

# Recruitment and Retention

**Online Public Meeting**  
24<sup>th</sup> April 2025

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Talent Acquisition Partner

**Area Manager Ben Illsley**  
Head of Emergency Response and Training



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# Starting Point (January 2023)

## HMICFRS Report in January 2023

- Significant criticism relating to workforce planning
- Ineffective systems and processes in place for workforce planning
- At its peak in 2023, 42% of leadership positions were held by temporary post holders
- At its peak in 2023, 45 Firefighter posts were held by temporary post holders



### People

How well does the fire and rescue service look after its people?

Last updated 20/01/2023



Inadequate



### Cause of concern

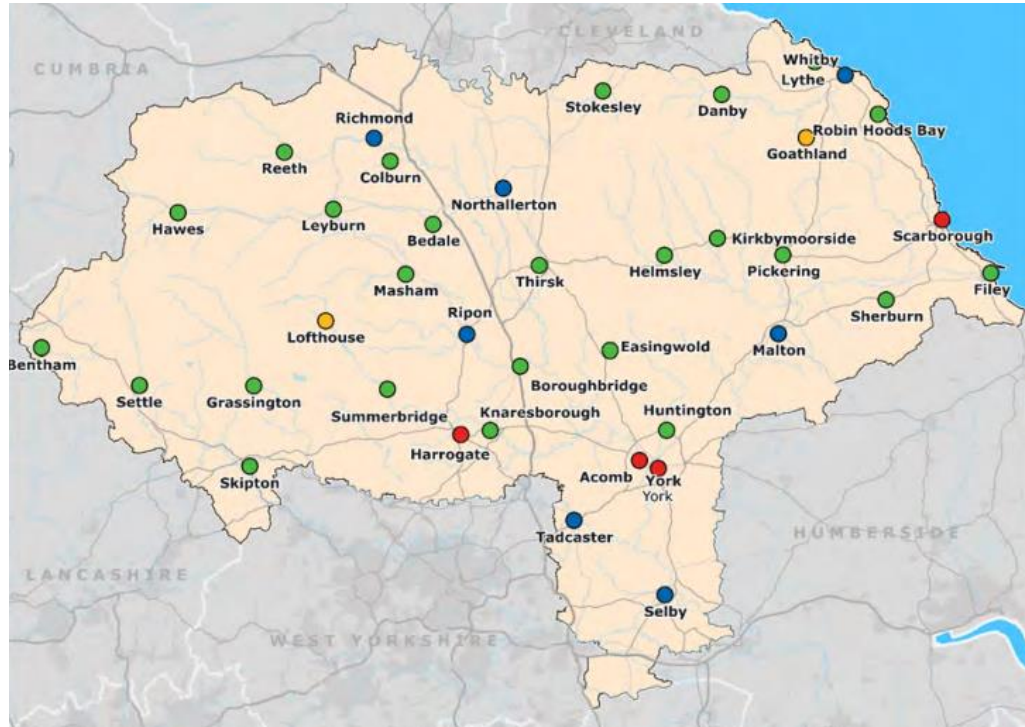
The service doesn't have in place adequate workforce planning processes. This means that areas such as safety-critical training, succession planning, absence and work-time management don't support its current and future integrated risk management plan.

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# Recruitment Challenges



## Station Type

- WT
- DC
- OC
- Volunteer

Station Type	#
Wholetime	4
Day Crewed	7
On Call	25
Volunteer	2
Total	38

## Challenges

- Second largest service area in the country, and sparsely populated
- Comparatively low budget for the area we cover
- Predominantly On-call fire cover
- Limited pools of people living and working in catchment areas
- Day crewed stations require contractual catchment areas
- Majority of operational roles require significant commitment

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# Wholetime Firefighter Recruitment 23/24

