



# **North Yorkshire Fire and Rescue Service Productivity and Efficiency Plan 2025-26**

## **OPERATING CONTEXT**

Our Service area is one of the largest in England covering more than 3,200 square miles and over 6,000 miles of road. Our area has isolated rural settlements and farms, market towns, and larger urban areas such as York, Harrogate, and Scarborough. The geographical area is incredibly diverse. It is both highly connected and urban, with the city of York at its centre and distinct towns, but also deeply rural with many 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.

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. 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).

There are approximately 830,000 residents in York and North Yorkshire, 61% of which 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%. 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.

Long-term financial challenges have led to under-investment in buildings, fleet, technology and equipment. This led to the Mayor of York and North Yorkshire consulting the public on a significant increase to precept which was supported. However, removal of the services grant and the rural services grant alongside an increase to employers National Insurance contributions means 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 greater productivity and efficiency when possible.

## Fire Productivity and Efficiency Plan

Our Productivity and Efficiency Plans are a key component of our financial plans both in terms of balancing our budget in previous years and underpinning the continuation of improvements in service deliver moving forward.

Further information around the financial content of the Fire Service in North Yorkshire and the efficiencies that we have delivered over the last 2 years and plans to deliver in 2025/26 are included within the tables below:

<b>BUDGET (£000)</b>			
<b>Revenue Expenditure</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
Direct Employee	28,523	29,924	34,085
Indirect Employee	590	651	767
Premises	2,395	2,563	2,642
Transport	1,052	1,108	1,086
Supplies and Services	3,936	4,033	4,421
Capital Financing	1,984	2,131	2,594
Other	2,950	3,330	3,535
<b>Total</b>	<b>41,431</b>	<b>43,740</b>	<b>49,130</b>
<b>Income</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
Actual Received from Precept	(25,252)	(26,365)	(34,865)
Local Government Finance Settlement	(9,522)	(11,727)	(11,185)
Other Grants	(4,777)	(4,112)	(4,612)
Income Raised Locally	(718)	(1,197)	(937)
Transfer to/(Use of) Reserves	(1,162)	(339)	2,469
<b>Total</b>	<b>(41,431)</b>	<b>(43,740)</b>	<b>(49,130)</b>

The 2025/26 budget shows a significant increase in the funding available to the Fire Service in North Yorkshire as a result of the significant investment proposed by the Mayor, and supported by the public in North Yorkshire, through an increase in the Band D precept of £24 in 2025/26.

<b>RESERVES (£000)</b>					
	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>
General Reserves	1,075	1,150	1,850	2,130	2,410
Earmarked Revenue Reserves	1,770	950	2,860	3,860	4,860
of which MRP reserve	0	0	0	0	0
Earmarked Capital Reserves	2,230	1,158	401	1,321	1,553
Other Reserves	756	531	390	390	584
of which revenue	756	531	390	390	584
of which capital					
<b>Total</b>	<b>5,831</b>	<b>3,789</b>	<b>5,501</b>	<b>7,701</b>	<b>9,407</b>

This investment by the Mayor is expected to result in a much more stable Fire Service, with an appropriate level of reserves that will allow the Service to invest in areas to deliver improvements while also having the capacity to absorb any shocks from unexpected and unfunded increases in costs. The increased reserves planned over the next 3 years is a key component of ensuring this stability and resilience is delivered.

## Efficiency

The Service has had to deliver significant levels of efficiencies savings over the last 7 years. Initially this was simply 'Save to Survive', given its challenging financial position. This then transitioned into 'Save to Balance and Invest' to continue to balance a very challenging financial plan and also address some of the challenges that the Service had, and that were highlighted by the HMICFRS.

The Service has now moved into a 'Save to Invest and Continue to Improve' phase and the financial plans of the Service reflect this.

