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Agenda

- Meeting** **North Yorkshire Police, Fire and Crime Panel**
- To:** **Councillors Peter Wilkinson (Chair), Danny Myers (Vice-Chair), Chris Aldred, Lindsay Burr MBE, Tim Grogan, Emilie Knight, Heather Moorhouse, Michael Pavlovic, Steve Shaw-Wright, Malcolm Taylor and co-opted members Fraser Forsyth, Mags Godderidge and Martin Walker.**
- Date:** **Monday, 7 July 2025**
- Time:** **10.30 am**
- Venue:** **Grand Meeting Room, County Hall, Northallerton, DL7 8AD**

This meeting is being live broadcast and recorded and will be available to view [via our website](#) and uploaded to [our Youtube channel](#).

Business

1. **Election of Panel Chair** **(Pages 3 - 4)**
To appoint a Chair from among the Appointed (local authority) Members sitting on the Panel. Guidance note provided by the Panel Secretariat.
2. **Apologies for absence**
3. **Declarations of Interest**
All Members are invited to declare at this point any interests they have in items appearing on this agenda, including the nature of those interests.
4. **Minutes of the Panel Meeting held on 1 May 2025** **(Pages 5 - 12)**
5. **Election of Vice Chair to the Panel**
To appoint a Vice Chair to the Panel from among the appointed (local authority) Members sitting on the Panel. Guidance note provided by the Panel Secretariat under Item 1.
6. **Progress on Issues Raised by the Panel** **(Pages 13 - 18)**
Update report from the Panel Secretariat.
7. **Public Questions or Statements to the Panel**
 - Any member of the public, who lives, works or studies in North Yorkshire and York can ask a question to the Panel. The question or statement must be put in writing to the Panel no later than midday on Wednesday, 2 July 2025 to Diane Parsons (nypfcp@northyorks.gov.uk).
 - The time period for asking and responding to all questions will be limited to 30 minutes. No one question or statement shall exceed 3 minutes.
 - The full protocol for public questions or statements can be found at www.nypartnerships.org.uk/pfcp.
8. **Members' Questions**
9. **HMICFRS report on Effectiveness, Efficiency and People at North** **(Pages 19 - 76)**

Yorkshire Fire and Rescue Service 2023-25

For the Panel to consider the outcomes of the recent inspection report (published 18 June).

- 10. Neighbourhood Policing Strategy (Pages 77 - 92)**
Report from the Deputy Mayor, providing further information regarding developments in neighbourhood policing.
- 11. Management of Complaints Regarding North Yorkshire Police (Pages 93 - 102)**
Report from the Deputy Mayor outlining performance in the handling of police complaints.
- 12. Draft Policing and Crime Annual Report 2024/25 (Pages 103 - 130)**
For the Panel to review and make recommendations on the Mayor's draft report.
- 13. Draft Fire and Rescue Annual Report 2024/25 (Pages 131 - 158)**
For the Panel to review and make recommendations on the Mayor's draft report.
- 14. Work Programme (Pages 159 - 164)**
Report by the Panel Secretariat.
- 15. Any other items**
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances.
- 16. Date of Next Meeting**
Wednesday, 8 October 2025 at 10:30am - City of York Council's West Offices.

Members of the public are entitled to attend this meeting as observers for all those items taken in open session. You may be interested in [subscribing to updates](#) about this or any other North Yorkshire Council committee.

Recording is allowed at Council, committee and sub-committee meetings which are open to the public. Please give due regard to the Council's protocol on audio/visual recording and photography at public meetings. We ask that any recording is clearly visible to anyone at the meeting and that it is non-disruptive.

Anyone wishing to record is asked to contact the Principal Scrutiny Officer (details below) prior to the start of the meeting.

Contact Details

For enquiries relating to this agenda and meeting please contact:

Diane Parsons, Principal Scrutiny Officer

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Barry Khan
Assistant Chief Executive
Legal and Democratic Services
County Hall
Northallerton

Friday, 27 June 2025

North Yorkshire Police, Fire and Crime Panel

7 July 2025

Election of Panel Chair and Vice Chair

1.0 Purpose of report

1.1 To provide guidance for the elections of Panel Chair and Vice Chair.
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2.0 This report is to be taken at Items 1 and 5 of the Panel meeting on 7 July 2025, alongside the elections of Chair and Vice Chair.

Election of Chair

3.0 The Panel's Rules of Procedure provide that "the Chair of the Panel will be appointed in July of each year by the Panel from amongst the Appointed [councillor] Members sitting on the Panel. The Panel shall determine the means by which the Chairman shall be appointed."

4.0 The procedure previously adopted in electing the Panel Chair has been that a nomination has been proposed and a seconder sought at the July meeting. Where there are multiple (seconded) nominations put forward at the meeting then these will go to a vote via a show of hands. The nominee with the most votes is duly elected. All Panel members are able to vote in these proceedings. The term of office is one year or until the Panel meeting taking place in July 2026.

Election of Vice Chair

5.0 The Panel's Rules of Procedure provide that "a Vice Chair will be appointed in July of each year from Appointed [councillor] Members sitting on the Panel and the Panel shall determine the means by which the Vice Chair shall be appointed. The Vice Chair will preside in the absence of the Chair and if neither are present the Panel will appoint a Chair from among the remaining Appointed Members for the purposes of that meeting."

6.0 The procedure previously adopted in electing the Panel Vice Chair has been that a nomination has been proposed and a seconder sought at the July meeting. Where there are multiple (seconded) nominations put forward at the meeting then these will go to a vote via a show of hands. The nominee with the most votes is duly elected. All Panel members are able to vote in these proceedings. The term of office is one year or until the Panel meeting taking place in July 2026.

General

7.0 The Rules of Procedure clarify that once the appointment of Chair is filled by one of the constituent Authorities (at Item 1), the Panel members must appoint a Vice Chair from the remaining constituent Authority (at Item 5).

8.0 Financial Implications

8.1 There are no significant financial implications arising for the Panel from this report.

9.0 Legal Implications

9.1 There are no significant legal implications arising from this report.

10.0 Equalities Implications

10.1 There are no significant equalities implications arising from this report.

11.0 Climate Change Implications

11.1 There are no significant climate change implications arising from this report.

12.0 Recommendations

12.1 That the Panel notes the guidance provided in relation to the election of both the Chair and Vice Chair of the Panel, for the purposes of the Panel meeting to be held on 7 July 2025.

Background Documents:

[Rules of Procedure for the North Yorkshire Police, Fire and Crime Panel.](#)

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
25 June 2025

Report Author: Diane Parsons, Principal Scrutiny Officer
(nypfcp@northyorks.gov.uk)

North Yorkshire Council

North Yorkshire Police, Fire and Crime Panel

Minutes of the meeting held at Selby Civic Centre on Thursday, 1 May 2025, commencing at 10.30 am.

Councillors Peter Wilkinson in the Chair (North Yorkshire Council); Danny Myers ((Vice Chair) City of York Council), Lindsay Burr MBE (North Yorkshire Council), Felicity Cunliffe-Lister (North Yorkshire Council), Tim Grogan (North Yorkshire Council), Emilie Knight (City of York Council), Heather Moorhouse (North Yorkshire Council), Michael Pavlovic (City of York Council), Steve Shaw-Wright (North Yorkshire Council) and Malcolm Taylor (North Yorkshire Council).

Community Co-opted Members: Fraser Forsyth and Martin Walker.

Jo Coles (Deputy Mayor for Policing, Fire and Crime).

Officers from the Policing, Fire and Crime Team (YNYCA): Jenni Newberry (Director of Commissioning, Criminal Justice and Partnerships) and Tamara Stevens (Director of Delivery and Assurance).

Officers from the Mayoral Combined Authority: Rachel Antonelli (Head of Legal and Monitoring Officer).

Officers present: Diane Parsons (North Yorkshire Council).

In attendance: Councillor George Jabbour (North Yorkshire Council)

Apologies: (From the Panel) Councillor Chris Aldred and Mags Godderidge.
(From the YNYCA) Michael Porter and Mike Russell.

Copies of all documents considered are in the Minute Book

76 Apologies for absence

The Chair welcomed everyone to the meeting. From the Panel side, apologies were noted from Councillor Chris Aldred and Mags Godderidge. It was noted that Councillor Felicity Cunliffe-Lister was in attendance as a substitute for Councillor Aldred. From the Mayoral Combined Authority (MCA) side, apologies were noted from Michael Porter and Mike Russell.

77 Declarations of Interest

Martin Walker notified that he is a Trustee of IDAS; a charity which receives funding from the Deputy Mayor's office.

78 Minutes of the Panel Meeting held on 6th February 2025

Resolved

That the minutes of the meeting held on 6th February 2025, having been printed and circulated, be confirmed and signed by the Chair as a correct record.

79 Progress on Issues Raised by the Panel

Considered

The update report from the Panel Secretariat regarding progress made against issues raised previously by the Panel.

The Chair highlighted that further to discussions at the previous Panel meeting regarding safety concerns about planning applications for battery storage facilities, there had been follow-up with officers from North Yorkshire Council's (NYC's) Planning service on the potential for consistent engagement between Planning and the Fire and Rescue Service (NYFRS). Planning representatives from NYC and NYFRS have met to review the process. It has been agreed that a protocol will be developed on how both will work together, drawing on best practice and the latest understanding of the technology. Both parties will consider involving neighbouring authorities if possible. The Deputy Mayor has also had similar discussions with colleagues at NYFRS and echoed that the dialogue has been positive, albeit there is no statutory guidance on this area at present. NYFRS are not a statutory consultee on such matters so a local protocol will support consistent engagement.

The Panel also highlighted concerns regarding the additional data provided at Appendix A in relation to call abandonment for the 101 service outside of the SLA. The Deputy Mayor felt that the ongoing trend of the data is positive and that a regular review is taken of these figures at Online Public Meetings every two months. The Deputy Mayor would be happy for Panel members to feed in to that process and some positive individual feedback was also provided by a Panel Member in relation to recent usage of the 101 service.

Resolved

That Members note the update report provided and that all actions have been completed.

80 Public Questions or Statements to the Panel

No questions or statements had been received by the Panel.

81 Members' Questions

The Deputy Mayor had been provided with an advance question regarding her assurance that the new Sexual Assault Referral Centre (SARC) in York is meeting her strategic aims. The Deputy Mayor had provided a written overview. As a follow-up, the Deputy Mayor was asked about referrals for therapeutic help and support. It was agreed that figures would be obtained regarding referrals to the SARC as well as to other commissioned services providing this support.

A Member had also asked a question regarding the detection rate for dwelling and non-residential burglaries in the force area. The Panel were advised that there had been a small rise (2.3%) in dwelling burglaries but others were down by 5%. Detection rates are up 3.5% on the previous year – and in fact all crime type detection is up - so the Deputy Mayor felt reassured that the police service is performing well. All such data is available in the Online Public Meeting performance packs.

A question was raised by a Panel member regarding the recent Supreme Court ruling on the legal definition of a woman and whether the police service has ensured that its policies and procedures adequately align with that ruling. The Deputy Mayor provided a response from North Yorkshire Police (NYP) to the effect that this impacts several areas of policing such as custody, searching of detainees and suspects and recording of data. NYP has undertaken an initial review but will ensure full compliance with the ruling across all policies and procedures. The Deputy Mayor is anticipating further guidance from the National Police Chiefs' Council and offered to provide a written update on that for Panel in due course.

As a linked query, the Deputy Mayor was asked if she was able to provide some reassurance to residents around management of potential tensions following the ruling and the potential for additional instances of hate crime. The Deputy Mayor will continue to monitor this, along with police and fire service colleagues and it is also monitored through the community safety partnerships.

The Chair highlighted that there have been complaints to the Panel regarding the length of time taken on the adjudication of police complaint outcomes – sometimes up to twelve months - and asked the Deputy Mayor to reflect on this when preparing the report for Panel in July. The Deputy Mayor highlighted that the backlog has come down significantly and more capacity has been put into the complaints team. The Deputy Mayor also sought to reassure that the most serious complaint issues are triaged at point of entry to the team.

The Panel asked about the progress being made to tackle retail crime and whether the Deputy Mayor is looking to work collaboratively with councils and others on this issue. The Deputy Mayor acknowledged the increase in retail crime in the last year and that it is a priority for the Mayor. Work is underway to streamline processes for businesses. The Safer Streets mission will ensure a more joined-up approach to tackling retail crime and the additional money to the neighbourhood policing budget will ensure greater support.

Members sought assurance from the Deputy Mayor that there is capability and capacity to deal with bush/moorland fires in view of the dry start to the year and the emerging rural fires. The Deputy Mayor urged the public to follow the NYFRS advice given to avoid fires occurring. The Deputy Mayor has suggested a rural forum for fire issues as there is for rural crime and is conscious that large landowners often have access to supplies to complement the resources of NYFRS, so the additional resilience needs to be developed in communities.

A Member asked about the departure of the Corporate Director for Policing, Fire and Crime from the MCA earlier this year and whom Members should contact routinely on matters which that postholder would previously have attended to. Rachel Antonelli spoke to the work underway at the MCA to consider the structure and remove duplication as the role undertaken previously by the Corporate Director does not exist in the current structure. Two officers have been appointed as Deputy Monitoring Officer in the meantime (Tamara Stevens and Paul Clark). A further update will be available for the next Panel meeting.

Concerns were raised by a Panel member in relation to the time spent by police officers escorting individuals under arrest to hospital for treatment, citing an individual case of an officer recently spending around eleven hours at York Hospital. The Deputy Mayor is in ongoing discussions with health colleagues around ensuring there is capacity in the system to attend to these cases in a timely way.

The Deputy Mayor was also asked whether she is aware of the role of fire breaks in terms of ensuring an impact on managing wild fires and whether this could be raised

with NYFRS. The Deputy Mayor agreed to raise this with the Chief Fire Officer.

Resolved

That the Panel will receive:

- (a) data regarding referrals for therapeutic support for victims to the SARC and other services;
- (b) further information in due course on the guidance from the NPCC for policing in light of the recent Supreme Court ruling; and
- (c) further information regarding changes to the organisational structure and senior roles at the MCA for the next Panel meeting.

82

Progress Report on Tackling Rural and Wildlife Crime

Considered

The report of the Deputy Mayor for Policing, Fire and Crime on how rural and wildlife crime is being tackled.

As part of the introduction to this report, the Deputy Mayor highlighted the recognised good practice led through the area Rural Task Force (RTF), including the fact that poaching is down 61% in the last three years as a result of their work.

Panel members highlighted that they would benefit from more specific data being included within the report, particularly in terms of arrests and convictions. The Deputy Mayor offered to provide a further briefing on the RTF, although it was noted that Panel members will be receiving an informal briefing on this and other matters shortly.

The Deputy Mayor was asked about the illegal dumping of rubbish on agricultural land and whether she is satisfied that there are joined-up discussions taking place on this between councils, the police and Environment Agency. The Deputy Mayor highlighted that the issue was raised recently at the National Rural Crime Network (NRCN) and that she would be happy to convene a meeting on this if necessary to progress things among agencies. This was welcomed by the Panel.

The Panel asked whether the Deputy Mayor is satisfied that there are sufficient resources within the RTF to tackle rural crime effectively. In response, the Panel's attention was drawn to the fact that crimes are going down although resources will continue to be monitored. The additional neighbourhood policing resources planned will help to support rural communities.

