



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

PFCC Briefing Session RRM consultation Plan, Deliver, Assure

CFO Jonathan Dyson

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- Decision Notice to extend CSP till September 2022
- Community Risk Profile
- Gap Analysis
- Proposal development
- Technical Document April EB.
- Consultation Document
- Public Consultation
- RRM draft
- Executive Board – September 2022
- RRM 2022-2025



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The Fire and Rescue Plan CARE principles are met through Service's delivery model of prevention, protection, resilience and response.

The Risk and Resource Model (RRM) will develop the Community Risk Profile (CRP) for the Service area. The RRM will define a resource plan to align the most effective and efficient distribution of resources necessary prioritising prevention and protection activity that provides a flexible, affordable and sustainable multi-year model.

The RRM runs from September 2022 (to meet the decision notice timeframe) and run to May 2025. The RRM cycle is to fully align with the future election cycle for the PFCC.

When referring to phases during the RRM phase 1 – 2022/23, phase 2 – 23/24, phase 3 – 24/25

Proposal 1



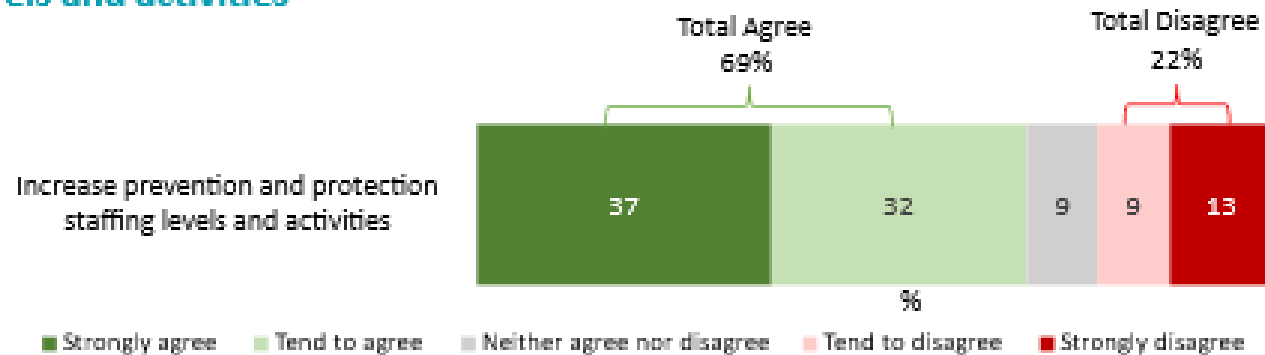
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1

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.

Figure 2: Level of agreement/disagreement to Proposal: Increase prevention and protection staffing levels and activities



Base: all respondents answering (1,360) – excludes 'don't know'



Table 6: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none">• Agree must be a priority area• Sensible proposal/sound rationale• Prevention is cost effective/better than cure/proactive• Better level of service for rural areas <p><i>“Prevention of harm is both better and more cost effective than emergency action to cure a problem.”</i></p> <p><i>“I welcome the proposed expansion of prevention and protection roles including new specialist roles to target high risk areas/communities. Multi-agency working will be key to achieving the most wide-ranging outcomes.”</i></p>	<ul style="list-style-type: none">• Agree in principle but not at the expense of fire cover/emergency response• Lack of On-call capacity/interest to undertake prevention• Not all incidents can be prevented• Not convinced prevention makes any difference/ lack of proof that prevention reduces incidents <p><i>“Prevention is a good idea, but not at the expense of removing the ability to respond to emergencies.”</i></p> <p><i>“Many fires are accidental and may not be preventable.”</i></p>



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Concern: Agree in principle but not at the expense of fire cover/emergency response

Concern: Lack of capacity of on-call to undertake prevention

Concern: Not all incidents can be prevented

Concern: Not convinced prevention makes any difference/ lack of proof that prevention reduces incidents

Observations and mitigation:

It is apparent that the public still see the FRS as a traditional response focused organisation. We concur that not every incident can be prevented.

During the consultation we have explained the role of the FRS, the relationship between Prevention and protection activity and risk reduction. Based on the consultation feedback and we will provide the following arrangements to support the improvements and mitigate the concerns raised.:-

- strengthen our approach to engagement by raising our profile with communities, stakeholders and partners to demonstrate the benefits of prevention and protection and its relation to risk reduction.
- we will align to the NFCC national Fire Standards for Prevention, Protection, Safeguarding etc. .
- use all available communication platforms to engage, educate and change the narrative to articulate the benefits of Prevention for the communities.
- ensure that any publicity always orders our strands of service delivery with Prevention first.
- publicise and promote targeted prevention activity and celebrate successes.
- use nationally recognised research to continue to build our approach to CRP continual improvement.
- change our approach to On-call recruitment materials to clearly show the modern role of a Firefighter is Prevention focussed.
- be held to public scrutiny to qualify outcomes and benefits of Prevention and Protection



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CFO recommendation

This proposal linked to proposal 3 is a main driver for strategic change in service delivery

- It is clear from the consultation that the public would like to see an increase in prevention and protection activity. This aligns with the feedback from the consultation done for the Fire and Rescue Plan.
- Staff better understand the relationship between prevention and protection activity and risk reduction by having access to our new performance framework including live dashboards displaying targeted activity.
- We will actively engage and collaborate with communities and organisations to reduce risk through targeted prevention and protection work linked to the CRP
- Acknowledgement is made of the public perceptions relating to the focus on prevention and protection at the expense of response. We will proactively apply performance measures that will be transparently scrutinised. The service is focussed on continuously improving our models of service delivery and will use our internal and external feedback loops to support us in doing this.
- Public engagement and reassurance will be a continuous focus (enable Comms need to revise their approach and align social media with strategic priorities) and by implementing this proposal NYFRS will be able to strengthen visibility and public and partner confidence in prevention and protection.