## EFFICIENCY DATA (£000)

	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
Opening Revenue Expenditure Budget (Net)	41,431		43,740		49,130	
Less Total Direct Employee Costs	28,523		29,924		34,085	
Non Pay Budget	12,907		13,816		15,045	
Efficiency Target (2% of non-pay budget)	258		276		301	
Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
<u>Direct Employee</u>						
Reduction in Prevention/Protection/Response Staff			(1,248)		(170)	
Reduction in Support Staff						
<u>Indirect Employee (e.g. training, travel etc.)</u>						
All Indirect Employee Costs	(40)		(88)		(8)	
<u>Premises</u>						
Utilities			(66)		(100)	
Rent/Rates			(2)			
Other Premises Costs					(7)	
Shared Premises						
<u>Transport</u>						
Fleet						
Fuel			(23)		(20)	
Other Transport Costs			(15)		(6)	
<u>Supplies and Services</u>						
National Procurement Savings			(6)			
Local Procurement Savings	(65)					
Other Technology Improvements						
Decreased Usage	(345)		(345)		(259)	
<u>Capital Financing</u>						
Revenue Expenditure Charged to Capital						
Net Borrowing Costs						
<u>Other</u>						
Reduction in Pension Contribution Rate		(135)				
Total Efficiency Savings	-585		-1,793		-570	
Efficiency Savings as a Percentage of Non-Payroll Budgets	4.53%		12.98%		3.79%	
Efficiency Savings Target	2.00%		2.00%		2.00%	
Over/(Under)	2.53%		10.98%		1.79%	

The Service has plans to continue to exceed the Efficiency Target in 2025/26 that have been set, which is something that it has consistently done since 2018/19.

In addition to the efficiency savings highlighted above the Service has also generated additional income as set out below:

INCOME						
£000						
	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Income generated from charging policies						
Income generated from trading operations						
Income generated from shared premises			-8		-53	
Income generated from interest on investments		-169		-324		
Income generated from other sources		-60				-60
<b>Total</b>	<b>0</b>	<b>-229</b>	<b>-8</b>	<b>-324</b>	<b>-53</b>	<b>-60</b>

### **Efficiency Narrative – relating to the savings outlined for 2024/25**

In total we expect to deliver almost £1.8m of cashable efficiency savings during 2024/25 with further details set out below:

#### **Direct Employee - £1,248k savings**

In our previous statement we described our ambitious transformation plans introduced through our Community Risk Management Plan, locally named the Risk and Resource Model 2022-2025 (RRM). As part of these changes, we have changed our wholetime fire station at Huntington to an On-call station. This resulted in annual savings of approximately £1.25million with no impact of overall service delivery.

#### **Indirect Employee Costs - £88k savings**

£40k of this relates to the reduction of £40k of non-operational training expenses with the remaining £48k resulting from a reduction in Staff Recruitment advertisement costs, both which result from different ways of working.

#### **Premises - £68k savings**

£66k relates to reduced Gas usage/prices from a new contract, whereas the remaining £2k is from a rent reduction.

#### **Transport - £38k savings**

£23k of these savings comes from reductions in price of petrol and diesel, with a further £15k from reductions in car allowances payable to staff.

#### **Supplies and Services – £345k savings**

Savings within this area come from a variety of areas, predominantly through decreasing the usage of certain supplies and services and/or stopping them altogether.

Examples of which are:

- £18k reduction in subscriptions
- £82k saving from the timing and frequency of operational equipment replacement
- £10k from removal of consultant's budget, £5k reduction in marketing budget and £30k reduction in insurance budgets.
- £27k from an external charge for procurement services as the work was combined into the collaboration with the police.
- £77k reduction in spend within IT, £35k of which relates to a pause in the implementation of a national programme.
- £80k savings on stock condition surveys of the estate.

### **Assessment of Efficiencies**

All the efficiencies that were factored into the 2024/25 budget are on course for delivery and have not required adding back into the budget in 2025/26.

The overall financial position for 2024/25 is expected to be an overspend, however this results from higher pay awards and higher pension contribution rates than the under delivery against the savings and efficiencies plans.

## **COLLABORATION**

### **Collaborative Support Services**

Our collaborative support services bring together the support functions from police and fire, pooling resources to deliver support services, including people services, ICT, estates and finance to North Yorkshire Police and North Yorkshire Fire and Rescue Service. Our support staff budget is **only 7% of the revenue budget**, which represents a lean structure and efficient service delivery.

### **Shared Buildings**

We have numerous shared buildings with North Yorkshire Police including our joint Headquarters at Alverton Court, Northallerton and our Transport and Logistics Hub in Thirsk. We also have four Fire stations which are co-located including, Ripon, Bedale, Boroughbridge and Leyburn. Other locations such as Benthams, Kirkbymoorside and Masham are also used as touch down points for North Yorkshire Police staff. This represents an increasing momentum and strategic intent for colocation and collaboration between the Service and the Force.

