periods;
- change Huntington to an On-call fire station to re-balance the emergency response resource with the risk that exists in the York area;
- in Harrogate, replace the tactical response fire engine with an emergency rescue fire engine crewed during the peak demand periods;
- in Scarborough, replace the tactical response fire engine with an emergency rescue fire engine crewed during the peak demand periods;
- relocate tactical response fire engines to On-call stations and reclassify as light rescue pumps.
- review our current pre-determined attendances and make adjustments to ensure the right people, appliances and equipment are sent.



Doing this will support the Fire and Rescue Plan priorities to:

1. actively engage with all communities to identify need and risk and to reassure (1a;1b);
2. work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems (2a; 2b);
3. deliver the “Right People, Right Support” every time (3a);
4. maximise efficiency to make the most effective use of all available resources (4a; 4b);

Public Consultation

The Risk and Resource Model consultation took place over a 12-week period from 23 May to 14 August 2022 and collected opinion on seven proposals for change, developed by North Yorkshire Fire and Rescue Service (NYFRS) and recommended to the Commissioner by the Chief Fire Officer to take forward to consultation.

Proposals for consultation

- 1 Improving our prevention and protection work**
Permanently increase the specialist staff in our prevention and protection departments and increase prevention and protection activities across the Service.
- 2 Managing attendance to Automatic Fire Alarms**
Reduce response to low-risk Automatic Fire Alarms (AFAs) which are often unwanted fire signals (an alarm activated by something other than a fire).
- 3 Response resource in the York area**
Change Huntington to an On-call fire station to rebalance the emergency response resource with the risk that exists in the York area.
- 4 Response resource in Harrogate and Scarborough**
Replace the Tactical Response fire engines with Emergency Rescue fire engines, crewed during the time when emergencies are most likely to happen.

During the consultation period, residents, businesses, stakeholders/partners and employees were invited to provide feedback on the proposals via an online survey and in person across 12 district events. 1,378 responses were submitted. Three resident focus groups were also conducted to further explore views and opinions on the proposals.

The survey asked people to express their level of agreement/disagreement with each proposal, with an opportunity to provide more detailed reasoning for their view. This generated a broad range of supportive comments as well as concerns that have informed the development of the proposals.

Overall, levels of agreement/support for the proposals were higher than levels of disagreement, with the exception of the Huntington proposal. The extent of disagreement was greater for proposed changes to the provision of response resource (Huntington, Harrogate and Scarborough).

Other Service changes for feedback

- 1 Specialist water rescue resource capability in Craven**
- 2 Introduction of emergency response principles**
- 3 Introduction of alternative duty systems**

How we have used the consultation responses

The responses and the resident focus groups reinforced the support for additional prevention and protection roles and activity, but it is also clear, many members of the public still only associate firefighters with emergency response.

Therefore, our approach to implementing the proposals that change response resources will be phased. This will enable a full review of each change prior to the implementation of the next. We will have strategic milestones throughout implementation periods that will provide assurance that we are prepared to move onto the next stage.

Additional support and reassurance will be provided to both staff and the public to demonstrate that the level of response is appropriate for the risk. We will use the National Fire Standards to continually develop the CRP and demonstrate our approach to risk reduction.

We will adjust the night staffing proposals at Harrogate and Scarborough to provide added resilience by adding an additional firefighter.

We will review the fire cover model and adjust the standby cover arrangements and link them to the risks identified in the CRP.

We will review our pre-determined attendances to incident categories to ensure we are sending the most appropriate resources.

We will increase targeted prevention and protection activity where we make changes in response resource.

Service Improvement

Our service improvement programme is ambitious and designed to deliver the best possible service to the public which we serve, now and in the future. During the period that this Risk and Resource Model covers we will prioritise the following in order to deliver a more efficient and effective service that achieves the Fire and Rescue Plan outcomes.

- Through our People Strategy we are committed to our people and are developing a range of improvements which support, diversity, equality, and inclusion (DEI), leading to a change in culture.
- Through our People Strategy we are committed to talent management, leadership and development and training of all staff.
- Through the Joint Strategic Assets and Fleet Management Plans we are committed to collaboratively develop our estate, fleet and equipment to be more efficient, effective and sustainable.
- We will invest in our core service systems and databases to improve planning, delivery and recording of our community risk work.
- Through our On-call futures programme we will improve operational resilience and the services we provide to their local communities.
- To conduct a comprehensive internal audit of prevention and protection services focusing on providing assurance of effective and efficient service delivery in line with the RRM.
- To establish a Capabilities working group to provide NYFRS with an appraisal of the suitability, appropriateness and sustainability of fleet and equipment aligned to the Community Risk Profile and RRM.
- To undertake a comprehensive evaluation of the existing operational fire cover model and make recommendations for adjustments that will provide a suitable and sustainable operating model.
- We will improve data literacy throughout the organisation.
- To conduct a comprehensive assessment of the suitability of existing organisational structures to enable NYFRS to operate effectively and efficiently under the RRM. To make recommendations for changes where required.
- We will embed our performance and evaluation framework throughout the organisation.



