



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

North Yorkshire Fire and Rescue Service Productivity and Efficiency Plan 2026-27

About the Plan

Our third Productivity and Efficiency Plan sets out the ongoing financial challenge currently faced by the Authority and illustrates the recent transformation savings that have been delivered by the Service.

The National Framework sets a requirement that combined and metropolitan Fire and Rescue Authorities (FRAs) produce and publish Efficiency Plans. There is a specific ask from the Minister of State for Crime, Policing and Fire that in 2024/25, all FRAs produce plans that not only cover their planned efficiencies, but also plans for increasing productivity. This plan addresses this requirement.

In addition to this, and as part of the 2021/22 Spending Review, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and to also increase productivity by 3% by 2024/25.

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).

Alongside these geographical features, environmental risk is increasing. Across the fire and rescue sector, flooding and wildfires are becoming more frequent and more severe, placing growing pressure on operational capacity and resilience arrangements. For a large and predominantly rural service such as ours, these risks are particularly significant: dispersed communities, long travel distances and limited access routes can extend response times, while extensive areas of moorland, farmland and woodland can increase the likelihood and scale of wildfire incidents and the consequences of prolonged dry periods. Flooding similarly creates complex,

multi-site demand across wide areas, impacting transport routes and requiring sustained multi-agency response.

The wildfire risk was prevalent for NYFRS during 2025-26 when we responded to one of the largest wildfires ever. The Langdale Fylingdales major incident fire had a significant and lasting impact across North Yorkshire, placing sustained pressure on emergency response arrangements, land management, infrastructure, the local economy and recovery activity. It highlighted the strong interdependencies between organisations across all phases of a major wildfire and reinforced the importance of effective coordination, a shared understanding of risk, proactive prevention and robust collective assurance.

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.

In 2026–27, the Service continues to operate within a constrained financial environment, with ongoing pressures from inflation, significant reductions in national funding and increased employer costs. As a result, there is a sustained requirement for improvements to be innovatively generated and clearly prioritised, with strong leadership and accountability for delivery. The focus remains on redesigning how we work, maximising the benefits of collaboration, technology and data-led decision making, rather than relying solely on financial reductions. Investment decisions will be carefully targeted to ensure demonstrable value for money, measurable improvements in productivity and a sustained positive impact on service delivery and community outcomes.

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 delivery 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 2026/27 are included within the tables below:

Primary Information

BUDGET (£000)					
Revenue Expenditure	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Direct Employee	31,262	34,084	35,294	36,314	37,533
Indirect Employee	651	767	885	899	918
Premises	2,563	2,642	3,009	3,067	3,125
Transport	1,108	1,086	1,277	1,194	1,212
Supplies and Services	4,033	4,421	4,398	4,351	4,445
Capital Financing	2,140	2,594	4,997	5,972	5,683
Other	3,083	6,005	4,094	3,482	3,158
Total	44,840	51,599	53,954	55,279	56,074
Income	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Actual Received from Precept	(26,365)	(34,865)	(38,197)	(41,212)	(43,360)
Local Government Finance Settlement	(11,679)	(13,570)	(12,666)	(11,467)	(10,198)
Other Grants	(5,599)	(2,227)	(2,024)	(1,533)	(1,425)
Income Raised Locally	(1,197)	(937)	(1,067)	(1,067)	(1,091)
Total	(44,840)	(51,599)	(53,954)	(55,279)	(56,074)

The 2025/26 budget shows a significant increase in the funding available to the Fire Service in North Yorkshire because 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.

This has been supplemented by further local investment into the Fire Service in 2026/27 with a precept increase of £9.60 for a Band D property. However, while the 3-year Government funding settlement announced in December 2025 provided clarity on what will happen to Government Funding for the next 2 years in addition to 2026/27, the impact for North Yorkshire is a reduction in Government funding in each of those years.

Reserves

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 some capacity to absorb any shocks from unexpected and unfunded increases in costs. The increased reserves

planned over the next 3 years, as set out in the table below, is a key component of ensuring this stability and resilience is delivered.

RESERVES (£000)					
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
General Reserves	1,150	1,850	2,045	2,125	2,201
Earmarked Revenue Reserves	1,429	2,623	2,788	3,147	3,312
of which MRP reserve					
Earmarked Capital Reserves	1,759	855	2,090	952	62
Other Reserves					
of which revenue					
of which capital					
Total	4,338	5,328	6,923	6,224	5,575

Efficiency

Long-term financial challenges resulting from over 15 years of underinvestment in the Fire Service in North Yorkshire 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 in the precept for the last 2 years which was supported. However, removal of the services grant and the rural services grant alongside increases to employers National Insurance contributions during 2025/26, and then further significant reductions to the funding that we receive from the Government means we are still in a position where we need to balance our ambition and improvement journey with maintaining financial security and sustainability.

The Service has had to deliver significant levels of efficiencies savings over the last 8 years. Initially this was simply ‘Save to Survive,’ given its challenging financial position. This then transitioned into ‘Save to Balance and Invest’. This ensures the service can continue to balance a very challenging financial plan and also address some of the challenges that the Service had, and that were highlighted by HMICFRS.

