

Appendix B: Matrix of areas of focus against FRP priorities and planning principles

Our areas of focus	Fire and rescue plan priorities						Community Risk Management Plan (CRMP) – planning principles						
	Targeted prevention	Protected built environment	Effective emergency response	Stronger communities	Supported, safe & skilled staff	Financial stability	Dynamic resourcing	Protect our communities	Safety focused	Value for money	Support on call Firefighters	Collaborative working	Service Delivery
Prevention													
Developing collaboration opportunities with partner organisations to deliver effective, data driven interventions that reduce risk, with a particular focus on strengthening relationships with housing, social care and health sectors.	✓							✓				✓	✓
Enhancing our partnership work with organisations who support vulnerable people or may be at an increased risk of fire to ensure we are reaching those who need us the most.	✓							✓				✓	✓

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Carrying out more Home Fire Safety Visits to help residents stay safe in their home. We will continue to prioritise households at the highest risk of fire to prevent incidents happening particularly where response times may be unavoidably longer.	✓			✓				✓					✓
Continuing to train our On-Call staff members to be able to undertake prevention opportunities where their capacity allows.	✓			✓	✓			✓			✓		✓
Identifying individuals for Home Fire Safety Visits (HFSVs) through referrals from our trusted partners who have identified those at risk. In addition to this, we will proactively use data and insights from previous incidents to target those most vulnerable.	✓							✓				✓	✓

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Delivering consistent early intervention and youth engagement initiatives, working with our partners around fire, road and water safety. We will also explore opportunities where we can support interventions around the serious violence duty.	✓			✓				✓				✓	✓
Working with our trusted partners to improve how people can access our services and how we can link them to other relevant support they may need.	✓	✓		✓				✓				✓	✓

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Ensuring our prevention and protection teams work together to provide a collaborative and inclusive approach to interventions. We will ensure where it is identified, our protection and prevention specialists provide dovetailed holistic fire safety guidance to both responsible person and occupants.	✓	✓						✓		✓			✓
Protection													
Ensuring we meet the requirements of our Risk Based Intervention Programme. We will visit all our known high-risk premises within a rolling three-year period, in line with national guidance.		✓						✓					✓

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Maintaining our impressive response rate to building consultations and licensing consultations.		✓						✓					✓
Enhancing community resilience by carrying out business engagement initiatives at buildings of high community value.		✓		✓				✓					✓
Continuing to reduce the number of false alarms we attend. This will include extending our current arrangements of not attending fire alarm actuations at commercial premises without a sleeping risk to 24 hours.	✓	✓	✓		✓	✓		✓		✓			✓
Aligning to changes and emerging new legislative requirements and national frameworks.		✓						✓					✓

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Continued support for the government's acceleration remediation plans following the Grenfell Tower tragedy.		✓	✓		✓			✓	✓			✓	✓
Continued accredited protection training for our operational staff to make sure our biggest resource can engage effectively with our business communities.		✓			✓			✓					✓
Carrying out appropriate post incident engagement activity in commercial premises to reduce risk.		✓						✓					✓
Identifying and managing emerging risks including new technologies.		✓			✓			✓	✓			✓	✓
Developing collaborative opportunities.												✓	

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Widening the triggers for the attendance of fire investigation officers at incidents, to enhance the understanding of fire causation and ensure continued alignment with the NFCC Fire Investigation Standard.		✓			✓			✓					✓
Using the powers of legal enforcement and prosecution available to us where this is appropriate, to ensure public safety in a fair, equitable and consistent manner in line with the Enforcement Concordat.		✓						✓					✓
We will ensure our prevention and protection teams work together to provide a collaborative and inclusive approach to interventions.	✓	✓			✓	✓		✓		✓			✓

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Response													
Completing our proposals from our previous Risk and Resource Model.			✓			✓		✓		✓			✓
Reviewing our Operational Staffing reserve to improve resilience in our On-call staffing.			✓			✓	✓	✓		✓	✓		✓
Reviewing the crewing arrangements for fire engines in Craven to ensure the most efficient and effective use of resources to deliver our response.			✓			✓	✓	✓		✓			✓
Restructuring our Emergency Response to ensure effective management across our stations and to identify clear responsibilities for our mid-level leaders.			✓		✓	✓				✓			✓

