

# Ensuring we have Supported, Safe and Skilled Staff

Online Public Meeting  
April 2026



# Fire and Rescue Plan 2025-2029

## Priority 5 - Supported, Safe, and Skilled Staff

How will this be achieved?

- Making sure we have the right people with the right skills, equipment and training to do their jobs effectively and safely
- By modernising our fire stations and facilities
- By researching and incorporating new digital technologies to enhance the way we work
- By providing development opportunities for all staff which are inclusive and progressive
- Delivering long-term cultural change through the Framework for Change project
- Promoting outstanding behaviours in line with the National Core Code of Ethics
- Attracting, recruiting and retaining a workforce that is more representative of the people of York and North Yorkshire



Fire and Rescue Plan  
2025 - 2029

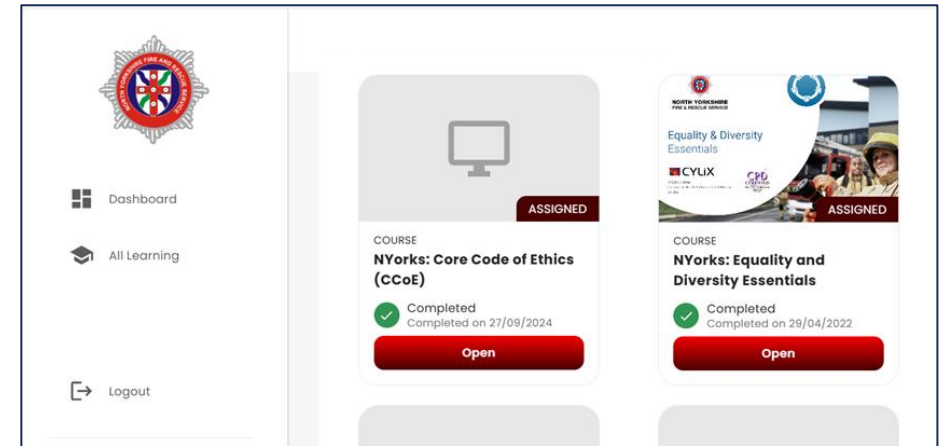
York and North Yorkshire are safe places for all



# Community Risk Management Plan 2025-2029

Early progress has been made against our Areas of Focus:

- Making the On-call Station Manager role permanent.
- Improving our digital learning experience, we have employed a dedicated e-learning coordinator and updated our system.
- Reviewing our corporate workwear as part of the cultural review.
- Developing our HR management system.



# CRMP 2025-2029 – ‘Our People’ Areas of Focus and Achievements

## ‘Our People’ Areas of Focus include:

- Strengthening workforce wellbeing and safety by reducing sickness absence, preventing excessive working hours and increasing the awareness and uptake of wellbeing support.
- Developing and supporting talent effectively through stronger succession planning, improved talent management and an enhanced PDPR process so staff feel supported.
- Embedding consistent organisational standards by ensuring Health & Safety responsibilities are clearly understood and followed across the Service.

## Some key Achievements & progress:

- We partnered with the University of Huddersfield to create a cultural change framework, leadership charter and practical toolkit developed with staff over the past year. Building on this success, we’ve secured further funding and launched **CultureSpark** to advance sector-wide culture change.
- First Line and Mid-Level Leadership programmes delivered jointly across NYFRS and NYP, aligned to the NFCC and College of Policing standards, building strong cross-agency command relationships.
- Improved workforce planning and the recruitment of 64 wholetime Firefighters across 2024 and 2025.

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# Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

From 1 April 25 to 31 March 26:

- Eight RIDDOR reportable injuries
  - 4 at incidents and 4 during training
  - 7 were reported because the injury prevented the injured person from working for more than 7 days and 1 was a specified Injury (broken wrist)
- We also had two RIDDOR reportable Breathing Apparatus Dangerous Occurrences (as these occurred in irrespirable atmospheres they must be reported)
  - 1 x went into free flow and 1 x uncontrolled loss of air



# Staff Engagement

## Our 2025 Engagement Score Compared to 2023

The Engagement score is 79%, which is good when compared with the norms for Employee Engagement Survey 2023