The progress made in this area is highlighted by the significant improvements identified by the HMICFRS in their last inspection where they noted that:

“The service has embraced change and made significant progress since our last inspection in 2022. For example, it is making improvements to modernise and update processes and procedures across the organisation. To achieve this, it has made organisational change with minimal financial impact, using a ‘save to invest’ approach.”

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)										
North Yorkshire	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
	Recurrent	Non-recur	Recurrent	Non-recur	Recurrent	Non-recur	Recurrent	Non-recur	Recurrent	Non-recur
Opening Revenue Expenditure Budget (Net)	47,023		51,599		53,954		55,279		56,074	
Less Total Direct Employee Costs	32,411		34,084		35,294		36,314		37,533	
Non Pay Budget	14,612		17,515		18,660		18,965		18,541	
Efficiency Savings										
Direct Employee										
Reduction in Prevention/Protection/Response Staff	1,028	-	220							
Reduction in Support Staff	-	-			150					
Indirect Employee (e.g. training, travel etc.)										
All Indirect Employee Costs	88	0			45					
Premises										
Utilities	66	50	100							
Rent/Rates	2	0								
Other Premises Costs	0	35	5		25		300		170	
Shared Premises	0	0								
Transport										
Fleet	0	0								
Fuel	23	15	20							
Other Transport Costs	15	0	5		15		75			
Supplies and Services										
National Procurement Savings	6	0								
Local Procurement Savings	0	0	70		70		15			
Other Technology Improvements	0	0								
Decreased Usage	345	266	200		225				315	
Capital Financing										
Revenue Expenditure Charged to Capital	0	0								
Net Borrowing Costs	0	0								
Other										
Other Savings 1 (Please Specify)	0	0								
Other Savings 2 (Please Specify)	0	0								
Other Savings 3 (Please Specify)	0	0								
Total Efficiency Savings (excluding direct employee savings)	911		400		380		390		485	
Efficiency Savings as a Percentage of Non-Payroll Budgets	6.23%		2.28%		2.04%		2.06%		2.62%	

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

INCOME										
£000										
	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
	Recurrent	Non-recur	Recurrent	Non-recur	Recurrent	Non-recur	Recurrent	Non-recur	Recurrent	Non-recur
Income generated from charging policies										
Income generated from trading operations										
Income generated from shared premises	(8)	(77)		(53)						
Income generated from interest on investments		(503)		(164)						
Income generated from other sources		(40)	(60)		(4)					
Total	(8)	(620)	(60)	(217)	(4)	0	0	0	0	0

Direct Employee

These savings were through a change in the duty system at one of our stations with the savings phased over 2024/25 and 2025/26 aligned to the implementation of the change

Indirect Employee

No savings have been reported for the financial year 2025/26.

Premises

Utilities savings have been achieved through the procurement of new gas and electricity contracts at reduced rates, complemented by additional savings resulting from a newly secured cleaning contract.

Transport

The Service has implemented measures to decrease its use of diesel fuel, thereby contributing to both environmental sustainability and cost efficiency. Alongside this, there has been a deliberate reduction in the number of car allowances allocated to employees, reflecting a move towards more responsible and economical transport practices. These actions are part of the wider strategy to improve efficiency and foster ongoing improvements within the organisation.

Supplies and Services

Local Procurement savings were made through the implementation of new Breathing Apparatus throughout the service which resulted in significantly lower maintenance costs. Further savings have been made through reductions in other hired in and contracted services, efficiencies within IT contracts, and reduced subscriptions.

Capital Financing

Nil reported for the financial year 2025/26.

Other

Nil reported for the financial year 2025/26.

Future Efficiencies

PFI Contracts

Our current PFI contract is due to end in early 2027/28 as which point we expect to deliver significant efficiencies and savings to support increasing in Capital Financing costs from investment into our Estate.

Solar Investment

The Service is progressing a programme of solar investment across its estate, supported by funding from the Mayor's Sustainability Fund. Recent governance reports confirm an additional **£126k** approved for solar panels within the estate, of which **£75k** is funded from the Sustainability Fund with the remaining contribution met from the Service's minor capital works budget. This investment is intended to reduce electricity costs and provide greater resilience against future energy price increases; delivery updates within the latest assets performance reporting include the completion of solar installation works at Selby Fire Station, York Fire Station and the Transport and Logistics Hub in Thirsk.

Productivity

Productivity within this plan is defined as the effective translation of available workforce capacity into risk-based operational and community safety outcomes.

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.

In 2025-26 the collaborative support services were reviewed and underwent significant change and restructure. Fire have invested around £500k per year to strength the outcomes and deliverables from these services areas to underpin improvements across the service and ensure operational staff can focus on their areas of responsibility.

Joint Estates

We have numerous joint estates 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 Bentham, Kirbymoorside and Masham are also used as touch down points for North Yorkshire Police staff. This represents an increasing momentum and strategic intent for co-location and collaboration between the Service and the Force.