For NYFRS, the cost recovery for use of our estate, equates to us having access to our **Headquarters at Northallerton free of charge**. This is a significant efficiency, unique in the sector.

### **Ripon Fire Station**

Our station at Ripon has been shared with North Yorkshire Police for some time. March 2025 marked the successful completion of the refurbishment of the offices, gym and shared facilities at the station. The refurbishment of Ripon station was a joint investment totalling £926,000, by NYFRS (55%) and North Yorkshire Police (45%), to update and improve the standards of the building for those who work in it and support the services provided to the public from the station. The savings made through **joint investment is almost 1% of our total budget**. Following stock condition surveys undertaken at all our sites, the predictive future lifespan of the building has extended by 25 years.

The building has been upgraded to support sustainable energy requirements, including increased insulation and LED sensor-controlled lighting and the infrastructure for future Air Source Heat Pump upgrade.

### **Public Safety Service (PSS)**

In February 2024 the Commissioner published a Decision Notice, marking the decision to support moving our Public Safety Service pilot project to business as usual for NYFRS and NYP. The PSS has provided four 'omni-competent' practitioners, to deliver primary prevention in rural areas / areas furthest from emergency services. They work on behalf of Fire, Police and ambulance and provide highly localised, place-based prevention activity to resolve underlying causes of crime, fire and health and social issues that lead to acute need. The social value analysis identified a return-on-investment ratio of 1:7.8 which means **for every £1 invested in the costs of the service, there would be a return of £7.80 in social value benefits**.

## **Drax Power Station**

We support the National Critical Infrastructure through partnership with Drax Power Station. Drax Power LTD, is the UK's largest source renewable generation plant and the third largest energy generator in the UK. We provide a seconded Station Manager to undertake the role of Fire safety Co-ordinator who supports Emergency Team scenario training and Emergency Response planning. This post is **fully funded by Drax** and offers significant experience to our developing leaders and a funded post for **additional resilience on to our Officer operational duty system**.

## **Framework for Change**

This is a co-developed, subsidised collaboration with Huddersfield University to deliver cultural improvement. The University have been working with our staff for over a year to develop a behavioural and leadership charter and a toolkit to help us deliver change.

## **Overtime Application**

Our capabilities administration support team have carried out training for every watch and function across the service on the new Pers3a Overtime app.

The introduction of the app will see the removal of the current Pers3a claim form. The transition from a paper-based claim form to a new app-based system represents a significant step forward in improving efficiency. By adopting an app-based system, claims can now be submitted digitally, reducing administrative workload and the need for manual data entry for payment purposes. The app has a go live date of the 1st of May 2025.

## **Leadership Programs**

Our First Line Leaders Program and the Mid-Level Leaders program have been developed to incorporate the NFCC and College of Policing methodologies. This course is delivered collaboratively to Police, Fire and Support staff and offers distinct advantages, as relationships are built with blue light partners throughout an individual's leadership journey. High profile incidents have indicated that the principles of JESIP are appropriate, but failings occur when they are not implemented and/or relationships at command levels are not developed. The overall costs are shared as the joint sessions enable multiple opportunities for staff to access the training, including our On-call staff and shared costs across the trainers.

## **New Breathing Apparatus and Equipment**

We have collaboratively procured with Humberside Fire and Rescue Service, 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.

## **Control Partnership Agreement with Cornwall Fire and Rescue Service**

Our Control Partnership Agreement between Cornwall and North Yorkshire enables each service to take each other's calls during spare circumstances and to provide resilience should there be software mobilisation issues.

## **Local Collaboration**

The service collaborates closely with local partners through several forums, especially the Local Resilience Forum, the York and North Yorkshire Road Safety Partnership, the North Yorkshire Community Safety Partnership and the Safer York partnership, and district community safety hubs.

In support of the North Yorkshire Local Resilience Forum (NYLRF) NYFRS employees actively participate at the operational, tactical and strategic levels, chairing working groups, participating in exercises and attending multi-agency incidents.

## PRODUCTIVITY

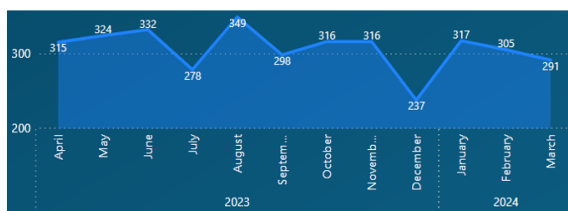
In our previous statement we described our ambitious transformation plans introduced through our Community Risk Management Plan, locally named the Risk and Resource Model 2022-2025 (RRM). As part of these changes, we have changed our wholetime fire station at Huntington to an On-call station. This resulted in annual savings of approximately £1.25 million. Our increased productivity should be considered acknowledging the 20% reduction in our Wholetime staffed 24/7 fire stations.