● Your score  
● Employee Engagement Survey 2023 norm

## Items comprising the Engagement score

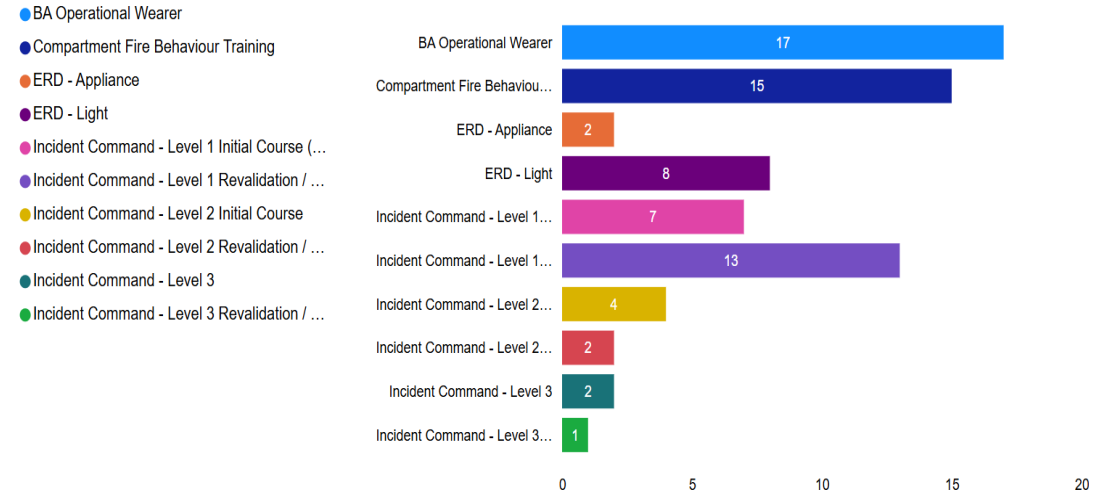
Question	Response Favourability	Comparison
I am proud to say I work for NYFRS	80% Favourable, 12% Neutral, 8% Unfavourable	+5
I care about the future of NYFRS	91% Favourable, 7% Neutral, 2% Unfavourable	-1
I would still like to be working at NYFRS in two years' time	77% Favourable, 16% Neutral, 7% Unfavourable	+2
If asked, I would recommend to friends and family that NYFRS is a good place to work	66% Favourable, 18% Neutral, 16% Unfavourable	+12
Working here makes me want to do the best work I can	81% Favourable, 14% Neutral, 6% Unfavourable	+8

● Favourable   
 ● Neutral   
 ● Unfavourable

Survey Response rate for both 2023 & 2025 was 29%

# Operational Licence

- The Operational Licence is the suite of risk-critical qualifications for a particular operational role. An individual must have the full suite to be fully operational in role.
- Data shows that 55 operational staff are showing out of date with the Operational Licence. An improvement of 17% on the previous financial year.
- There is a constant piece of work reviewing the information and aligning it with FireWatch data. Training maintain a register of out-of-date qualifications which is constantly updated.
- District Managers are encouraged to check the information and liaise with Training and/or People Services to correct the information as needed to ensure that the information is accurate.



Service	employee has a proposed date	no proposed date
<b>North Yorkshire Fire &amp; Rescue Service</b>	<b>12</b>	<b>44</b>
+ East	6	17
+ North	1	8
+ Operational Staffing Reserve		2
+ Rota Group	1	8
+ South	3	4
+ Watch Manager On Call		4
+ West	1	3
<b>Total</b>	<b>12</b>	<b>44</b>