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Decision: I therefore recommend this proposal is fully implemented.

Timeline for implementation: The project initiation will launch in phase 1, enable functions will need to align workloads (currently being scoped with people services) and anticipated implementation phase 2.

Dependencies:

- Relationship with the Huntington proposal required to release physical and financial resource.
- Timing and sequencing of the two proposals are important to ensure staff disruption is minimised.
- Staff movements. Staff will be released from Huntington based the organisations natural leaver profile, promotion boards, transfers Voluntary and Compulsory
- Medium Term People Plan
- NYFRS to be supported in the design of new Prevention and Protection roles by Enable (People Services)
- Quality communications and engagement
- Assurance and Governance

Proposal 2



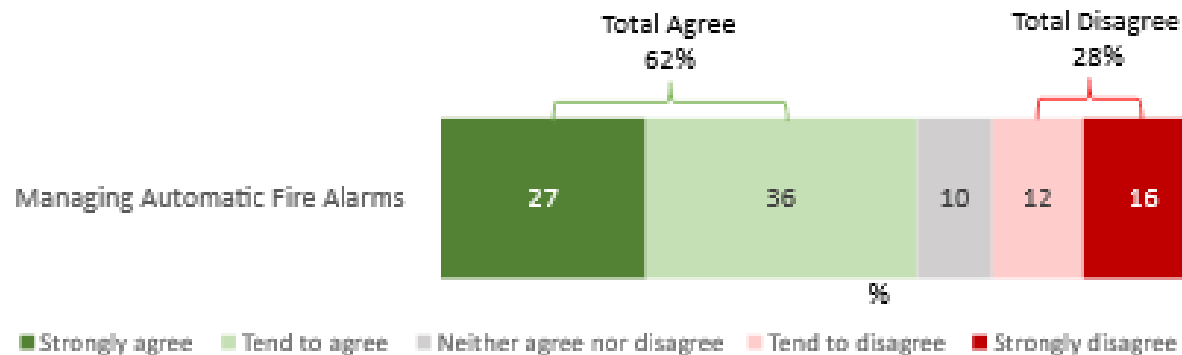
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2

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 a something other than a fire).

Figure 3: Level of agreement/disagreement to Proposal: Managing attendance to Automatic Fire Alarms



Base: all respondents answering (1,355) – excludes 'don't know'



Table 8: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none">• Sensible proposal• Reduces waste of resources/resource better spent on other activities• More cost effective <p><i>“This feels like a sensible approach to prioritising and tailoring responses to the type of building/situation. I think charging business for repeated false alarms should be introduced, however this should take into account the type and size of business.”</i></p> <p><i>“Charging for repeat AFAs is a good idea. Assessing the situation first makes good sense.”</i></p>	<ul style="list-style-type: none">• Too risky – fire alarm means fire til proven otherwise/should always respond even if no sleeping risk• Cost cutting/reduced service• Triage (officer attending first) would put lives/buildings at risk due to delayed response if real fire• No sleepers <u>doesn't</u> mean no risk• Address why there are so many AFAs rather than reduce response <p><i>“Because even one case that is a positive fire should not be missed just because normally it's false.”</i></p> <p><i>“It might be too late for a backup crew if the property is on fire.”</i></p>



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Concern: Too risky – fire alarm means fire until proven otherwise/should always respond even if no sleeping risk

Concern: Cost cutting/reduced service

Concern: Triage (officer attending first) would put lives/buildings at risk due to delayed response if real fire

Concern: No sleepers doesn't mean no risk

Concern: Address why there are so many AFAs rather than reduce response

Observations and Mitigation: Some of the concerns relating to this proposal are due to a lack of understanding. During the public consultation, we provided more explanation making it easier for the public to understand this proposal, but we need to go further to ensure we provide clarity and assurance of the change and its implications.