## Prevention

### Prevention

Home Fire Safety Visit (HFSV) completed

1 April 2023 to 31 March 2024  
Total HFSVs 3678



**We completed:**  
207 Very High risk HFSVs  
319 High risk HFSVs  
3150 Medium and Low risk HFSVs

1 April 2024 to 31 March 2025  
Total HFSVs 4464



**We completed:**  
477 Very High risk HFSVs  
2913 High risk HFSVs  
1073 Medium and Low risk HFSVs

Very high and High risk HFSVs have increased by 544% on last year

Our **Home Fire Safety Visits (HFSV's)** have increased by **18%** this financial year compared to the previous year. This has been supported through our work with the provider Safelincs and the NFCC Strategic Community Health Lead to create a Home Fire Safety Visit referral application for partners for their electronic devices. The 18% increase though doesn't capture the huge improvement in productivity, through better targetting our **High and Very High Risk HFSV's have increased by 544%** on the previous year.

We have also launched our The Post Incident Engagement Policy (PIE) and completed training for all our crews. This has **increased post incident HFSVs by 37%** compared to the previous year.

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

We have also seen an increase in our water safety and wildfire engagement compared to the previous year.

## Protection

2023/24 Performance

Protection Group	Count of Jobs	Count of Letters
regulatory activity	1771	2433
statutory & non statutory consultations	1718	1623
guidance & advisory	107	55
afas & uwfs	58	57
Total	3654	4168

2024/25 Performance

Protection Group	Count of Jobs	Count of Letters
statutory & non statutory consultations	2038	1875
regulatory activity	1813	2322
guidance & advisory	878	222
afas & uwfs	107	95
Total	4836	4514

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 has increased by over 2%** 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 have increased by over 18%**. Our response to Building consultations and Licensing consultations, within the allocated timeframe is 100% and 99% respectively.

We have seen a dramatic increase in guidance and advice, with **an increase of over 800%** on the previous year. This is primarily down to legislative changes impacting tourism across our service area.

Our engagement with businesses following unwanted fire signals **has increased by 84%** 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.

We have introduced a specialist out of hours provision to enforce fire safety legislation at any time of day.

### Flexible Staffing arrangements

We allow a reduction in appliance staffing to facilitate greater productivity. For example, if an appliance has five riders, we will allow it to change crewing to maintain a minimum of four crew members enabling the Watch Manager to undertake a fire safety visit, leaving the Crew Manager and the remaining firefighters to undertake other activity such as training or prevention work.

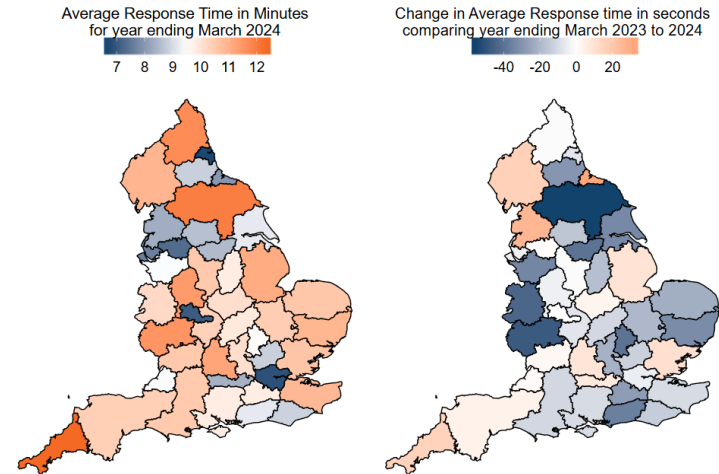


Response

Since our last Productivity and Efficiency 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.

