



**NORTH YORKSHIRE  
FIRE & RESCUE SERVICE**

# **Community Risk Management Plan (CRMP)**

## **2025-2029**

Progress. People. Community.



**YORK  
& NORTH  
YORKSHIRE**  
COMBINED AUTHORITY





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# Foreword – Chief Fire Officer Jonathan Dyson

Welcome to the North Yorkshire Fire and Rescue Service Community Risk Management Plan for 2025–2029.

This plan outlines the key risks facing our communities and the vital services we provide to prevent, protect against, and respond to those risks. It reflects our commitment to keeping people safe through a balanced approach to prevention and early intervention, protection (business safety), emergency response and building community resilience. Our assessment of risk informs how we allocate our staff and resources ensuring we continue to deliver our services efficiently and effectively.

Over the last four years we have made significant changes across the Service including investment in our people, equipment and our estates, introducing response standards to allow our communities to hold us to account and implementing crewing system changes at Harrogate and Huntington.

These changes reflect our ongoing commitment to adapt and improve, but there is more to do, and this plan sets out further areas of focus for development which will enable us to evolve to meet the changing needs and risks of our communities.

Together, with our partners and the public, we will continue to work towards making York and North Yorkshire safer places for all.

This plan outlines the key risks facing our communities and the vital services we provide



# Foreword – Mayor of York and North Yorkshire David Skaith

Thank you to staff, partners, and members of the public who shared their views on fire and rescue services during recent consultations. Your input helped shape both the priorities in the Fire and Rescue Plan 2025-2029 and the areas North Yorkshire Fire and Rescue Service will focus on through this new Community Risk Management Plan (CRMP) to keep people safe.

We know the world is changing, and so are the risks our emergency services face. The major Fylingdales Moor fire earlier this year was a stark reminder of the growing impact of climate change and extreme weather events. The consultation responses understandably reflected this incident and as a result, significant additional assurances were sought to ensure the Service is able to respond effectively to major incidents of all kinds. Further assurances were also sought for rural communities around the change to the Service’s response to automatic fire alarms, to ensure that areas of the region where response times are understandably longer are not further disadvantaged by the proposed change.

This plan sets out how North Yorkshire Fire and Rescue Service will rise to these challenges through evidence-based decisions, collaboration, increased partnership working and continuous improvement. I will continue to use my role as Mayor, to convene partners, maximising the opportunities of devolution in order to champion our vital emergency services to keep people in our region safe.

The CRMP sets out a clear plan to deliver the priorities outlined in my Fire and Rescue Plan 2025-2029: keeping people



I will work with partners across York and North Yorkshire and support the Chief Fire Officer in delivering this CRMP

safe through targeted prevention, protecting our built environment, ensuring an effective emergency response, building stronger communities, supporting our staff, and maintaining financial stability.

Over the next four years, alongside Jo Coles, my Deputy Mayor for Policing, Fire and Crime, I will work with partners across York and North Yorkshire and support the Chief Fire Officer in delivering this CRMP, ensuring progress is assessed consistently and thoroughly.





Our CRMP sets out the key challenges and risks facing our communities and how we intend to meet and reduce them

## What is a Community Risk Management Plan?

Each fire and rescue authority has a statutory duty under the Fire and Rescue National Framework for England, to produce a Community Risk Management Plan (CRMP). Our CRMP sets out the key challenges and risks facing our communities and how we intend to meet and reduce them. It demonstrates how our prevention, protection and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents.

We have also included wider strategic objectives which describe the actions we are taking to improve our Service. There is a clear link between the work we do to make our communities safer and the improvements we make as an organisation and employer. Essentially, the CRMP serves as our

strategic roadmap for the future. Your input plays a crucial role in shaping the future of our fire and rescue service, and we thank all those who participated in our public consultation which ran from 7 July to 7 September 2025. In total we received 802 responses.

1,566 responses were also received as part of the York and North Yorkshire Mayor’s Fire and Rescue Plan consultation which ran from 7th October to 18th November 2024. We remain committed to ensuring York and North Yorkshire are safe places for all.

## Overview of York and North Yorkshire

North Yorkshire Fire and Rescue Service is responsible for one of the largest service areas in England, covering over 3,200 square miles and more than 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. The geographical area is incredibly diverse. It is both highly connected and urban, with the city of York at its centre along with distinct market towns, and rural, isolated communities.

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.

The city of York is our largest urban area – 20% of York and North Yorkshire’s population is based here. York and North Yorkshire includes high-quality landscapes with two national parks (North York Moors and the Yorkshire Dales) and three National Landscapes (Howardian Hills, Nidderdale and the Forest of Bowland).

Some of our neighbourhoods are among the 20% most deprived in England. Most of these are in Scarborough, but six are also within York, two in Craven and single neighbourhoods in Selby and Harrogate, signifying deprivation is not simply coastal. Those with a lower income tend to live in areas of deprivation, where the likelihood of a fire in their home is higher than those living in less deprived areas.

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.

There are approximately 828,052 residents in York and North Yorkshire, 61% of whom are of working age. York has a strong student base, due to the presence of two universities. The population is primarily of an older demographic with 24% of residents aged 65 and over, compared with a national average of 18%.





# 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

- 277 Wholetime Firefighters (this includes 65 flexible duty system officers and specialist uniformed roles such as those in prevention, protection and response and resilience)
- 242 On-call Firefighters
- 19 Control Room Staff
- 7 Community Safety Officers
- 2 Public Safety Officers
- 14 Protection Inspectors and Advisors

Some areas of our support services are shared with North Yorkshire Police including IT, People Services, Payroll, Finance, Fleet services, Estates, Logistics and Procurement.

Headquarters

Training centre

Wholetime shift

Day crewed

On-call

Volunteer





## Why We Are Here

The Service's Strategic Framework focuses on three key components of organisational purpose: **Progress. People. Community.** These three components ensure the Service continues making sustainable progress at pace, whilst focusing on developing, supporting and leading change, to deliver safer communities, though resourcing to risk.

You can read about our purpose on our website [www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/](http://www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/)

We operate under several key legislative frameworks that outline our responsibilities and duties. These include:

- The Fire Services Act 2004: Establishes the statutory framework for fire and rescue services, detailing responsibilities for fire safety, firefighting, and emergency response.
- The Civil Contingencies Act 2004: Defines the national framework for emergency preparedness, including response coordination across multiple agencies.
- The Regulatory Reform (Fire Safety) Order 2005: Provides comprehensive guidelines for fire safety in non-domestic premises, focusing on risk assessments and safety management.
- The National Framework 2018: Sets out the government's expectations and strategic priorities for fire and rescue authorities across the country.

We fulfil the Government's priorities in the Fire and Rescue National Framework (2018) 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 our area faces,
- 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, and
- 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 emergencies.





# The Fire and Rescue Plan 2025-2029

Informed by over 1,500 responses to the York and North Yorkshire Mayor’s consultation, the Fire and Rescue Plan 2025-2029 sets out the six priorities for change. [www.northyorkshire-pfcc.gov.uk/fire-rescue-plan/](http://www.northyorkshire-pfcc.gov.uk/fire-rescue-plan/)

## Vision

York and North Yorkshire are safe places for all.

## Priorities

### 1. Targeted Prevention

Deliver targeted prevention activities to keep people in York and North Yorkshire safe from fires, road traffic collisions, water hazards and other emergencies.

### 2. Protected Built Environment

Provide targeted support and advice to protect people and properties from fires through safer buildings in York and North Yorkshire.

### 3. Effective Emergency Response

Provide an effective response to incidents across York and North Yorkshire, as quickly as possible.

### 4. Stronger Communities

Prepare for major disruptions, working in collaboration with our partners to support communities across York and North Yorkshire to effectively prepare for and recover from emergencies.

### 5. Supported, Safe and Skilled Staff

Foster a culture of excellence and belonging in North Yorkshire Fire and Rescue Service.

Invest in training, safety and welfare to maintain a skilled and resilient Workforce.

### 6. Financial Stability

Ensure the long-term financial sustainability of North Yorkshire Fire and Rescue Service and be transparent in our spending.