## Definitions

**BA – Breathing Apparatus**

**ERD – Emergency Response Driving**

**Rota Group** represents Flexible Duty Managers (Station Manager or above)

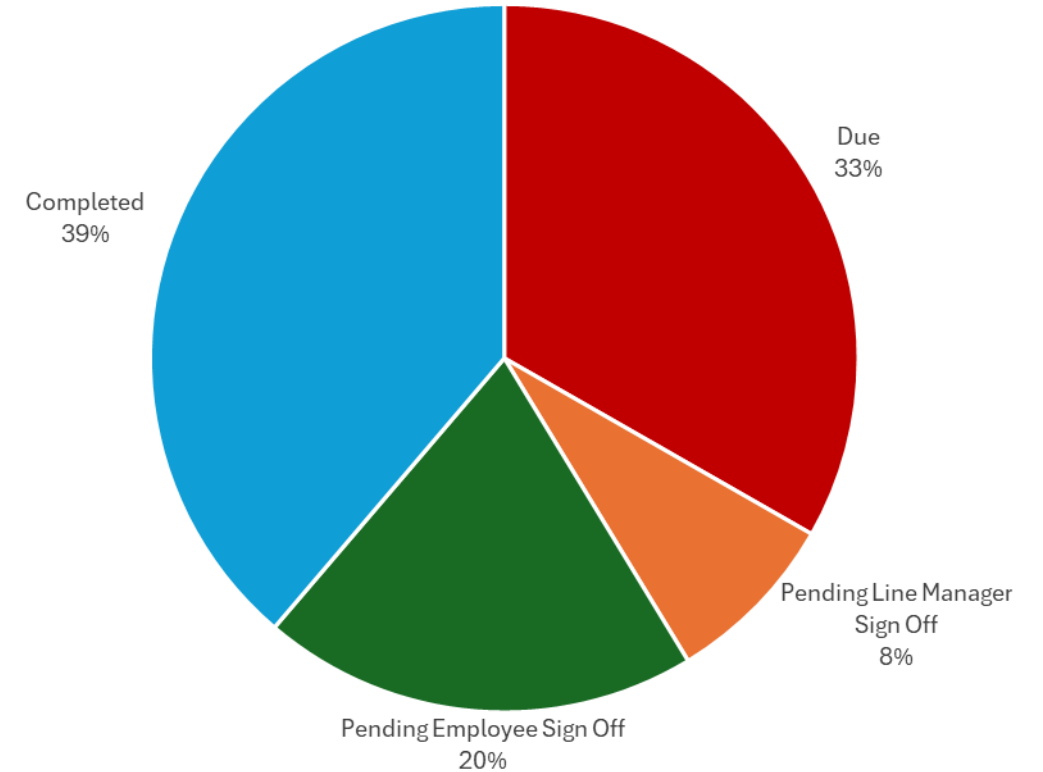
**Operational Staffing Reserve staff** deployed to cover at stations for absences and shortfall e.g. training.



# Personal Development Performance Reviews 2025 - 2026

Number of PDPRs in the system (548)

PDPR Status Report



Based on number of employees who work for NYFRS, and including those who have both a wholetime and on-call role, we would expect to see around 770 PDPRs in the system.

At 31<sup>st</sup> March 2026, the count is 548, which means 222, around 29% of the workforce, do not have a PDPR in the system. Reasons include absence, start date, dual contract staff status and access.

Of those 548, 33% are still “due” meaning the review between line manager and employee is still to be completed or uploaded.