Based on the consultation feedback, we will provide the following arrangements to support the improvements and mitigate the concerns raised:-

- provide a concise communication to explain in further detail and allay the concerns raised. The communication and engagement will cover assurances that we only propose to broaden our current arrangement by an hour either side, that we will only send an officer if they are the nearest resource, and it would be to low risk AFAs
- strengthen our call challenging process to assist with this.
- actively engage, communicate and develop relationships with the business community and work with them should they have any specific concerns.
- report publicly the AFA reduction rates and outcomes achieved resulting in greater effectiveness/efficiency. NYFRS to be supported by Enable (Communications)
- ensure businesses are fully aware that we will always attend where a back up call or additional detection activation occurs. NYFRS to be supported by Enable (Communications)
- continue to monitor repeat activations that are unwanted, and our specialist fire Protection staff will work alongside businesses to support and guide them in reducing occurrences. Increasing our prevention cadre will assist and embed this support
- Medium Term People Plan
- Quality targeted communications and engagement
- Assurance and Governance - be held to public scrutiny on the attendance to automatic fire alarms and the reduction of unwanted fire signals outcomes for service/public

CFO recommendation



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By reducing the burden of unwanted fire signals, this proposal will allow us to focus on delivering our range of services more efficiently. It will reduce the occurrences of simultaneous incident activity and ensure our resources remain available for emergency incidents, training, prevention and protection work.

Decision: I recommend this proposal be implemented. This has tangible benefits to the communities, with staff being more available for Prevention and emergency response. NYFRS will become more aligned with approaches both Regionally and Nationally, changing the culture of response first to focusing on risk and vulnerability

Timeline for implementation – Project initiation launch phase 1, procedural changes agreed, communicate and engage with business, industry, and public. Provide support to any specific individual concerns. Move to implementation phase 1. Other considerations contained within this proposal will require longer to implement including potentially charging for repeat AFAs.

Dependencies:

- Improved capacity and capability to provide business engagement and support by implementing proposal 1.
- Medium Term People Plan
- NYFRS to be supported in the design of new Prevention and Protection roles by Enable (People Services)
- Quality communications and engagement
- Assurance and Governance

Proposal 3



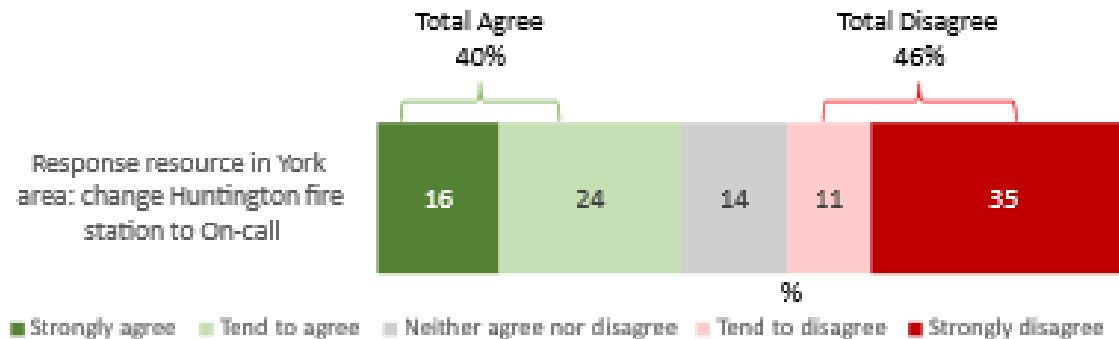
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3

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.

Figure 4: Level of agreement/disagreement to Proposal: Response resource in the York area



Base: all respondents answering (1,285) – excludes 'don't know'



Table 10: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none">• Sensible/agree with rationale/risk evidence• Better use of resource/resource better used/redirected elsewhere <p><i>“It achieves a better balance of resources compatible with the identified risks.”</i></p> <p><i>“York has always been over provided with fire engines compared to other large population areas such as Scarborough and Harrogate. The people displaced can be utilised elsewhere.”</i></p>	<ul style="list-style-type: none">• Additional response time could be difference between life and death/much delayed response from On-call• Can’t successfully recruit to On-call in Huntington/low On-call availability• Higher than defined/increasing risk in area; lots of building development, A64 Road Traffic Collisions, Strensall Common prone to serious fires, climate change• Reduced fire cover in area and resilience in York area• Cost cutting• Puts lives and buildings at risk• Redundancies/job losses/cutting staff <p><i>“This is a reduction in fire cover. During incidents that require a number of appliances it means there are less available to be able to attend the incident or provide fire cover in other areas.”</i></p> <p><i>“An additional 3 minutes can be a long time in the spread of a fire.”</i></p>



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Concern: Additional response time could be difference between life and death/much delayed response from on-call

Concern: Can't successfully recruit to on-call in Huntington/low on-call availability

Concern: Higher than defined risk in area; lots of building development, A64 RTCs, Strensall Common very prone to serious fires

Concern: Reduced fire cover in area and resilience in York area

Concern: Cost cutting

Concern: Puts lives and buildings at risk

Concern: Redundancies/job losses/cutting staff

Observations and Mitigation: The public responses to this proposal were split we acknowledge that where changes in response provision are proposed then there will be a degree of resistance. The engagement events provided useful insight and evidence to suggest that extended explanation and reassurance proved to ease and or change concerns.

Based on the consultation feedback and we will provide the following arrangements to support the improvements and mitigate the concerns raised:-

- increase the amount/prominence of public engagement to reassure the public with support from enable communication
- provide the public and staff with strong reassurance that there will be no redundancies through internal communication and support from Enable people services
- continued development and review of the CRP and historical data will be transparent and visible (dashboards, assurance, performance) for staff and the public to demonstrate the risk level in and around Huntington.
- the proposal has built in mitigation by keeping WT staff in situ until a resilient On-call unit is demonstrable at Huntington.
- provide more visible prevention services in Huntington
- Medium Term People Plan
- NYFRS to be supported in the design of new Prevention and Protection roles by Enable (People Services)
- Quality communications and engagement
- Assurance and Governance (be held to public scrutiny on the provision of adequate fire cover in the York area and on the uplift of prevention and protection activity in the York area and associated outcomes.