A Member asked about hunting with hounds in relation to the police's prioritisation of enforcement of the current legislation and also the service's preparedness for a potential extension to the legislation to help protect against the possibility of trail hunting being used as a smokescreen. The Deputy Mayor agreed to provide further data to help the Panel to understand NYP's performance, including whether benchmarking is undertaken against other forces.

The Deputy Mayor was asked about the government announcement of £800,000 to tackle rural and wildlife crime, namely how much of this will come to North Yorkshire and whether it will be repeated. The Deputy Mayor felt that the funding was focussed around cross-border crime impacting rural communities and supporting the wider NRCN. It is unlikely to involve a bidding process but it was agreed that this would be clarified. It was felt unlikely to be a repeated source of funding.

Panel highlighted the poor reputation of North Yorkshire in relation to raptor persecution and that engagement with the RTF previously had highlighted the difficulties in securing prosecutions. This appeared to have centred around CPS concerns on the potential costs of bringing a prosecution, the fact that estates involved were likely to employ Queen's Counsel (at that time) and that the cost of bringing the prosecution would be too high. The Deputy Mayor agreed to pursue further conversations on this with the CPS. Further to a request it was also agreed that the Deputy Mayor would provide Panel with data on the number of Criminal Behaviour Orders (CBOs) that have been issued for wildlife crimes in the last two years.

A Panel member raised concern regarding a seeming lack of police powers in legislation to be able to seize firearms and shotguns to prevent crime. A number of related queries were put, namely how many crimes are committed with firearms, how many instances of threats have there been with firearms, how does this affect domestic violence (for example where a firearm is used as a threat) and how many seizures have there been of firearms/shotguns. The Deputy Mayor welcomed the conversation in the context of domestic abuse in rural areas and agreed to look at the data for the next meeting.

It was agreed that the Panel will revisit this item on its work programme next year. It was also agreed that the Panel could contact the RTF again to arrange for contextual briefing/visits going forward.

Resolved

That the Panel:

- (a) Will receive further data regarding NYP's performance on the enforcement of legislation for hunting with hounds;
- (b) Will receive clarification regarding the government funding to tackle rural and wildlife crime;
- (c) Will receive a further update from the Deputy Mayor following conversations with the CPS on securing prosecutions for wildlife crime (especially raptor persecutions);
- (d) Will receive data on the number of CBOs issued as a sanction for wildlife crime in the last two years; and
- (e) Will receive an update for the next meeting in relation to a number of queries on the link between the prevalence of firearms and domestic violence.

83

Report on Tackling Domestic Violence in Rural Areas

Considered

The report of the Deputy Mayor for Policing, Fire and Crime regarding tackling domestic abuse in rural areas.

By way of introduction, the Deputy Mayor referred to levels of under-reporting and ensuring that rural spaces are reached through commissioned services as well as partnership working with the farming community.

The Deputy Mayor was asked about the data provided and whether it reflects that more disclosures are being made on historical cases or whether domestic violence is more prevalent now. The Deputy Mayor felt that the national focus given to this is likely leading to greater reporting. It was highlighted to the Panel that Derbyshire has done a piece of work around the challenges for victims in a rural setting, to raise awareness, and that something similar could be commissioned for North Yorkshire.

The Deputy Mayor agreed to share the link to the work with the Panel.

Concern was raised by a member regarding the fact that Survive has had to close its waiting list for self-referrals due to lack of funding. The Deputy Mayor was asked if she was satisfied with the level of provision available to victims. The Deputy Mayor offered to come back in writing outside of the Panel in due course due to the contractual nature of the query, although Panel were invited to note that referrals may still channel through the Supporting Victims team for counselling provision.

Members invited the Deputy Mayor to make representations to government and rural counterparts that when an individual is arrested under suspicion of rape or serious sexual violence that their firearms are removed. The Panel has previously been advised that this is a matter for individual forces and sergeants but it was felt to be a matter of national policy. The Deputy Mayor agreed to collaborate with the Panel on this issue to ask what consideration is being given to the point at which this is done once someone is arrested.

Reference was made by a Panel member to the report 'Captive and Controlled' on rural domestic abuse, led by a former Commissioner of North Yorkshire and that a recent BBC report indicated that while reporting of crime is higher, conviction rates are very low. The Deputy Mayor was asked to what extent the police are responsible for these low conviction figures and what she proposes in terms of ensuring the police take all steps required to improve the current rate. It was agreed that the Deputy Mayor would come back in writing on this.

A member highlighted the importance of recognising Selby and Scarborough as part of the figures provided and that a large proportion of North Yorkshire is in fact rural.

Resolved

That the Panel will:

- (a) receive information on the work commissioned through Derbyshire on domestic abuse in rural areas;
- (b) collaborate with the Deputy Mayor on seeking government's consideration of removal of firearms from individuals who are arrested on suspicion of rape or serious sexual violence; and
- (c) receive a written response regarding the extent to which the police are responsible for low conviction rates for domestic violence and how the Deputy Mayor is ensuring steps are taken forward to improve this.

84

Draft Annual Report of the Police, Fire and Crime Panel 2024/25

Considered

The Panel's draft Annual Report 2024/25.

The Deputy Mayor offered to provide a few small, factual observations via email for the report. Members thanked the Panel Secretariat for the report and broader support to the Panel.

Resolved

That the Panel approves its Annual Report 2024/25, subject to minor amendments.

85 Work Programme

Resolved

That the Panel agrees its outline programme of work.

86 Any other items

No other business had been notified to the Chair.

87 Date of Next Meeting

Monday, 7th July 2025 at 10:30am at County Hall, Northallerton.

The meeting concluded at 12.13 pm.
DP.

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North Yorkshire Police, Fire and Crime Panel

7 July 2025

Progress on Issues Raised by the Panel

1.0 Purpose of Report

1.1 To advise Members of

- (i) progress on issues which the Panel has raised at previous meetings; and
- (ii) any other matters that have arisen since the last meeting and which relate to the work of the Panel.

2.0 Background

2.1 This report will be submitted to the Panel as required, listing the Panel's previous resolutions and/or when it requested further information to be submitted to future meetings. The table below provides a list of issues which were identified at previous Panel meetings and which have not yet been resolved. The table also indicates where the issues are regarded as completed and will therefore not be carried forward to this agenda item at the next Panel meeting.

2.2 The Panel is asked to consider whether any further follow-up is required.

	Date	Minute number and subject (if applicable)	Panel resolution or issue raised	Comment / date required	Status
1	1 May 2025	81 / Members' Questions	Request for data regarding referrals for therapeutic support for victims to the SARC and other services.	27.06.2025	Completed – see Appendix A.
2	1 May 2025	81 / Members' Questions	Further information requested on the NPCC guidance for policing following the Supreme Court ruling on the legal definition of a woman.	27.06.2025	In progress. See Appendix A.
3	1 May 2025	81 / Members' Questions	Info to be provided on changes to the organisational structure and senior roles at MCA.	07.07.2025	In progress. See Appendix A.
4	1 May 2025	82 / Rural and Wildlife Crime	Data requested on NYP's performance on enforcement of legislation for hunting with hounds.	27.06.2025	Completed – see Appendix A.
5	1 May 2025	82 / Rural and Wildlife Crime	Clarification sought on govt funding to tackle rural and wildlife crime.	27.06.2025	Completed – see Appendix A.

6	1 May 2025	82 / Rural and Wildlife Crime	To receive update from Deputy Mayor following discussions with CPS on securing prosecutions for wildlife crime.	07.07.2025	In progress. See Appendix A.
7	1 May 2025	82 / Rural and Wildlife Crime	Data requested on number of Criminal Behaviour Orders issued for wildlife crime in last two years.	27.06.2025	Completed – see Appendix A.
8	1 May 2025	82 / Rural and Wildlife Crime	Info regarding link between the prevalence of firearms and domestic violence.	27.06.2025	Completed – see Appendix A.
9	1 May 2025	83 / Domestic violence in rural areas	To receive details of work commissioned in Derbyshire on domestic abuse in rural areas.	27.06.2025	Completed – see Appendix A.
10	1 May 2025	83 / Domestic violence in rural areas	Seek collaboration with the Deputy Mayor on representations to govt regarding removal of firearms from individuals arrested on suspicion of serious sexual violence.	27.06.2026	In progress. See Appendix A.
11	1 May 2025	83 / Domestic violence in rural areas	Response sought on low conviction rates for domestic violence and how Deputy Mayor is seeking to address this.	27.06.2025	Completed – see Appendix A

3.0 Financial Implications

3.1 There are no significant financial implications arising from this report.

4.0 Legal Implications

4.1 There are no significant legal implications arising from this report.

5.0 Equalities Implications

5.1 There are no significant equalities implications arising from this report.

6.0 Climate Change Implications

6.1 There are no significant climate change implications arising from this report.

7.0 Recommendations

7.1 It is recommended that the Panel:

(a) notes the report

(b) considers whether any of the points highlighted in this report require further follow-up.

Appendices:

Appendix A: Updates against issues raised by the Panel.

Background Documents: None.

Barry Khan
Assistant Chief Executive, Legal and Democratic Services
County Hall
Northallerton
25 June 2025

Report Author: Diane Parsons, Principal Scrutiny Officer.
nypfcp@northyorks.gov.uk

	Query raised	Response from the Policing, Fire and Crime Team (YNYCA)
1	Request for data regarding referrals for therapeutic support for victims to the SARC and other services.	<p>In the main, Mountain Healthcare Ltd, who provide the SARC service, refer on to support services such as the Independent Sexual Violence Advisor (ISVA) service which is provided by IDAS in York and North Yorkshire and/or sexual health services, rather than counselling. This is because the SARC offer a crisis support service where victims are not usually at the stage where they are suitable/ready for counselling. It will be then the ISVA service who make a referral to counselling via the Supporting Victims team, once a victim is ready to engage with this type of support.</p> <p>In 24/25 the SARC made 120 referrals into the ISVA service. 778 referrals were made into our commissioned counselling services in 24/25, a significant proportion of these referrals were for victims/survivors of sexual violence.</p>
2	Further information requested on the NPCC guidance for policing following the Supreme Court ruling on the legal definition of a woman.	North Yorkshire Police (NYP) have adopted the guidance provided by the National Police Chiefs' Council (NPCC) and are compliant with the law as it has been determined by parliament. As and when further guidance issued as a result of review the necessary changes will be implemented.
3	Info to be provided on changes to the organisational structure and senior roles at MCA.	The organisational structure of the Mayoral Combined Authority (MCA) is currently under review and as such it isn't possible to provide an update report at this stage. A further update will be provided to the Panel once this has concluded.

4	Data requested on NYP's performance on enforcement of legislation for hunting with hounds.	Arrests for Hunting with a Hound. Since 2012 there have been seven recorded arrests in relation to this offence type. It is important to point out that there are likely to have been other offences that have been subject to an investigation, but that may have been progressed via a voluntary interview as opposed to arrest. Equally there will have been offences that have been reported and investigated but for which no suspect has been identified. The arrest numbers therefore only represent part of the picture where offences of this nature are reported.
5	Clarification sought on govt funding to tackle rural and wildlife crime.	More funding to combat rural and wildlife crime - GOV.UK At present it is not expected that any of this money will come directly to York and North Yorkshire. However, this will be monitored as there may be elements of the funding that will be provided for specific items. For example, to fund the latest technology.
6	To receive update from Deputy Mayor following discussions with CPS on securing prosecutions for wildlife crime.	These discussions have not yet taken place and as such a further update will be provided in due course.
7	Data requested on number of Criminal Behaviour Orders issued for wildlife crime in last two years.	NYP have not utilised any Criminal Behaviour Orders (CBOs) on conviction for wildlife crime offences within the last two years. The last CBO that that was sought and issued was in 2022. There is a focus on charging substantive offences where the evidence exists to support a charge.
8	Info regarding link between the prevalence of firearms and domestic violence.	NYP have robust procedures in place in relation to the review of licence holders who are involved in incidents. As well as an initial review by the officer in the case and their supervision at the time, the Firearms Licensing team conduct a secondary risk assessment following the incident. In addition, specialist safeguarding teams are involved to ensure checks are conducted where licensed firearms holder are involved. The prevalence of firearms use during domestic incidents is not a specific area NYP collate data on, or one which has been subject to in-depth analysis to date, most likely as a result of the lack of prevalence of such incidents.

		Where offences of domestic violence are reported, and there is appropriate evidence to support these allegations, revocation of licenses will be properly considered.
9	To receive details of work commissioned in Derbyshire on domestic abuse in rural areas.	The charity Rural Action Derbyshire commissioned a film titled ' The Willows – Dawn's Story ' which is a rural domestic abuse training film. The film highlights how rural domestic abuse is different, the sense of isolation, of being alone potentially without access to support services or the means to travel to a place of safety.
10	Seek collaboration with the Deputy Mayor on representations to govt regarding removal of firearms from individuals arrested on suspicion of serious sexual violence.	<p>The Panel wrote to the Deputy Mayor on 21 May 2025 requesting that representations are made to central government that in order to protect the most vulnerable in our communities there needs to be a standardisation of approach to ensuring all firearms licences are suspended or revoked where an individual is under arrest on suspicion of rape or serious sexual violence.</p> <p>The Deputy Mayor is awaiting further details from the Panel regarding the specifics of the case referred to in order that NYP may review.</p>
11	Response sought on the extent to which the police are responsible for low conviction rates for domestic violence and how the Deputy Mayor is ensuring steps are taken forward to improve this.	<p>The underlying reasons for conviction rates are complex. NYP have one of the highest domestic violence arrest rates in the country and are victim-led in their prosecution of offences (dependent on the severity of the offences reported). NYP work closely with the third sector and commissioned services to understand the reasons for the outcome rates and how force performance can be improved. Through performance management and governance structures NYP are continually seeking to identify how to improve the service to victims which includes standards of victim care, police response, safeguarding, ongoing victims support and where appropriate criminal proceedings.</p> <p>The Deputy Mayor chairs the Local Criminal Justice Partnership for York and North Yorkshire. This partnership brings together local Criminal Justice leaders to maintain oversight of the system and promote a collaborative approach to addressing its challenges. This includes improving the experiences of victims and witnesses. A Domestic Abuse Scrutiny Panel is also in place in York and North Yorkshire, led by the Police, Fire and Crime directorate, which examines domestic abuse cases which have received a 'no further action' outcome. The multi-agency panel provides an opportunity to highlight learning opportunities for the police and partner agencies and increase transparency for victims/survivors.</p>



POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	7 th July 2025
Report Title	HMICFRS report NYFRS

Information should be accessible for all. If you require this information in a different language or format, please contact the Police, Fire and Crime Team at info@northyorkshire-pfcc.gov.uk.

Purpose of this report

The purpose of this report is to provide an update on the recent HMICFRS (His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services) report into North Yorkshire Fire and Rescue Service.

Background

In its 2022 inspection of North Yorkshire Fire and Rescue Service (NYFRS), HMICFRS rated the Service as ‘inadequate’ in two key areas: Efficiency and People, both of which were accompanied by causes of concern. Since then, NYFRS has made these areas a clear priority, resulting in a significant improvement in the gradings awarded in the most recent inspection.

HMICFRS Inspection Report

The last inspection of North Yorkshire Fire and Rescue Service took place between December 2024 and January 2025. The report provides an assessment of the Service’s effectiveness, efficiency, and how well it looks after its people.

North Yorkshire Fire and Rescue Service has made significant progress and been officially recognised as ‘Good’ at understanding fire and other risks, preventing incidents and effectively responding to fires and emergencies.