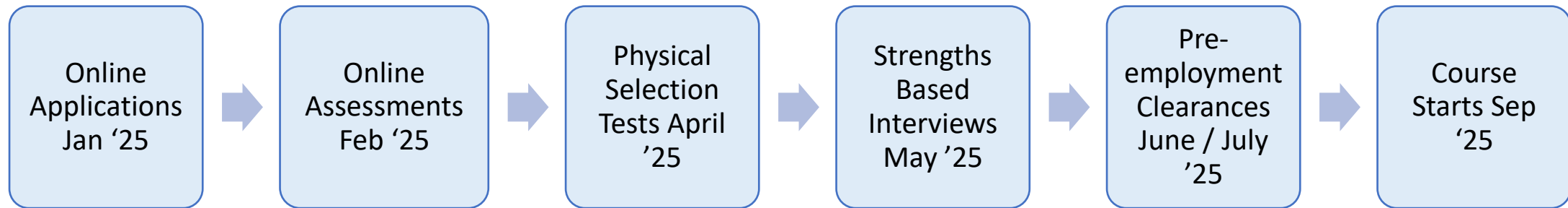
- Our Wholetime campaign in 2023/24 resulted in 18 Firefighters joining our 13-week training course in April 2024 and an additional 17 On-call Firefighters moving into a Wholetime role.
- Of the 35 new Wholetime Firefighters – 20% were female and 6% from an ethnic minority background.
- In this particular campaign we received 900 applications, all applicants were progressed through various assessments including online assessments, physical selection tests and a strengths-based interview. Successful applicants then completed a number of pre-employment clearances including DBS.
- Part of our assessment includes Strengths based assessments, assessing against 8 Strengths, measuring both capability and engagement. Excellent predictor of future success.

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# Wholetime Firefighter Recruitment 2025



We received 808 eligible applications in total:

- 8% - NYFRS On-Call Firefighters (10.4% last campaign)
- 6.6% - Transferees (8.1% last campaign)
- 85.4% - New to the Fire Service (81.4% last campaign)
- 11% of these applicants were female (13% last campaign)
- 9.4% - from an Ethnic Minority (9.9% last campaign)

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# Positive Action Initiatives

“Come and Try”  
Days

Staff Support  
Network Events

New Imagery and  
Videos

Updates to the  
website

Internal Coaching  
& Mentoring

Reasonable  
Adjustment  
throughout  
assessments

Online  
Familiarisation  
Events

Targeted Facebook  
Posts

Targeted Online  
Banner advertising

Online Platforms  
including NFCC,  
WFS

Online assessment  
workshops

Assessor Training

Instagram and  
LinkedIn Posts

Internal  
Communications

Job Alerts / Talent  
Pools

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# On-Call Recruitment

- Creation of a devoted On-Call Station Manager role in 2023
- On-Call district teams aligned in 2024
- Catchment area analysis
- Targeted leaflet drops
- Have a go days