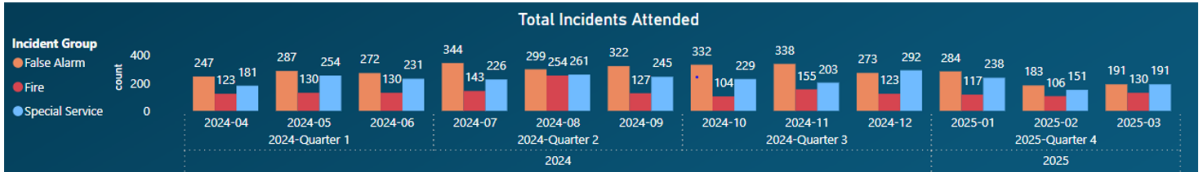
Figure 8.1: Average response times to primary fires by FRA, England; and average change in response time for year ending March 2024 to 2023



Source: Home Office, FIRE1001

Published Home Office data shows that North Yorkshire have the biggest reduction in response time for all England Fire and Rescue Services. We commissioned Operational Research in Health (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.



Incident Group	Apr-Mar 2023/24	Apr-Mar 2024/25	Difference +/-	Overall Incident Response Standard 13:00 minutes	11 mins 49 secs
False Alarm	3290	3383	+93		
Fire	1590	1651	+61		
Special Service	2708	2733	+25		
Total	7588	7768	+180	Dwelling Fire Response Standard 11:00 minutes	10 mins 34 secs

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

### **Adding Value to Partners**

We add value to the work of other organisations. We affect entry for North Yorkshire Police and Yorkshire Ambulance service and some of our On-call and Volunteer locations have staff trained as community first responders.

### **Increased interoperability**

All our leaders complete JESIP training with other responders from across our service area. We also participate in regional meetings and training to ensure effective response across the region. Our attendance rate is above 95% and each event is attended by a member of the Strategic Leadership team, to demonstrate our commitment to the JESIP principles.

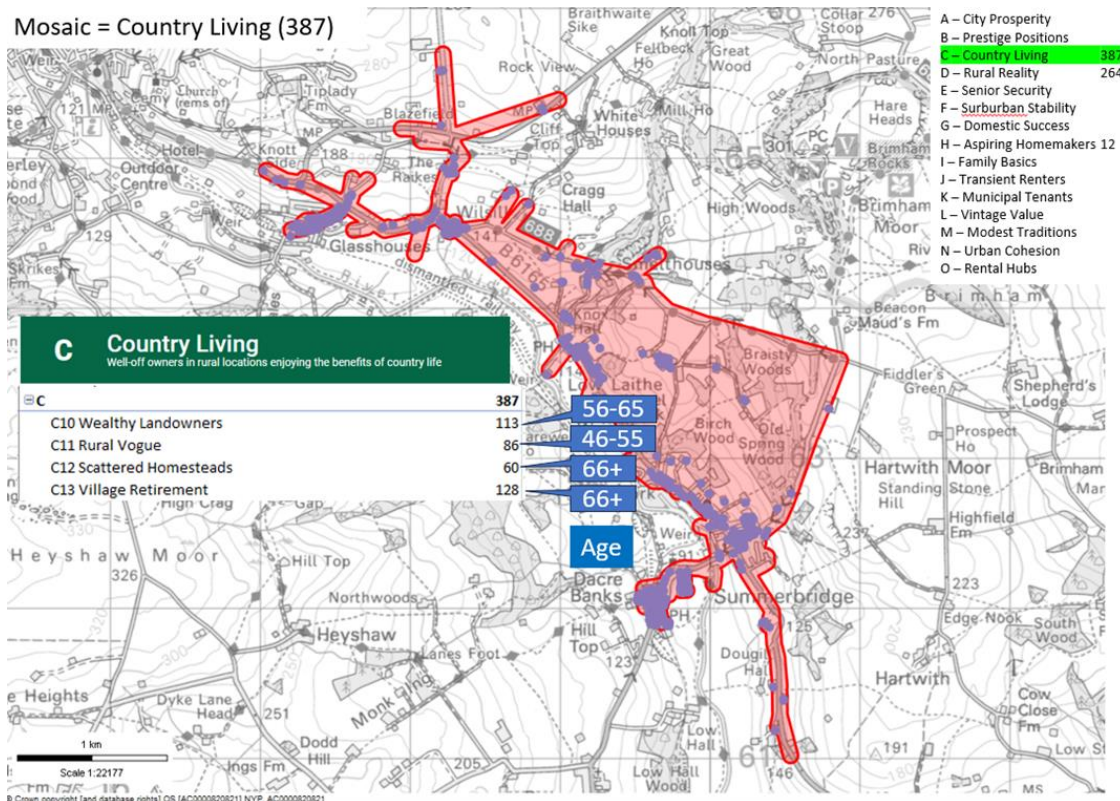
### **On-call**

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."