## Objectives and Measures

Specific objectives and expected measures have been set for each of the six priorities.

## Delivery

The Fire and Rescue Plan sets out those areas the Mayor will be expecting the Chief Fire Officer to deliver over the coming years through this Community Risk Management Plan, as well as identifying work for the Policing, Fire and Crime function of the Combined Authority with other agencies such as Local Authorities.

## Assuring Progress

We will measure progress through the assurance and scrutiny activities outlined in the Policing, Fire and Crime Assurance Framework. If progress against the priorities is not being achieved, we will intervene quickly to support improvement.

This CRMP will address the priorities set out within the Fire and Rescue Plan using our CRMP planning principles which were endorsed by the public via the Mayor’s consultation. These are:

- **Dynamic resourcing**

On a daily basis we will ensure our fire engines are in the best place to meet demand and risk, providing the best possible response times to emergencies across the whole of York and North Yorkshire.

- **Protect our communities**

We will keep prevention and protection at the forefront of our activities, targeting people and buildings most at risk, as well as areas where response times are unavoidably longer.

- **Safety focused**

We will ensure we have the right people, in the right places, with the right skills, equipment and training to do their jobs effectively and safely.

- **Value for money**

We will use our money wisely to ensure we are sustainable now and in the future.

- **Support our On-call firefighters**

Continue to work with our On-call firefighters to maximise the availability of our fire engines, improving how we recruit, retain and recognise them.

- **Collaborative working**

We will maintain and seek collaboration opportunities with partner organisations to deliver effective, joined up interventions and a better service to our communities.

- **Service delivery**

We will ensure our operating model (how we deliver our services) is both productive and aligned to the risk presented across York and North Yorkshire.



# Community Risk Profile (CRP)

The resources that we put in place are based on an assessment of risk across the service area. We call our assessment of risk the Community Risk Profile (CRP). You can read our Community Risk profile in full on our website [www.northyorksfire.gov.uk/about-us/who-and-what/community-risk-profile-2025](http://www.northyorksfire.gov.uk/about-us/who-and-what/community-risk-profile-2025). Our research and understanding of the factors that create risk have been considered, based on a wide range of information from a variety of sources. This has helped us to prioritise the risks we need to focus on: accidental dwelling fires leading to death and serious injury, incidents on our roads and incidents related to a changing climate.

Information is also included about economic, political, climate and societal 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 our communities so that we can shape our prevention, protection, and emergency response interventions and enhance community resilience.

Through this data and information, we now have a comprehensive understanding of the risk factors and hazards which exist in York and North Yorkshire which increase the likelihood of our services being needed. More importantly, it allows us to understand how and where we can intervene, reducing the need for an emergency response. We regularly monitor the changing risks in York and North Yorkshire.

We have focused on priority areas that present the greatest threat/harm to life from a fire and rescue perspective in York and North Yorkshire:

- Accidental dwelling fire risk and fatality/injury risk
- Road risk and fatality/serious injury risk
- Climate related risks, such as flooding, other water related incidents or wildfires.
- Fires which impact businesses



## Accidental dwelling (home) fires

The risk of death and injury from a fire at home, at work and in the wider community tragically still exists across the UK. Around three-quarters of fire deaths still occur in dwellings. Across England in the year to March 2024 there were 251 fire-related deaths, this is a decrease of 5.3% compared with the previous year, and a decrease of 9.1% compared with 10 years ago (HMG Home Office, 2024). Over the last 10 years there have been 30 fire-related deaths in York and North Yorkshire.

The number of fires attended by Fire and Rescue Services

nationally saw a significant decline over a decade, dropping by approximately two-thirds from a peak of about 474,000 in the year ending March 2004 to roughly 154,000 by March 2013. Since then, the annual number of fires has varied between 150,000 and 185,000, with the highest number recorded in the year ending March 2019, largely due to the hot, dry summer of 2018. The year ending March 2021 had the lowest recorded number of fires since comparable records began in March 1996, likely influenced by the restrictions imposed during the COVID-19 pandemic but subsequently rose the following year (HMG Home Office, 2024).

The downward trend reflects the proactive prevention and protection work we carry out to stop these incidents from occurring in the first place, as well as improved fire safety

standards, building design and regulations, changing cooking habits, increased smoke alarm ownership, and a reduction in smoking (HMG Home Office, 2020). The fact that the downward trend has slowed over recent years shows that there are some members of the community who are harder to reach, and we need to concentrate resources to ensure we can deliver proactive safety advice to those people who still have a higher likelihood of experiencing a dwelling fire.

New government targets require at least an additional 5,483 homes to be built in York and North Yorkshire by 2029/2030 (Ministry of Housing, Communities and Local Government, 2024) although these homes will meet modern safety regulations, significantly reducing fire risk. Even in older buildings, renovation and improvement works to modern standards, should also reduce fire risk.





Combined Fire Risk

We have worked with a company called Operational Research Health (ORH) to understand the risk from dwelling fires in our county. ORH helps emergency services around the world to optimise resource use and respond in the most effective and efficient way. The National Fire Chiefs Council (NFCC), in collaboration with ORH, produced a methodology for dwelling fire risk categorisation as part of NFCC's Definition of Risk project.

NFCC and ORH took a data-driven approach to researching the risk factors that underpin the likelihood and consequence of dwelling fires. This is primarily based on place and property data, rather than people.

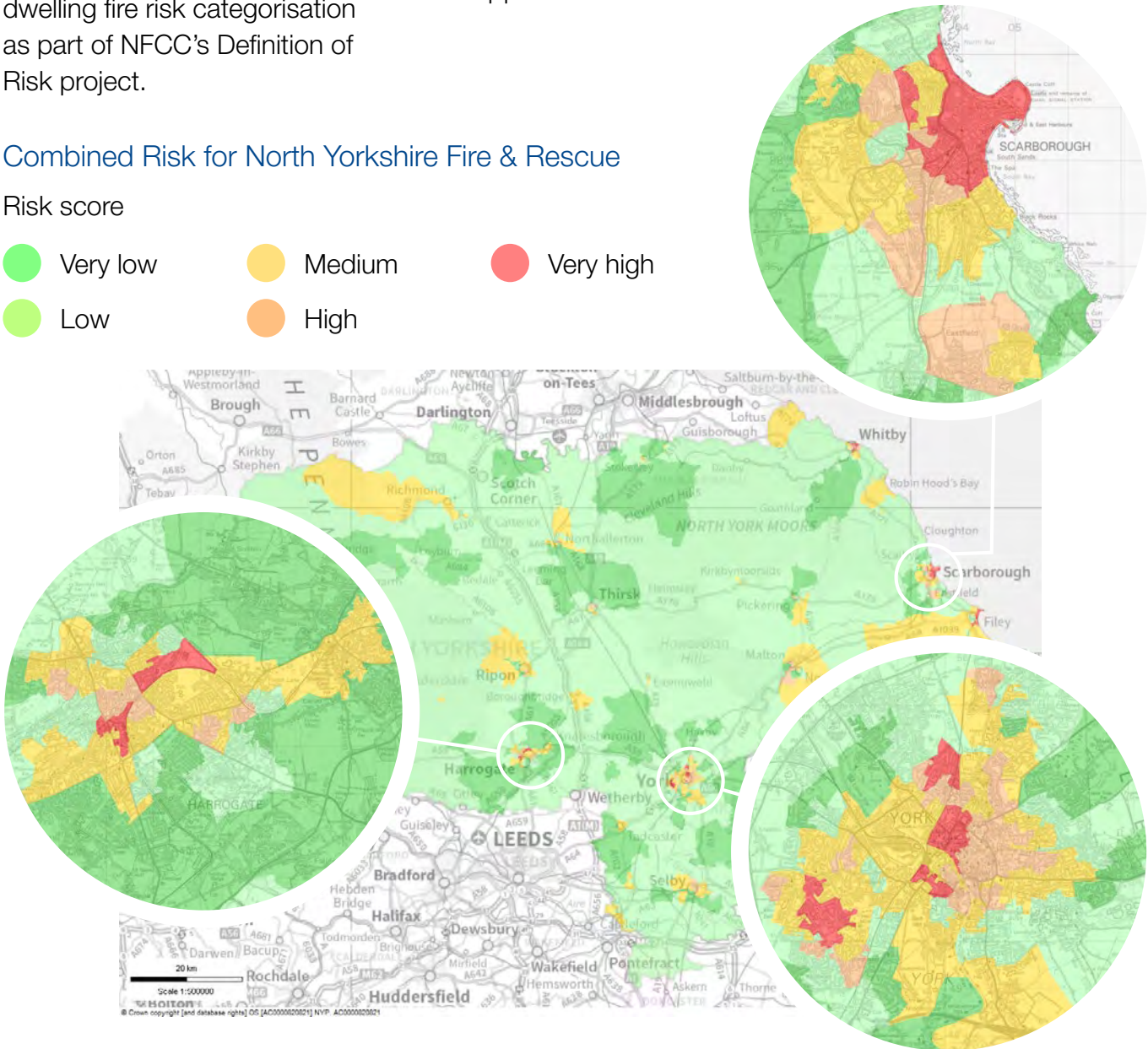
We have also worked with ORH to produce information at household level, using the MOSAIC data set, which can help us pinpoint people who would most benefit from support and advice.