During 2025-26, an assessment of how the shared Headquarters building was being used led to NYFRS lowering its share of the lease costs. By repurposing the shared Estate at Northallerton, **NYFRS will save approximately £40,000 annually**.

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 and capacity to our Officer duty rota**.

Framework for Change

The Framework for Change initiative is a partnership developed and financially supported with Huddersfield University to promote cultural improvement within our organization. Over the past year, colleagues from Huddersfield University have worked closely with our staff to develop both a behavioural and leadership charter, as well as a practical toolkit to support meaningful change. Thanks to the success of this effort, we have secured extra funding to expand its reach, now including Surrey Fire and Rescue Service, who are benefitting from the program. This broader collaboration highlights the positive momentum and increasing influence of the Framework for Change project throughout the sector.

The programme has been delivered to NYFRS at minimal cost, with essential research and development funded by Huddersfield University's AHRC and ESRC Impact Acceleration Accounts. This outside investment has helped us create a cutting-edge behavioural framework, leadership charter, and cultural change toolkit without drawing heavily on NYFRS's operational budgets.

Leadership Programs

The First Line Leaders Program and the Mid-Level Leaders Program are structured to efficiently deliver leadership development in accordance with NFCC and College of Policing best practices. By offering these courses jointly to police, fire, and support staff, the programmes maximise resource utilisation and foster cross-service learning, minimising duplication and streamlining the training process. This collaborative approach ensures participants benefit from consistent methodologies and accelerated relationship-building with blue light partners, enhancing operational effectiveness. The efficient delivery model also addresses challenges observed in major incidents, where robust command relationships and adherence to JESIP principles are critical for seamless inter-agency response.

New Breathing Apparatus and Equipment

Through efficient collaboration with Humberside Fire and Rescue Service, we secured a 10-year contract for the replacement of our Breathing Apparatus (BA) and related equipment. The project was delivered in a cost-effective manner, ensuring our teams have access to the latest safety technology. In addition, the new BA sets and equipment feature advanced data collection capabilities, further enhancing operational safety and enabling improved monitoring and reporting.

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 spate circumstances and to provide resilience should there be software mobilisation issues. The partnership agreement has been reviewed during 2025-26 to reflect current working practices.

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.

Asset Management and IT Investment

During 2026–27, North Yorkshire Fire and Rescue Service continues to take a strategic and disciplined approach to asset management and IT investment, ensuring that capital and revenue resources are deployed in a way that maximises productivity, resilience, and value for money.

Capital Investment and Infrastructure Resilience

Efficiencies achieved through procurement and capital planning have generated savings of approximately £150,000 across server, computer and network equipment purchases. These savings have not been released as cashable reductions, but instead re-used to strengthen the resilience of the Service's ICT infrastructure, particularly supporting critical Control and corporate systems. This approach ensures improved system reliability and business continuity without additional funding requirements.

Estates and Asset Optimisation

The Service has successfully renegotiated the Headquarters lease, achieving a significant reduction in rental costs. This has released funding to support wider estate investment and means that the Transport and Logistics function now delivers net income generation, rather than operating on a break-even basis. This contributes directly to the sustainability of the Service's estate and supports investment across multiple locations.

Planned asset investment during 2026–27 also includes the commencement of Aerial Ladder Platform (ALP) and Water Bowser procurements, improving operational resilience while ensuring that fleet capability remains aligned to risk and national resilience requirements.

Digital Systems and Process Improvement

Several IT-enabled productivity improvements are being delivered or advanced during the year. Telephony rationalisation has reduced the number of active phone lines, thereby lowering ongoing costs and simplifying the estate. At the same time, a customer contact library is being developed, aiming to improve call handling consistency and efficiency.

Collaboration with North Yorkshire Police on the Financial Management System has eliminated the need for NYFRS to procure and maintain a fully independent system, which further reduces both capital and ongoing support costs. In connection with this, the Service is progressing a planned transition to iProcurement and inventory management, moving away from reliance on paper-based invoice processing. This shift constitutes a substantial process improvement by reducing administrative burden, increasing audit assurance, and improving the timeliness of financial information.

Ongoing and Planned System Developments

Several major system improvements identified in previous Productivity and Efficiency Plans remain in progress and continue to deliver benefits. CFRMIS upgrades are ongoing, improving the availability, quality and timeliness of risk information to support safer and more efficient operational response.

Planned fleet telematics implementation will enable better oversight of vehicle utilisation, maintenance scheduling and cost control.

In addition, further planned work on FireWatch and the Control system will enhance workforce management, mobilisation resilience and system integration, thereby reducing manual processes and improving data accuracy.

Joint Estate Strategy

In 2025, North Yorkshire Fire and Rescue Service adopted a new Joint Estates Strategy 2025–35 in partnership with North Yorkshire Police. The strategy sets out a long-term, coordinated approach to managing and investing in the estate to ensure it remains safe, sustainable and aligned to operational risk. It focuses on maximising utilisation of existing assets, increasing co-location with partners, improving value for money through disciplined asset management, and targeting investment where it delivers the greatest operational and workforce benefit. The strategy supports collaboration, income generation and cost avoidance while ensuring the estate remains fit to support emergency response and service delivery over the next decade.