Due to our large service area, combined with our relatively low budget we are reliant upon the On-call duty system and the commitment shown by those staff. Our On-call firefighters provide a critical role in protecting communities in our most rural locations. We have 25 On-call fire stations, and we have invested significant time, resources and people to improve and work towards ensuring the sustainability of our On-call system. Some of our achievements are listed below.

- We have 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 effective, engaging and reduce the time required to develop the appropriate knowledge and understanding
- We have redistributed service vehicles to allow On-call staff to undertake local prevention activities
- We have introduced On-call Impact Assessments as part of the Equality Impact Assessment, to ensure that On-call personnel are considered in every new policy and procedure
- We have streamlined recruitment activities to maximise the retention of applicants from initial contact through to qualified firefighter.
- 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

We are also utilising our investment in technology to better target potential on-call staff in a much more data-driven way.



This mapping allows us to identify those individuals within our four-minute footprint who could reasonably be approached to serve at their local fire station. We can then assess if increasing footprints will have a positive or detrimental impact upon service delivery.

This activity has led to an **increase in On-call staff in the financial year 2024/25.**

### Performance Indicators

We scrutinise our performance at the quarterly Service Delivery Performance meeting. This is chaired by a member of the Strategic leadership team and considers performance across all operational areas, including

- Response Standards
- Incident Data
- Prevention
- Protection
- Training compliance
- Risk Information
- Appliance availability
- Personal Development Performance Record Completion
- Sickness absence

This information is also discussed publicly at each Online Public Meeting (OPM) chaired by the Deputy Mayor. The performance data is published on the York and North Yorkshire Mayoral Combined Authority website a week in advance and questions are welcomed from the public surrounding our performance.

We are currently developing our Key Performance Indicators for 2025/26 and NYFRS is committed to meeting and surpassing the 2% of non-pay efficiencies and the increased productivity of 3%.

## **FUTURE EFFICIENCY**

We will complete the proposals from our previous Risk and Resource Model. In line with previous proposals and following a review of the changes made at Harrogate, we will replace the tactical response fire engine with an emergency rescue fire engine at Scarborough station. The changes at Harrogate and Scarborough will result in savings of approximately £200,000

We are committed to 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.

We will identify further opportunities to collaborate with NYP and other organisations to improve efficiency and effectiveness and we will evaluate the impact of a collaboration on our efficiency and effectiveness.

We will continue to work on our Critical Role Registers to improve succession planning and to limit single points of expertise. This will allow us to mitigate the risk of losing key individuals which may impact upon service delivery.

Over the period of our next Community Risk Management Plan (CRMP) we will review the true cost of all our stations to ensure each provides an effective and efficient service to our communities.

We will also review our fleet requirements in line with the capabilities review.

## **Capabilities Review**

We provide several technical response capabilities to assist in delivering its operational response. We sometimes attend environments and incidents where the capabilities carried on a traditional fire appliance are not suitable or adequate to resolve the situations and therefore require additional capabilities to deliver a successful outcome.

We commissioned data analysis, using an independent specialist, to help us strategically plan what capabilities, effectively and efficiently, best meet the risks identified in our Community Risk Profile for Fire, Road, Water, and other community risks.

This review will ensure the Service is prepared for its known and future risks and will help align operational response to incidents over a five-year period. The findings have identified that to ensure NYFRS can continue to provide a sustainable response in the future, our response model needs updating to meet the demand and a redesign of vehicles and the equipment that is needed.

## **CHARGING POLICIES**

### **Special service Calls**

When personnel and equipment of North Yorkshire Fire and Rescue Service are employed for services other than firefighting, those services will be referred to as a 'Special Service Call' (SSC) and may be either 'emergency' or 'non-emergency.'

Non-Emergency or Non-Humanitarian Special Service Calls May attract a charge. This includes calls for assistance of a nature and where the requester could obtain a similar service from an alternative provider.

Charges include cost per appliance type and associated running costs and personnel costs (per person per hour) and administrative costs. There are also charges for providing reports (IRS and Fire investigation) along with interviews with Officers.

## Miscellaneous Charges

We also have miscellaneous charges which include community room hire, pension charges and community safety charges including the cost of running Life courses, Fire Net courses and BTEC for schools. We also charge for routine testing of fire alarms.