We use this data to focus our engagement, and this has enabled us to carry out over 2000 more Home Fire Safety Visits through 2024 to High and Very High households ensuring that we are targeting those most vulnerable in our communities.

Combined Risk for North Yorkshire Fire & Rescue

Risk score

- Very low
- Low
- Medium
- High
- Very high



Road Risk

Between 2019 and the end of 2023 there were 4,926 collisions recorded on York and North Yorkshire's roads which resulted in 6,882 casualties. Of these 197 people were killed and 1,562 were seriously injured (Department for Transport, 2025). Through the York and North Yorkshire Road Safety

Partnership, we collate this information and use it to focus our prevention resources in areas where we can have the biggest impact in reducing the number of collisions and injuries.

We also partnered with ORH to build a picture of the risk of being killed or seriously injured on the roads in North Yorkshire. NFCC and ORH have produced a report into the likelihood, consequence and risk of road traffic collisions (RTCs).

Our focus is on preventing and reducing the incidents that cause most harm i.e.

the number of fatalities and serious injuries but also providing an effective response in the event of an incident requiring our attendance. Analysis of casualty and collision data enables us to identify who is at greater risk of being seriously injured or killed, where the most serious incidents are likely to occur, when they happen, and why.

We use our prevention services to work as part of the York and North Yorkshire Road Safety Partnership, to reduce the likelihood of road traffic incidents occurring.

Combined risk for North Yorkshire Fire & Rescue

Risk score

- High
- Very high





## Climate Related Incidents

The changing climate means we deal with a range of incidents resulting from more severe weather events which are becoming more common. The two main types are water and flooding from extreme rainfall and wildfires from hotter and drier periods. Both incident types are highlighted by the government in the National Risk Register and require a different type of response from us.

Serious flooding has affected North Yorkshire for many years. What used to be seen as a rare event – happening once every 100 years – is now likely to happen more often, around once every 10 years (North Yorkshire Council, 2023). These floods can take a lot of time, people, and equipment to deal with, especially because they often cover large areas.



The warming climate also creates extreme downpours leading to increased incidents of localised flooding, this has been evidenced through recent incidents, both nationally and locally. Within our previous CRMP, we increased our specialist water rescue provision, and this decision was supported by recent modelling by ORH.

We work closely with our partners in the North Yorkshire Local Resilience Forum to plan for and carry out training exercises for major flooding events. Flooding continues to be one of the highest-rated risks on the North Yorkshire Community Risk Register (NYLRF, 2025).

During the consultation period for this CRMP we had the declared major incident at Fylingdales Moor. This was one of the largest wildfires in England and came following sustained periods of hot, dry weather with both Spring and Summer being declared the hottest on record. Access to the moorland, significant peat depth, dry combustible vegetation and exploded and unexploded ordnance provided significant challenges for our firefighters and other responders.

The approach to extinguishing the major incident was a true community response. Partner agencies, contractors and the local and farming communities played an integral part in our response. The nationally supported incident has altered our planning for such incidents and changes have been made within this CRMP to reflect the learning already captured from the incident.

We are increasing our provision of wildfire teams who have specialist vehicles, equipment and training. We will develop a community asset register, formalising contracts with those who can support attendance at such incidents. We will improve wildfire training, identify alternative vehicles, equipment and personal protective equipment to enhance our wildfire and rural response. Large numbers of visitors to our coast during warm weather increases the number of incidents we attend in those areas. During dry weather, more people visit the national parks, which increases the risk of fires starting on the moorland. These incidents, like Fylingdales Moor can be very resource intensive to extinguish and can lead to lasting damage to the landscape and biodiversity.



## Working with Businesses

Thriving communities need productive and resilient businesses, and fires do damage to both. The government estimates the average total cost from a fire in a non-dwelling building to be £124,200 (HMG Home Office, 2023). Our Protection department works with employers and the owners of buildings to ensure that they are compliant with regulations to protect them from fire.

We follow a risk-based intervention programme to focus on places where our work will have the most impact. For example, we ensure we audit buildings where a fire could cause serious harm, such as a hospital or care home. We also audit buildings which are less likely to comply with legislation and those buildings more likely to have a severe fire that will have a greater impact on the business and the community.

## Emerging Technologies

The way we provide power to our lives and heat our homes is changing. Infrastructure projects are being developed within North Yorkshire to harness renewable technologies.

Lithium-Ion batteries present a particular challenge for firefighting, and these are becoming more common, whether it be in transport such as cars and scooters, or for large scale storage of energy in the National Grid. We do share nationally agreed guidance with these developers but are not a statutory consultee on the planning of these sites.

We ensure we are aware of the location of these sites, and we have training and equipment in place to deal with incidents. We have developed and rolled out training to crews specifically to deal with electric vehicle fires and will continue to monitor developments and plan to respond appropriately.

## Firefighter Safety

We have a robust process for identifying new risks that could pose a threat to firefighters during an incident. The identification of specific premises/sites is via a wide range of sources, including:

- Our own Risk Profile and existing premises/sites
- Police
- Health and Safety Executive
- Local Authority Emergency Planning Departments – COMAH sites
- Other emergency responders
- Neighbouring Fire and Rescue Services' risk information (risks within 10 kilometres of our county borders).

We are investing in new equipment to ensure firefighters are well equipped to deal with the risks present in North Yorkshire.



Our Performance

We were rightly disappointed following the publication of His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report in January 2023 (Fire & Rescue Service 2021/22 Effectiveness, efficiency and people: An inspection of North Yorkshire Fire and Rescue Service). The inspection was conducted at a time of significant transition for our Service, as we adjusted to organisational renewal post Covid, a changing Strategic Leadership Team and Police, Fire and Crime Commissioner along with the continued impact of establishing our collaborative support services function with North Yorkshire Police.

Our performance needed to improve, and this was reflected in the findings of the inspectors. In the 2021/2022 round of inspections there were four judgments; Inadequate, Requires Improvement, Good and Outstanding.

The HMICFRS graded judgements for NYFRS 2021/2022 (source: <https://hmicfrs.justiceinspectorates.gov.uk/publications/frs-assessment-2021-22-north-yorkshire/>)

Outstanding	Good	Requires improvement	Inadequate
	Preventing fires and other risks	Understanding fires and other risks	Making best use of resources
	Responding to major and multi-agency incidents	Protecting the public through fire regulation	Getting the right people with the right skills
		Responding to fires and other emergencies	
		Future affordability	
		Promoting the right values and culture	
		Ensuring fairness and promoting diversity	
		Managing performance and developing leaders	

We have been committed to making the necessary improvements. We have dedicated time, people and resources to do so, and it is pleasing that the commitment to drive forward change and improve the service we provide for our communities has been recognised by HMICFRS. Our most recent report (Fire & Rescue Service 2023–25 Effectiveness, efficiency and people: An inspection of North Yorkshire Fire and Rescue Service) suggests we are heading in the right direction, but there is still some way to go.