Finance

Currently about 33 per cent of our funding comes from the government while the remaining 66 per cent is raised locally, mainly through the precept which is included in the council tax.

The precept is set by our Police, Fire and Crime Commissioner and is the amount made available for our fire and rescue service from council tax.

The tables below set out our funding and budget for 2022/23.

Funding for the Fire and Rescue Service	2022/23	£m
Funding from Government	8.8	
Council tax precept	23.4	
Specific grants	4.6	
Fees, Charges and Partnerships	0.6	
Use of Reserves	0.8	
Total Funding	38.2	

Fire and Rescue Service budget breakdown	2022/23	£m
Firefighter pay	22.6	
Control and support staff	4.7	
Supplies and Services	3.8	
Premises and equipment	2.1	
Private Finance Initiative	1.6	
Transport	0.9	
Capital financial charges	1.7	
Other costs	0.8	
Total spending plan	38.2	

Further financial information can be found at

<https://www.northyorkshire-pfcc.gov.uk/fire-oversight/budgets-and-expenditure/>

Governance and Assurance

Planning and governance framework

The Risk and Resource Model forms part of the delivery mechanism for the priorities of the Fire and Rescue Plan.

The RRM will provide the principle strategic direction and inform our directorate strategies and delivery plans.

The diagram below shows the strategic relationship between the plans.



Internal performance and assurance

Our Corporate Governance Framework sets out how the Service is governed, who is responsible for what, and how we are held to account. It is enacted through a governance structure set out in the diagram below.

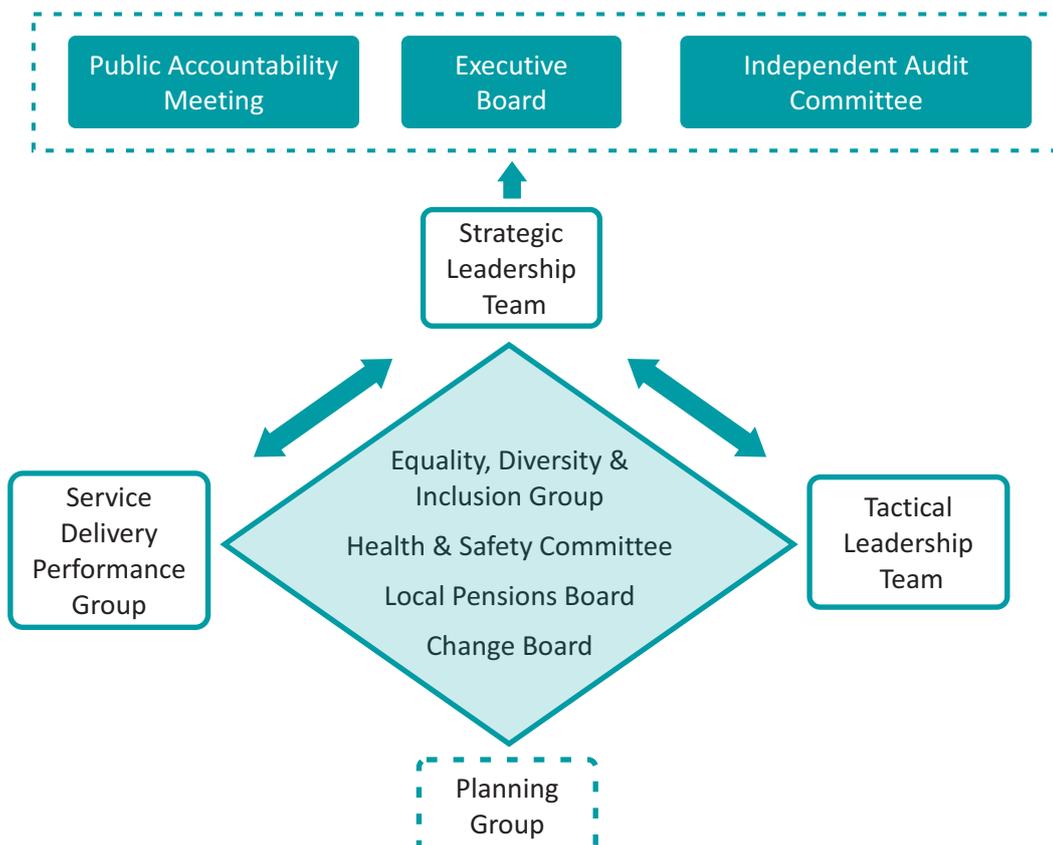
The Framework consists of:

- Statement of Corporate Governance - referring to the statutory framework and local policy.
- Code of Corporate Governance - setting out how the core principles will be implemented.
- Scheme of Corporate Governance – setting out how we conduct business and the delegation of responsibilities to different office holders, such as the Chief Fire Officer.