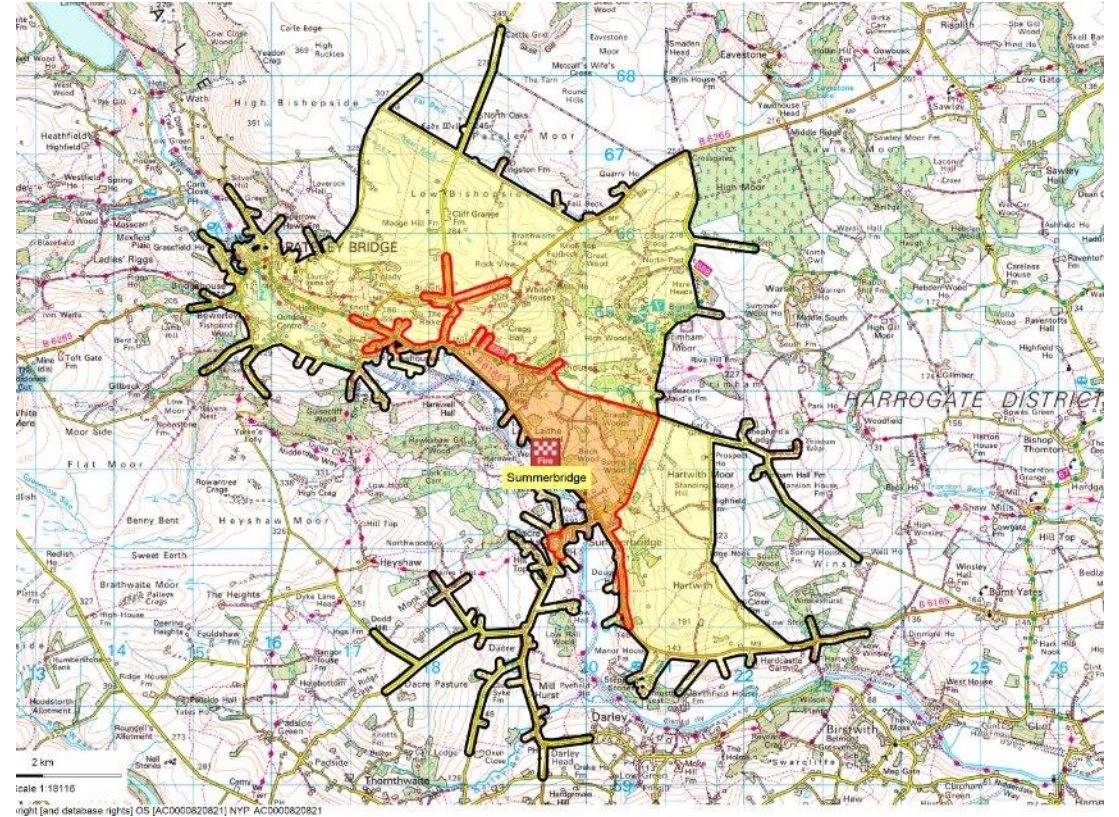


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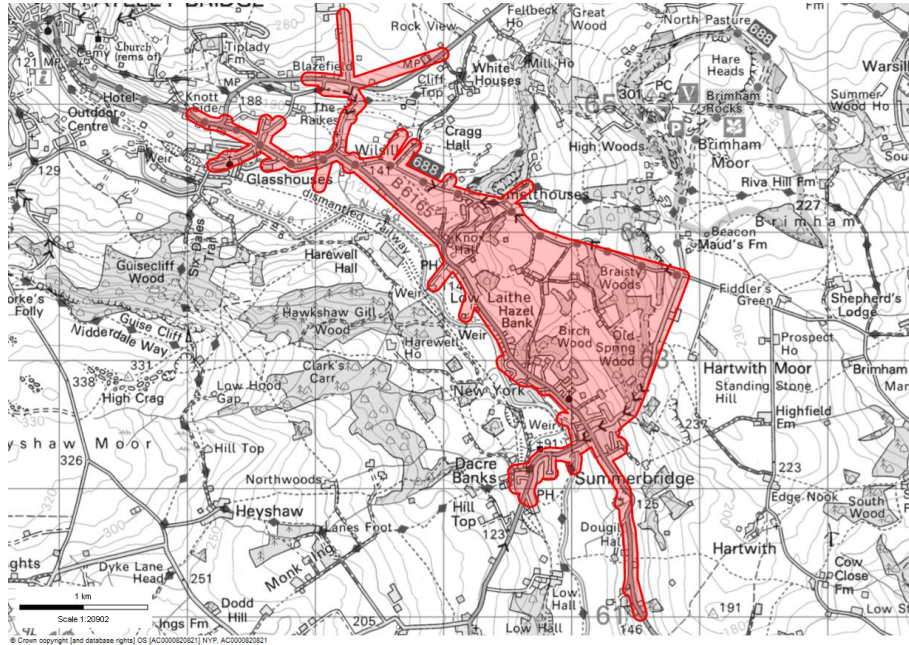
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- Data led modelling to understand the catchment area and recruitment opportunities
- Analysis to understand the potential benefits of expanding catchment areas