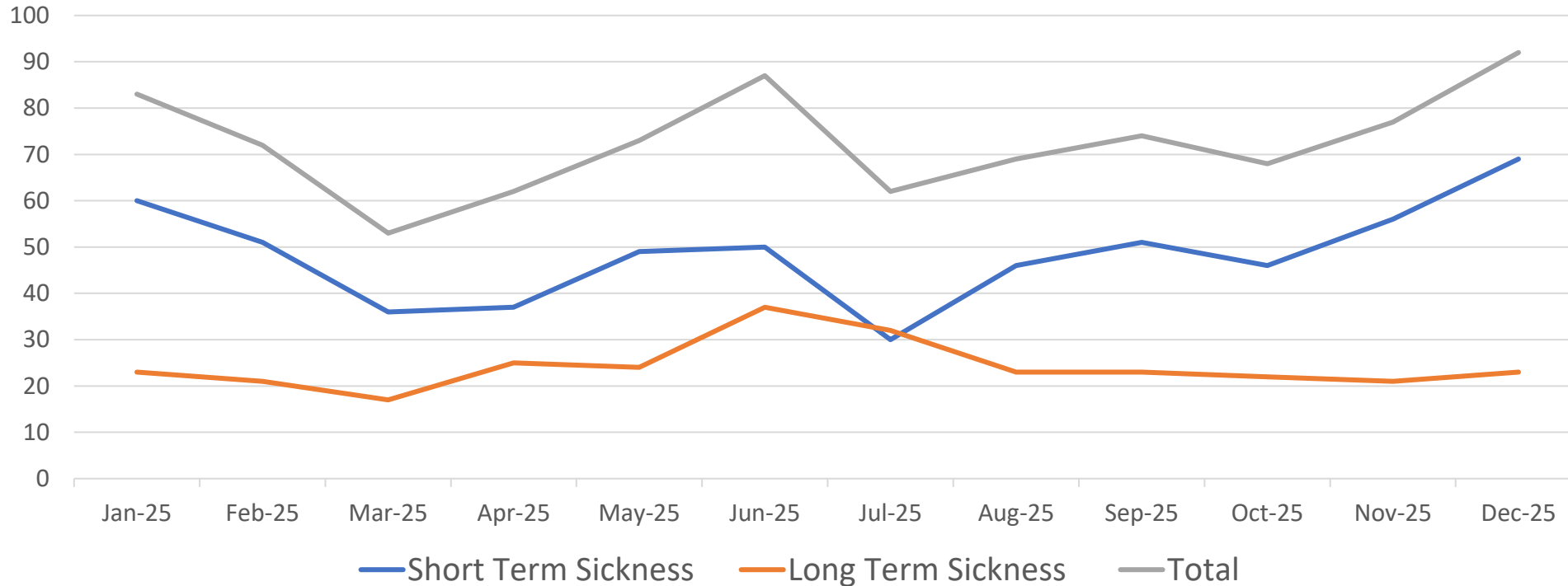
67% are in process or are complete for the year.

The new PDPR year starts 1<sup>st</sup> April 2026 where employees will create a new PDPR with objectives for the year ahead.



# Sickness Absence – Short/Long Term Trend Comparison (Jan – Dec 2025)

Short Term & Long Term Sickness Comparison for last 12 months  
(January – December 2025)



Overall sickness absence has increased from 74 cases at the end of Q2 (Jul-Sep) to 92 cases at end of Q3 (Oct-Dec). This is predominately due to the increase in STS cases during the quarter which peaked at 69.

LTS cases have remained at consistent levels during the quarter with 23 cases at the end of Q3.

# Wellbeing & Welfare

- Regular virtual wellbeing sessions are available to all staff and cover anxiety, stress, sleep, exercise, menopause, burnout, resilience, nutrition, back care and more.
- Mental Fitness and Resilience Workshops have taken place which align to the Wellbeing pledge 'the 5 Rs to Resilience'
- The OPAS portal enables managers to make referrals for their staff and for staff to self-refer to our Health and Wellbeing Team.
- TRiM is a programme which provides confidential peer support, from trained practitioners, to assist colleagues recognise normal reactions to trauma, aiding recovery and guiding them to the right support when needed.