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CFO recommendation

This proposal linked to proposal 1 is a main driver for strategic change in service delivery

This proposal will enable the redesign and release resource that will allow option 1 to be implemented. It also allows for investment in the On-call futures program. I acutely recognise the concerns raised in the consultation and want to ensure that any changes made are done in a way that responds to those concerns.

Therefore, I intend to take the learning experienced during the consultation events and will continue to engage, educate and explain the reasoning behind the proposal. The evidence-based decision-making process is transparent and available, my staff are on hand to continue answering queries and concerns.

We will increase awareness of NYFRS and the Prevention work we do to help boost public confidence and reassurance.

We will report performance and be openly scrutinised.

We will expand the public safety service into the York area with the caveat that other organisations agree. If not, we will increase the number and activity of community safety officers.

Considering the consultation findings and given how NYFRS will respond to the community concerns, I maintain the view that this a sound and evidenced based decision.

Decision: I therefore recommend progressing to full implementation.



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Timeline for implementation – Project initiation launch phase 1, implementation phase 2

Dependencies:

- Enable resource allocation (PPMO)
- NYP (and/or) other organisations agree to expand the Public Safety Service.
- Medium Term People Plan (workforce profile, promotion boards alignment)
- Proposal 1 NYFRS to be supported in the design of new Prevention and Protection roles by Enable (People Services)
- Quality communications and engagement (NYFRS supported by Enable Communications)
- Assurance and Governance

Proposal 4



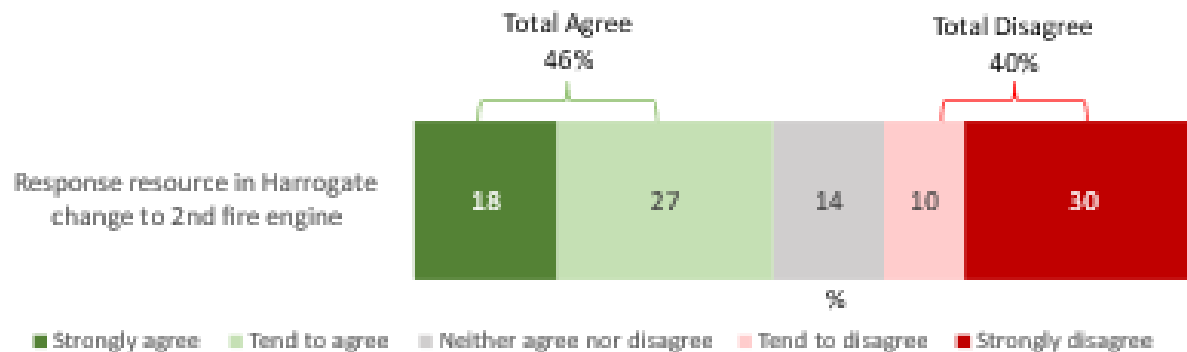
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4

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.

Figure 5: Level of agreement/disagreement to Proposal: Response resource in Harrogate – replace tactical response fire engine with emergency fire engine crewed during the time when emergencies are most likely to happen



Base: all respondents answering (1,267) – excludes 'don't know'



Table 12: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none">• Seems sensible/good business case/evidence/rationale• Better use of resources• Better capability during day when needed <p><i>“An increased response capability during peak demand is far better use of resources.”</i></p> <p><i>“I do feel again that the above just makes a lot of sense to use fire resources in the best and most effective way to meet the needs of people in Harrogate, so I am all for this and feel it is a positive good step forward.”</i></p> <p><i>“The data in the Risk Profile supports this. Can’t have a fire service based on just in case scenarios!!”</i></p>	<ul style="list-style-type: none">• Some risk concerns - tourism/hotels/hospitals/increase in housing developments• Greater severity of emergencies at night/house fires often <u>occur</u> at night• Downgrade in response/resilience at night /Need two 24hr fire engines• Redundancies/job losses/cutting staff• Need more crew than 4 on a night to crew special appliances e.g. Aerial Ladder Platform <p><i>“Fires often happen at night when people are asleep as do car accidents when the Fire Service is needed. People that are asleep when a smoke alarm goes off are slower to react having just woken, and often a fire can have spread further before the Fire Brigade are alerted. Also, due to climate change and hot weather or Firefighters may already have been deployed to fight fires on the Moors, so what happens then? ”</i></p>

Harrogate

Concern: Risk concerns – tourism/hotels/hospitals/increase in housing developments

Concern: Downgrade in response at night/need two 24 hr fire engines

Concern: More house fires happen at night/greater severity at night

Concern: Redundancies/job losses/cutting staff

Concern: Need more crew than 4 on a night

Observations and mitigation:

The public responses to this proposal were again split but more agreed than disagreed. It was clear from the responses that many members of the public believe the proposal is to remove a fire engine on a night.