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Continuing to consider impact of contaminants at incidents and put in place measures to mitigate exposure.			✓			✓			✓		✓		✓
Reviewing the technology used within our Control Room.			✓					✓					✓
Improving our debriefing processes to remove paper-based systems and increase service and partner agency interaction.	✓	✓	✓		✓			✓	✓		✓	✓	✓
Considering a centralised resourcing team that will aim to efficiently resource the Service through redirecting operational cover.			✓			✓	✓	✓		✓	✓		✓
Reviewing all our stations to ensure each provides an effective and efficient service to our communities.			✓			✓				✓			

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On-call													
Making the On-call Station Manager a permanent role, with line management responsibility for the newly titled On-call support Watch Managers.			✓		✓						✓		✓
Exploring Incident Support Teams, which would be made up of staff from On-call fire stations that have fewer than four staff members. These would be deployed to emergency incidents which are already active, not as part of an initial response.			✓				✓	✓		✓	✓		✓
Expanding the role of personnel at On-call stations with opportunities for additional prevention and protection activity, where community demand dictates.	✓	✓		✓				✓			✓		✓

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Creating an over-arching On-call guidance document so all policies, procedures and guidance are easily accessible and understood.					✓						✓		
Continuing investment in fitness equipment for On-call fire stations.					✓			✓	✓		✓		
Reviewing the training hours for our On-Call staff to ensure they meet local and national standards of competence.					✓				✓		✓		
Reviewing the technology required for On-call staff to support their continued professional development.					✓				✓		✓		

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Resilience													
Increasing staff knowledge and awareness of procedures for low frequency incidents such as Marauding Terrorist Attacks (MTA) and fires in high rise buildings.			✓	✓	✓			✓	✓				✓
Preparing for any changes to incidents due to climate change and new and emerging technologies.			✓	✓	✓			✓	✓				✓
Continuing to work closely with partner agencies to the fulfil the North Yorkshire Local Resilience Forum Strategy – Ready Together 2025 to 2030.				✓				✓				✓	

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Ensuring effective succession planning of our roles within the Local Resilience Forum to make sure we continue to offer best value.				✓	✓			✓				✓	
Operational preparedness													
Widening our performance monitoring and audit to Operational Training and Fire Control to ensure the highest standard of performance.			✓		✓				✓				✓
Ensuring we meet the requirements of our training needs analysis for the service. We will provide the courses for all staff to maintain competence within their roles.	✓	✓	✓		✓			✓	✓		✓		✓

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Improving our digital learning experience, to ensure all staff have access to learning resources compliant with national standards. We will look to collaborate as a region to share resources.	✓	✓	✓		✓			✓	✓		✓	✓	✓
Supporting the development of a new training recording system to enable closer management of training data and compliance.					✓				✓				
Creating a new training and development framework and training course prospectus.					✓				✓				

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Collaboration													
Identifying further opportunities to collaborate with North Yorkshire Police and other organisations to improve efficiency and effectiveness.				✓				✓				✓	
Evaluating the impact of a collaboration on our efficiency and effectiveness.				✓				✓				✓	
Maintaining high levels of attendance and engagement with Joint Emergency Services Interoperability Programme (JESIP) training.				✓				✓				✓	
Working alongside North Yorkshire Police and regional partner organisations to deliver the new Emergency Services Network (ESN) critical communications system.			✓	✓				✓				✓	✓

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Participating in large scale exercises and simulations for large-scale, multi-agency incidents.			✓	✓	✓			✓	✓			✓	✓
Joint public safety education and initiatives.	✓	✓		✓				✓				✓	
Collaborating on wellness initiatives such as peer support programs, shared debrief sessions and mental health resources.					✓				✓			✓	
Our people													
Improving our sickness absence, including long-term sickness. Supporting faster recovery from illness improves employee wellbeing, increases productivity and reduces impact on our service delivery.	✓	✓	✓		✓	✓	✓		✓	✓			