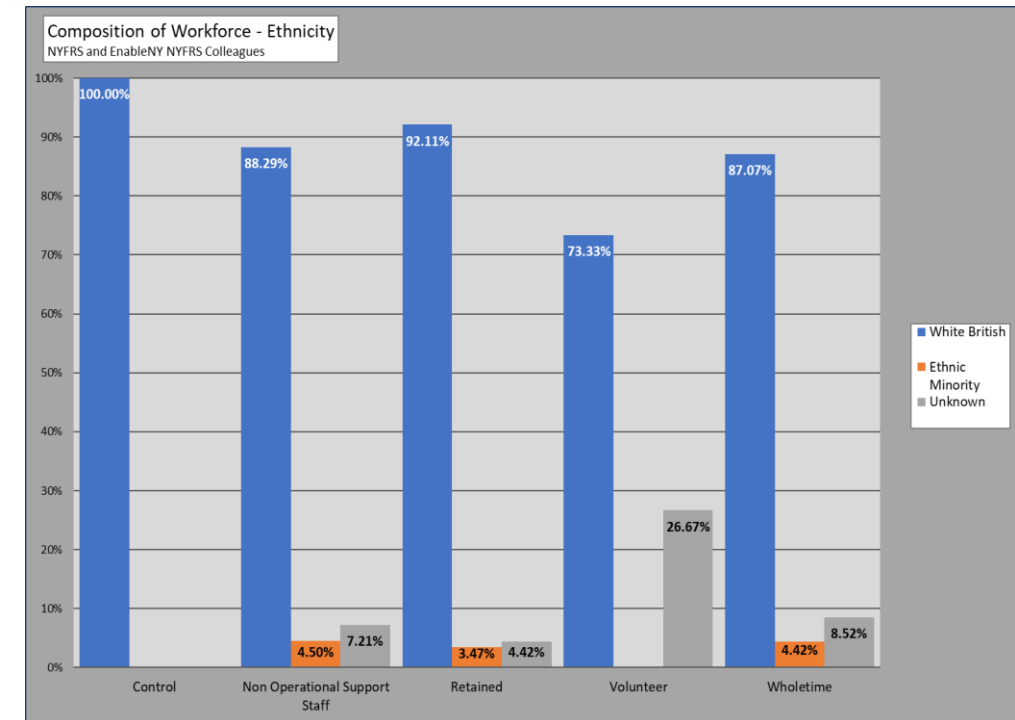
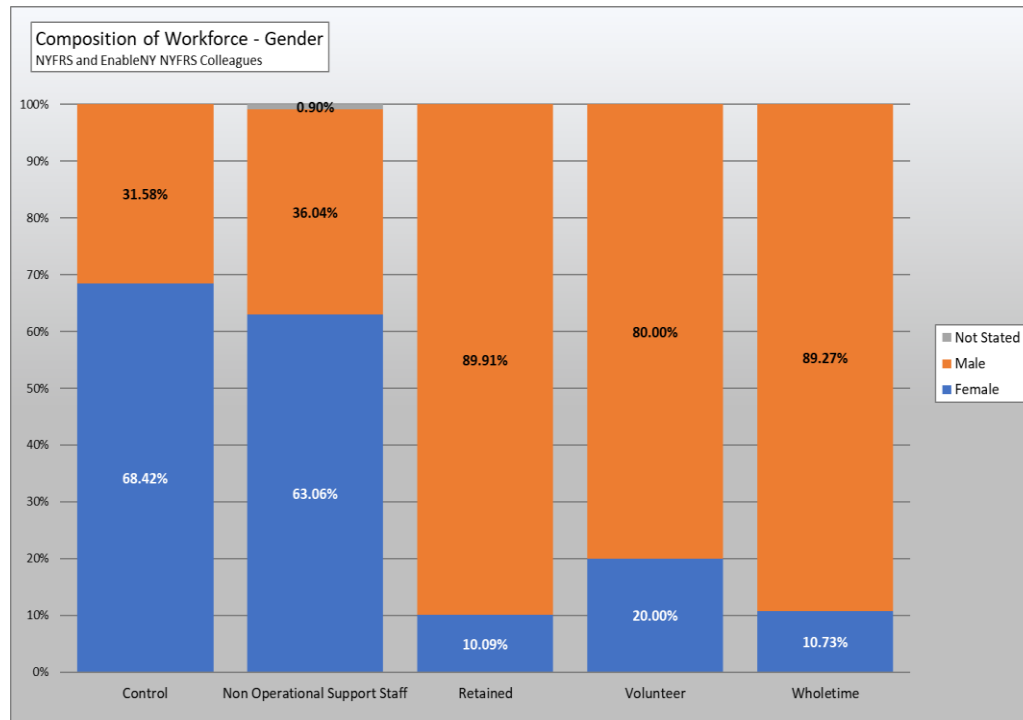


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# Staff composition - including the proportion of workforce from underrepresented groups



- With regards to gender, women make up approximately 10% of wholetime and on-call firefighters showing a consistent rise in representation, with staff from ethnic minority backgrounds accounting for around 4% of the workforce.
- Whilst gender and ethnic diversity remains below the communities served, year-on-year recruitment trends indicate steady improvement.
- Comparable data from 2022 indicated that women made up 8.3% of wholetime and 9.54% of on-call firefighters.