The report highlights significant progress in addressing previous concerns. Out of eleven areas, North Yorkshire Fire and Rescue Service (NYFRS) was graded as ‘Good’ in six and ‘Adequate’ in five, with no areas assessed as ‘Requiring Improvement’. The report highlights significant progress and continued commitment to public safety across York and North Yorkshire.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Public safety through fire regulation		
	Preventing fire and risk	Responding to major incidents		
	Responding to fires and emergencies	Future affordability		
	Best use of resources	Promoting values and culture		
	Right people, right skills	Promoting fairness and diversity		
	Managing performance and developing leaders			

His Majesty’s Inspector of Fire and Rescue Services Michelle Skeer said:

“The service has embraced change and made significant progress since our last inspection in 2022.”

HMI Michelle Skeer also commended the Strategic Leadership Team, led by Chief Fire Officer Jonathan Dyson, and all staff across the service for their willingness to change and their continued commitment to improvement.

The Mayor, along with the Deputy Mayor for Policing Fire and Crime will continue to work with, and hold to account North Yorkshire Fire and Rescue Service, as they continue to make the improvements the public expect them to make. The Deputy Mayor for Policing, Fire and Crime regularly seeks assurances about the Service’s performance and implementation of the action plan from the previous inspection.

HMICFRS reports provide an independent and rigorous assessment that complements local scrutiny of North Yorkshire Fire and Rescue Service. The report clearly shows that the communities of York and North Yorkshire are safer and more resilient because of the significant improvements made by North Yorkshire Fire and Rescue Service in recent years. However, the Mayor and Deputy Mayor will not rest on their laurels and will continue to support, and hold the Fire Service to account, as they continue to make improvements.

The report and ongoing activity to improve the areas rated as adequate were discussed at the Online Public Meeting on 19 June 2025. [Online Public Meeting – 19 June 2025 -NYFRS - Prevention and Response to Wild/Moor Fires - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#)

Fire & Rescue Service 2023–25

Effectiveness, efficiency and people

An inspection of North Yorkshire Fire and Rescue Service

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Changes to this round of inspection

We [last inspected North Yorkshire Fire and Rescue Service in April 2022](#). And in January 2023, we published our inspection report with our findings on the service's effectiveness and efficiency and how well it looks after its people. We followed this up with a [re-inspection in January 2023 and September 2023](#) to specifically consider the [cause of concern](#) that was previously issued for efficiency and people. And we published our findings in October 2023.

This inspection contains our third assessment of the service's effectiveness and efficiency, and how well it looks after its people. We have measured the service against the same 11 areas and given a grade for each.

We haven't given separate grades for effectiveness, efficiency and people as we did previously. This is to encourage the service to consider our inspection findings as a whole and not focus on just one area.

We now assess services against the characteristics of good performance, and we more clearly link our judgments to causes of concern and [areas for improvement](#). We have also expanded our previous four-tier system of graded judgments to five. As a result, we can state more precisely where we consider improvement is needed and highlight good performance more effectively. However, these changes mean it isn't possible to make direct comparisons between grades awarded in this round of fire and rescue service inspections with those from previous years.

A reduction in grade, particularly from good to adequate, doesn't necessarily mean there has been a reduction in performance, unless we say so in the report.

This report sets out our inspection findings for North Yorkshire Fire and Rescue Service.

More information on [how we assess fire and rescue services](#) and [our graded judgments](#) is available on our website.

Overall summary

Our judgments

Our inspection assessed how well North Yorkshire Fire and Rescue Service has performed in 11 areas. We have made the following graded judgments:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Public safety through fire regulation		
	Preventing fire and risk	Responding to major incidents		
	Responding to fires and emergencies	Future affordability		
	Best use of resources	Promoting values and culture		
	Right people, right skills	Promoting fairness and diversity		
	Managing performance and developing leaders			

In the rest of the report, we set out our detailed findings about the areas in which the service has performed well and where it should improve.

HMI summary

It was a pleasure to revisit North Yorkshire Fire and Rescue Service, and I am grateful for the positive and constructive way in which the service worked with our inspection staff.

The service is a mainly rural service that provides fire and rescue cover across the largest county in England, covering 3,200 square miles.

Since our last inspection, it has embraced a change in governance. The new combined authority of York and North Yorkshire introduced its first elected mayor.

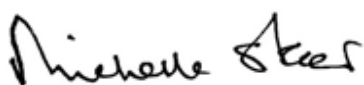
I am pleased with the performance of North Yorkshire Fire and Rescue Service in keeping people safe and secure from fire and other risks. For example, the service is making improvements to modernise and update processes and procedures across the organisation. To achieve this, it has made organisational change with minimal financial impact, using a 'save to invest' approach.

We were pleased to see that the service has made significant progress since our 2022 inspection, with improvements being made in most areas. I would like to commend the strategic leadership team and all staff across the service for their willingness to change and their continued commitment to improvement.

My principal findings from our assessments of the service over the past year are as follows:

- The introduction of the workforce planning board has allowed the service to understand its future resource needs and foresee its succession planning requirements.
- To support workforce planning the service has introduced and established its leadership programmes; these equip staff with the skills and knowledge they need to progress in the organisation.
- The service has committed to improving values and culture throughout the organisation by implementing the [Core Code of Ethics](#).
- The service has commissioned an academically researched project, which will provide a framework for cultural change and behavioural improvement; the project aims to co-develop a toolkit that will guide strategic leaders on what matters to their employees when implementing change.

Overall, I am pleased with how North Yorkshire Fire and Rescue Service has improved since our last inspection. I encourage it to continue to improve in the areas we have highlighted and look forward to seeing how this benefits the public and the organisation in future.



Michelle Skeer

HM Inspector of Fire & Rescue Services

Service in numbers



Profile

	North Yorkshire	England
Area Square miles	3,209	50,370
Population (thousands) 30 June 2023	834	57,690
Population density Thousands per square mile	0.3	1.1



Cost

Funding Year ending 31 March 2023	£35.4m	£2.5bn
Expenditure per population Year ending 31 March 2023	£44.08	£46.66

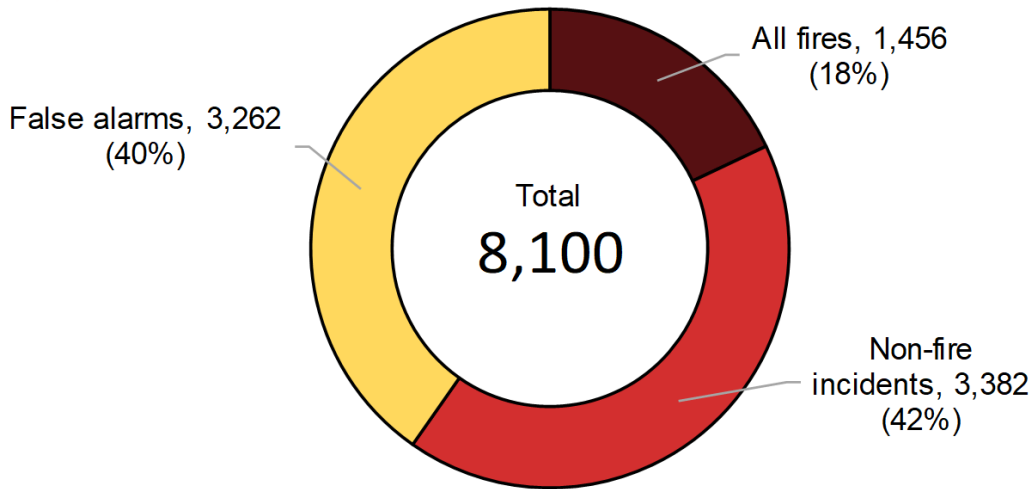


Response

Incidents attended per 1,000 population Year ending 30 June 2024	9.7	10.3
Home fire safety visits carried out by fire and rescue service per 1,000 population Year ending 31 March 2024	4.4	9.8
Fire safety audits per 100 known premises Year ending 31 March 2024	3.3	2.0
Availability of wholetime pumps Year ending 31 March 2024	95.0%	
Availability of on-call pumps Year ending 31 March 2024	68.0%	



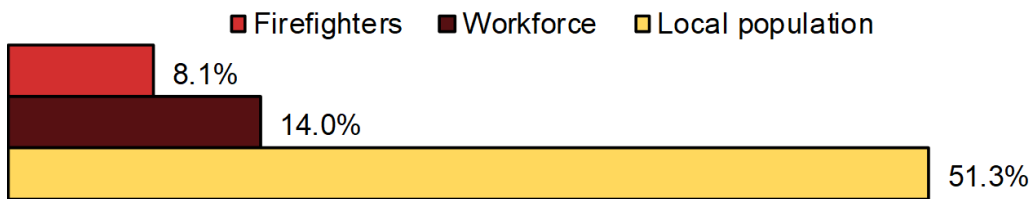
Incidents attended in year ending 30 June 2024



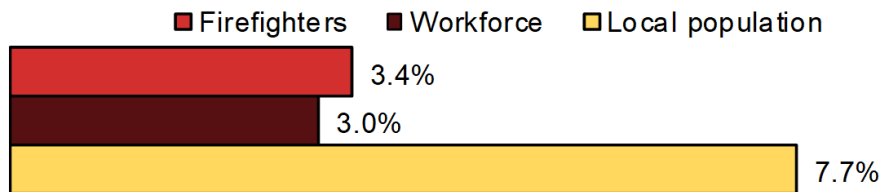
Workforce

	North Yorkshire	England
Five-year change in total workforce 2019 to 2024	-11.3%	1.9%
Number of firefighters per 1,000 population Year ending 31 March 2024	0.74	0.60
Percentage of firefighters who are wholetime Year ending 31 March 2024	49.0%	65.8%

Percentage of firefighters, workforce and population who identified as a woman as at 31 March 2024



Percentage of firefighters, workforce and population who were from ethnic minority backgrounds as at 31 March 2024



References to ethnic minorities in this report include people from White minority backgrounds but exclude people from Irish minority backgrounds. This is due to current data collection practices for national data. For more information on data and analysis in this report, please view the [‘About the data’ section of our website](#).

Understanding the risk of fire and other emergencies

Good

North Yorkshire Fire and Rescue Service is good at understanding risk.

Each fire and rescue service should identify and assess all foreseeable fire and rescue-related risks that could affect its communities. It should use its protection and response capabilities to prevent or mitigate these risks for the public.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has improved how it identifies risk

The service has assessed a suitable range of risks and threats using a thorough community risk management planning process. In its assessment of risk, it uses information it has collected from a broad range of internal and external sources and datasets. For example, it has produced a detailed community risk profile that identifies risks in North Yorkshire. This is based on datasets such as Home Office statistics, [indices of multiple deprivation](#), North Yorkshire Local Insight, Department for Transport and North Yorkshire collision data, the government's flood map and datasets from the Office for National Statistics. The service has used a company called Operational Research in Health to make sure risk assessment is targeted at the right areas and to provide further insights.

When appropriate, the service has consulted and held constructive dialogue with its communities and other relevant parties to understand risk and explain how it intends to mitigate it. For example, it held a 12-week consultation process, which collected the opinions of employees of the service, partner organisations and members of the public. Using technology to better inform the public, the service organised pop-up video information sessions in high-traffic public areas. These sessions were further supported by face-to-face discussions. This interaction allowed the service to answer any questions the public had and provided opportunities for feedback. The service

also carried out an online survey, which received 1,378 responses, and arranged three public focus groups to allow for feedback.

The service has improved its risk and resource model, but it could do more

The service refers to its [community risk management plan \(CRMP\)](#) as its risk and resource model (RRM).

Once it has assessed risks, the service records its findings in an easily understood RRM. In this plan, the service describes how it intends to use its prevention, protection and response activities to mitigate or reduce the risks and threats the community faces both now and in the future. The RRM covers organisational plans for 2022–25. So at the time of our inspection it was nearing its completion date, and the service had already acted on its objectives. For example, the service has upskilled some of its staff in both prevention and protection activities, to further support the reduction of risk in these areas. Operational staff support the completion of [home fire safety visits](#) and complete fire audits to an appropriate level.

However, the RRM doesn't identify key performance indicators for staff to work towards. The service recognises the need to understand how each fire station's workload is aligned to its staff. It has therefore worked with managers to set realistic targets for each station to achieve.

The service has also taken a strategic approach to evaluate the RRM for best practice. The evaluation results will allow the service to replace it with a CRMP in 2025.

The service effectively gathers, maintains and shares risk information

The service routinely collects and updates the information it has about the highest-risk people, places and threats it has identified. This includes exchanging information with partner agencies, such as the NHS and North Yorkshire Council adult social care, to identify [vulnerable people](#) in the community, and carrying out risk assessment visits to industrial and commercial premises.

We sampled a broad range of the risk information the service collects, including building risk information and risks associated with annual community events.

This information is readily available for the service's prevention, protection and response staff. This means these teams can identify, reduce and mitigate risk effectively. The service identified a need for improvement in this area and has taken steps to make sure that risk information is timely and available across the service. For example, it has improved the process for collecting and collating relevant information from site-specific risk information visits. Improvements include:

- a new risk manager;
- a new central tracking system;

- performance dashboard monitoring for all staff;
- a clear governance structure that involves reporting to the organisational effectiveness board;
- a weekly task and finish group meeting;
- an evaluation report on the site-specific risk information progress; and
- a clear reporting structure to raise outstanding work with district managers through the service delivery board.

In addition, a dedicated resource capabilities team is integral to the overall process. It supports each department to make sure information is collated and shared in a timely and consistent way across the organisation. Staff told us there are no timescales associated with the process, but information is readily available when required.

Where appropriate, the service shares risk information with other organisations, such as local authorities, health professionals and other emergency services.

Staff at the locations we visited, including firefighters and control room staff, were able to show us that they could access, use and share risk information quickly to help them resolve incidents safely.

The service has used operational activity to inform changes in its emergency response capabilities

The service records and communicates risk information effectively. It also routinely updates risk assessments and uses feedback from local and national operational activities to inform its planning assumptions. For example, based on local risk and operational data, the service has introduced specialist capabilities to stations in certain locations. These include implementing specialist water capabilities and training staff where the risk of water incidents is high.

Preventing fires and other risks

Good

North Yorkshire Fire and Rescue Service is good at preventing fires and other risks.

Fire and rescue services must promote fire safety, including giving fire safety advice. To identify people at greatest risk from fire, services should work closely with other organisations in the public and voluntary sectors, and with the police and ambulance services. They should share [intelligence](#) and risk information with these other organisations when they identify vulnerability or exploitation.

Promising practice

North Yorkshire Fire and Rescue Service offers water safety education to the community using a flume produced in collaboration with partners

The service has worked with charity and commercial partners to design and produce a flume to increase awareness of the risks of water. The bespoke Perspex design can be adapted to simulate the conditions of common attractions in North Yorkshire such as waterfalls, weirs, strids and culverts. Using a toy figure to simulate a person, the flume shows the effects water has on the body and the dangers that lie hidden.

The service has recognised that some visitors to its beauty spots are from neighbouring counties. It has worked with neighbouring services to raise further awareness of water safety using the flume. It has also provided educational videos with both subtitles and commentary in other languages to improve understanding across the community.

The service has led 141 water safety sessions for about 1,900 people at venues and events such as universities, scout groups, York Pride and station open days. It carries out questionnaires to assess the effectiveness of the education provided.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service's prevention strategy influences activity

The service's prevention strategy is clearly linked to the risks it has identified in its RRM. The service has used data to identify vulnerable people and risk in its communities. The strategy considers risk such as fire, road traffic and water.