Procurement of New Fire Appliances

During 2025–26, North Yorkshire Fire and Rescue Service brought sixteen new B-Type fire appliances into operational service as part of its planned fleet replacement programme. These appliances incorporate modern design features

aimed at improving firefighter safety, operational performance and long-term resilience. The appliances have been developed around a clean-cab concept, with separated stowage and pull-out units for breathing apparatus, supporting the Service's commitment to reducing firefighter exposure to contaminants. Enhanced cab layout, improved charging facilities for BA telemetry and entry control boards, and modern on-board equipment improve crew efficiency, reliability and ease of use.

Collectively, the introduction of these new appliances improves fleet availability, reduces maintenance demands associated with ageing vehicles, and ensures that frontline response capability remains aligned to risk, national standards and future operational requirements.

Productivity and Value for Money

Taken together, these asset management and IT investments support a shift away from short-term cost reduction towards sustainable productivity improvement. By re-using capital savings, collaborating with partners, modernising systems and removing legacy processes, the Service continues to improve operational effectiveness, resilience and value for money while operating within a constrained financial environment.

Resourcing

During 2026–27, North Yorkshire Fire and Rescue Service continue to align its resourcing model to risk, demand and affordability, building on changes delivered through the Risk and Resource Model 2022-25. The Service's approach focuses on using available resources more efficiently, improving productivity and resilience while maintaining safe and effective service delivery across a large and diverse geographical area.

Changes to Operational Resourcing at Harrogate

Following implementation of the Risk and Resource Model changes at Harrogate Fire Station on 1 July 2025, a six-month post-implementation review was undertaken to assess the operational, workforce, financial and organisational impacts of introducing a day-crewed second B-Type fire appliance, replacing the previously deployed Tactical Response Vehicle (TRV). The review concludes that the revised crewing model is performing well and is delivering clear productivity and efficiency benefits, with no adverse impact on community risk.

Operationally, the second appliance has achieved a significantly higher availability rate of 97.08%, compared to 73.94% under the previous TRV model, improving overall station resilience and reducing reliance on abstraction and cross-cover. Mobilisation performance remains strong, with Harrogate recording one of the fastest response times among day-crewed stations, and no deterioration identified in first-appliance response performance following the change. **These changes have improved fire cover whilst delivering annual savings of approximately £120,000.**

Operational Resourcing at Scarborough

The successful implementation of operational resource changes at Harrogate fire station and a post-implementation review is now complete. The Risk and Resource Model 2022–25 included plans to expand the learning from Harrogate to Scarborough. During 2026–27, the Service intends to assess the learning from Harrogate and what it might mean in terms of the operational resourcing needs for Scarborough Fire Station, subject to assessment of local risk, demand patterns and affordability. Proposals will focus on replacing the existing Tactical Response Vehicle with a standard B-Type fire appliance and reviewing the crewing model to improve appliance availability, operational resilience and productivity, alongside effective response capability for the community. Changes are subject to appropriate governance and engagement processes.

Restructure of Control Room Resourcing

To enhance operational efficiency within the Control Room, a comprehensive restructuring of staffing arrangements has been implemented. Historically, crewing levels fluctuated significantly, leading to periods of both overstaffing and understaffing, commonly referred to as 'peaks and troughs'. This inconsistency affected the ability to maintain optimal response standards at all times.

The new staffing model has introduced a minimum crewing level of three personnel per shift, ensuring that there is always sufficient coverage to manage emergency calls and mobilisation responsibilities. By adopting this approach, the Control Room now operates with greater consistency, reducing the risk of staff shortages during busy periods and eliminating unnecessary surplus during quieter times. This change has resulted in improved resilience and consistency in call handling and mobilisation capability.

Wholetime Firefighter Recruitment

During 2025–26, NYFRS progressed a further Wholetime Firefighter (WT FF) intake of 30 firefighters, building on the successful intake of 35 firefighters in 2024–25. Both recruitment rounds were delivered through a well-established recruitment and training model approved through Strategic Leadership Board governance, ensuring a consistent, efficient and transparent approach to workforce planning.

The intakes were explicitly designed to address known vacancies arising from retirements, promotions and long-term sickness, and to reduce reliance on temporary measures such as overtime, on-call abstraction and vacancy cover.

Finance monitoring during 2025–26 indicates an emerging reduction in non-essential overtime and vacancy cover expenditure, attributable in part to newly recruited firefighters being deployed to stations and providing increased baseline resilience. By strengthening establishment levels through planned recruitment rather than reactive cover arrangements, the Service has improved workforce stability, reduced

operational risk associated with excessive overtime, and achieved better value for money while maintaining safe and effective emergency response capability.

Income Generation

North Yorkshire Fire and Rescue Service adopts a proportionate and lawful approach to income generation, focused primarily on cost recovery and reducing avoidable demand rather than commercialisation. This approach supports financial sustainability while ensuring that the Service's core statutory responsibilities remain prioritised.