Based on the consultation feedback and we will provide the following arrangements to support the improvements and mitigate the concerns raised:-

- do more work to engage and educate the community providing clarity and reassurance that this proposal is built on a sound evidence base.
- greater understanding of risk now available through the CRP to local managers - work with the public, partners and other stakeholders to raise awareness
- more explanation about what how we respond to incidents
- publish contemporaneous information to demonstrate the incidence of dwelling fires that occur on an evening and a daytime.
- use the fire cover model review to change how resources are moved to cover areas of highest risk.
- explicitly state and reassure staff and the public that no redundancies will arise from this proposal. The increase in capability during the day will provide further opportunities to engage, be visible and carry out prevention work to increase public confidence.
- be held to public scrutiny on the provision of adequate fire cover in the Harrogate area.
- be held to public scrutiny on the uplift of prevention and protection activity in the Harrogate area and associated outcomes.



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CFO recommendation

I have considered the feedback from the consultation and taken cognisance of the concerns raised. There are specific concerns relating to nighttime resource in Harrogate, some of which come from a lack of clarity that relates to the TRV. The changes propose an increase capability for the peak demand periods . I know the difficulty explaining the TRV is not a fire engine has been the catalyst to some of these concerns, it is therefore vital that effective communication and engagement continues, to provide public reassurance and confidence. Open transparent and public facing data to demonstrate the number of dwelling fires on a nighttime linked to national research will help to increase reassurance.

Internal dialogue will take place to reassure staff again that no changes will result in any forced redundancies.

My professional recommendation is that this proposal progresses to implementation.



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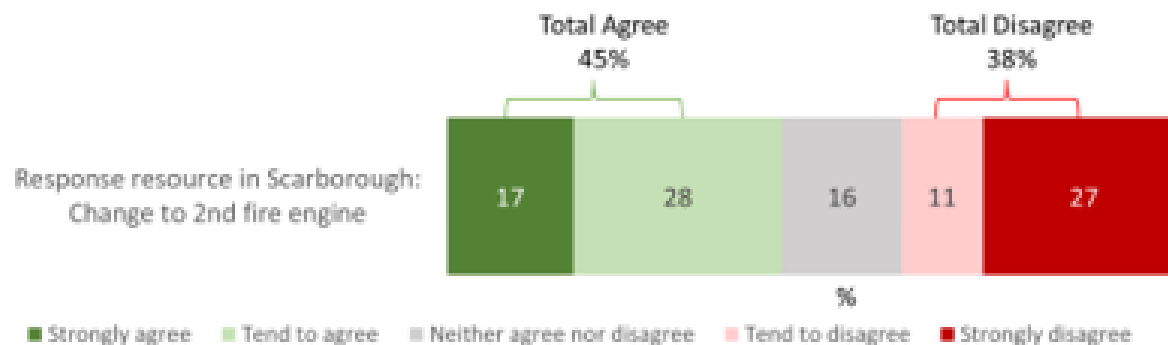
Timeline for implementation – Project launch and implementation phase 2, followed by full review at start of phase 3

Dependencies:

- Enable resource allocation
- Medium Term People Plan (NYFRS supported by Enable People Services)
- Peak demand shift staffing design (NYFRS supported by Enable People Services)
- Special appliance (ALP) crewing model to stay aligned to existing arrangements of dual crewing currently in place in service
- Quality communications and engagement (NYFRS supported by Enable Communications)
- Assurance and Governance



Figure 6: Level of agreement/disagreement to Proposal: Response resource in Scarborough - replace tactical response fire engine with emergency fire engine crewed during the time when emergencies are most likely to happen



Base: all respondents answering (1,221) – excludes 'don't know'



Table 14: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none">• Seems sensible/good business case/evidence/rationale• Better capability during day when needed• Better use of resources <p><i>“It makes sense - I can't see why we pay firefighters to sleep when there are few incidents.”</i></p> <p><i>“The rationale seems to back up the proposal.”</i></p>	<ul style="list-style-type: none">• High risk area/higher risk than defined – deprivation and demand/tourism/nursing homes/hotels/refugees• Greater severity of emergencies at night/house fires often <u>occur</u> at night• Inadequate On-call back up in Scarborough area – too far away• Downgrade in response/resilience at night /Need two 24hr fire engines• Redundancies/job losses/cutting staff• Need more crew than 4 on a night to crew special appliances e.g. Aerial Ladder Platform <p><i>“I would be concerned as to where and how long it would take alternative response to arrive in Scarborough.”</i></p> <p><i>“Scarborough has one of the highest levels of deprivation in the country yet you are willing to take fire cover away.”</i></p>



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Scarborough

Concern: High risk area – deprivation and demand/tourism/nursing homes/hotels/refugees

Concern: Greater severity of emergencies at night/house fires often occur at night

Concern: Inadequate On-call back up in Scarborough area – too far away

Concern: Downgrade in response at night/need two 24 hr fire engines

Concern: Redundancies/job losses/cutting staff

Concern: Need more crew than 4 on a night

Observations and mitigation:

Many of the concerns relating to this proposal are shared in the Harrogate proposal and therefore so is the mitigation.