## Unwanted Fire Signals

From 1<sup>st</sup> April 2023 and in line with our RRM commitment to manage our attendance at automatic fire alarms altered how we respond:

- We do not attend automatic fire alarms between 7am and 7pm at premises where people do not sleep - unless a fire has been confirmed (we will continue to attend AFAs at these premises outside of these hours).
- We do attend AFAs at certain high-risk premises between 7am and 7pm this will be based on Service intelligence about that building.
- We will continue to attend all AFAs at premises where people sleep.
- We will continue to attend all AFAs at domestic properties.
- We will continue to attend all incidents where a fire has been confirmed.

As part of a 5-stage process we have introduced the ability to charge for unwanted fire signal attendance, the process is,

- Stage 1 - ensuring advice note given and details gathered at every incident.
- Stage 2 – Business fire safety team send letter advising them to look at the number of incidents we have attended.
- Stage 3 – Fire Safety Audit carried out.
- Stage 4 – **Introduce ability to charge businesses who do not work to reduce the number of activations.**
- Stage 5 – Consideration of full enforcement powers to be used.

## ASSET MANAGEMENT & INVESTMENT IN TECHNOLOGY

### Asset Management System

North Yorkshire Fire and Rescue Service (NYFRS) utilise an asset management system to ensure the safety and compliance of equipment used by the service. This system prompts for scheduled testing and maintenance tasks to be performed as well as keeping an inventory of all equipment and its location down to compartment level.

The system is also used to record A and B vehicle checks to ensure vehicles are safe prior to being used.

Test failures and discovered defects are recorded on the system allowing remedial action to take place ensuring the maximum availability of appliances.

Having automated prompts and bar code scanning built into the system has reduced equipment inspection time and knowing where equipment is located has reduced occurrences of procuring items that are already in the possession of the fire and rescue service, saving money.

## **PowerBi Licence**

NYFRS has invested in a Data Analyst and a Data Modeller which has led to a huge advancement in transitioning from using Microsoft Excel to using Microsoft PowerBI. Data supports every aspect of our business and provides us with quality information and insight to improve our service to our communities. We have developed a suite of Microsoft Power BI Dashboards which business users' access and interrogate every day to improve the Service's performance.

The data within the dashboard is used to support the data returns requests from the Home Office, HMICFRS and local reports e.g., Service Delivery Performance, Online Public Meetings and Independent Audit Committee as well as Freedom of Information requests.

## **Defining Levels of Risk**

Through our work with ORH, we have used the NFCC produced dwelling fire risk categorisation methodology for determining an evidence based and consistent 'level of risk'. The NFCC methodology recommends that FRSs evaluate risk at the UPRN (Unique Property Reference Number) level if data is available. ORH has determined these values for every domestic property in North Yorkshire. This methodology has already seen improved effectiveness and efficiencies across other FRSs.

It supports us in developing our fire risk model, in our allocation of resources and in our prevention activities. We have also incorporated MOSAIC lifestyle data by household to produce a bespoke model for NYFRS. This will further refine our determination of risk, allowing us to work far more efficiently in targeting those most vulnerable in our communities.

## **Firewatch Application**

We invested in the mobile app and Web client which allows our On-call users access to key FireWatch functions from anywhere using smart devices. This allows On-call staff to book on/off duty, request leave and training without the need to travel to their station. This has been well received with no impact upon appliance availability. Staff are as likely to efficiently book available as they are not available.

## **Economies of Scale and increased Skill sets**

Through our collaborative support services model we have made cashable savings through Joint computer procurement with North Yorkshire Police, which delivered improved pricing amounting to a saving of £17,528 for NYFRS and due to the wider skills available to us, in the collaborated department we were able to cancel an FRS support contract valued at £25K per annum so have realised savings close to £50K to date.

## **Fleet Management**

We are replacing 16 appliances this year which allows us to extend the life of other vehicles by moving them around the county and replacing them on a mileage/usage basis.

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 are introducing fleet telematics into our grey fleet. Modern telematics systems allow many aspects of vehicle data to be captured which would benefit fleet management to deliver better efficiency and effectiveness.

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.

Our Incident Support Units (ISU) are being replaced with a smaller more efficient vehicle. This is predicted to result in savings of over £750,000.