Charging for Unwanted Fire Signals

In line with the Fire and Rescue Services Act 2004, the Service operates a charging regime for persistent Unwanted Fire Signals (UwFS) originating from non-domestic premises. Where buildings generate repeated false alarms due to malfunctioning or poorly managed fire alarm systems, charges are applied from the fourth attendance within a rolling twelve-month period. This policy encourages responsible persons to address persistent system faults, reduces avoidable demand on operational crews, and enables recovery of costs associated with non-emergency attendance. The regime is supported by a graduated engagement process led by both operational crews and Protection staff, ensuring that charging is used as a last resort and is applied consistently and transparently.

Income from Estate Utilisation and Shared Premises

North Yorkshire Fire and Rescue Service continues to optimise the use of its estate by enabling partner organisations to occupy or lease space within Service buildings, where this supports collaboration, improves utilisation and delivers value for money. These arrangements are managed through formal lease or licence agreements and are aligned to the Joint Estates Strategy 2025–2035, ensuring that estate use remains safe, compliant and financially proportionate.

Outcome Based Activities

North Yorkshire Fire and Rescue Service measures, monitors and assures outcome-based activity across Response, Prevention and Protection, delivered by both wholetime and on-call firefighters. Activity is planned and prioritised through station plans, aligned to Service Delivery objectives and monitored through a robust performance framework.

Wholetime Firefighter Activities Measured

Wholetime firefighter outcome-based activities include:

- Emergency response and appliance availability
- Prevention activity, including Home Fire Safety Visits (HFSVs) and post-incident engagement
- Protection support activities, including lower-risk audits and business engagement
- Training and maintenance of competence
- Contribution to specialist capabilities and interoperability (e.g. JESIP)

On-Call Firefighter Activities Measured

On-call firefighter activities measured include:

- Emergency response availability and attendance
- Prevention activity at station and community level
- Support to protection activity where trained and authorised
- Training compliance and availability hours
- Deployment to specialist or resilience capabilities where applicable

Target Setting

Targets for outcome-based activity are set annually through the Service Delivery planning process and embedded within individual bespoke station plans, which are agreed between District Leadership Teams and the Strategic Leadership Team.

Targets are informed by:

- Community Risk Profile and CRMP priorities
- Risk-based intervention requirements
- Local station activity, workforce model and availability
- National performance expectations and benchmarks

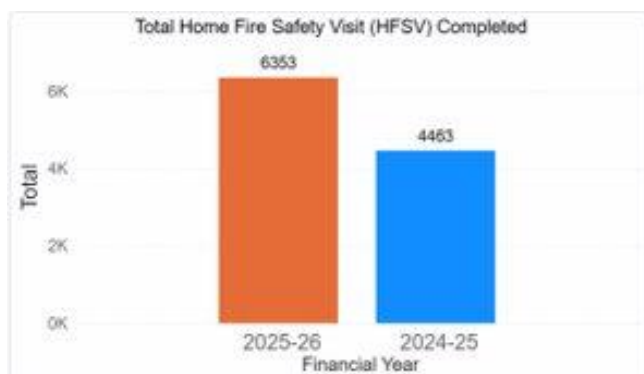
Station plans translate Service-level priorities into locally achievable activity targets, ensuring activity is proportionate to risk and resourcing.

Activity Delivered During the Review Period

Outcome-based activity has increased year-on-year, with the most significant growth delivered in 2025/26 because of improved targeting, referral generation, workforce stability and the implementation of new station plans and performance and compliance governance.

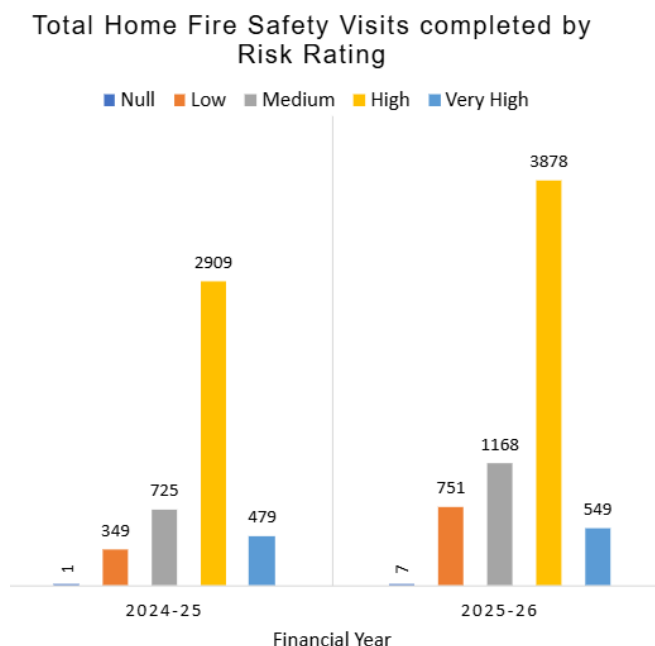
Home Fire Safety Visits (HFSVs)

HFSV completion rates have continued to grow significantly during 2025-26. The graph below shows the year-on-year increases in activity from the service.