Concerns specific to Scarborough relate to the inference of high risk and the distance to the nearest resources located at surrounding On-call stations.

Based on the consultation feedback we will provide the following arrangements to support the improvements and mitigate the concerns raised:-

- the introduction of an additional fire engine during peak demand times will greatly alleviate the need for a 2nd appliance from a neighboring station being required.
- provide a greater understanding of risk is now available through the CRP to local managers - work with the public, partners and other stakeholders to raise awareness
- On-call stations are resilient outside the hours of peak demand
- be held to public scrutiny on the provision of adequate fire cover in the Scarborough area.
- be held to public scrutiny on the uplift of prevention and protection activity in the Scarborough area and associated outcomes



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CFO recommendation

Many of the same concerns are shared across both Harrogate and Scarborough and although the proposal is the same, the two are distinctly different. The concerns that relate specifically to Scarborough differ and are associated with the travel distances to the next nearest stations.

Fundamentally the model will not change as these stations are the next nearest resource, we will be providing increased capability in line with the peak demand period. The evidence base is sound and be continually reviewed.

Decision: I therefore recommend moving forward to implementation, subject to a full review of the Harrogate proposal implementation. The criteria in the review will need to be met to provide assurance that the Scarborough implementation can progress.



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Timeline for implementation – Project initiation launch following review of Harrogate, implementation phase 3

Dependencies:

- Review of the implementation of Harrogate changes
- On-call resilience at night assurance
- Enable resource allocation
- Medium Term People Plan (NYFRS supported by Enable People Services)
- Peak demand shift staffing design (NYFRS supported by Enable People Services)
- Special appliance (ALP) crewing model to stay aligned to existing arrangements of dual crewing currently in place in service
- Quality communications and engagement (NYFRS supported by Enable Communications)
- Assurance and Governance



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Scarborough Implementation subject to the following

A review of the Harrogate implementation and other assurances which will include:

- Successful implementation of a new duty system that provides a 24h shift appliance and a Peak Demand appliance (each duty system can stand alone if required)
- On-call night time availability at the surrounding stations is resilient
- We successfully achieved our aim of crewing with 5 on a night time
- No changes are identified through the CRP reviews that demonstrate Scarborough risk has increased
- A review of ALP pre-determined (PDA) attendances has taken place and been implemented
- A review of the Fire Cover Model has taken place to include cover moves and a revised model been implemented
- Limited occasions where the Peak Demand fire engine is used to supplement shortfalls in fire cover other than those identified in the fire cover model
- Review the impact at Harrogate on mobilising specialist appliances and support crew with a single appliance model on a night time



1

Specialist water rescue capability in Craven

We are upskilling and equipping firefighters to provide a new specialist water rescue capability in Craven.

Figure 7: Level of agreement/disagreement to Proposal: Specialist water rescue resource capability in Craven

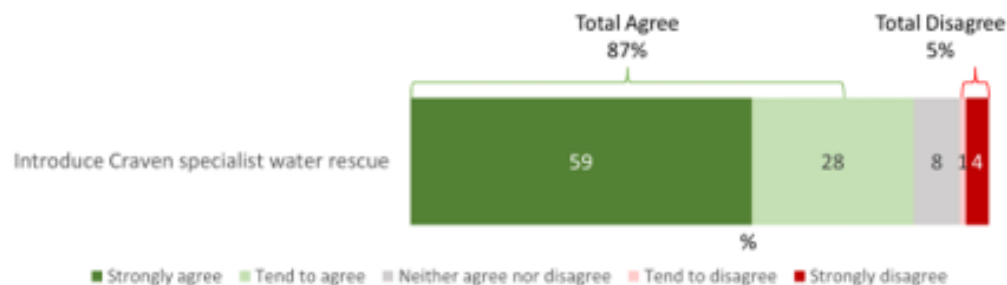


Table 16: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none"> Seems sensible/good business case/evidence/rationale Plugs a current gap in resource/matches resource to risk Quicker response/closest specialist team too far away <p><i>“There’s a gap in capability where incidents take place - fill it.”</i></p> <p><i>“The risk is clearly present and currently not adequately covered.”</i></p>	<ul style="list-style-type: none"> On-call capacity and availability to take on additional training and deployment <p><i>“I think we need a water rescue resource in the west but yet to be convinced that the On-call there will be able to make the commitment to the extra training and that there are sufficient numbers to maintain a water rescue asset and standard incident cover.”</i></p>

2

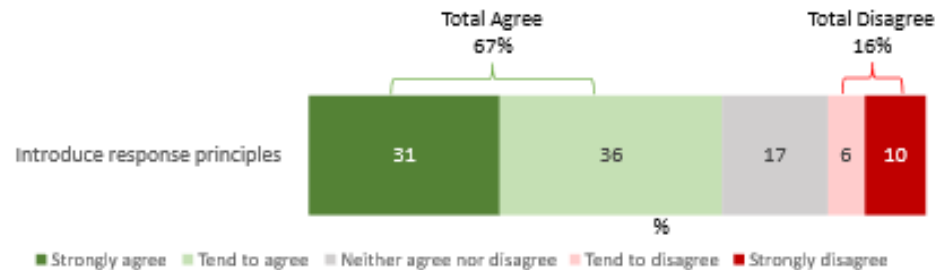
Introduction of emergency response principles

We are formalising how we respond appropriately, quickly and safely to emergencies so that you know what you can expect from us.