The service's teams work well together and with other relevant organisations on prevention, and they share relevant information when needed. The service uses information to adjust its planning assumptions and direct activity between its prevention, protection and response functions. For example, the service has introduced post-incident engagement. This activity involves the prevention department working with operational crews to raise awareness of fire safety with all residents after attending [dwelling fires](#). Activity can include fire safety leaflet distribution or a full home fire safety visit.

The service is effectively targeting activity at risk

The service uses a risk-based approach to clearly prioritise its prevention activity towards people most at risk from fire and other emergencies. For example, the service has reviewed data on how it responds to dwelling fires. This highlighted the time taken to attend incidents in more rural locations. Using this data, the service has implemented a trial that involves its prevention team providing fire safety interventions to premises a long way from their local fire station. These allow operational crews to focus on more urban areas while remaining available to respond to incidents.

The service uses a broad range of information and data to target its prevention activity at vulnerable individuals and groups. It is using data sources to assure itself it is targeting those most vulnerable. We were encouraged to see the introduction of an automated system, Safelincs, for booking home fire safety visits. This has led to a more efficient way for the service to receive home fire safety visit referrals because they are categorised by the associated risks.

In the year ending 31 March 2024, according to Home Office data, the service made 3,666 home fire safety visits. This is a marginal increase on the 3,546 recorded in the previous year. However, using Safelincs assures the service that all home fire safety visits are targeted at those most vulnerable.

The service has also obtained data from partners, such as City of York Council and North Yorkshire Police, that identifies vulnerable premises throughout the county. At the time of our inspection, the data was undergoing qualitative assurance. We look forward to seeing the impact the data has on how the service mitigates risk in the future.

The service carries out a range of interventions, which it adapts to the level of risk in its communities. For example, it works with partners including North Yorkshire Police, North Yorkshire Council and National Highways to raise awareness of the importance of road safety, providing education through initiatives such as [Biker Down](#) and FireBike. FireBike involves dedicated staff using decommissioned police traffic motorcycles to attend risk locations to provide road safety advice to road users.

Staff are competent in preventative activity

Staff told us they have the right skills and confidence to make home fire safety visits. These visits cover an appropriate range of hazards that can put vulnerable people at greater risk from fire and other emergencies. The service has a varied training schedule for prevention staff to further their knowledge in areas such as home fire safety, post-incident engagement, first aid and conflict resolution.

The service is also providing home fire safety visit training to some operational crews across the county. It would benefit the service if all on-call stations became proactive in preventative activity.

During our inspection we identified that there were inconsistencies in how staff interpret the home fire safety visit policy. The policy specifies timescales for action depending on the risk rating. For example, the policy states staff should complete visits to very high-risk premises in one week, and complete visits to high-risk premises in two weeks. Some staff understand this to mean they should try to contact a very high-risk premises and complete a visit in one week. Even if that attempt is unsuccessful, the case would then be closed after seven days. Other staff understand they should try to make contact in the first week. If the attempt is unsuccessful, attempts should continue, so long as the initial attempt is in the first seven days.

The service should assure itself that risk priorities and timescales are clear to all staff to make sure it has a consistent approach and risk is mitigated appropriately.

The service has an effective process to respond to safeguarding concerns

Staff we interviewed told us about occasions when they had identified [safeguarding](#) problems. They told us they feel confident and trained to act appropriately and promptly. All staff receive safeguarding training, which includes how to report concerns about both adults and [children](#). The service has a dedicated safeguarding officer to support and oversee processes.

The service works with partners to share risk information

The service works with a wide range of other organisations to prevent fires and other emergencies. These include:

- the NHS;
- Baywater Healthcare;
- North Yorkshire Council adult social care;
- City of York Council;
- Carers Plus Yorkshire;
- Living Well;
- North Yorkshire Police; and
- memory and dementia clinics.

We found good evidence that the service routinely refers people at greatest risk to organisations that may better meet their needs. These organisations include North Yorkshire Council adult social care, Warm & Well in North Yorkshire, North Yorkshire Citizens Advice & Law Centre, Dementia Forward, and the Harrogate and District NHS Foundation Trust falls prevention team. Arrangements are also in place to receive referrals from others. And the service acts appropriately on the referrals it receives. For example, in the year ending 31 March 2024, the service made 1,549 prevention visits which were referrals from other agencies.

The service routinely exchanges information with other public sector organisations about people and groups at greatest risk. It uses this information to challenge planning assumptions and target prevention activity. For instance, through its collaboration with North Yorkshire Police, the service has established better partnership working using its joint road safety partnership officer. This role has provided the service with benefits including access to road safety data, collaborative risk-targeted prevention activity and regular meetings to highlight trends.

The service has effective interventions to tackle fire-setting behaviour

The service has a range of suitable and effective interventions to target and educate people with different needs who show signs of fire-setting behaviour. This includes the Fire Safe intervention programme, which promotes fire safety awareness. Other interventions are the Crucial Crew events – a joint programme of prevention awareness sessions and the Fire Cadets. The service also runs a LIFE course for young people. This is an intensive five-day course that aims to develop resilience and confidence using a range of activities.

When appropriate, the service routinely shares information with relevant organisations to support the prosecution of arsonists. These organisations include the police, schools, youth offending teams and pupil referral units. The service works in partnership with these to reduce fire-setting behaviour by providing education.

The service has improved its evaluation processes

The service has good evaluation tools in place to measure how effective its activity is and to make sure all sections of its communities get appropriate access to the prevention services that meet their needs. For example, the service has implemented a tool to evaluate how people's behaviour has changed because of the education the service has provided on subjects such as fire safety, road safety and water safety.

Prevention activities take account of feedback from the public, other organisations and other parts of the service. For example, the service uses the [National Fire Chiefs Council](#)'s (NFCC) evaluation form when contacting members of the public who have received a home fire safety visit. This allows the service to evaluate the quality of the visit and the knowledge of the occupant after the visit.

The service uses feedback to inform its planning assumptions and change future activity, so it focuses on what the community needs and what works.

Protecting the public through fire regulation

Adequate

North Yorkshire Fire and Rescue Service is adequate at protecting the public through fire regulation.

All fire and rescue services should assess fire risks in certain buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

Area for improvement

The service should assure itself that its risk-based inspection programme prioritises the highest risks and includes proportionate activity to reduce risk.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service's protection strategy is linked to the risks it has identified in its RRM

Staff across the service are involved in protection activity, effectively exchanging information as needed. For example, the service has trained some operational crews to level 3 in fire safety auditing and is using these staff members to support the lower-risk audits throughout the county. The service uses information to adjust planning assumptions and direct activity between its protection, prevention and response functions. This means resources are aligned to risk. Where hazards are identified, they are escalated to an appropriately qualified member of the protection team for further investigation.

The service should make sure level 3 trained staff are used where possible to carry out audits and fully support the protection department.

The service is implementing a new risk-based inspection programme to realign service activity to risk

The service's risk-based inspection programme (RBIP) is focused on the service's highest-risk buildings. At the time of our inspection, we reviewed how the service was switching to a new RBIP. The service's risk management software categorises premises according to risk. Aligning to NFCC guidance, it considers 'sleeping risks', such as hotels, and premises where vulnerable people may be living, including care homes and high-rise residential buildings. It also considers other risk factors such as high-risk premises. When categorising the risk, the new RBIP will take account of buildings that have shown high compliance during previous inspections.

Operational crews support the protection department by completing fire safety interventions. These are visits to premises in the RBIP which are categorised by risk. The crews visit premises to make sure they are compliant with fire safety regulations and to assess risk on behalf of the protection department. This allows protection staff to focus their time on the priority risks that have been highlighted that may require immediate action.

The service is in the process of cross-referencing risk data to the new RBIP to assure itself it is managing the transition of risk allocation effectively.

As the new RBIP isn't fully established or understood throughout the service, we look forward to seeing during our next inspection the impact it has on the service.

The audits we reviewed had been completed in the timescales the service has set itself.

Audits are completed to a good standard

We reviewed a range of audits that the service had carried out at different buildings across its area. These included audits carried out:

- as part of the service's interim RBIP;
- after fires at premises where fire safety legislation applies;
- after enforcement action had been taken; and
- at high-rise, high-risk buildings.

The audits we reviewed were completed to a high standard in a consistent, systematic way and in line with the service's policies. In 2023/24, the service carried out 3.3 audits per 100 known premises. The England rate was 2.0. The service also achieved its target of auditing 125 high-risk premises, carrying out 134 high-risk audits.

The service makes relevant information from its audits available to operational teams and control room operators, using a centralised administration team.

The service has a new quality assurance process

The service carries out proportionate quality assurance of its protection activity. It does this using its newly implemented quality assurance process, which is linked to the NFCC competency framework. Protection team leaders carry out quality assurance audits. The assurance process reviews administration, contact with businesses before and after audit, procedural compliance and audit content. The process's scoring system allows managers to be consistent in their expected standard. Where the process identifies that the standard hasn't been met, managers have professional discussions with the relevant protection staff.

The service has good evaluation tools in place to measure how effective its activity is and to make sure all sections of its communities get appropriate access to the protection services that meet their needs. In December 2024, it produced an evaluation report on 'The current risk protection works and strategic path for further improvements'. The report evaluated the service's RBIP against the proposal to align it with NFCC guidance. Following this evaluation, the service started a project to cleanse and manage the information in its risk management software to better understand the risk to premises across the service's area. It resourced the project using the protection uplift grant (a government grant to fire and rescue services). The service has also used the Operational Research in Health data to provide itself with further assurance in preparation for the transition to the NFCC-aligned RBIP.

To support its decision to align the new RBIP to the NFCC guidance, the service has carried out a productivity study of the protection team. The study assessed the team's capacity to meet the requirements of the new RBIP. It considered factors such as staff [continuing professional development](#), annual leave and time spent responding to ad hoc reports of non-compliance to understand the team's capacity and ability to meet future targets.

The service carries out some enforcement activity

The service has access to a full range of enforcement powers and trained staff to take legal action when necessary. It is supported by an agreement with North Yorkshire Council to provide legal advice. The service is committed to working with organisations to enhance their fire safety measures before resorting to legal action.

In the year ending 31 March 2024, the service issued 0 alteration notices, 542 informal notifications, 6 enforcement notices and 7 prohibition notices. It completed four prosecutions in the five years from 2019/20 to 2023/24.

The new RBIP will allow the service to target more effectively those buildings where there may be poor compliance. This may lead to increased enforcement activity. We look forward to reviewing the new ways of working during our next inspection.

Protection is well resourced

The service has enough qualified protection staff to meet the requirements of its RBIP. As at 31 March 2024 the service had 15 qualified protection staff dedicated to protection, with a further 7 in development. They include a mixture of protection managers and inspectors qualified to a level 4 diploma in fire safety, and fire safety advisors. The service has also developed staff from other departments to support the protection department's activity. For example, it has developed operational managers and [fire control](#) staff to a level 3 fire safety auditing certificate, and firefighters to a level 2 certificate. However, some staff told us that despite being qualified, their skills weren't used to the full.

A widely skilled workforce allows the service to provide the range of audit and enforcement activity needed, both now and in the future.

The service is supporting the work of the Building Safety Regulator

Since our last inspection, the Building Safety Act 2022 and the Fire Safety (England) Regulations 2022 have been introduced to bring about better regulation and management of tall buildings.

The service is supporting the introduction of the [Building Safety Regulator](#). The service has seconded a member of staff to carry out training and work on a regional level. It expects these arrangements to have a limited impact on its other protection activity.

The Fire Safety (England) Regulations 2022 introduced a range of duties for the managers of tall buildings. These include a requirement to give the fire and rescue service floor plans and inform them of any substantial faults to essential firefighting equipment, such as firefighting lifts.

We found the service has good arrangements in place to receive this information. When it doesn't receive the right information, it takes action. And it accordingly updates the risk information it gives its operational staff.

The service works well with other enforcement agencies

The service works closely with other enforcement agencies to regulate fire safety and it routinely exchanges risk information with them. It was able to show how recent activity with Trading Standards had highlighted a lack of fire safety provision in some shops where a sleeping risk above was identified. Joint inspections have taken place, and this is now a consideration for the new RBIP when categorising risk.

The service regularly attends the [safety advisory group](#), which is attended by key partners throughout the county, such as North Yorkshire Police and Trading Standards, to discuss community events. It also shares risk information with the Care Quality Commission about changes detected during care home audits.

The service is effectively carrying out building consultations

The service responds to all building consultations on time. This means it consistently meets its statutory responsibility to comment on fire safety arrangements at new and altered buildings. In 2023/24 the service responded to 99.9 percent of building consultations (923 out of 924) and 100 percent of licensing consultations (873 out of 873) in the required timeframes.

The service works well with businesses

The service proactively works with local businesses and other organisations to promote compliance with fire safety legislation. Although it doesn't have a dedicated role for working with businesses, members of the protection team work together to provide safety advice where possible. For example, they worked with hotels, Airbnbs and holiday lets in preparation for the Tour de Yorkshire. In addition, the service works with housing associations to provide safety advice.

The service has an informative page on its website aimed at local businesses, which covers topics including:

- the Fire Safety Act 2021;
- the Fire Safety (England) Regulations 2022;
- landlord responsibilities;
- [primary authority schemes](#);
- secure information boxes; and
- reducing false alarms.

The service is working towards reducing unwanted fire signals

The service is taking some action to reduce the number of unwanted fire signals, although it could do more. On 1 April 2023, it introduced a new approach to challenging automatic fire alarms. This includes closer working with a building's responsible person, revised educational resources and training, and limiting attendance to buildings dependent on their risk.

In 2022/23 the number of automatic fire alarm calls that weren't attended as a proportion of the total number of requests to attend was 28.4 percent. In 2023/24 this figure improved to 40.8 percent, which was above the England average of 38.9 percent. The service believes this improvement is because of the increased involvement with building owners to provide education on the importance of this issue.

The service introduced a cost recovery model in April 2024. This allows the service to charge a premises owner after a number of unwanted fire signals if there has been no attempt to reduce them. However, at the time of our inspection this hadn't been used.

Not attending a greater proportion of automatic fire alarm requests means that fire engines will be available more often to respond to genuine incidents. It also reduces the risk to the public if fewer fire engines travel at high speed on the roads to respond to these requests.

Responding to fires and other emergencies

Good

North Yorkshire Fire and Rescue Service is good at responding to fires and other emergencies.

Fire and rescue services must be able to respond to a range of incidents such as fires, road traffic collisions and other emergencies in their areas.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has implemented a dynamic mobilising and cover tool

The service's response strategy is linked to the risks it has identified in its RRM. Its fire engines and response staff, as well as its working patterns, are designed and located to help the service respond flexibly to fires and other emergencies with the appropriate resources. For example, the service is a mainly rural service and uses multiple working patterns to align its response to the risk.

To improve its response further, in December 2024, it invested in a dynamic [mobilising and cover tool](#) in fire control. This software, aligned with data analysis carried out by Operational Research in Health, allows the service to align resource to risk. Before, the service maintained a minimum number of fire engines across the county to assure effective response. Now, with the data-driven insights that the tool provides, the service can identify critical locations and the best placement of fire engines to respond to risk effectively and efficiently.

The service has implemented new response standards

There are no national response standards of performance for the public. But the service has set out its own response standards. To make sure it meets the needs of the public, it held a consultation for communities, employees and stakeholders to provide feedback on how the service would be held to account for its response to emergencies. As a result of the feedback, the service told us the following response standards were agreed in 2024:

- On average the service will aim to attend all dwelling fires in 11 minutes.
- On average the service will aim to attend all incidents in 13 minutes.