# Recruitment & Retention

- Recruitment activity continues to remain steady and in line with workforce planning.
- **78 new starters** joined the organisation over the last 12 months
- In September 2025, the organisation welcomed **18 new Wholetime Firefighters**, along with an additional 12 recruits who joined through alternative application routes.
- In the last 12 months, **36 new On-Call Firefighters** have joined the organisation.
- Over the last 12 months, **promotion boards** have been successfully completed across several levels.
- **Leaver activity** is monitored monthly and shows greatest turnover in On-Call roles, with most leavers resigning or retiring, while ongoing improvements to exit and retention processes aim to strengthen organisational insight.



# Temporary Contracts

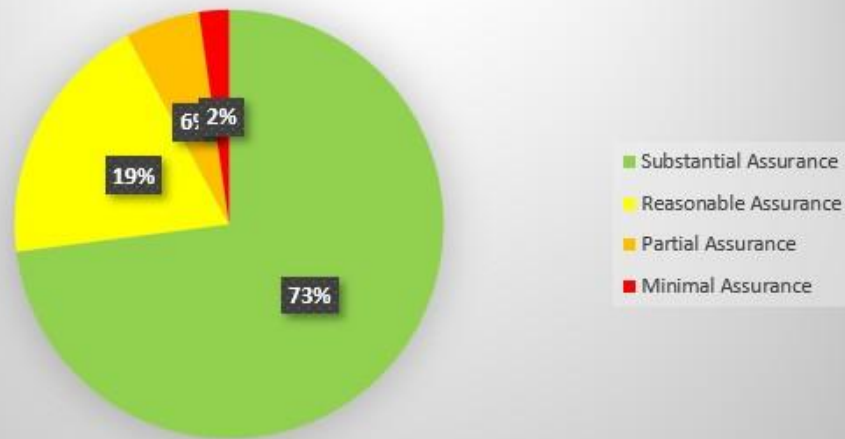
- There are 43 wholetime operational staff currently undertaking temporary promotions. For example, a substantive Watch Manager may be temporarily fulfilling a Station Manager role.
- In addition, 20 On-call Firefighters, Crew Managers, or Watch Managers are providing short-term cover to support gaps within the whole-time establishment.
- Temporary promotions have reduced significantly from 42% to 15% of wholetime establishment since March 2024.



# Fire Standards

- The Fire Standards Board has been set up to oversee the identification, organisation, development and maintenance of professional Standards for fire and rescue services in England.
- There are currently 19 approved standards ranging from the Core Code of Ethics, Community Risk Management Planning, Digital and Cyber, Fire Control to Safeguarding

Assurance level for all Fire Standards



Fire Standard number	Description	Service Impact			Assurance level				Chart	Individual Standard Assurance Level	Date of last inspection with owner by Assurance	Lines of Assurance measures
		Low	Medium	High	Substantial Assurance	Reasonable Assurance	Partial Assurance	Minimal Assurance				
1	Operational Preparedness	2	21	10	27	6	0	0		Substantial	11/06/2025	1,2,3
2	Operational Competence	3	27	16	31	14	1	0		Substantial	29/04/2025	1,2,3
3	Operational Learning	3	24	9	33	2	1	0		Substantial	05/06/2025	1,2,3
13	Leading and Developing People	23	72	59	130	24	0	0		Substantial	07/07/2025	1,2,3

# HMICFRS judgment 2025

- HMICFRS recognised the commitment to improving services for communities across York and North Yorkshire.
- The 2023–25 inspection cycle includes five judgments. These are: Inadequate, Requires Improvement, Adequate\*, Good and Outstanding.
- The report released in June 2025 showed clear progress in People areas compared with 2021–22, as summarised below:

Getting the right people with the right skills: **Inadequate** → **Good**

Managing performance and developing leaders: **Requires Improvement** → **Good**

Promoting the right values and culture: **Requires Improvement** → **Adequate**

Ensuring fairness and promoting diversity: **Requires Improvement** → **Adequate**

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

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

\* The judgment of Adequate was newly introduced for the 2023-2025 inspection cycle.

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