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Figure 8: Level of agreement/disagreement to Proposal: Introduction of the proposed emergency response principles



Base: all respondents answering (1,207) – excludes 'don't know'

Table 18: Key themes from open question – 'please tell us why you have answered this way?'

Support	Concerns
<ul style="list-style-type: none"> Common sense/practical Should be doing this now/not worthy of a question to the public Helps sets public expectations/informative <p><i>"It makes sense for service users to have a clear understanding of when they can expect support."</i></p> <p><i>"These are Guidelines that the fire service should have been following for many years!"</i></p>	<ul style="list-style-type: none"> Not specific/measurable/ambiguous Should declare standard/s – something tangible Can hide poor performance Publish monitoring/performance <p><i>"Not sure that 'as quickly as we can' provides a satisfactory goal for achievement or for public assurance. Monitoring, understanding performance and reviewing for improvement to arrive at REAL goals need to be part of the principles."</i></p>

3

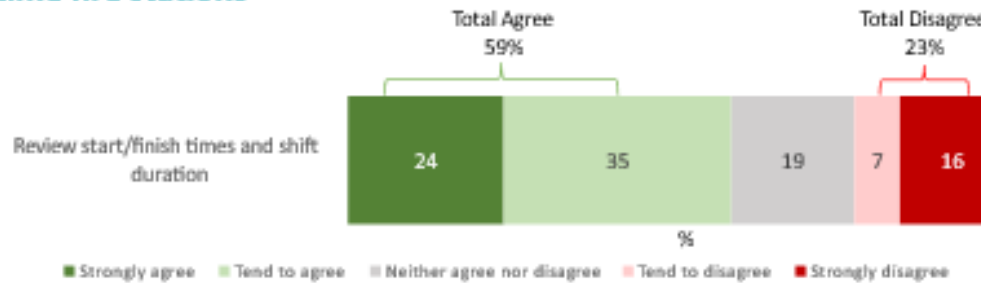
Introduction of alternative duty systems

We would like to introduce a self-rostering duty system across all our full-time fire stations and change the timings of our shifts.



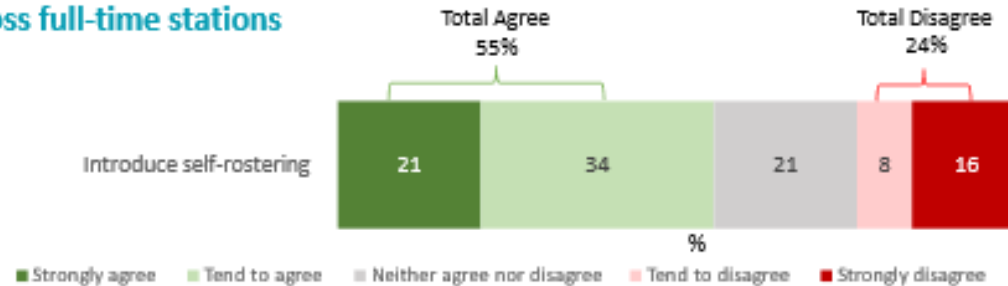
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Figure 10: Level of agreement/disagreement to Proposal: Review of start/finish times, and shift duration at full-time fire stations



Base: all respondents answering (1,182) – excludes 'don't know'

Figure 11: Level of agreement/disagreement to Proposal: Introduction of a self-rostering duty system across full-time stations



Base: all respondents answering (1,159) – excludes 'don't know'



Table 22: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none"> Better match shift duration to demand/operational need Review fine but must talk to staff/get consent of staff <p><i>“It makes sense to take likely arising timings into account when setting staffing levels.”</i></p> <p><i>“Vital that staff are involved and there should also be family friendly options. There should be no loss of salary.”</i></p>	<ul style="list-style-type: none"> Not broken/no need to fix Do not introduce very long shifts <p><i>“But not overly long shift for firefighters. 10 hours too long.”</i></p>

Table 24: Key themes from open question – ‘please tell us why you have answered this way?’

Support	Concerns
<ul style="list-style-type: none"> Sensible/more efficient Provided it is overseen effectively Agree but consult/design with staff Better flexibility for firefighters/better work life balance Better teamwork <p><i>“Provided it is overseen and done fairly then seems fair. If all staff have the same skill and <u>knowledge</u> it does not matter who is on when or who turns up.”</i></p>	<ul style="list-style-type: none"> Too complicated/difficult to implement Open to abuse/could cause arguments between firefighters Cut to firefighter numbers Loss of work/life balance – not as flexible as intended Current system works fine Difficult to plan ahead e.g. childcare <p><i>“A cut back to wholetime fire fighters on duty.”</i></p> <p><i>“Self-rostering is too complicated it only works at the moment because they make it work for the extra cash.”</i></p>



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The public consultation exercise has provided valuable feedback and comment on the proposed areas of service improvement set out below.