The service told us it had monitored the new standards for the first six months of their implementation. It provided data to show it was meeting them:

- On average it has attended all dwelling fires in 10 minutes and 29 seconds.
- On average it has attended all incidents in 12 minutes and 1 second.

The service is held to account for its performance in relation to the response standards in a monthly online public meeting, which is chaired by the York and North Yorkshire deputy mayor.

Since implementation, the service has made further improvements. For example, fire control monitors the length of each emergency call and the time taken for the fire engine to become mobile, and manages performance. This has improved how the service responds overall.

The service is making changes to improve its availability

The service's availability overall has declined. Since our last inspection, [wholetime](#) availability has decreased from 99.2 percent in 2021/22 to 95 percent in 2023/24. On-call availability has decreased from 79.1 percent in 2021/22 to 68 percent in 2023/24.

To support its response strategy, the service aims to always have fire engines available in key locations. The dynamic mobilising and cover tool will help to identify risk in the service's area and move fire engines accordingly. The software is new to the service, and staff were being trained at the time of our inspection. We look forward to seeing in our next inspection the impact of this tool on how the service maintains and improves its availability.

To further support the response strategy, the operational staffing reserve team consists of staff who work flexibly in different locations to improve availability. Team members work on weekdays from any station across the county to make sure key fire engines are available where crew numbers are insufficient. This way of working helps the service achieve its aim to have the required number of fire engines to meet the needs of its communities.

The service has effective command arrangements

The service has incident commanders who are trained and assessed regularly and properly. We found clear evidence of training and development for all incident commanders. This helps the service safely, assertively and effectively manage the whole range of incidents it could face, from small and routine ones to complex multi-agency incidents.

As part of our inspection, we interviewed incident commanders from across the service. They were familiar with risk assessing, decision-making and recording information at incidents in line with national best practice, as well as the [Joint Emergency Services Interoperability Principles \(JESIP\)](#).

The service needs to provide opportunities for fire control staff to contribute to learning

During our inspection, fire control staff were in the process of implementing the dynamic mobilising and cover tool to help them effectively respond across the county. We look forward to understanding the impact of this change during our next inspection.

It is disappointing to see fire control staff aren't always included in command, training, exercise, debrief and assurance activity. Debriefs are often carried out on paper and lack control room-based elements. It would be helpful to fully involve fire control during the exercise and debriefing processes to maximise learning. The service is aware of this issue and is taking steps to address it.

The service has an effective process to manage risk information

We sampled a range of risk information, including the information in place for firefighters responding to incidents at high-risk, high-rise buildings and the information held by fire control.

The information we reviewed was mostly up to date and detailed. Staff could easily access and understand it and could access guidance on the intranet to provide consistency across the organisation. Encouragingly, it had been completed with input from the service's prevention, protection and response functions when appropriate. The service told us that when workloads were high, it formed a task and finish group to manage information input.

The service evaluates operational performance against national guidance

As part of the inspection, we reviewed a range of emergency incidents and training events. These included dwelling fires, road traffic collisions and high-risk buildings.

We were pleased to see the service routinely follows its policies to make sure staff command incidents in line with operational guidance. It updates internal risk information with the information it receives. This information is readily available to crews on the [mobile data terminal](#) in each fire engine.

The service has a process to gather information through learning to improve operational response and incident command. Operational crews can feed back any information about incidents they have attended to make improvements. Due to the large area of the county and its varying duty systems, it isn't always feasible to reunite crews that have attended incidents to carry out a face-to-face debrief. We found evidence that, instead, crews debriefed incidents at the scene and used a debriefing form to centrally collate and review learning.

The service shares operational learning by distributing organisational bulletins. This method allows the service to communicate with staff across multiple duty systems. However, we found evidence that not all staff read or acknowledged they had understood the content of bulletins and were therefore missing the opportunity to learn. Some staff told us the changes or priorities in the bulletins weren't always clear and so identifying change could be time-consuming for staff. The service should assure itself all staff receive information, including risk-critical information, consistently and they understand the message to allow for feedback.

The service has responded to learning from incidents to improve its service for the public. For example, a case study of an incident was produced and presented to staff at a continuous professional development session for the county to enhance and share learning. The presentation included information gathered from the incident such as geographical and weather-related risk, initial actions, incident command decision-making and learning outcomes. It used various presentation formats for varied learning styles, including pictures and incident-related data. As a result of the findings of the case study, the service made changes to processes to improve operational activity.

We were encouraged to see the service is contributing towards, and acting on, learning from other fire and rescue services or operational learning gathered from emergency service partners. The service has a single point of contact to review and action all its submissions to [national operational learning \(NOL\)](#) and [joint organisational learning \(JOL\)](#). These are further reviewed at the organisational effectiveness board before being submitted as learning outcomes. Any learning received by the service is published throughout the organisation on the NOL/JOL dashboard on the intranet.

The service communicates effectively with the public

The service has good systems in place to inform the public about ongoing incidents and help keep them safe during and after incidents. This includes access 24 hours a day, 7 days a week to the media function that is run as part of the support function collaboration. This is a collaboration for support functions with North Yorkshire Police and the crime and commissioning department (this department used to be part of the office of the police, fire and crime commissioner). Also, the control room has access to social media accounts to post information about ongoing incidents.

Responding to major and multi-agency incidents

Adequate

North Yorkshire Fire and Rescue Service is adequate at responding to major and multi-agency incidents.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

Areas for improvement

The service needs to assure itself staff have the knowledge and understanding of marauding terrorist attacks to be effective in their response.

The service needs to provide operational training in high-rise buildings to assure itself it can command this incident type effectively.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service needs to improve its preparedness for major and multi-agency incidents

The service has effectively anticipated and considered the reasonably foreseeable risks and threats it may face. These risks are listed in both local and national risk registers as part of its community risk management planning. The service attends regular meetings at a strategic, tactical and operational level with the [local resilience forum](#). Within the forum, the service acts as chair for both the risk and assurance group and the training and exercising group. These are responsible for the management of risks in the county and multi-agency training, respectively.

The service is also familiar with the significant risks neighbouring fire and rescue services may face, and which it might reasonably be asked to respond to in an emergency. These include water-related risks. Firefighters have access to risk information from neighbouring services. The service uses the [Resilience Direct](#) system for sharing and collating risk information, including content applicable to neighbouring services.

The service's interaction with other agencies has raised its awareness of how well it is prepared for a major incident. However, staff at most levels of the organisation told us they wouldn't feel confident when responding to incidents such as marauding terrorist attacks. Some staff were unable to describe the expectations of the service at this type of incident. The service should assure itself all staff are exposed to training and exercises of this type.

The service should provide practical high-rise training at all levels of command

In our last inspection, we focused on how the service had collected risk information and responded to the government's building risk review programme for tall buildings.

In this inspection, we have focused on how well prepared the service is to respond to a major incident at a tall building, such as the tragedy at Grenfell Tower.

We found the service has policies and procedures in place for safely managing this type of incident. The service has commissioned an external review to assure itself it has met the government's recommendations and the documents meet the required standard. However, during our inspection we found not all staff were aware of the service's policies and procedures, and live exercises involving this building type haven't taken place to test them. Although some staff have used desktop scenario learning and e-learning packages, this isn't consistent throughout the service. Most staff told us they wouldn't feel confident to attend this type of incident and would benefit from practical exercises to experience the potential complexities at all levels of command. Although the county has few buildings of this type, it is essential crews are confident and prepared to attend an incident of this nature.

At this type of incident, a fire and rescue service would receive a high volume of simultaneous fire calls. We found the service has systems and plans in place to manage a high volume of calls using national procedures. The service also has some resilience in operational crews who would be deployed to the control room to provide support.

Our inspectors observed the system in place to manage the transfer of information between the control room and the scene of the incident when a tall building is on fire. Specifically, the service showed inspectors the computer system that could be used to relay important information such as the people who are at greatest risk and need to be rescued. Staff told us information on the system could be accessed from both the control room and the incident command unit.

Due to the limited number of high-rise buildings, the service has the capacity to create pre-populated building plans. These can be accessed using Microsoft Teams by anyone in the service. When the information is entered or altered by fire control or incident command, this can be viewed straightaway by all staff involved in the incident to allow for planning and effective rescues to take place. However, some staff told us this had been tested only at a slow pace and not in a real incident so they were unsure of its effectiveness.

The service works effectively with other fire and rescue services

The service supports other fire and rescue services responding to emergency incidents. For example, it has successfully deployed staff to neighbouring services and has provided use of its high-volume pump at wildfire and flooding incidents. It is intraoperable with these services and can form part of a multi-agency response.

The service has improved its involvement in cross-border exercises

The service has a cross-border exercise plan with neighbouring fire and rescue services, helping them work together effectively to keep the public safe. Staff told us the service was improving how it carried out exercises with other services. The service gave us a schedule of cross-border exercises that had taken place with other services that test procedures for such things as using breathing apparatus, dealing with road traffic collisions and using the aerial ladder platform.

In 2023/24 the service carried out 13 exercises with neighbouring fire and rescue services, which was an increase from 9 in the previous year. Its rate of 23.4 exercises with neighbouring fire and rescue services per 1,000 full-time equivalent firefighters means it is broadly in line with the England rate of 25.7. However, there was limited evidence to show the service had recorded learning from these exercises to inform risk information and service plans.

The service understands and practises JESIP

The incident commanders we interviewed had been trained in and were familiar with JESIP.

The service could give us strong evidence that it consistently follows these principles. This includes a tri-service (fire, police and ambulance) regional approach for the Yorkshire and Humber area, holding tactical and strategic group meetings and providing training across the services. The service also takes responsibility for co-ordinating JESIP training on behalf of the local resilience forum, through a strategic officer. The training is given by all emergency services at operational, tactical and strategic levels. It is also offered to the wider Yorkshire and Humber area.

We sampled a range of debriefs the service had carried out after multi-agency incidents and exercises. We were encouraged to find the service is identifying any problems it has with applying JESIP and taking appropriate, prompt action with other emergency services. We reviewed exercises that had taken place where the service had contributed to NOL by using a JESIP approach.

The service works effectively with partner organisations

The service has good arrangements in place to respond to emergencies with partners that make up the North Yorkshire local resilience forum.

The service is a valued partner and staff from the service chair the risk and assurance group and the training and exercising group. The service takes part in regular training events with other members of the forum and uses the learning to develop planning assumptions about responding to major and multi-agency incidents. The service also takes responsibility for co-ordinating JESIP training on behalf of the forum.

There is a clear process to acknowledge and consider national learning

The service makes sure it knows about national operational updates from other fire and rescue services and JOL from other organisations, such as the police service and ambulance trusts. It uses this learning to inform planning assumptions that it makes with partner organisations.

For all learning that the service plans to submit for NOL or JOL, it uses a process to provide quality assurance. Each item of learning is reviewed during the organisational effectiveness board meeting before submission.

Making best use of resources

Good

North Yorkshire Fire and Rescue Service is good at making best use of its resources.

Fire and rescue services should manage their resources properly and appropriately, aligning them with their risks and statutory responsibilities. Services should make best possible use of resources to achieve the best results for the public.

The service's revenue budget for 2024/25 is £45.2 million. This is a 9.1 percent increase from the previous financial year.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service effectively reviews and allocates resources to risk

We were encouraged to see the improvements the service has made since our last inspection. During our 2022 inspection we identified the need for the service to use its resources in a more co-ordinated way, and to make sure functions have shared objectives to meet the requirements of the RRM.

During this inspection we found the service's financial and workforce plans, including allocating resources to prevention, protection and response, are consistent with the risks and priorities it has identified in its RRM. For example, where the service has identified an increase in water risk, it has improved its staff resource and capability to mitigate this risk. Fifteen firefighters have received the required training to respond effectively to water incidents in the west and south of the service area. Additionally, work has taken place in the prevention department to demonstrate the service's new flume and provide water safety information.

The service has assessed how it responds to more rural properties and has prioritised distance from a station as a risk. As a result, it identified that it needed to better use its resources to carry out prevention and protection activity to meet this risk. Operational crews now support the prevention department by making home fire safety visits in more urban areas. This allows prevention teams adequate time to travel to more remote, at-risk premises to make home fire safety visits. Operational crews also support the protection department by carrying out fire safety audits.

The service has evaluated its mix of crewing and duty systems. It has analysed its response cover and can show it deploys its fire engines and response staff to manage risk efficiently. The service has used Operational Research in Health to carry out a comprehensive review of its [risk modelling](#). This research has assured the service that it has the right mix of duty systems in place to meet its risk.

The service builds its plans on sound scenarios. They help make sure it is sustainable and are underpinned by financial controls that reduce the risk of misusing public money.

The service has reviewed changes in the RRM to duty systems

The service has undergone a change in governance since our last inspection. The York and North Yorkshire deputy mayor has taken over the responsibilities of the police, fire and crime commissioner. This change in governance has delayed the service's implementation of proposed changes to some duty systems as per the objectives of the RRM. During this time, the service has consulted with union representatives about the changes and made amendments to the proposal as a result of feedback.

The RRM originally proposed a reduced response from the second fire engine at both Harrogate and Scarborough fire stations. This reduction was from a wholetime response to an on-call response during peak periods. The service has since used historical data on incidents and times of daytime peak activity to support the following amendment: the second fire engine at Harrogate station will now use a day-crewing duty system, which means it will be available to respond immediately during daytime hours. This change still creates efficiencies for the service while meeting the risk to the public.

However, significant delays to the changes mean operational staff are on temporary contracts indefinitely. This is affecting operational activity, how managers plan training, staff rotas and performance.

The service should work with union representatives to finalise future working agreements as soon as possible.

The service has a mix of duty systems, which include wholetime, day crewing, on-call, self-rostering, volunteer stations and the use of an operational staffing reserve to increase availability. However, some staff told us local exercises were often cancelled as there weren't enough available fire engines to allow crews to come together to train.

The service understands the costs of its duty systems and how the use of the staffing reserve and temporary contracts affects the use of overtime. Its review of duty systems – including those at Harrogate and Scarborough – and its use of the staffing reserve has assured the service this is an efficient use of resources. The service also understands how duty systems affect workforce productivity. For example, it recognises the benefits of the day-crewing duty system and where possible has used this system.

The service is improving workforce productivity and ways of working

We were encouraged to see the improvements the service has made since our last inspection. We were pleased to see the service's arrangements for managing performance clearly link resource use to its RRM and its strategic priorities. The service is now using data and newly developed dashboards to understand workforce activity. This is supported by the introduction of station plans that guide workforce activity. Station plans include prevention and protection activities to reduce risk. The service has introduced a range of key performance indicators including home fire safety visits, protection audits and risk information gathering visits. This is a recent change and isn't fully understood by some operational crews or implemented across the service. All performance is monitored and managed at a strategic level at the service delivery performance meeting.

The service is taking some steps to understand how it uses its wholetime firefighters. For example, it has introduced the collection of performance data and data-driven dashboards to visually track the work they do across the service. This is new to the service and is undergoing quality assurance. However, it will help the service to further understand the capacity each station has to be more productive.

The service is also taking steps to make sure the workforce's time is as productive as possible. This includes putting in place new ways of working. For example, it has introduced post-incident engagement at all stations across the county. This involves a level of community interaction following dwelling fires, such as distributing fire safety literature or making a home fire safety visit. A central team monitors post-incident engagement twice daily using the fire control incident summary. This makes sure all incidents are subject to fire safety interaction when required at the time of the incident. In addition, we were encouraged to see some on-call stations carried out proactive home fire safety visits. However, this isn't fully implemented across the service.