The increase from 4,463 completed HFSVs in 2024-25 to 6,317 in 2025-26 represents a **42% growth in activity**, clearly illustrating the enhanced effectiveness of investment in prevention resources during the RRM 2022-25 period.

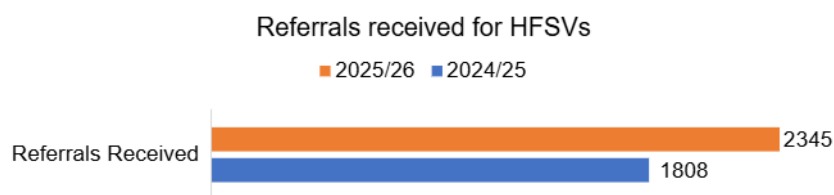
To ensure efficiency and alignment of activity to risk, the risk rating of HFSV's has been evaluated. The number of High and Very High Risk HFSVs completed has **increased by 31%** between 2024-25 and 2025-26, reflecting both an increase in activity but also improved risk targeting.



Post-incident Home Fire Safety Visits **increased by 37%** following the introduction of the Post Incident Engagement Policy and enhanced focus from operational teams.

Prevention Partnership Referrals

A key factor in improving the productivity of prevention work has been the quality and quantity of referrals from and to partner agencies. Partnership referrals represent one of the most efficient ways of identifying high risk residents in our communities for targeted interventions. 2025/26 has seen a significant increase in the numbers of referrals made by partners (**a year-on-year increase of 30%**).



Data Recording and Analysis

All outcome-based activity is recorded through established Service systems, including incident and response data systems, Prevention and Protection management systems, and availability and duty management systems.

This data is analysed through Power BI dashboards, which provide a single version of the truth to support Service Delivery Performance Meetings, quarterly Strategic Leadership Team review, and public scrutiny through Online Public Meetings. This

approach ensures accurate and timely reporting, enables visibility of trends and variation, and supports targeted management intervention where performance or delivery varies.

Recording Outcomes and Assessing Quality

The Service records and monitors both activity volume and quality to ensure that outcome-based work delivers meaningful risk reduction. This includes the use of risk-based targeting for prevention activity, ensuring that effort is focused on those at greatest risk rather than maximising volume alone.

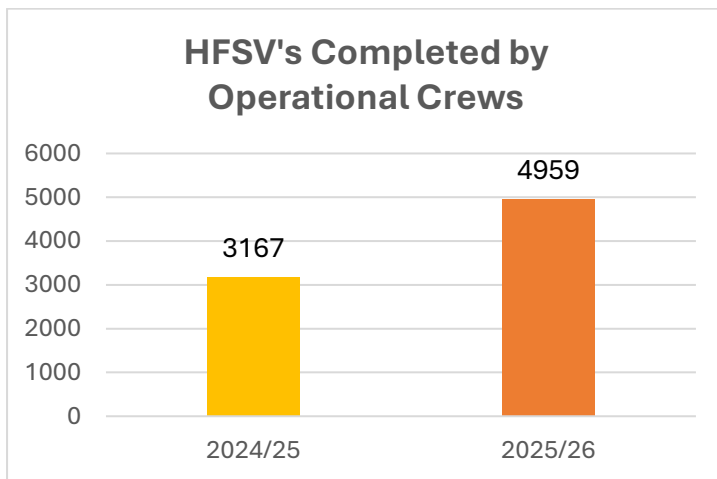
Quality assurance processes are in place for Protection audits and fire safety advice, supported by post-incident engagement monitoring to assess effectiveness and consistency. Response performance is routinely reviewed against agreed standards to provide assurance that operational activity meets expected outcomes. Together, these outcome-focused measures ensure that Service activity contributes to improved community safety and measurable risk reduction, rather than solely counting outputs.

Plans to Increase Outcome-Based Activity

The Service has clear plans to increase and sustain outcome-based activity through the continued use of station plans to prioritise productive activity alongside emergency response. Learning from the Harrogate post-implementation review has demonstrated that improved resourcing models increase capacity for prevention and protection activity, and this learning is being applied more widely across the Service.

Further integration of wholetime and on-call staff into prevention and protection roles is being progressed to maximise workforce flexibility, supported by ongoing refinement of risk-based targeting using improved data and analytics. Together, these measures will ensure that increased activity remains productive, risk-focused and sustainable, supporting both community safety and value.

Despite attending significantly more incidents in 2025/26, NYFRSs operational crews demonstrated higher levels of outcome-based activity including a large **57% increase** in the number of HFSVs completed by operational crews. This is also attributable to on-call crews now undertaking more prevention and protection activities.



Workforce Capacity

North Yorkshire Fire and Rescue Service measures the workforce capacity of both wholetime and on-call firefighters to ensure resources are aligned to risk, demand and productivity. Capacity is measured through a combination of establishment data, duty system information, availability reporting and activity recording. For wholetime staff this includes abstraction, leave, training commitments and appliance availability, while on-call capacity is measured through declared availability hours, drill night attendance, training compliance and response availability. These datasets are brought together through workforce management systems and performance dashboards, including FireWatch and Service Delivery Power BI products, which provide routine visibility of capacity at station, district and Service level.