In the 2023–2025 inspection cycle, there were five judgments with the addition of the ‘Adequate’ rating.

The HMICFRS graded judgements for NYFRS 2023-2025 (source: <https://hmicfrs.justiceinspectorates.gov.uk/publications/frs-assessment-2023-25-north-yorkshire/>)

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fires and other risks	Protecting the public through fire regulation		
	Preventing fires and other risks	Responding to major and multi-agency incidents		
	Responding to fires and other emergencies	Future affordability		
	Making best use of resources	Promoting the right values and culture		
	Getting the right people with the right skills	Ensuring fairness and promoting diversity		
	Managing performance and developing leaders			

We are hugely appreciative of the enormous effort from individuals and teams that helped us get to this point, keeping business as usual going whilst also delivering change. This has been achieved whilst the Service continued to face significant financial challenges and under-investment in assets, such as buildings, fleet, technology and equipment. We are committed to building upon the solid foundations we have built over the past two years and this CRMP reflects the areas in which we need to focus our attention over the next four years.





# Finance

One of the significant benefits of the transition of North Yorkshire Fire and Rescue Service into the York and North Yorkshire Combined Authority is that it provided scope to increase fire funding as part of the Mayor’s General Precept in a way that would not have been possible as a standalone Fire Authority.

In 2025/26, the Mayor of York and North Yorkshire reflected on the challenges and needs of the Service alongside the strategic plans to improve service delivery and financial stability, after years of underinvestment, and took the decision to increase the Fire Part of the Precept by £2 per month for a Band D property in York and North Yorkshire.

We are still in a position where we need to balance our ambition and improvement journey with maintaining financial security and sustainability. There is a continued requirement for improvements to be innovatively generated and prioritised, with clear leadership for delivery, rather than solely financial solutions. Investment needs to be carefully considered to ensure

maximum impact and value for money, whilst still seeking opportunities for efficiencies when possible.

View our Medium-Term Financial Plan on the York and North Yorkshire Combined Authority’s website for Policing, Fire and Crime [www.northyorkshire-pfcc.gov.uk/fire-oversight/budgets-and-expenditure/fire-financial-planning/](http://www.northyorkshire-pfcc.gov.uk/fire-oversight/budgets-and-expenditure/fire-financial-planning/)

Because of this, the Service is now more financially secure than it has been for over 10 years. This will allow the Service to:

- Hold a level of reserves that are reflective of the financial risks that it might face.
- Ensure that borrowing levels are affordable.
- Provide scope for further investment in our estates, fleet, technology and firefighter safety.



# Prevention

Prevention is a fundamental part of our activities as we continue to reduce risk through the advice, interventions and education we provide our communities to help them adopt safer behaviours to improve their safety, health and wellbeing.

Our Prevention, Early Intervention and Safeguarding Strategy sets out how we’ll work together, and with others, to deliver preventative interventions that reduce the risk of death or serious injury from fire, roads, water, and extreme environmental events.

We will continue to reduce risk and increase community resilience by targeting and delivering prevention services to the most vulnerable and at risk. Working with partner agencies to deliver a joined-up, targeted approach to ensure our support reaches the most vulnerable, prioritising those people and communities who are most at risk, and those in remote rural

areas where response times are unavoidably longer.

The number of Home Fire Safety Visits we delivered in 2024/25 increased by 18% compared to the previous year. This was supported through our work with the provider Safelincs and the National Fire Chiefs Council Strategic Community Health Lead, to create a Home Fire Safety Visit referral application for partners for their electronic devices. The 18% increase doesn’t capture the huge improvement in productivity, through better targeting of our High and Very High Risk individuals – HFSVs for these groups increased by 544% on the previous year. We also

launched our Post Incident Engagement Policy (PIE) and completed training for all our crews, this saw an increase in post incident HFSVs of 37% compared to the previous year.

Our FireBike deployments, which target motorcyclists on our rural roads and at known accident locations increased from 32 deployments in 2023/24 to 58 deployments in 2024/25, equating to 378 hours given by FireBike volunteers.

We also saw an increase in our water safety and wildfire engagement in 2024/2025 compared to the previous year.





## Our Achievements

- We have introduced a new structure for the Prevention Team, introducing new roles to better service the needs of our communities.
- We have developed and delivered standardised and targeted engagement and education packages.
- We have increased the amount of Home Fire Safety Visits (HFSVs) undertaken and ensured more are undertaken where the occupants are deemed to be High/Very High-risk of a domestic dwelling fire. In 2024/25 we increased our overall HFSVs by 18% and increased the amount of High and Very High households by over 500% from 23/24.
- We have ensured our HFSVs are fully aligned to the national NFCC Person Centred Framework guidance.
- We have enhanced our knowledge and understanding of safeguarding and adopted the NFCC Safer Recruitment approach.
- We have complied with the changes to the Rehabilitation of Offenders Act 1974 (Exceptions Order) taking reasonable action to ensure that all individuals working on our behalf have the appropriate DBS check and are safe to do so.
- We have introduced assurance and evaluation measures to check the quality of the delivery of HFSVs.
- We have taken account of emerging technologies such as lithium-ion batteries and updated the content of our HFSVs.
- We have supported local, regional and national safety campaigns around water safety.
- We have worked in partnership with the York & North Yorkshire Road Safety Partnership to deliver targeted road safety education and engagements.
- We have worked with our wide range of partner organisations to safeguard and promote the welfare of children, young people and adults at risk of abuse, harm, or neglect.
- We have ensured our staff have the necessary competencies and knowledge to deliver prevention services in a professional manner and to a high standard by training, assuring and evaluating our performance.
- We have supported engagement and intervention provisions for our national statutory duties.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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.
- Carrying out more HFSVs 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 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.
- 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.
- 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 the responsible person and occupants.

You can read our Prevention Strategy on our website [www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/](http://www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/)





# Protection

We promote, engage and enforce fire safety measures required by law to ensure buildings and occupants are protected in the event of a fire. We hold a statutory duty to enforce The Regulatory Reform (Fire Safety) Order 2005 (as amended by the new Fire Safety Act). Our aim is to help Responsible Persons meet their legal obligations and help them protect their buildings and the people who use them from fire hazards.

We use a blended approach of operational crews and specialist members of our team to provide advice, support and education. We also investigate reports of poor fire safety practices and where necessary, take decisive enforcement action to limit or prohibit the use of buildings which do not comply with fire safety regulations.

Our Risk Based Intervention Programme uses data and information to ensure we focus our resources to premises that would present the greatest risk to occupants in the event of a fire. These

can be deemed higher risk due to the complexity of the building, or due to the occupants within it.

We continue to work with our trusted partners such as Trading Standards, Environmental Health, Care Quality Commission and Local Authority housing and planning teams to ensure safety measures seamlessly integrate into building design and usage from the earliest stages possible.

Not attending a greater proportion of false alarms means that fire engines will

be available more often to respond to genuine incidents. It also reduces the risk to the public if fewer fire engines travel at high speed on the roads to respond to these requests.

Although the procedures we introduced in the last CRMP have reduced these types of incidents, we would like to reduce them further.

Through this CRMP we will look to extend our current arrangements of not attending fire alarm actuations at commercial premises without a sleeping risk to 24 hours.

Our approach aims to save lives, continue to reduce false alarms, and mitigate the considerable impact fires can have on communities.



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Staff across the service are involved in protection activity. We have provided training for operational crews to a Level 3 in fire safety auditing and use these staff to support the lower risk audits throughout the county.

Our regulatory activity (fire safety inspections) increased by over 2% in 2024/25 compared to the previous year. Our newly implemented Risk Based Intervention Programme will ensure that activity is directed at our highest risk premises.

Our statutory and non-statutory consultations increased by over 18% in 2024/25. Our response to building consultations and licensing consultations, within the allocated timeframe is 100% and 99% respectively.