The service collaborates effectively with other agencies

We were pleased to see the service meets its statutory duty to collaborate. It routinely considers opportunities to collaborate with other emergency responders. For example, it has brought together its support functions with those of North Yorkshire Police and the crime and commissioning department (this department used to be part of the office of the police, fire and crime commissioner). We refer to this arrangement as the support function collaboration. Shared support functions include human resources, IT, estates, finance and business planning.

Collaborative work is aligned to the priorities in the RRM. For example, the service works closely with partners in the local resilience forum, the York and North Yorkshire Road Safety Partnership, community safety partnerships and district community safety hubs. However, due to the restructuring of the local district councils into a combined authority, some of these partnerships have been affected and the activity is inconsistent across the service at both tactical and strategic levels. The service should realign with community safety partnerships and hubs to provide a consistent approach across the service.

The service has access to a joint road safety partnership officer as part of the support function collaboration with North Yorkshire Police. Working with the police, the service aims to reduce injury on the roads to both residents and visitors. An example of this work is the FireBike initiative. Using decommissioned police traffic motorcycles, service staff target areas of risk to motorcyclists, to promote road safety advice and advanced rider techniques. In total, FireBike involved 1,177 hours of community involvement and road safety activity in its first year of operation.

The service reviews and evaluates the benefits of its collaborations

The service comprehensively monitors, reviews and evaluates the benefits and results of its collaborations. Notable results include the review of the service's support function collaboration and the efficiency benefits. The service commissioned an external, independent review across the service including support functions. The service told us the review identified savings of £460,000 under the collaboration. This finding is based on a comparison with other fire and rescue services for the same functions. The service told us it was satisfied with the structure of the collaboration and assured that it provided value for money.

The performance of the support function collaboration is also reported to the service's strategic leadership team. Since our last inspection, the service has appointed an assistant chief officer who represents it in the support function collaboration and is accountable to the chief fire officer for the performance of the functions.

Results of the external review identified a need to invest in support functions to make sure all the benefits are realised. At the time of our inspection, the service told us strategic leaders would approve the investment priorities as part of the budget-setting process for 2025/26.

The service has good continuity arrangements, which it tests regularly

The service has good continuity arrangements in place for areas in which it considers threats and risks to be high. It regularly reviews and tests these threats and risks so that staff know the arrangements and their associated responsibilities. It has a range of plans for risks that include industrial action, extreme weather and loss of IT systems. It also has specific continuity plans for individual departments. Exercises to test these plans have included a flooding exercise during November and December 2024, using a tactical co-ordination centre at the service headquarters.

The testing schedule includes cyber continuity exercises in conjunction with North Yorkshire Police. These thematic exercises are held quarterly.

The service is improving its financial management

We were encouraged to see the improvements the service has made since our last inspection.

There are regular reviews to consider all the service's expenditure, including its non-pay costs. And this scrutiny makes sure the service gets value for money. For example, the strategic leadership team reviews and scrutinises financial performance at its meetings. It compares actual expenditure with forecast expenditure, and looks to see where the service is underspending or overspending. In addition, the service has changed its internal audit arrangements. And it has made improvements to its internal governance and reporting arrangements for responding to internal audit recommendations. As a result, it has more assurance about its financial management, purchasing and value for money.

The service has made savings and efficiencies, which haven't affected its operational performance and the service it gives the public. It has made savings through the support function collaboration and publication of the RRM.

The service is taking steps to make sure it achieves efficiency gains through sound financial management and best working practices. It is doing this in important areas such as estates, fleet and purchasing. It uses national procurement frameworks to get the best possible purchasing power, for items such as fire kit and breathing apparatus. And the collaboration with North Yorkshire Police also provides opportunities for the service to benefit from economies of scale.

Making the fire and rescue service affordable now and in the future

Adequate

North Yorkshire Fire and Rescue Service is adequate at making the service affordable now and in the future.

Fire and rescue services should continuously look for ways to improve their effectiveness and efficiency. This includes transforming how they work and improving their value for money. Services should have robust spending plans that reflect future financial challenges and efficiency opportunities, and they should invest in better services for the public.

Area for improvement

The service should make sure its fleet and estates management programmes are linked to its risk and resource model, and that it understands the impact future changes to those programmes may have on its service to the public.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service's ability to mitigate its main financial risks has improved

The service has developed a sound understanding of future financial challenges. It plans to mitigate its financial risks. For example, the service has been actively carrying out a 'save to invest' approach. This means the service has identified and introduced efficiency savings with the specific intention of reinvesting this money to support the priorities in the RRM. It has paused some reinvestment to manage some unforeseen cost pressures, such as a higher than anticipated pay award and increased on-call costs. As a result, there is a balanced budget for 2024/25, which includes savings of around £2.2 million. Non-pay savings are around £545,000 of this total.

The underpinning assumptions are relatively robust and realistic. They take account of the wider external environment and some scenario planning for future spending reductions. At the time of our inspection, the service had considered uncertainties related to pension costs, changes to government funding such as the withdrawal of the rural services grant, and future pay awards. In addition, following the change from a police, fire and crime commissioner to a mayoral governance model, the service has modelled how different levels of council tax increase could support its future investment priorities.

We were pleased to see that the service has identified investment opportunities to improve the service to the public or generate further savings. It has placed orders for 16 new fire engines, which will cost £5.3 million. It also has plans to buy a further 15 fire engines. This will significantly reduce the overall age of the fleet and reduce maintenance costs. The service also told us it needed to spend around £5 million over the next five years to make improvements to its estate.

The service has used reserves to support transformation

The service has a sensible and sustainable plan for using its reserves. It has used earmarked reserves to introduce changes and make improvements. For example, its new development reserve was set up to fund a transformation team until the end of the 2024/25 financial year unless savings were made to make these staff permanent. The service has planned to include funding in the 2025/26 revenue budget, so this team is now a permanent resource.

Estates require significant investment

The service needs to do more to address the area for improvement issued during our last inspection, concerning its fleet and estates management programmes. Under the support function collaboration, the service has a joint strategic asset management programme. This programme covers the years from 2022 to 2032 and considers both the fleet and estates provision for fire and police. However, the service has lacked its own estates and fleet strategies and therefore has had limited information available to inform the joint management programme.

The report of the internal audit programme for 2023/24 raised concerns about estates management. As a result, the service commissioned a stock condition survey of all fire and rescue estate assets, to take place in September 2024. Such work hadn't previously taken place for over a decade, and some staff told us of poor working facilities, such as lack of heating for some periods at one fire station. On completion of the survey, the service has identified the need for significant investment across the organisation.

To address this, it has appointed a new head of estates, who is accountable for providing a risk-appropriate strategy. This should be aligned with the service's allocation of capital funding so there is a prioritised and affordable approach to making these improvements. Some work has already taken place to allocate risk ratings to the stock condition survey, allowing the service to be clear in its priorities as it proceeds.

The service has made efficiencies across fleet provision

The service has restructured the fleet department and provided some stability in this area. It has appointed a new head of fleet to work with the RRM and to inform the 2025 CRMP.

We were encouraged to see that, where possible, the service had collaborated to create efficiencies. This includes the purchase of a command unit from North Yorkshire Police, which has been refurbished to meet the requirements of the service. The service told us this has saved around £150,000 compared to buying new. In addition, the service shares a workshop for the repair and maintenance of vehicles.

The service plans to relocate existing fire and rescue service vehicles to be used by on-call staff when carrying out prevention and protection activity.

The service is transforming by modernising its technology

The service actively considers how changes in technology and future innovation may affect risk. It also looks to exploit opportunities to improve efficiency and effectiveness presented by changes in technology.

The strategic leadership team is committed to modernising and is directing change and improvements in technology across the service. Changes include:

- introducing IT packages including Microsoft software;
- appointing a data analyst;
- creating tactical and strategic dashboards;
- commissioning an external company to analyse data and identify risk and support the development of the RRM and the CRMP;
- purchasing a dynamic mobilising and cover tool; and
- upgrading the community fire risk management system.

The service has introduced new ways of working including the installation of software that will modernise and improve how the service communicates and monitors performance. The analysis of performance data will also allow the service to better understand its workflows and target its activity.

However, the service is having problems with the use of some of its technology. During our inspection we found that the service had issued 4G tablets to all fire engines to improve data collection and provide data security throughout activities. Some staff told us that tablets weren't always effective due to login issues, and in rural areas it was often difficult to get a data signal. Resulting inconsistencies in how the service collects and records data will then delay the service in viewing performance data. The service is aware of these issues and is working to improve accessibility for all staff.

The service has upgraded the resource management app, which has improved its functionality. On-call firefighters are now able to use the app to record their availability remotely.

The service has put in place the capacity and capability it needs to achieve sustainable transformation, and it routinely looks for opportunities to work with others to improve efficiency and provide better services in the future. It has created opportunities to improve and change by making the most of the support function collaboration.

The IT department is improving its accessibility to the service

The service considered how the support functions could best support the service under the support function collaboration. To enhance its understanding some support staff from IT have visited stations to get feedback. These visits help support staff better understand how they can provide an IT function that is accessible and how they support the overall effectiveness and efficiency of the workforce.

Changes have been made to the IT department as a result of the feedback. Scheduled visits to on-call stations are now in place to allow IT staff to resolve issues during the evening when on-call staff are in attendance at their stations. Allowing IT teams to be more accessible improves communication and reduces delays in providing service.

The service generates some income

The service considers options for generating extra income, but its ambition and track record in securing extra income are limited. It receives income from North Yorkshire Police for the space the police use in some of the service's fire stations.

Promoting the right values and culture

Adequate

North Yorkshire Fire and Rescue Service is adequate at promoting the right values and culture.

Fire and rescue services should have positive and inclusive cultures, modelled by the behaviours of their senior leaders. Services should promote health and safety effectively, and staff should have access to a range of well-being support that can be tailored to their individual needs.

Areas for improvement

The service should monitor dual contracts to make sure staff don't work excessive hours.

The service should make sure it has effective absence and attendance procedures in place.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service is improving culture and behaviours, which are supported by its values

The service has well-defined values in the Core Code of Ethics, which staff understand. We found staff at all levels of the service showing behaviours that reflect service values. This is also reflected in our staff survey results. They show that 89 percent of respondents agreed that colleagues consistently modelled and maintained the service values.

Evidence we collected during our inspection shows strategic leaders act as role models. For example, most staff feel there is a sense of positive change around the new and permanent strategic leadership team. Some staff told us leaders were improving processes and had increased their involvement with staff. They have done this using scheduled visits and introducing where possible 'ride along', where the chief fire officer works at a tactical level with crews to improve communication. Most staff describe leaders as visible and approachable. In our staff survey, 69 percent of respondents felt that senior leaders consistently modelled and maintained the service values.

There is a positive working culture throughout the service, with staff empowered and willing to challenge poor behaviours when they come across them.

The service aims to improve its culture by using independent academic research

The service has invested in a subsidised collaboration with the University of Huddersfield, to develop a framework for cultural change and behavioural improvement. The aims of the project are to understand the issues across the organisation and to co-develop a research-informed toolkit for change and a proposed implementation plan. To make sure the research is based on staff experiences, researchers spoke to employees using one-to-one interviews and focus groups across both operational and support staff sectors, and recorded them describing their experiences.

Early findings indicate the service is improving culturally, and the commissioning of the project and the commitment of strategic leaders show that there is a desire to create change.

However, the findings also highlight the need for the service to continue to improve in certain areas. Improvements include creating a more supportive environment using middle managers, and continuing to build trust in processes for handling inappropriate behaviour. During our inspection we were encouraged to hear staff across the service speaking positively about some middle managers.

The research also found the service has what were described as 'organisational ghosts' – memories and stories of past events that are still having an impact on the attitudes and behaviours of staff members.

Staff have received the research and report well. Although the strategic leadership team doesn't contribute to the collection of evidence, it has committed to the process and its required outcomes. We look forward to seeing during our next inspection what impact the toolkit for change has on the service.

The service has good well-being provisions for mental and physical health

The service has well-understood and effective well-being policies in place, which are available to staff. A significant range of well-being support is available to support both physical and mental health. For example, under the support function collaboration, the service has access to a wealth of well-being provisions, including both physical and psychological therapies. All staff are offered trauma risk management if they attend an incident that may have affected their well-being. All counsellors are trained by the British Association for Counselling and Psychotherapy.

Also under the support function collaboration, employees have access to the police [Oscar Kilo](#) vehicle, known in the service as 'the OK van'. The van is able to visit stations around the county to provide simple health checks, such as blood pressure checks, and signposting to alternative support services.

There are good provisions in place to promote staff well-being. These include online well-being events. Staff attendance isn't mandatory and the events allow flexibility as to when and how staff access virtual support sessions. The results of our staff survey provide further evidence for this availability: 91 percent of respondents (116 out of 127) agreed that they could access services to support their mental well-being.

The service needs to improve some areas of health and safety

The service has appointed a new head of health and safety to further support and improve health and safety.

The service has effective and well-understood health and safety policies and procedures in place. These are readily available, and the service promotes them effectively to all staff. In our staff survey, 95 percent of respondents (121 out of 127) agreed that they understood the policies and procedures the service had in place to make sure they could work safely. The service has effective reporting processes using the health and safety board meetings and subgroups.

When required, the service uses bulletins to inform staff of risk-critical or safety information. However, there is inconsistency across the service in how these bulletins are received and acknowledged as they are issued in both digital and paper formats. This means the service can't assure itself they have been read and understood by all staff members.

The service needs to improve how it monitors staff with dual contracts

We found the service hadn't made enough improvement in this area since our last inspection. It needs to further improve how it monitors the working hours of staff who work dual contracts.

The service is made up mainly of on-call fire stations. It employs several staff who work the general shift pattern as their primary role along with an on-call contract as their secondary employment. Although the service does some monitoring of staff who have secondary employment or dual contracts to make sure they comply with the law and its limits on working time, this isn't real-time but is retrospective over a 17-week period. Some staff told us they were often available for calls without taking breaks and managed their own time without challenge from the service. We weren't able to identify a process in which the service would be alerted if a staff member had exceeded the working times without sufficient breaks at the time of a call.

To make sure staff can respond to emergencies effectively and safely, the service must make sure staff with dual contracts are rested and prepared for duty.

The service isn't consistently managing absence

The service has an absence policy, but not all staff, including managers, understand it. The service doesn't always follow its absence policy. For example, we found evidence absence pay was variable across the number of open cases. How the service chooses to pay absent staff members is decided based on the individual's circumstances along with their manager's discretion. This creates inconsistency across the service and its decision-making processes. We also found the length of time the service is supporting staff members in some cases is excessive. The service doesn't have a capabilities process or agreement so the service isn't supported in how it manages the absence of staff who can't carry out their duties.

The service should have clear and consistent policies, procedures and processes that allow it to make sure absence is monitored and dealt with in a way that is both effective and efficient. It should also provide systems that appropriately inform relevant departments of staff absence so they can manage the workforce effectively. Some staff told us they weren't told of staff absences, and this then affected resource planning.

In 2023/24, the average number of days not worked per firefighter due to long-term sickness increased by 38 percent compared to 2022/23. The lack of absence management may over time affect the resilience and availability of the workforce and lead to additional financial impacts.