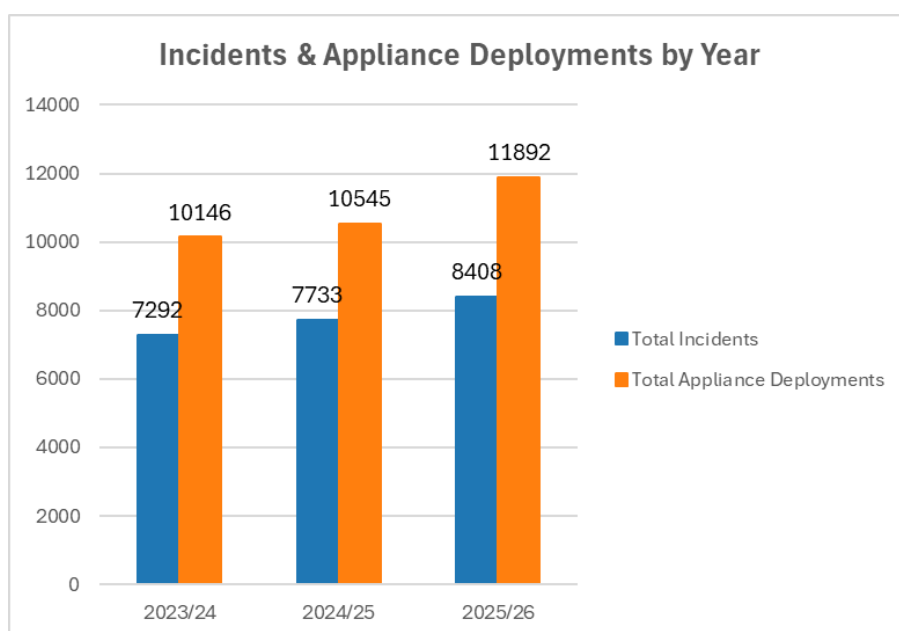
The data used to report workforce capacity is drawn directly from live operational systems, including duty management, availability and activity recording platforms. This is supported by routine validation through Service Delivery Performance Meetings. Recognising the importance of continuously improving data quality, the Service is strengthening integration between systems, refining data definitions and increasing the use of automated reporting to reduce manual input and ensure consistency. Ongoing investment in data analytics capability further supports confidence in the accuracy and reliability of workforce capacity reporting.

Measuring workforce capacity has enabled the Service to improve productivity by identifying unused or fragmented capacity and directing it towards priority activity. Improved visibility of wholetime and on-call availability has supported revised station plans, enabling managers to better balance emergency response with prevention, protection and training activity. For example, improved workforce stability during 2024/25 and 2025/26 has coincided with significant increases in Home Fire Safety Visits and prevention output, demonstrating that capacity measurement has helped translate available staff time into productive activity without adverse impact on response standards.

The Service has also been able to release additional capacity through changes to resourcing models and more efficient use of workforce hours. The Harrogate

post-implementation review found that better appliance availability and less crew fragmentation freed staff for prevention and protection work, leading to significant increases in Home Fire Safety Visits and business safety engagement. More broadly, improved management of wholetime vacancies and on-call availability has reduced reliance on overtime and abstraction, freeing up hours that have been reinvested into prevention delivery, training and maintaining competence, and wider outcome-based activity aligned to station plans.

Together, these measures provide assurance that NYFRS has a clear understanding of workforce capacity, that the data underpinning this understanding is robust, and that capacity measurement is actively used to improve productivity, release additional operational hours and deliver greater benefit for the communities served.



Monitoring of capacity is continually reviewed to ensure ambitious but achievable workloads are set for our teams. The increase in operational demand during 2025/26 makes the significant increases in prevention all the more noteworthy.

Increasing Productivity

Over the period of the Spending Review, North Yorkshire Fire and Rescue Service has increased productivity for both wholetime and on-call firefighters by moving from a focus on activity volume alone to a clearer understanding of workforce capacity and how available hours can be deployed more effectively. This has been enabled through improved data visibility, revised resourcing models and more targeted station planning, ensuring that available workforce hours are translated into productive operational and community safety outcomes.

Productivity improvements for wholetime firefighters have been driven primarily through improved workforce stability, better management of abstraction and vacancy levels, and the introduction of revised crewing models where supported by risk data. Measuring capacity through duty systems, availability reporting and appliance

availability has allowed the Service to reduce fragmented crewing and improve baseline resilience. For example, changes implemented at Harrogate improved second-appliance availability from 73.9% to over 97%, reducing abstraction and releasing additional staff time without impacting first-appliance response performance. This increased capacity has been redirected into productive activity, including prevention and protection work, contributing to a more than doubling of Home Fire Safety Visits at the station and a significant uplift in business safety engagement.