- Swift Water provision in Craven
- Response principles
- Alternative duty systems

We will look to introduce the first two of these changes in phase 1. Alternative duty systems will be introduced in a staged approach with work commencing on self rostering at our day crewed stations being launched in phase 1.

Dependencies:

- Review of the implementation of Harrogate changes
- On-call resilience at night assurance
- Enable resource allocation
- Medium Term People Plan (NYFRS supported by Enable People Services)
- Peak demand shift staffing design (NYFRS supported by Enable People Services)
- Special appliance (ALP) crewing model to stay aligned to existing arrangements of dual crewing currently in place in service
- Quality communications and engagement (NYFRS supported by Enable Communications)
- Assurance and Governance



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CFO comment

The public consultation has included three service improvements on which we have received valuable feedback. The level of agreement for these improvements is high but there were some comments made relating to shift pattern changes for operational staff. We have acknowledged these concerns and will continue to support any development with full engagement with staff and representative bodies.

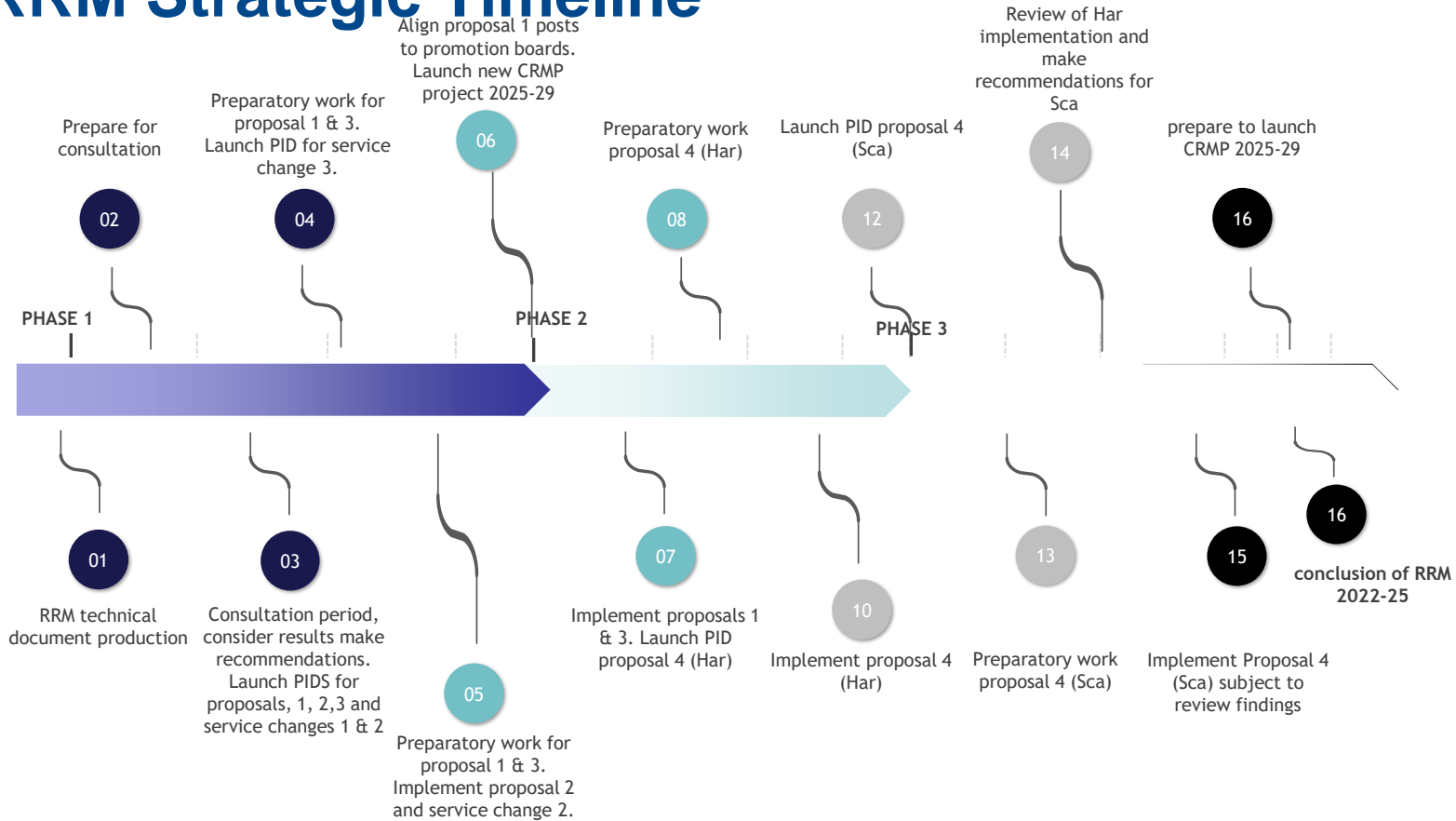
Timeline for implementation – Project implementation throughout the Risk and Resource Model

Dependencies:

- Transformation programme
- Enable resource allocation (PPMO)
- Medium Term People Plan (NYFRS supported by Enable People Services)
- Quality communications and engagement (NYFRS supported by Enable Communications)
- Assurance and Governance



RRM Strategic Timeline



Governance



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