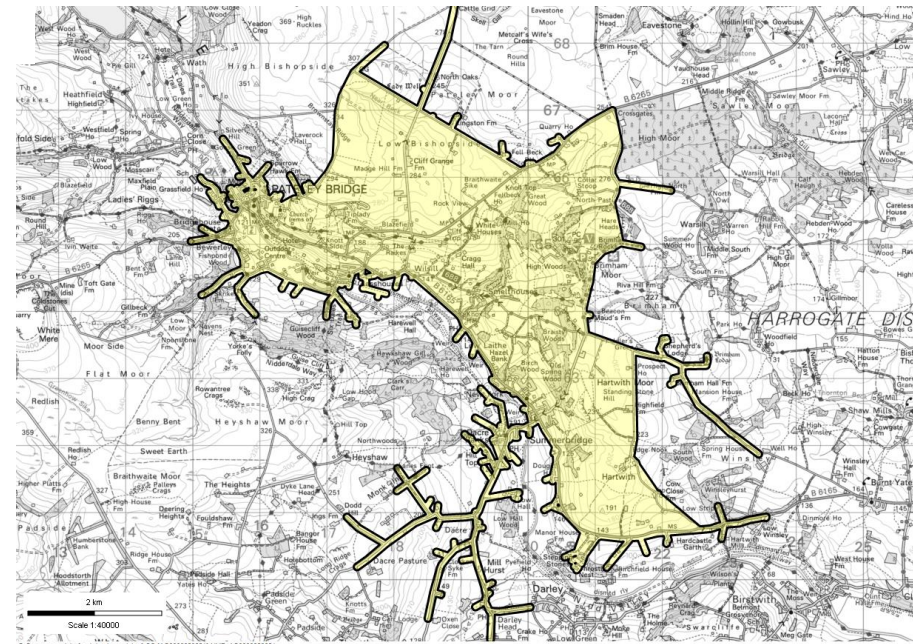


# Summerbridge Available Recruitment Mapping



4 Min

<b>B Prestige Positions</b>	<b>1</b>
B07 Alpha Families	1
<b>C Country Living</b>	<b>387</b>
C10 Wealthy Landowners	113
C11 Rural Vogue	86
C12 Scattered Homesteads	60
C13 Village Retirement	128
<b>D Rural Reality</b>	<b>264</b>
D14 Satellite Settlers	157
D15 Local Focus	61
D16 Outlying Seniors	46
<b>H Aspiring Homemakers</b>	<b>12</b>
H33 Contemporary Starts	10
H35 Flying Solo	2
<b>Grand Total</b>	<b>664</b>



8 Min

<b>B Prestige Positions</b>	<b>25</b>
B06 Diamond Days	3
B07 Alpha Families	16
B08 Bank of Mum and Dad	6
<b>C Country Living</b>	<b>1110</b>
C10 Wealthy Landowners	370
C11 Rural Vogue	169
C12 Scattered Homesteads	181
C13 Village Retirement	390
<b>D Rural Reality</b>	<b>858</b>
D14 Satellite Settlers	417
D15 Local Focus	205
D16 Outlying Seniors	236
<b>E Senior Security</b>	<b>11</b>
E19 Bungalow Haven	11
<b>G Domestic Success</b>	<b>9</b>
G29 Mid-Career Convention	9
<b>H Aspiring Homemakers</b>	<b>24</b>
H33 Contemporary Starts	11
H35 Flying Solo	13
<b>L Vintage Value</b>	<b>48</b>
L50 Pocket Pensions	48
<b>O Rental Hubs</b>	<b>9</b>
O64 Bus-Route Renters	9
<b>Grand Total</b>	<b>2094</b>

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# Retention

New nationally agreed contracts for On-call Firefighters came into effect January 2025.

Previously, contracts for On-call Firefighters were very rigid and required incredible levels of commitment (full contract 120 hours per week).

Previous contracts did not incentivise cover.

Hours Cover Per Week	Retainer %age	Retainer Fee
120 - 168	15%	£5,433.90
91 - 119	12.5%	£4,528.25
61 - 90	10%	£3,622.60
60 – 31	7.5%	£2,716.95
Up to and inc. 30	5%	£1,811.30

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# On-Call Leavers versus Joiners

Month	Leavers
January	1
February	6
March	7
April	4
May	4
June	6
July	2
August	5
September	2
October	3
November	3
December	2
Total	45

Course Date	Starters
February 2024	12
August 2024	15
November 2024	12
February 2025	10
Joined not requiring a Course	3
Total	52

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# Join Our Team

We have vacancies at several of our on-call fire stations.

Come and join our team.

To find out more please visit [northyorkshirefrs.engageats.co.uk/VacanciesV2.aspx](http://northyorkshirefrs.engageats.co.uk/VacanciesV2.aspx) and follow us on social media for updates.

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