### **Technology Improvements**

A high degree of focus has been placed around mobilising and station end equipment. All Mobile data terminals and station end equipment sets have been upgraded to the latest versions which are now ESN ready. Use of mobile phone applications to replace alerters and pagers are being trialled in areas with good signal coverage. We are also in early discussions regarding a cut down MDT that will run on a mobile phone and would be used by Fire Officers to update their status, location and give them visibility of incident data and appliance locations whilst en-route to a call out.

A refresh of the underpinning hardware supporting the Fire Control environment will be completed in 2025/2026 financial year. This will facilitate removal of copper telephone lines into the control room ahead of the proposed December 2025 termination of 999 analogue service over copper.

A small pilot of Microsoft Co-Pilot is being undertaken to assess the productivity improvements around meetings actions and managing email. Whilst this is small in scope it is part of a developing strategy for Automation and Artificial Intelligence

Mobile phones have been installed in each appliance giving access to what 3 words, Microsoft Teams, and Euro Rescue which provides first responders with crucial information for extrication of people from vehicles. This enhances the capability of the crews when mobile.

Tablets with 4G connectivity have been deployed to give access to national Operational Guidance whilst away from a station. Other uses for this mobile technology are being explored to better utilise the devices.

The service's risk management system - CFRMIS is being upgraded to a current version whilst concurrently a requirements document is being sent out for tender to secure a new risk management system with modern mobility functionality. This will improve data entry and timeliness of risk information being available to the service.

We have linked our availability system FireWatch and our mobilising system Vision together to help provide more accurate appliance availability and reduce the stages required.

### **RESOURCING**

We have 38 fire stations. These include:

- Four wholetime shift stations which are crewed 24 hours a day- Acomb, Harrogate, Scarborough and York
- Seven wholetime day crewed stations (crewed 0800-1800 every day by firefighters who carry an alerter, and are on call outside of these hours)- Malton, Northallerton, Richmond, Ripon, Selby, Tadcaster and Whitby
- 25 on-call stations (crewed by firefighters who provide on-call cover from home or their place of work). The following stations are on-call: Bedale, Bentham, Boroughbridge, Colburn, Danby, Easingwold, Filey, Grassington, Hawes, Helmsley, Huntington, Kirkbymoorside, Knaresborough, Leyburn, Lythe, Masham, Pickering, Reeth, Robin Hood's Bay, Settle, Sherburn, Skipton, Stokesley, Summerbridge, Thirsk.
- Six stations have both a wholetime and on-call crew: Acomb, Malton, Northallerton, Ripon, Selby, Tadcaster
- Two volunteer stations crewed by volunteers at Lofthouse and Goathland

### **PROCUREMENT**

We utilise national procurement frameworks wherever possible. Examples of this are.

- Kent PPE framework for our current structural fire kit.
- Yorkshire purchasing organisation (YPO) for wildfire PPE
- Devon and Somerset framework for Breathing apparatus.

We recently conducted a mini tender to procure level 2 and level 3 water rescue PPE as an interim measure whilst work was finalised on national framework options for these items, we are now named on this framework and able to procure once our current contract ends in 2027.

Our RTC jackets were procured via regional collaboration led by SYFRS and we have a local collaboration with North Yorkshire Police for the purchase of our replacement life jackets.

The specialist PPE framework being established by Kent was reviewed for viability to replace our high-volume pump PPE, as no items were deemed suitable for our needs, we have procured independently for these ensuring liaison within the region to meet interoperability requirements.

We have recently led a joint procurement exercise with Humberside FRS to replace both services existing breathing apparatus stock. The Devon and Somerset framework was used for this, and the breathing apparatus will go live in October 2025.

Our transport section used two different frameworks for the purchase of vehicles which are,

- Crown Commercial Services (CCS).
- Blue light commercials.

We are exploring options for the procurement of a full procure to pay (P2P) system and will be implementing this within the financial year 2025/26.

### **Local initiatives**

We have a local Memorandum of Understanding with Mountain Rescue who will deploy on request across the county to support us in dealing with a range of rescues including those from height and in the water.

We also have an agreement with York Rescue Boat which is an independent lifeboat and search and rescue team based in York whose work centers around the River Ouse and River Foss. Both the Mountain Rescue and the York Rescue Boat are available 24 hours a day.

Furthermore, we have a local Memorandum of Understanding in place with the RAF Menwith Hill to respond, with their fully crewed fire engine, to firefighting and rescue incidents off base in the local vicinity, when their crewing permits.