We saw a dramatic increase in guidance and advice, with an increase of over 800% in 2024/25 compared with the previous year. This is primarily down to legislative changes impacting the tourism sector across our service area.

Our engagement with businesses following false alarms increased by 84% in 2024/25, in line with changes we have made to policy.

We have maintained and refreshed our three Primary Authority Schemes, ensuring consistent fire safety advice and guidance for businesses we service both locally and nationally. This reduces duplication of effort for both businesses and fire services, as one agreed approach can be applied nationally, saving time and resources.





## Our Achievements

- We allocate our intervention visits through the Risk Based Intervention Programme (RBIP) to ensure we visit buildings that present the greatest risk.
- We have introduced a specialist out of hours provision to enforce fire safety legislation at any time of day.
- We have developed key performance and evaluation indicators to clearly demonstrate performance, which we monitor through our governance groups.
- We have aligned our Protection work to the National Fire Standards relating to Protection.
- We have created and developed a succession plan for specialist roles to ensure training and support is provided to allow staff to reach their potential and better service the needs of North Yorkshire and the city of York.
- We have developed the Protection quality assurance framework to ensure staff are delivering to the correct standard and that there is a consistent approach across the Service.
- We have used new and innovative data sources and information to deliver the Protection Strategy with increased efficiency and effectiveness.
- We have refreshed our Primary Authority Schemes, ensuring consistent fire safety advice and guidance for businesses we service both locally and nationally.
- We responded to a high number of Fire Safety concerns to help keep people safe in areas of high tourism.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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.
- 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.
- 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.
- 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 National 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.

You can read our Protection Strategy on our website [www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/](http://www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/)





Response

While our primary goal is to prevent emergencies from occurring in the first place, we are widely recognised for our ability to respond effectively to a broad range of emergencies including fires, road traffic collisions and other emergencies.

When we are called to an incident, our response needs to be the right one. This means having the right arrangements to:

- Receive and deal with emergency calls speedily and accurately whilst supporting those at risk
- Send the appropriate number and types of fire engine
- Get to incidents as quickly and safely as possible
- Work quickly and safely to resolve the incident.

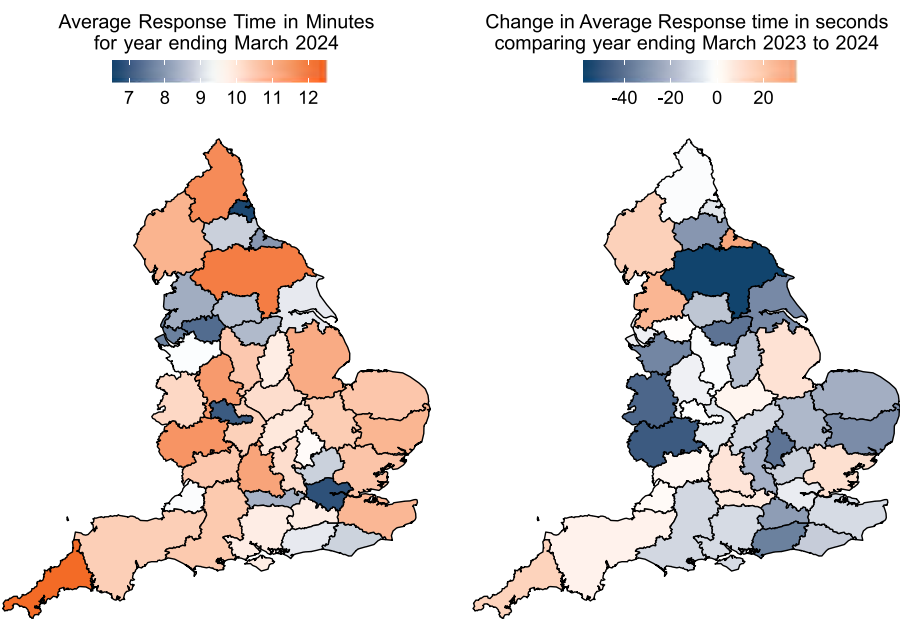
Since it is impractical and not financially viable to have fire engines and stations in every location, we strategically position them in areas where the risk is highest. In our most populated areas, our fire stations are permanently staffed, allowing firefighters

to respond to emergencies immediately.

In our smaller towns, we have Day crewed stations which provide an immediate response during the day and an on-call response at night. Two-thirds of our fire stations, where we usually experience fewer emergencies, are on-call stations where firefighters respond via a pager from their home or work.

You can view our Response Strategy on our website: [www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/](http://www.northyorksfire.gov.uk/about-us/who-and-what/strategies-policies-and-procedures/)

Average response times to primary fires by FRA, England; and average change in response time for year ending March 2024 to 2023



Source: Home Office, FIRE1001

Since our last Community Risk Management Plan, we have consulted the public on a new response time standard.

- The service will attend dwelling fires on average, within 11 minutes.
- The service will attend all incidents on average, within 13 minutes.

Published Home Office data shows that North Yorkshire had the biggest reduction in response time for all England Fire and Rescue Services for the year ending March 2024.



We commissioned ORH to undertake our Community Risk Modelling to ensure that our Service aligns to the risk within our whole service area and to validate the findings of our previous Community Risk Profile.

This, alongside a Dynamic Cover Tool (DCT), which

allows us to use live time analysis to position fire engines in the best locations for risk and response times, has led to improved standards. This is part of the Service's digital transformation.

This has also had a positive impact upon efficiency as

it has reduced the reliance on the movement of staff to cover stations where risk and demand is low.

Incidents have shown a small increase in 2024/25 compared to the previous year and our response times are within our consulted standard.



Incident Group	April-March 2023/2024	April-March 2024/2025	Difference +/-
False alarm	3,290	3,383	+93
Fire	1,590	1,651	+61
Special Service	2,708	2,733	+25
Total	7,588	7,768	+180

Overall incident response standard 13 minutes	11 minutes 49 seconds
Dwelling fire response standard 11 minutes	10 mins 34 seconds



Our Achievements

- We have introduced a Dynamic Cover Tool (DCT), which uses live time analysis to position fire engines in the best locations for risk and response times.
- We introduced an additional specialist water capability in Craven.
- We have introduced response time standards (as set out on page 31) to dwelling fires and all incidents. This allows the public to see how our actual performance compares with that expected.
- We changed Huntington to an On-call fire station to rebalance the emergency response resource with the risk that exists in the York area.
- We have introduced a Day crewed appliance in Harrogate which can attend all incidents, replacing the tactical response fire engine.
- We have collaboratively procured a 10-year contract to replace our Breathing Apparatus (BA) and associated equipment. The BA sets and equipment incorporate the most technologically advanced safety features available on the market.
- We have restructured fire service Control to ensure greater resilience for our Control Room staff.

Areas of Focus

- Over the period of this CRMP we will focus on:
- Completing our proposals in our previous CRMP (known as the Risk and Resource Model 2022-2025).
  - 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.
  - 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.