Across the Service, improved capacity visibility during 2024/25 and 2025/26 coincided with a sustained increase in prevention output. Home Fire Safety Visits increased from 3,825 in 2023/24 to 6,317 in 2025/26, representing a cumulative increase of 65.1%. Importantly, this growth reflects a shift towards higher-value activity rather than increased volume alone, with very high and high-risk visits increasing by over 500% across the same period. Whole-time crews delivered most of this increase, demonstrating that released and better-coordinated capacity has been actively reinvested into risk-based prevention activity alongside maintained response standards.

Productivity for on-call firefighters has similarly improved through better understanding and management of available hours. By measuring declared availability, training compliance and response performance, the Service has been able to reduce unnecessary abstraction of on-call staff to fill wholetime gaps and instead enable them to focus on their primary on-call duties and planned prevention activity at local level. This has supported improved availability at rural stations and reduced reliance on cross-cover, while also enabling greater on-call contribution to prevention and post-incident engagement activity aligned to community risk.

Where measuring capacity has resulted in extra hours being released, these have been deliberately allocated to activities that deliver the greatest productivity benefit. Additional wholetime and on-call capacity has been directed towards prevention activity, including targeted Home Fire Safety Visits and safeguarding referrals, protection support work where staff are trained and authorised, and structured training and maintenance of competence. This ensures that increased capacity is not absorbed by inefficiency or unplanned abstraction but instead converted into measurable outcomes that reduce demand on emergency response over time.

Overall, by measuring workforce capacity and using this data to inform resourcing decisions, station plans and workforce deployment, the Service has demonstrated clear improvements in productivity across the Spending Review period. The approach has enabled additional productive hours to be released and reinvested in prevention, protection and training activity, while maintaining safe and effective emergency response, thereby delivering greater value for money and improved community outcomes.

Service Changes and Achievements

What is the Service Doing Differently This Year?

During 2026–27, North Yorkshire Fire and Rescue Service is implementing the priorities set out in its new **Community Risk Management Plan (CRMP) 2025–29**, with a particular focus on 2026 as the first full year of delivery. The CRMP provides a refreshed, evidence-based understanding of community risk and demand and is driving a more targeted, outcome-focused approach across prevention, protection, response and resilience.

Automatic Fire Alarm (AFA) Attendance Policy

NYFRS will implement policies which extend the non-attendance at certain non-sleeping commercial automatic fire alarms from 12 hours to 24 hours. This initiative reduces avoidable mobilisations and frees up crews for prevention, training and high-value activities.

Replacement of One Water Bowser

Proposals have been agreed to replace only one of the Service's two water bowsers, based on risk analysis and operational need. This reduces capital and ongoing costs while maintaining appropriate capability.

Why are These Changes Being Made?

These changes are being introduced to align the Service's activities more closely with its refreshed, evidence-based understanding of community risk and demand, as set out in the new Community Risk Management Plan (CRMP) 2025–29. By implementing targeted policies, such as extending non-attendance at certain non-sleeping commercial automatic fire alarms and optimising the number of water bowsers, the Service aims to reduce unnecessary mobilisations, direct resources towards high-value prevention and training activities, and ensure operational capability is maintained in the most cost-effective way. This approach supports greater productivity and efficiency, enabling crews to focus on proactive prevention, protection, and post-incident engagement, which ultimately delivers better outcomes for communities and ensures value for money.

What is the Service's Biggest Success This Year?

As well as a much-improved HMICFRS inspection report and achieving a 'Good' grading for Efficiency, the Service's biggest success during 2025-26 has been demonstrating the ability to prioritise resources to risk and achieve significantly higher levels of productivity.

This has already resulted in a demonstrable shift towards higher-value activity, particularly in prevention. Home Fire Safety Visits have continued to increase year on year, with a cumulative increase of over 65% since 2023–24, and a significant rise in very high and high-risk visits. These improvements reflect the CRMP's

influence on targeting and the Service’s ability to direct released workforce capacity into areas of greatest need, without detracting from response performance.

Response Standards Performance (2025/26)

Response Standard	2025/26 Standard	2025/26 Achieved	Standard Met?
Dwelling Fire Response Time	11m 0sec	10m 52sec*	Yes ✓
All Incidents Response Time	13m 0sec	12m 15sec*	Yes ✓

**Correct as at 20/04/2026. Further quality assurance work to be completed which will likely reduce these figures further*

HFSV Target Performance (2025/26)

HFSV Target	HFSVs Completed	Target Met?
5,500	6,353	Yes ✓

Service enhancements have been facilitated by local investment, sound financial planning, and strengthened governance measures, securing a stable financial foundation for the organisation. These developments have made it possible to undertake long-term planning for key investments in historically underfunded areas, including critical equipment, infrastructure, and facilities.

Looking ahead, NYFRS has a clear and confident direction for 2026–27: to keep delivering a safe and effective emergency response, while continuously improving the way we use our resources to reduce risk and create capacity for what matters most. By building on the progress already achieved, and investing in the systems, skills and culture that enable sustainable improvement, North Yorkshire Fire and Rescue Service will be well placed to meet evolving demand and remain resilient in the face of future challenges, delivering strong value for money and better outcomes for the communities we serve.