The framework is reviewed annually by the Commissioner on the recommendation of statutory officers, in consultation with the Independent Audit Committee.

More information can be found at www.northyorkshire@pfcc.gov.uk/fire-oversight/governance/.

Our internal governance model;



Public Accountability Meetings are the public forum in which the Commissioner holds the Chief Fire Officer to account for the service to the public. Live-streamed, the Service is required to demonstrate how it is achieving the desired outcomes of the Fire and Rescue Plan.

Executive Board is held monthly to assure the Commissioner of delivery of the Fire and Rescue Plan.

Independent Audit Committee provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place for North Yorkshire Fire and Rescue Service.

The Strategic Leadership Team (SLT) is the most senior internal team. It designs, produces and leads the service's direction through published strategies to meet the priorities of the Fire and Rescue Plan.

The Tactical Leadership Team (TLT) is responsible for the delivery of an efficient and effective service, through the risk management, financial management and oversight of information governance. The TLT is the tactical decision-making team with direct links into enableNY.

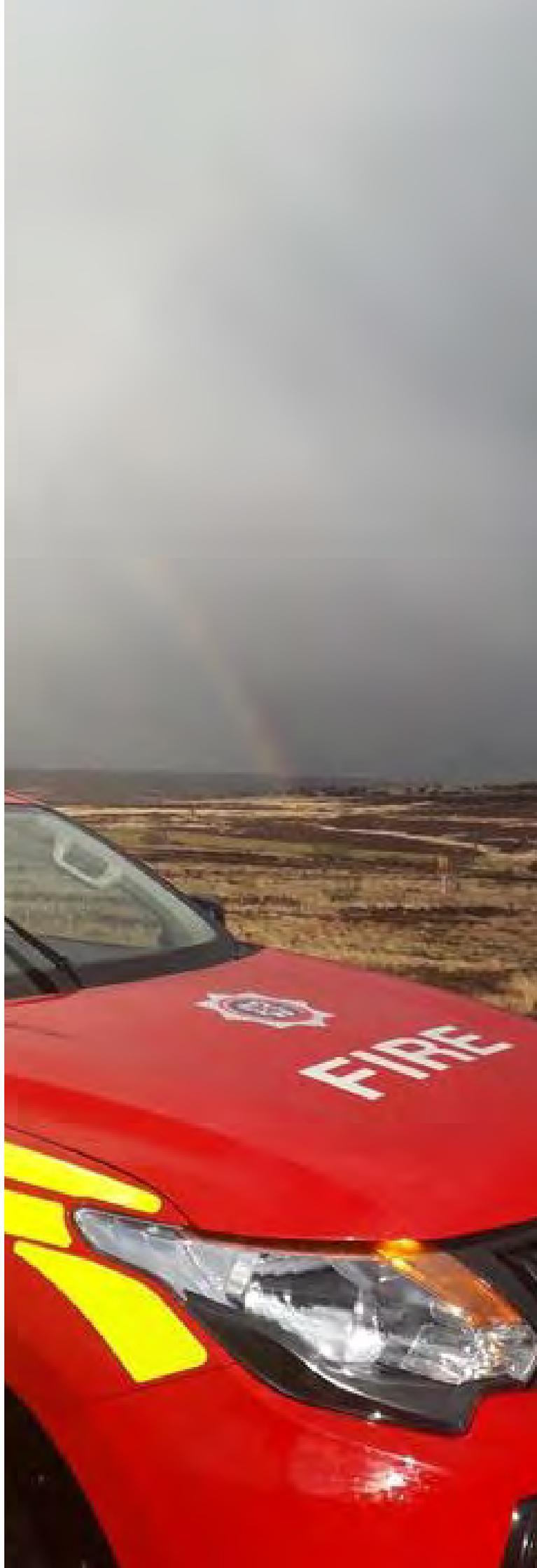
The Service Delivery Performance Group is responsible for the scrutiny of front line service delivery plans. It measures and monitors the outcomes against a range of indicators and reports on exceptions.

External performance and assurance

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) carries out inspections of the 45 fire and rescue services in England and Wales, assessing each service for efficiency, effectiveness and how they look after their people.

The Service's last inspection report can be found via the following link [Effectiveness, efficiency and people 2018/19: An inspection of North Yorkshire Fire and Rescue Service \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/reports/2018-19-an-inspection-of-north-yorkshire-fire-and-rescue-service/)

We strive to continuously improve and act upon the findings of inspection reports and celebrate areas of achievement.



To contact us:

North Yorkshire Fire and Rescue Service

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Youtube: [youtube.com/user/northyorksfire](https://www.youtube.com/user/northyorksfire)



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