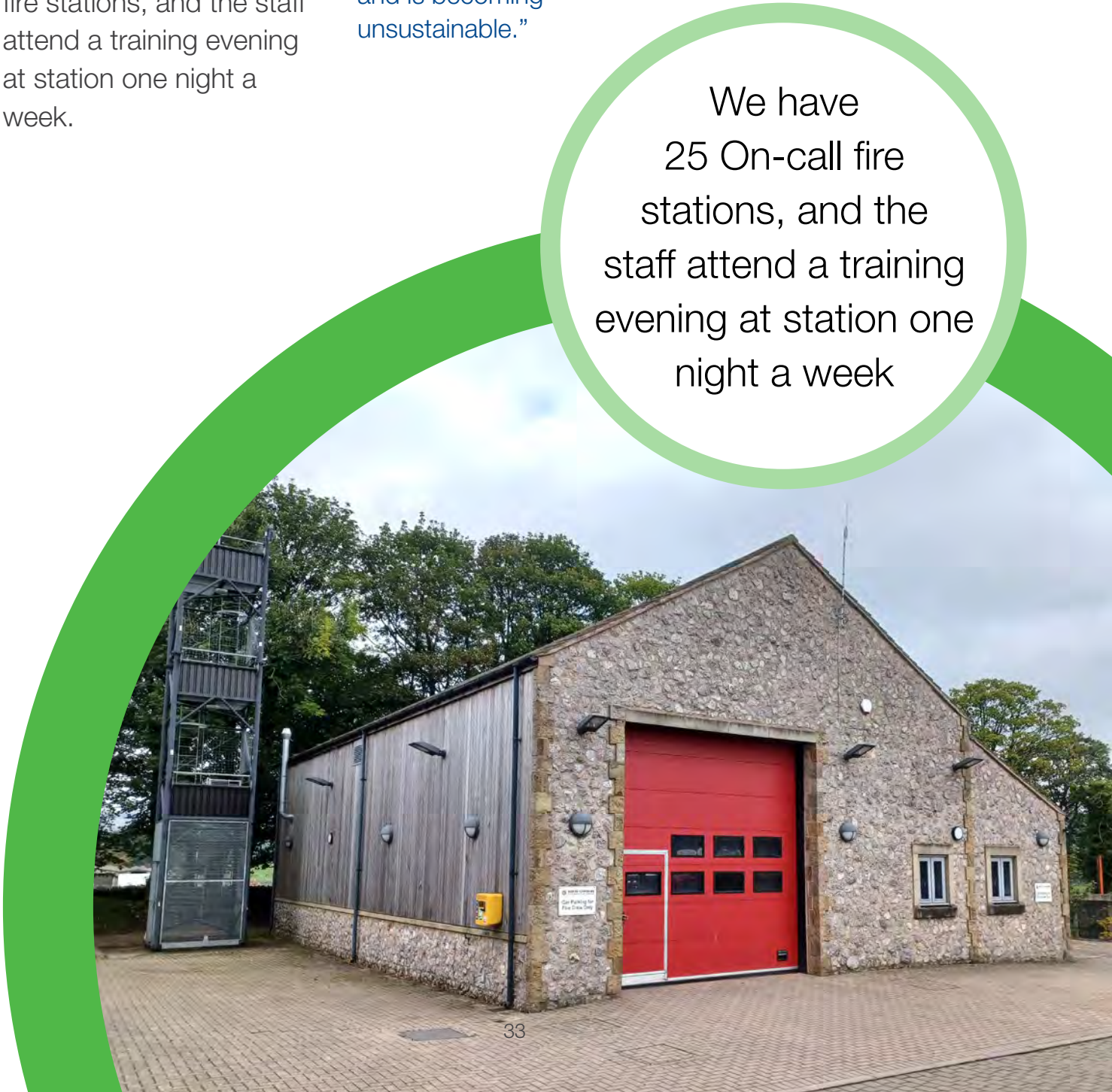
On-call

Our On-call firefighters provide a critical role in protecting communities in our most rural locations. They are trained firefighters who provide operational cover via a pager from their home or work. We have 25 On-call fire stations, and the staff attend a training evening at station one night a week.

HMICFRS reported in its State of Fire report “that most services that had been inspected are negatively affected by long-standing problems with availability of On-call staff, particularly during traditional office hours. The On-call duty system is facing decline and is becoming unsustainable.”

We have invested significant time, resources and people to improve the sustainability of our On-call system.

We have 25 On-call fire stations, and the staff attend a training evening at station one night a week





## Our Achievements

- We temporarily funded a dedicated Station Manager to oversee all aspects of our On-call, including recruitment, retention and recognition. Our staff numbers have increased slightly, and we have maintained our On-call availability in line with the previous year.
- We have introduced an E-learning coordinator to ensure that our e-learning training packages are as effective and engaging as possible.
- We have redistributed service vehicles to allow On-call staff to undertake local prevention activities.
- We have piloted new methods of crewing On-call appliances, using spare resilience at On-call and Volunteer stations, increasing availability of appliances.
- We have invested in treadmills for On-call stations to assist in maintaining the fitness levels of On-call firefighters and expedite the return of firefighters from illness and injury.
- An On-call Impact Assessment has been introduced as part of the Equality Impact Assessment, to ensure that On-call personnel are considered in every new policy and procedure.
- We have profiled the station areas surrounding our On-call stations to better understand the local communities and to better focus our recruitment activity.
- We have streamlined recruitment activities to limit the number of potential applicants that withdraw their interest.
- We accepted and introduced the new national pay settlement for On-call staff which will allow some On-call staff to work fewer hours around their work and home life commitments.
- We recognise the support given by local employers in supporting its staff to perform the role of On-call. We have introduced an employer recognition scheme to acknowledge their continued support.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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.
- Creating an overarching 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.





# 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

We need to ensure we are resilient in providing our services. Being resilient means, we must plan to ensure we can still deal with normal activity whilst supporting a large-scale incident or one which may last several days. We need to ensure we have adequate resources to meet competing demands. As a fire service, we can be called upon to deal with fast paced, critical and/or traumatic incidents. Our staff are key to resolving such incidents. We must develop and support them to help strengthen their own personal resilience.

## Community Resilience

We have all seen how emergencies can affect our communities, businesses, infrastructure and response organisations. Our resilience activity involves working with partners, communities, and businesses to successfully anticipate, assess, prevent, prepare, respond and recover from incidents. North Yorkshire has a well-established and effective Local Resilience Forum (LRF). The LRF has multiple working groups comprising of multiple agencies which ensures we meet the duties outlined in the Civil Contingencies Act (CCA) 2004.

We are well embedded in the LRF, and we play a key role in ensuring that the LRF are prepared for emergencies.

## 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
- Wildfire tactical advisor.

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 area when needed.

## Our Achievements

- We have played an active role as a member of the Local Resilience Forum and all its sub-groups.
- We maintained operational resilience during periods of peak operational demand e.g., extreme weather events, wild-fire and localised flooding.
- During the national 999 outage we maintained a resilient operational 999 system through effective business continuity planning and exercising.
- We worked with national agencies and Fire and Rescue Services, local partners, contractors, and the local and farming communities during one of the largest wildfires in England. This approach to resolving the major incident was a true community response, which allowed us to maintain service delivery across the county and city of York, mitigating significant impact on our 'Business as usual' activity.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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 fulfil the North Yorkshire Local Resilience Forum Strategy – Ready Together 2025 to 2030.
- Ensuring effective succession planning of our roles within the Local Resilience Forum to make sure we continue to offer best value.
- Developing a Community Asset Register and formalising contracts with third-party providers to support our response to wildfires and other Major Incidents.
- We will closely work with our partners to ensure we maintain suitable water provision across the service area.







## Operational Preparedness

Operational preparedness is at the core of an effective fire and rescue service. The ability to respond swiftly, decisively, and safely to incidents—whether fires, rescues, hazardous material situations, or large-scale emergencies—depends on the continuous development and refinement of our operational capabilities.

To ensure the highest standards of service delivery, we focus on several key areas:

- **Operational and Incident Command Training** – Equipping firefighters and officers with the knowledge, skills, and decision-making abilities required to manage incidents effectively.
- **Station Performance Audits** – Assessing the readiness and effectiveness of operational crews, ensuring that best practices are followed, and identifying opportunities for continuous improvement.
- **Incident Monitoring** – Evaluating operational incidents to measure performance, adherence to procedures, and areas for development. This allows for real-time feedback and learning opportunities to enhance our overall response effectiveness.
- **Service and Multi-Agency Exercises** – Collaborating with emergency service partners to test joint response capabilities, improve coordination, and strengthen interoperability in complex, high-risk scenarios.
- **Equipment and Technology** – Investing in modern firefighting equipment, such as drone technology, and advanced communication networks enhance situational awareness and improve response efficiency. Regular testing, maintenance, and training ensure that crews can confidently operate this equipment when it matters most.