Getting the right people with the right skills

Good

North Yorkshire Fire and Rescue Service is good at getting the right people with the right skills.

Fire and rescue services should have a workforce plan in place that is linked to their [community risk management plans](#). It should set out their current and future skills requirements and address capability gaps. This should be supplemented by a culture of continuous improvement, including appropriate learning and development throughout the service.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has improved workforce planning

The service has good workforce planning in place. This makes sure skills and capabilities align with what it needs to effectively carry out its RRM. For example, the introduction of the workforce planning board makes sure succession planning is subject to consistent scrutiny by strategic leaders, who are proactively resourcing the organisation. In addition, the creation of a risk-critical role register helps the service to plan ahead.

The service told us it had promoted 34 staff to wholetime firefighters in 2024. Some of these previously worked on-call, which has left gaps in other areas. However, the service is aware of this and has set up an on-call futures programme as part of its workforce planning. The service successfully asked for approval to reinvest funding that was originally earmarked for the Emergency Services Mobile Communications Programme national network project into the on-call recruitment and retention process.

The role of the on-call futures programme team is to focus on how the service promotes firefighting careers at on-call stations and how it supports and retains firefighters in those roles. The team acts as a single point of contact by supporting applicants through the assessment processes and supporting their ongoing development.

The team has assessed the needs of all on-call stations, now and in future. Using this information, strategic leaders can review a station for approved staffing levels, risk and requirements. For example, highlighting a station as having a low number of firefighters available triggers the service to analyse the station's area for potential targeted recruitment campaigns.

This focus has increased the number of recruits. At the time of our inspection, the service was able to show it had 120 applications from across the county, with several potential recruits at priority stations.

The service acknowledges the dedicated and continuous work it takes to provide on-call firefighters. To enhance this work, the service uses Operational Research in Health data aligned with [Mosaic](#) data to identify where it can extend the on-call timed response boundary. (The boundary marks the maximum distance an on-call firefighter may live or work from the station.) This opens recruitment to a wider community.

The service is also acknowledging the commitment of businesses throughout the county in allowing staff to leave primary roles to attend emergency incidents. The service shows its appreciation to local primary employers for this flexibility and their continued support to the community. It does this by presenting them with recognition plaques and using social media to create public appreciation posts.

The service is improving workforce skills and capabilities

Most staff told us they could access the training they need to be effective in their roles, including management skills and non-operational skills. In our staff survey, 78 percent of respondents (99 out of 127) agreed that they had received sufficient training to effectively do their jobs.

The service's training plans make sure staff can maintain competence and capability effectively. For example, operational staff are trained in both prevention and protection where required, with on-call and fire control staff also having the opportunity to develop in these areas. And specific support skills are also transferred throughout departments. The service's leadership programmes for first-line managers and middle managers cover all aspects of management including difficult conversations; equality, diversity and inclusion; and managing performance. The service has also given middle managers the opportunity to attend ACAS training, which has received positive feedback.

However, some staff told us they didn't feel confident in areas such as IT, the risk management information systems and the new dashboards. To overcome this challenge, the service aims to produce IT packages that are intuitive, with supporting guidance on the intranet. The service has also provided online 'lunch and learn' workshops to provide further support.

Operational crews receive effective command training, which is monitored and revalidated once every two years. The reassessment programme includes risk-critical skills such as using breathing apparatus. Where a person needs more training in a particular skill, the service's policy allows them to travel to an incident with the fire engine, but they may not use this skill at the incident. The deployment of the next available fire engine would provide additional resource. The service should make sure crews' skills remain valid to meet the risk requirements of the service.

New applications to monitor staff competence help identify gaps to aid planning

The service monitors staff competence and has implemented a training planner to monitor workforce capabilities. Besides this, staff can use the resource management app to record their competency training, which will then update a new real-time competency dashboard. Managers and strategic leaders can monitor the dashboard to track staff training. However, some staff told us a glitch in the resource management app meant it didn't always recognise when competency training was complete. Managers told us this could be time-consuming and inefficient when planning and organising training. This fault was reported at the time of our inspection, and the service is aware of the issues it causes operational crews.

The service regularly updates its understanding of staff skills and risk-critical safety capabilities by monitoring and providing mandatory e-learning packages for areas such as safeguarding and health and safety. This approach means the service can identify gaps in workforce capabilities and resilience. It also means it can make sound and financially sustainable decisions about current and future needs.

The service provides learning and improvement opportunities

The service promotes a culture of continuous improvement throughout the organisation, and it encourages staff to learn and develop. For example, it has provided learning opportunities for staff, including level 2 and level 3 protection qualifications, e-learning packages and face-to-face equality, diversity and inclusion training. These learning packages adapt to the varying learning styles across the organisation and allow staff to learn at their own pace.

Ensuring fairness and promoting diversity

Adequate

North Yorkshire Fire and Rescue Service is adequate at ensuring fairness and promoting diversity.

Creating a more representative workforce gives fire and rescue services huge benefits. These include greater access to talent and different ways of thinking. It also helps them better understand and engage with local communities. Each service should make sure staff throughout the organisation firmly understand and show a commitment to equality, diversity and inclusion. This includes successfully taking steps to remove inequality and making progress to improve fairness, diversity and inclusion at all levels of the service. It should proactively seek and respond to feedback from staff and make sure any action it takes is meaningful.

Area for improvement

The service should make sure it has robust processes in place to carry out [equality impact assessments](#) and review any actions agreed as a result.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service has made some improvements to gathering and acting on feedback but needs to do more

The service has developed several ways to work with staff on issues and decisions that affect them. These include methods to build all-staff awareness of fairness and diversity, as well as targeted initiatives to identify matters that affect different staff groups.

There are network groups that are available to all staff, for example:

- women
- men
- race and culture
- neurodiversity
- religion and spiritual
- LGBTQ.

Each group is sponsored at a strategic level and is supported by network champions across the service.

The service is in the process of updating its equality, diversity and inclusion strategy. It is carrying out a staff survey to inform the strategy for 2025.

The service has taken action to address matters staff have raised. For example, it has adapted processes as a result of feedback, such as making further allowances for neurodivergence in recruitment. These adaptations have allowed staff to be further supported with software for dyslexia and additional coaching for recruitment applications. Staff have received these actions positively. However, we did find examples where the service could have done more to support staff who raised issues in the network groups about uniform.

The service was able to provide evidence that it works with representative bodies and staff associations when required.

The service is creating a change in culture to tackle bullying, harassment and discrimination

Staff have a good understanding of what bullying, [harassment](#) and discrimination are, and their negative effects on colleagues and the organisation.

In our staff survey, 17 percent of respondents (22 out of 127) told us they had been subject to bullying or harassment and 20 percent (26 out of 127) to discrimination over the past 12 months. This is less than during our last inspection, when 38 percent of staff survey respondents (29 out of 77) reported they had been subject to bullying or harassment and 40 percent (31 out of 77) to discrimination in the 12 months before the survey.

Most staff are confident in the service's approach to tackling bullying, harassment and discrimination, grievances and disciplinary matters. The strategic leadership team provided evidence that it acted on reports of bullying and harassment, and valued this as a service priority. It uses the Core Code of Ethics to guide staff on the expectations across the service. Its commitment to improving culture is also evident in its investment in the University of Huddersfield framework for cultural change in behaviours.

The service has made sure all staff are trained and clear about what to do if they encounter inappropriate behaviour. The new confidential reporting line allows staff to report it anonymously and effectively.

The service is improving its recruitment and promotion process

There is an open, fair and honest recruitment process for staff or those wishing to work for the fire and rescue service. The service has an effective system to understand and remove the risk of [disproportionality](#) in recruitment processes. For example, the new recruitment and promotion process has been developed externally. The external company has carried out data research in the service, such as focus groups, interviews and surveys, to support its implementation. An equality impact assessment further assures the service there are no adverse impacts.

The service has put considerable effort into developing its recruitment processes so they are fair and potential applicants can understand them. The recruitment policies are comprehensive and cover opportunities in all roles. The service advertises recruitment opportunities both internally and externally through organisations such as Women in the Fire Service UK, the Asian Fire Service Association and the NFCC. The service has also brought in support from a recruitment agency that targets recruitment opportunities towards under-represented groups. This has encouraged applicants from diverse backgrounds, including into middle and strategic management roles. The service has also taken other steps to improve diversity in recruitment. For example, [positive action](#) days are in place, along with 'have a go' days and 'what to expect from the role' virtual drop-in sessions. The workforce supports this.

However, the service needs to do more to understand the diversity of its existing workforce, including staff members with [protected characteristics](#). In its diversity data, there is a high proportion of 'not stated' declarations from staff. It would benefit from understanding how equality affects the workforce, using data to promote further improvements.

The proportion of firefighters that identified as being from an ethnic minority background has increased from 1.5 percent (8 people) as at 31 March 2023 to 3.4 percent (19 people) as at 31 March 2024. However, the proportion of firefighters who identified as a woman has decreased from 8.7 percent (56 people) to 8.1 percent (50 people) over the same period.

For the whole workforce, as at 31 March 2024, 3 percent identified as being from an ethnic minority background compared to 7.7 percent in their local population and 8.6 percent throughout all fire and rescue services. A total of 14 percent identified as a woman, compared to an average of 14 percent throughout all fire and rescue services.

The service is improving how it implements equality, diversity and inclusion objectives

The service has improved its approach to equality, diversity and inclusion. It makes sure it can offer the right services to its communities and can support staff with protected characteristics. For example, the service has consulted with staff networks about altering the governance structure for meetings that involve equality, diversity and inclusion. As a result, the meetings will now join the tactical and strategic boards under one equality, diversity and inclusion culture board to better meet objectives.

The 2022/24 equality strategy has been supplemented with feedback from the service's staff survey. The service was due to introduce the updated strategy in early 2025. This will allow the service to propose changes as a result of the feedback.

Equality impact assessment is ineffective

The service has an ineffective equality impact assessment process. Although the service has taken action to establish and improve the process, the staff who use it don't fully understand it. The service has provided some training to middle managers. But it needs to make further improvements to make sure all staff understand how key decision-making can affect equality, diversity and inclusion throughout the organisation.

The service has used varying templates under the support function collaboration that aren't suitable for a fire and rescue service. This has led to confusion and error. The service is aware of this and has made a strategic decision to align all future equality impact assessments with the NFCC's template and guidance.

It is also not clear who has overall accountability for any actions that are identified as a result of an effective equality impact assessment or for the level of strategic oversight that makes sure standards are consistent. Without a good understanding of the impacts that policies and procedures have on equality, the service can't amend these documents to create tangible change for the workforce. The service should provide consistent oversight of all completed equality impact assessments, and collate and monitor all identified actions to make sure they are completed.

Managing performance and developing leaders

Good

North Yorkshire Fire and Rescue Service is good at managing performance and developing leaders.

Fire and rescue services should have robust and meaningful performance management arrangements in place for their staff. All staff should be supported to meet their potential and there should be a focus on developing staff and improving diversity into leadership roles.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Main findings

The service is improving how it manages individuals' performance

The service has developed a new performance management system, which was introduced during 2024. This allows the service to effectively develop and assess the individual performance of all staff. For example, the service holds personal development review conversations with staff at least annually, covering topics such as training, development and well-being.

Through our staff survey, most staff reported they have regular discussions with their manager and these are meaningful. In the survey, 62 percent of respondents (54 out of 87) felt their personal development review was useful. Each staff member has individual goals and objectives, and regular performance assessments. Most staff feel confident in the performance and development arrangements in place.

The service has invested in its promotion and progression processes

The service has put considerable effort into developing its promotion and progression processes so that they are fair and all staff can understand them. Historically, fire and rescue services have held competency-based interviews for vacancies. However, with the help of an independent external specialist, the service has designed and introduced a strength-based assessment framework. The framework design considered the views of the workforce using focus groups and online surveys. It had support from the talent management team.

The framework focuses on eight key strength areas, which are aligned to rank or role requirements such as resilience, teamwork and empathy. The service has included the need for independence on the interview panel and uses its collaboration with the police to provide independent interviewers.

The service has also evaluated the processes and made changes to them as a result. For example, the service has made changes concerning the provision of reasonable adjustments. The service now allows additional time for those who need it, and opportunities to discuss the suitability of the role with the recruitment team before application.

The processes are comprehensive and cover opportunities in all roles. Since 2022, the processes have been used for all promotion and external recruitment, from chief fire officer to crew manager roles. Overall, most staff told us this was a positive change from the strategic leaders and felt that this had improved fairness and transparency.

However, despite the changes there are still some staff who feel further improvements can be made. The service should do more to assure staff the processes are robust and where possible publish changes to the processes as a result of feedback.

The service has improved planning of its future workforce

The service has effective succession-planning processes in place, which allow it to effectively manage the career pathways of its staff, including roles needing specialist skills.

It manages selection processes consistently. And it uses temporary promotions appropriately to fill short-term resourcing gaps. The workforce planning board has reduced the percentage of management roles on a temporary contract from 42 percent to 11 percent. However, the service still has several temporary roles at a tactical level. It should aim to address this to provide stability throughout the organisation.

The service has improved the diversity of its strategic leadership team

The service knows it needs to go further to increase workforce diversity. However, it now has a diverse strategic leadership team as a result of external recruitment and promotion of internal staff.

The service has introduced programmes to develop leadership and high-potential staff at all levels

The service has introduced first-line and middle manager leadership programmes. These support first-line and middle managers in developing and managing staff, and identify those with high potential and a desire to succeed. They have already trained over 182 staff in the service. They have modules that teach skills in subjects such as equality, diversity and inclusion; leadership; building effective teams; and problem-solving and decision-making.

The programmes are unique as they are developed and presented under the service's collaboration with North Yorkshire Police. Leadership skills are taught to staff at the right level for their roles and are consistent across both organisations. This has already benefited staff attending emergency incidents, providing stronger and familiar working relationships.

The service advertises all talent and leadership opportunities fairly through its recruitment and promotion pathways for all staff to consider. These include Women in the Fire Service UK, the Asian Fire Service Association and the NFCC.

The service has considered the December 2022 'Leading the Service' and 'Leading and Developing People' fire standards and how it will implement them.

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POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	7 th July 2025
Report Title	Neighbourhood Policing

Information should be accessible for all. If you require this information in a different language or format, please contact the Police, Fire and Crime Team at info@northyorkshire-pfcc.gov.uk.

Purpose of this Report

The purpose of this report is to provide an update on last year's report and outline the changes to Neighbourhood Policing across York and North Yorkshire.

Background

Neighbourhood policing is the bedrock of North Yorkshire Police, and spearheads the delivery of community engagement, evidence-based problem solving, and targeted activity. It deters criminals, prevents anti-social behaviour and helps the community feel safe and connected to the police.

The Neighbourhood Policing Guarantee (NPG)

In April 2025 the Government announced details of their promise which was laid out in its election manifesto, to introduce the policing guarantee. The details set out:

- that every neighbourhood in England and Wales will have dedicated teams, with guaranteed police patrols in town centres and other hotspot areas at peak times such as Friday and Saturday nights.
- communities will also have named, contactable officers to tackle the issues facing their communities.
- That there will be a dedicated antisocial behaviour lead in every force, working with residents and businesses to develop tailored action plans to tackle antisocial behaviour.

The Neighbourhood Policing Guarantee provides a boost of over £200 million¹, with 13,000 more officers will be put on the streets of the UK by 2029, an increase of over 50%² according to the government announcement.

The early focus of the plan will be to establish named local officers, target town centre crime and build back neighbourhood policing.