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Creating clear policy and guidance to ensure staff do not work excessive hours and making sure those staff on dual contracts take suitable rest periods in preparation for duty.					✓		✓		✓				
Continuing the work on our Critical Role Registers to improve succession planning and to limit single points of expertise.					✓	✓			✓				
Raising awareness and increasing attendance with our wellbeing support. Early engagement reduces the likelihood of long-term illness, encourages healthy lifestyles and supports proactive self-care.					✓	✓			✓	✓			
Considering how we can improve talent management to ensure high potential and aspiring staff are supported to develop					✓								✓

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Improving our Personal Development Performance Review (PDPR) process. All staff should undertake a performance review, and they should have confidence that their performance, development and career aspirations are being considered and supported.					✓						✓		
Ensuring that Health and Safety responsibilities are promoted effectively, understood and adhered to across the whole organisation.	✓	✓	✓		✓				✓				✓
Culture and values													
Implementing Equality, Diversity and Inclusion (EDI) leadership training for all senior managers and frontline leaders.				✓	✓			✓					

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Ensuring we have robust and consistent processes in place to undertake equality impact assessments and to monitor any actions required to ensure policies are fair and that no person or group is unintentionally disadvantaged.				✓	✓			✓	✓				✓
Successfully completing all the recommendations and actions associated with the Framework for Change toolkit and committing to the pledges set out within the leadership charter.					✓				✓		✓	✓	✓
Successfully completing all the recommendations set out within the HMICFRS Standards of behaviour: The handling of misconduct report.					✓						✓		

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Providing further opportunities for staff to feedback and improving mechanisms to demonstrate how we have listened.					✓						✓		
Improving our workforce data and developing trust within our staff to share their personal information, so that we can understand the diversity of our existing workforce, including staff members with protected characteristics.					✓								
Launching an Inclusive Leadership Programme to embed EDI into daily management and further developing staff networks for underrepresented groups to provide a platform for engagement and advocacy.				✓	✓			✓			✓		

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Conducting annual staff surveys and inclusion audits to measure workplace culture and to embed EDI metrics into our organisational performance indicators.					✓				✓				
Reviewing our corporate workwear to ensure best value for money whilst taking learning from our cultural review.					✓					✓			
Estates													
Improving the collective lifespan of our estate. Through prioritised activity we intend to improve our estate in an affordable and informed way.						✓			✓	✓			✓
Prioritising redevelopments at Northallerton, Malton and Scarborough stations.						✓			✓	✓			✓

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Making sure any significant development work considers and supports sustainable energy requirements.				✓		✓		✓		✓			✓
Ensuring an effective and efficient hand back of the Private Finance Initiatives (PFI) buildings at Huntington and Easingwold.						✓				✓			
Fleet													
Introducing fleet telematics into our grey fleet (support vehicles and vans). Modern telematics systems allow vehicle data to be captured which would benefit fleet management and deliver greater efficiency and effectiveness.						✓			✓	✓			

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Replacing our oldest Aerial Ladder platform in line with the Capabilities review recommendations.			✓					✓	✓				✓
Reviewing the usage of all our special vehicles (appliances) to ensure each provides an effective and efficient service to our communities.			✓			✓	✓	✓					✓
Replacing one of our two water bowzers in line with the community risk profile.			✓			✓	✓			✓			✓
Replacing our current Incident Support Units (ISU) with a smaller more efficient vehicle. This is predicted to result in savings of over £750,000.			✓			✓	✓			✓			✓

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Data, digital and technology													
Transitioning to a centralised Financial Management System, facilitating the e-procurement functionality. This will further enhance scrutiny within the Service, looking for opportunities for collaboration wherever possible.						✓				✓		✓	
Developing our HR management system to bring the Service in line with existing industry standards.			✓		✓	✓	✓		✓	✓			
Investigating the use of Artificial Intelligence (AI) capabilities, looking for areas of improvement which incorporate modern day technology and best practice.	✓	✓	✓		✓	✓				✓			