## Our Achievements

- We have created the new Maintenance of Competence Programme (MOCP) to enable the continual skills training of all operational staff.
- We have successfully recruited and trained new On-call and Wholetime Firefighters. We have reviewed and created a new Wholetime course that is aligned with National Occupational Standards (NOS).
- We have created a new incident command revalidation course to ensure our commanders meet the skills for justice (SFJ) qualification.
- The improved technology within our Incident Command suite ensures that we create the most realistic environment for our simulated command scenarios.
- New development programmes have been designed and delivered for all station-based and control staff.
- We have developed and delivered bespoke training to all operational staff on the new MSA Breathing Apparatus sets and associated equipment.
- Implementation of new policies and procedures to align the organisation to the outcomes of the Grenfell tower inquiry improving firefighter and community safety.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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.
- 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.





# Collaboration

The Policing and Crime Act 2017 places a duty on emergency services to consider opportunities to collaborate with each other, in the interest of efficiency and effectiveness. We have collaborated extensively with North Yorkshire Police (NYP), not only in shared premises but also in opportunities to improve our ways of working and to drive efficiencies for the public.

We also collaborate with other organisations to utilise specialist skills and expertise and to provide a better service.

Our collaborative support services increase resilience and effectiveness and improves value for money for the public



# Our Achievements

- Our collaborative support services increase resilience and effectiveness and improve value for money for the public. Our support staff budget is only 9% of the revenue budget, which represents a lean structure and efficient and effective service delivery.
- Our First Line Leaders Program and the Mid-Level Leaders Program is delivered collaboratively to Police, Fire and Support staff. This offers distinct advantages, as relationships are built with blue light partners throughout an individual's leadership journey.
- Our collaborative Public Safety Service delivers primary prevention in rural areas which are furthest from emergency services. Social value analysis of the scheme identified a return-on-investment of £7.80 from every £1 invested.
- Our co-developed collaboration with Huddersfield University, which will deliver cultural improvement, a behavioural and leadership charter and a toolkit to help us deliver change.

# Areas of Focus

- Over the period of this CRMP we will focus on:
- Identifying further opportunities to collaborate with North Yorkshire Police, York and North Yorkshire Combined Authority 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.
  - Participating in large scale exercises and simulations for largescale, 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

Our people are the foundation of our fire service. Our focus in 2023/24 was on reducing the number of temporary positions within our organisation and ensuring we have effective workforce planning. This provides stability for the Service by ensuring a more consistent workforce, enhancing longer-term planning. For individuals, it provides psychological safety, leading to a sense of belonging and increased engagement and productivity.

We will continue to focus on recruitment and retention of our staff but with an increased focus on professional development. We want to ensure we have a diverse, skilled, and resilient workforce. We will foster a culture of well-being, inclusivity, and continuous learning, ensuring our teams are equipped to meet evolving challenges and serve our communities with excellence.

## Our Achievements

- Our improved workforce planning, which is monitored through the workforce planning board has reduced the number of temporary contracts from 42 percent to 11 percent in management roles.
- We have recruited 34 Wholetime firefighters in 2024 and 30 Wholetime firefighters in September 2025.
- We introduced a strength-based promotion process alongside an independent specialist. The internally consulted upon process uses independent panel members to ensure fairness and transparency.
- Our First Line and Mid-Level Leaders programmes are delivered collaboratively to Police, Fire and Support staff. These align to NFCC and College of Policing methodologies and allow participants to develop command relationships across partner agencies, throughout their career.
- We have a wealth of wellbeing support available for staff including both physical and psychological therapies. These are both in-person sessions and online wellbeing events.
- We have committed to improving fitness equipment at our stations when significant refurbishment is scheduled. We have also invested in treadmills at numerous locations to assist in fitness testing.
- Our Coaching and Mentoring Academy (CMA) supports colleagues with their personal and professional growth and each of our Coaches and Mentors are professionally accredited and/or qualified.



- We have introduced a new electronic Professional Development Performance Review (PDPR) process. The process allows us to support performance management in a clear and consistent way. It allows us to recognise and acknowledge good work, identify and improve under-performance and consider an individual's career aspirations and support talent development.
- Restructuring People Services to build better employee relationships and ensure local leaders are supported to manage grievances, disciplines and absence in a more consistent, effective and timely way.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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.
- 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.
- 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

We strive to create a positive, professional culture in which we can provide a safe and effective service for the public, where everyone feels safe – physically and psychologically – and is supported to be themselves. A Service where new staff are welcomed and accepted for their individual contribution, and a Service that every one of us can be proud to be part of.

A positive workplace culture is essential where teamwork, trust, and resilience are critical to both safety and performance. In a response environment, a strong and supportive culture not only enhances staff wellbeing and morale but also drives operational effectiveness, community trust, and continuous improvement.

The five principles in the Core Code of Ethics below apply to every action we take, as individuals or as a Service. The principles will help all of us do our jobs in the right way.



# Our Achievements

- Following staff consultation, we have adopted the Core Code of Ethics for Fire and Rescue Services as our service values. We are committed to the ethical principles of the Code and strive to apply them in all we do.
- We have successfully completed and responded to all the recommendations from within HMICFRS Culture and Values report.
- We invested in a subsidised collaboration with the University of Huddersfield, to co-develop a framework for cultural change and behavioural improvement. The University have worked with staff for over a year to develop a behavioural and leadership charter and a toolkit to help us deliver change.
- We have introduced scheduled diary visits for strategic leaders to visit each of our station locations. Staff are encouraged to communicate freely and raise any concerns.
- We have made sure all staff are trained and clear about what to do if they encounter inappropriate behaviour, we have implemented a confidential reporting line which allows staff to raise concerns anonymously and effectively.
- Our newly implemented recruitment and promotions process has been externally developed and has undergone data research to support its implementation. This ensures that we are eliminating discrimination and bias in our recruitment and promotion practices.
- We have reinvigorated staff network groups allowing staff to be involved on issues and decisions which affect them.
- Establishing an Equality, Diversity, Inclusion and Culture (EDIC) Board chaired by the Chief Fire Officer.



Areas of Focus

Over the period of this CRMP we will focus on:

- Implementing Equality, Diversity and Inclusion (EDI) leadership training for all senior managers and frontline leaders.
- 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 report ‘Standards of behaviour: The handling of misconduct in fire and rescue services’
- 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.
- 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.

A positive workplace culture is essential where teamwork, trust, and resilience are critical to both safety and performance

Estates

Our estate is key in enabling the delivery of effective services to the public. It provides the physical platform from which many of our activities begin. Due to long-term financial challenges, some of our estate needs significant investment to ensure a safe and welcoming space where the public can seek support and help, and an inclusive, comfortable and secure environment for our staff and officers to work in.

We are committed to ensuring our estate is built, developed or renovated to meet the evolving role of our fire and rescue service. An estate which will enable us to adapt, operate efficiently, and meet the growing expectations placed upon the service.

Creating sustainable premises allows us to meet environmental targets, comply with legal standards, and build public trust through resilient, community-focused buildings.





## Our Achievements

- We commissioned a comprehensive stock condition survey in 2024/25 across the entire NYFRS estate. This allows us to align our capital funding in a prioritised and affordable way.
- We invested over £1 million on a programme of work across our entire estate which ensured that our facilities were inclusive for all our staff and where appropriate, were accessible for our local communities.
- The jointly funded refurbishment of Ripon station by North Yorkshire Fire & Rescue Service and North Yorkshire Police provides our Fire and Police staff with a bright, modern and efficient working environment which supports collaborative working. The building has been upgraded to support sustainable energy requirements and has given the building an expected extended life span of at least 25 years.
- Restructuring the Estates function to build better employee relationships and ensure local leaders are supported to manage buildings maintenance and improvements in a more consistent, effective and timely way.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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 fire stations.
- Making sure any 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

Our fleet, including our emergency service vehicles, are critical in providing an effective fire and rescue service. They provide us with the mobility, equipment, and rapid response capabilities necessary to address a wide range of emergencies. Many of these vehicles are a significant cost so it's essential we get the most out of each vehicle.

During the consultation for this CRMP several responses related to our fleet.

We want to offer reassurance that we will continue to purchase, and work with partners, to provide the most appropriate vehicles to meet the risks within our service area.

Effective fleet management not only ensures the reliability and readiness of vehicles leading to improved operational effectiveness, but it can extend vehicle lifespans, inform decision making, meet environmental targets and most importantly enhance firefighter safety.

## Our Achievements

- We have budgeted over £5 million to purchase sixteen new fire engines in service including clean concept solutions, which will assist in reducing the combined age of our fleet.
- We renewed officer vehicles in 2024 ensuring uniformity across that fleet. This is anticipated to reduce servicing costs and timeframes for repair. The previous fleet have been repurposed and distributed to On-call stations, to support community engagement in our most rural communities.
- We have established a Capabilities working group to provide an appraisal of the suitability, appropriateness and sustainability of fleet and equipment aligned to the community risk.
- Through our collaboration with North Yorkshire Police, we have repurposed their Incident Command Unit to a dedicated Fire Command Unit. This resulted in savings of approximately £250,000.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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.
- 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 and redirecting finances towards wildfire training, alternative vehicles, equipment and personal protective equipment to enhance water provision and our wildfire and rural response, 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.





# Data, Digital and Technology

Digital, data and technology underpin all areas of fire and rescue service business from front-line response to the targeting of our interventions; from how we manage risk to how we look after our people. By harnessing accurate data, we can make evidence-based, informed decisions, allocate resources efficiently, and tailor prevention strategies to the unique risks of our communities.



## Our Achievements

- The successful launch of Continued Professional Development (CPD) and Personal Development & Performance Review (PDPR) e-system, incorporating the launch of a Performance Hub Intranet site.
- The linking of our HR system and our control mobilising system to help provide more accurate appliance availability.
- The development of a remote HR Application allowing staff to update their availability from home.
- We have upgraded our risk management system with modern mobility functionality. This will improve data entry and timeliness of risk information being available to the Service.
- The creation of live time data dash boards, allowing the Service to monitor areas of demand and our resources.
- Restructuring the ICT function to build better employee relationships and ensure local leaders are supported to manage ICT maintenance and improvements in a more consistent, effective and timely way.

## Areas of Focus

Over the period of this CRMP we will focus on:

- 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.





# Sustainability

In line with the Mayor’s objective for the York and North Yorkshire region to be carbon negative by 2040, we are committed to delivering a carbon-neutral and sustainable emergency service that protects people, the planet and public resources. Our approach embeds sustainability into every aspect of our operations from buildings and vehicles to procurement and ICT, ensuring that we reduce our environmental impact while enhancing public safety.

We recognise the risks posed by climate change, including extreme weather and wildfires, and are taking proactive steps to adapt our services and infrastructure. Through targeted investment, collaboration and staff engagement, we aim to reduce carbon emissions, improve energy efficiency, and foster a culture of sustainability across the organisation. Key priorities include beginning the transition to a low-emission vehicle fleet,

enhancing building energy performance, adopting sustainable procurement practices, and promoting sustainability thinking among staff. This commitment supports our long-term resilience and aligns with national legislation and local environmental goals, ensuring we meet the needs of our communities today whilst delivering a sustainable emergency service.



# Governance and Scrutiny

Our governance structure has been carefully considered to ensure that all internal decision-making boards, groups, or regular meetings have clear terms of reference which are regularly reviewed and include agreed levels of delegated authority to enable effective decision making.

Meetings such as Operational Effectiveness Board and the Workforce Planning Board directly address some of the key areas of improvement which have been identified through our organisational review. Whilst the Service Delivery Performance Group reports and tracks performance against our performance measures, informing the Strategic Leadership Board, the Strategic Oversight Board and ultimately our communities through the Deputy Mayor’s Online Public Meeting.

The Fire Change Board (NYFRS) and Collaboration Steering Board (NYFRS and North Yorkshire Police, NYP) ensure that progress against project or programme plans are monitored, scrutinised, and challenged to ensure that objectives are being achieved within agreed timescales and budgets, and, if necessary, pausing work.

We engage with key stakeholders through the Independent Audit Committee which provides independent

scrutiny on the adequacy of the corporate governance and risk management arrangements in place and the Joint Negotiating Consultative Committee (JNCC) which affords the opportunity to meet with employee representatives. The Appropriate Authorities Meeting is a joint meeting between NYFRS and the YNYCA where we review compliments, complaints, and misconduct cases.



The Chief Fire Officer (CFO) also voluntarily attends the Police, Fire and Crime Panel which maintains a regular check and balance on the performance of the Mayor/ Deputy Mayor in respect of their policing, fire and crime responsibilities.

His Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS) carry out inspections of the 44 Fire and Rescue Services in England. They assess each service on its effectiveness, efficiency and how it looks after its people.

Our Service's latest report can be found on the HMICFRS website <https://hmicfrs.justiceinspectorates.gov.uk/publications/frs-assessment-2023-25-north-yorkshire/>

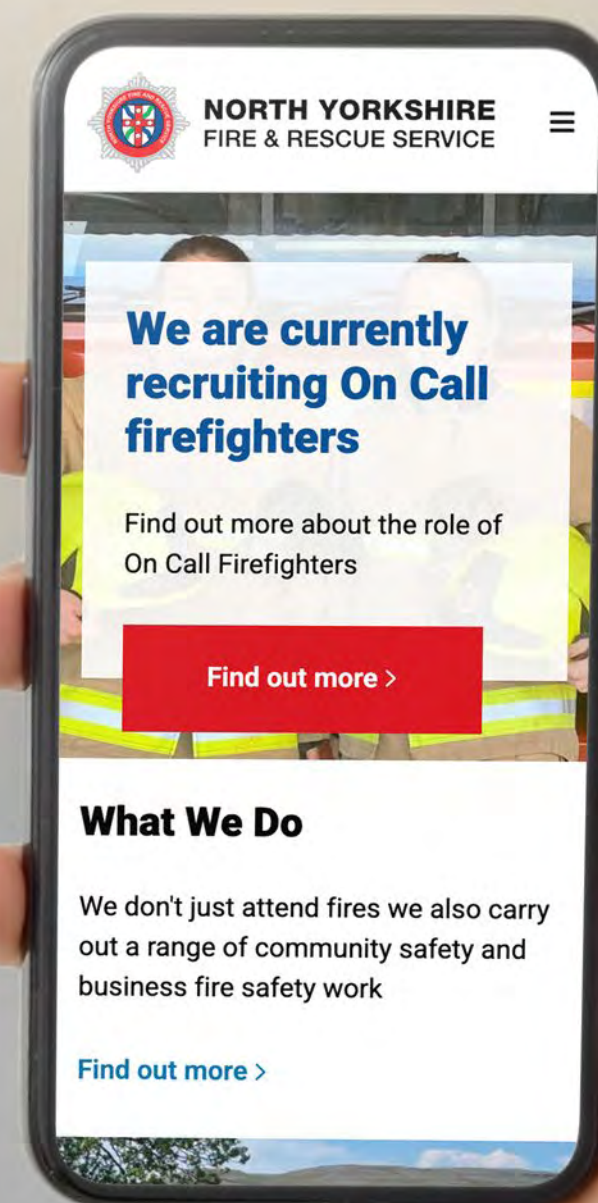
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## CRMP Progress Reporting

This Community Risk Management Plan and the areas of focus highlighted within it will form our four-year service delivery plan. Each Area of Focus will be assessed and prioritised within the plan. We will continue to provide updates on progress through the Deputy Mayor's Online Public Meeting ensuring continuous evaluation of the CRMP's effectiveness, efficiency and delivery, as well as the organisational impact of our risk management decisions.

We will provide an annual update report on progress which will be published on our website.





Scan our QR code to find out more about  
North Yorkshire Fire and Rescue Service.



## **NORTH YORKSHIRE FIRE & RESCUE SERVICE**

You can contact North Yorkshire Fire and Rescue Service in the  
following ways:

### **North Yorkshire Fire and Rescue Service**

Alverton Court, Crosby Road, Northallerton DL6 1FE

Tel: **01609 780150** (switchboard)

Email: **capabilities@northyorksfire.gov.uk**

**[www.northyorksfire.gov.uk](http://www.northyorksfire.gov.uk)**

You can also find us on social media:



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