¹ [£200 million boost to transform neighbourhood policing - GOV.UK](#)

² [More detail announced on the Neighbourhood Policing Guarantee - GOV.UK](#)

Police.UK data shows there have been 14,021 recorded instances of Anti-Social Behaviour across York and North Yorkshire in the past year (May 2024 to April 2025)³. Almost 34% of the total ASB occurred in York.

For NY, the NPG means Neighbourhood Policing is set for a major uplift, which will see that 32 new Police Constables and 20 new Police Community Support Officers (PCSOs) to be recruited thanks to a £1,946,579 million investment secured will be recruited into NYP⁴.

As part of the NPG, College of Policing will be delivering dedicated training for officers and staff in neighbourhood policing teams across England and Wales.

The Neighbourhood Policing Pathway is currently being piloted in eleven forces and covers issues specific to the role of being a neighbourhood police officer or PCSO.

Local Context

In the chief constables 2025 Force Management Statement, Neighbourhood Policing was prominent in it stating it is the bedrock of NYP, and spearheads the delivery of community engagement, evidence-based problem solving, and targeted activity. Over the course of the past nine months, they have undertaken a comprehensive review of our neighbourhood delivery, including a community consultation which had over 4,000 responses. We have developed a business case that sets a clear direction for the delivery of our offer, to support delivery of the Neighbourhood Policing Guarantee. The review has defined the tasks the public want our Neighbourhood Teams to undertake and the demand they must meet. We have delivered an evidence-based scientific approach to the number of staff and officers that comprised those teams. We have also refreshed our demand profile for Response Policing and implemented a clear abstraction policy.

Response to the NPG

In May 2025, the PFCO Online Public Meeting (OPM) focussed on Neighbourhood Policing and the government uplift.

The recording of the meeting is here: [15 May – OPM Neighbourhood Policing - YouTube](#)

The slides for the meeting are here: [15 May - OPM Neighbourhood Policing Presentation](#)

Along with this plan NYP have fully updated the NPT section on their website. The tab, 'Your Area' [Your area | North Yorkshire Police](#) directs users to essential information for their local neighbourhood. There were 11 neighbourhood policing teams each led by an inspector and as a result of the review, and since March 2025, these have been broken down into 38 areas allowing members of the public to find more focussed priorities and information for their community. These areas can be found in Annex 1.

³ [North Yorkshire Police | Police.uk](#)

⁴ [Mayor Delivers Boost to Neighbourhood Policing in First Year](#)

Once users have identified their area the page links to the relevant ward area and includes an online contact form, stations and offices information, crimes and priorities for your area and 'on the team'. This team area identifies all officers, PCSOs, inspectors and sergeants in your local area, with photos of officers the public can feel more connected to their neighbourhood team.

NYP showed the geographic deployment of new formation relating to Neighbourhood Policing Teams in the last OPM.

Key

- Pre-Neighbourhood Grant Uplift
- 'To be' Neighbourhood Numbers

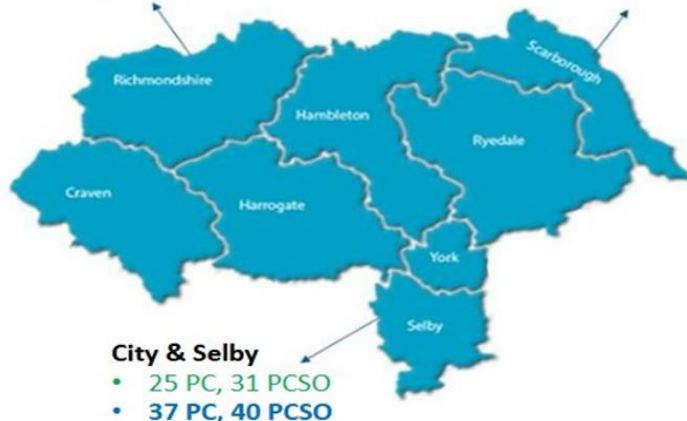


County

- 32 PC, 40 PCSO
- 47 PC, 52 PCSO

Scarborough & Ryedale

- 23 PC, 24 PCSO
- 28 PC, 29.68 PCSO

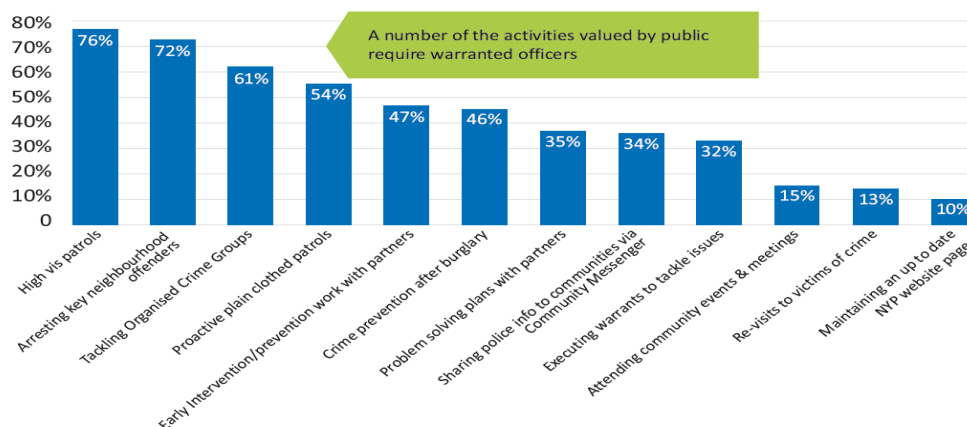


Neighbourhood Policing Review

In June 2024, NYP undertook a comprehensive review of neighbourhood policing delivery, including a community consultation which had 5500 responses received. Aiming to understand demand, current role of neighbourhood teams, what the public wants and how to deliver that service. This included public and stakeholder surveys, focus groups and a time and motion survey.

This review, alongside the key performance framework and ward harm index, built a strong understanding of what NYP neighbourhood teams need to deliver. The graph below shows the highest priorities for neighbourhood policing being identified as High-visibility and proactive patrols, making arrests and tackling OCGs.

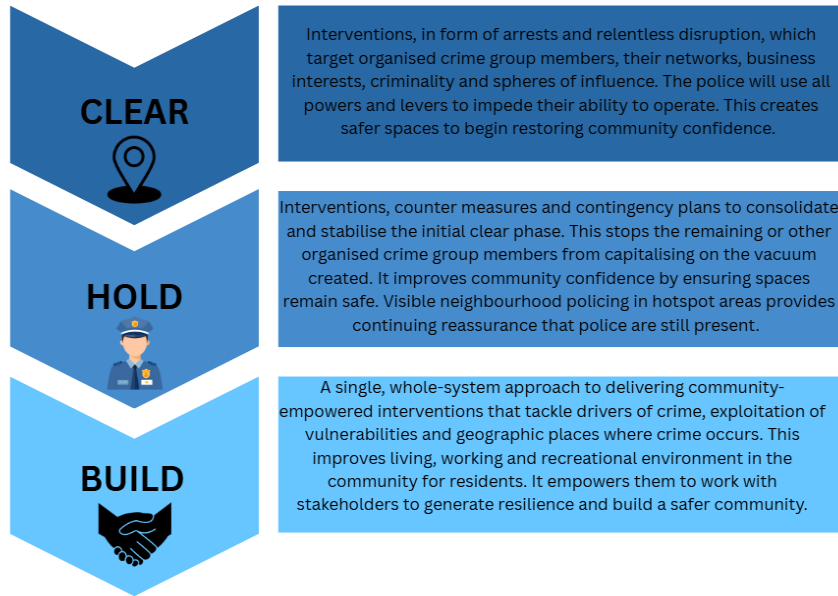
Public & Partner survey results



“At its best, neighbourhood policing is not something that is done to communities, it is done with communities” – Chief Constable Tim Forber

Clear, Hold, Build (CHB)

CHB is an innovative framework, developed by the Home Office, to help police forces tackle serious and organised crime. It reclaims and rebuilds neighbourhoods affected by organised crime, makes areas safer and increases public confidence in the police and partner agencies. It's a system of tackling crime in communities through disrupting criminality, stabilising the area and building community resilience⁵. The first Clear, Hold, Build projects in North Yorkshire were launched in March 2024 in Clifton- York and Barrowcliff - Scarborough.



Before Clear-Hold-Build, March 23 – Feb 24, there was an average of 93.6 crimes per month in Clifton, since the initiative started, this has reduced to an average of 82.3 crimes per month, April 24- March 25 according to NYP.

The aim of CHB is to empower the community's own voice to galvanise local capabilities to 'claim back' communities blighted by these gangs and build longer-term resilience and confidence to tackle future threats. The CHB initiatives are governed through the Local District Tasking and Coordination Group meetings.

Project Deployment

Project Deployment⁶ is a Home Office funded 'Hotspot Response' policing initiative⁷. The additional funding has enabled NYP to boost patrols, with the proactive approach delivering positive results:

- 45 ASB hotspots were identified across North Yorkshire
- There was a 13.17%* overall ASB reduction across the ASB hotspots
- There were 6628 additional hours of high visibility police patrols
- A total of 14337 extra patrols

Some of the hotspot areas with the most significant reductions * in reported incidents were:

- York Ethel Ward, Haxby area – 76.92% reduction
- York: Foxwood Lane, Acomb area – 61.9% reduction
- Scarborough: Trafalgar Square area – 60.66% reduction
- Malton: Sycamore Avenue, Malton – 59.26% reduction
- Harrogate, Skipton Road - 50% reduction

⁵ [Clear, Hold, Build | North Yorkshire Police](#)

⁶ [Hotspot policing reduces anti-social behaviour across North Yorkshire | North Yorkshire Police](#)

⁷ [Hot spot policing in England and Wales, year ending March 2023: Evaluation of Grip and bespoke-funded hot spot policing - GOV.UK](#)

- Thirsk, Market Place - 50% reduction

** % crime figures calculated from comparison data taken between 01 January – 31 December 2023 and 01 January – 31 December 2024*

NYP have not seen displacement of ASB alongside these specific reductions, with North Yorkshire overall having a reduction. Further funding has been secured for 2025/26, and renewed analysis of anti-social behaviour is identifying the next hotspot areas.

Safer Streets - Summer Initiative

This summer, a specific focus, within the NPG, of tackling ASB, retail crime and street crime (namely personal robbery and theft from the person offences) in town centres and high streets areas that are often key to public confidence, economic activity, and perceptions of fairness and safety.

The Safer Streets Summer initiative will run from 30 June to the end of September 2025. The primary goal is to prevent crime and disorder and increase meaningful and visible consequences for the minority who feel it is acceptable to cause this scourge on society.

In this initiative monitoring will use existing national data, and supplementary local reporting to monitor how activity done by NYP, has impacted ASB and retail crime. This delivery plan is set out with the suggestion actions, and with data returned to the Home Office at regular intervals between the set dates.

Safer Streets – Rural Crime

The financial impact of crime in North Yorkshire’s rural communities has fallen by more than a fifth with new figures from a NFU Mutual national survey ⁸ shows the ‘cost’ of rural crime in Y&NY in 2024 was £1,476,000 which is almost half a million pounds less than in 2023, when the cost of rural crime was £1,910,000.

The fall in the North Yorkshire Police area – 22.7% – is even greater than the national average fall of 16.5%⁹.

Nationally, the cost of agricultural vehicle theft, quad bike theft, and GPS theft are all down. NYP’s Rural Task Force have been using forensic marking technology to protect such property.

Since 2024, officers have been distributing thousands of SelectaDNA kits, which are used to mark vehicles and equipment with an invisible solution. When analysed, it reveals a unique code that irrefutably links property with its rightful owner. Signs warning about the presence of SelectaDNA are posted prominently in farmyards and on agricultural buildings – so the system not only helps police recover stolen property, but it also deters criminals in the first place.

Officers have also been working with the National Rural Crime Unit to tackle the theft of agricultural GPS equipment – expensive devices often targeted by organised crime groups.

And NYP’s Neighbourhood Policing Teams have continued their work in the heart of local communities, offering security advice, passing on crime trends and alerts, and conducting high-visibility patrols.

Retail Crime

⁸ [2268 RURAL CRIME REPORT 2025 V8a INTERACTIVE .indd](#)

⁹ [Cost of rural crime falls in Yorks & Humber as countryside unites to tackle organised and serious crime, NFU Mutual reveals](#)

Activity in towns and cities throughout Y&NY areas includes proactive visits to shops, supermarkets and out-of-town retail centres; drop-in sessions encouraging members of the public to sign up to North Yorkshire Community Messaging; and extra high-visibility patrols in busy shopping areas to deter criminals and provide reassurance.

Officers are actively promoting NYP’s new digital evidence management system. Since its launch in July of this year, more than 460 accounts have signed up to the force’s NICE Investigate portal – of which 220 are local businesses. On top of that, many large national companies are also already members.

In April 2025, NYP also hosted their Retail Crime Symposium. The symposium was attended by the Chief Constable and several senior police officers, the Mayor and Deputy Mayor of York and NY, together with representatives from retailers and the security industry. This was to demonstrate the challenges facing the police in tackling retail crime and some of the initiatives now underway designed to meet those challenges head on.



Police, Fire and Crime Directorate (PFCD) Activity

Safer Streets

The PFCD have supported the Rural Task Force with their work in funding the project in providing the SelectaDNA kits. We are also working closely with NYP to support their work on the Safer Summer initiative, by leading on the project and providing analyst support.

Assurance Framework

The PFCD will continue to utilise the Assurance Framework [Assurance Framework](#) to support the effective monitoring of activity (For example, the delivery of Neighbourhood Policing) by providing a structured and transparent approach to oversight across policing, fire and crime services. The framework, alongside the Mayor’s Plans establishes clear standards, performance indicators and accountability mechanisms that enable the Mayor/DMPFC to assess how well services are delivering against their objectives. Through regular scrutiny the framework ensures that services are aligned with public expectations, statutory duties, and budgetary constraints. This enables the Mayor/DMPFC to hold services to account, identify areas for improvement and drive effective, efficient, and responsive public service delivery.

Annex 1: Neighbourhood Policing Areas

Previous Neighbourhood Areas	Current Neighbourhood Areas
Craven	Craven
	Crosshills
	Grassington
	Ingleton
	Settle
	Skipton
Filey and Eastfield	Eastfield and Filey
Hambleton	Bedale

	Easingwold
	Hambleton
	Stokesley
	Thirsk
Harrogate Outer	Boroughbridge
	Knaresborough Rural
	Knaresborough Town
	Pateley Bridge
	Ripon
	Ripon Rural
Harrogate Town	Harrogate North
	Harrogate South
	Harrogate Town Centre
Richmondshire	Catterick
	Leyburn
	Richmond
Ryedale and Whitby	Ryedale
	Whitby
Scarborough	Scarborough North
	Scarborough South
	Scarborough Town
Selby	Osgoldcross
	Selby South
	Selby North
	Sherburn and Tadcaster
York Inner	York Inner
York Outer	York Outer (East)
	York Outer (North)
	York Outer (West)

Appendices:

North Yorkshire Police Briefing on Neighbourhood Policing.

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The future of Neighbourhood Policing in York and North Yorkshire



Introduction



When I took up the role of Chief Constable in North Yorkshire Police in April 2024 I set out my ambitions for the force, including delivering outstanding neighbourhood policing. I see strength in neighbourhood policing as the foundation of early intervention and prevention – removing the criminal activity that results in victims of crime at the earliest possible point to prevent reoffending and further victims.

At its best, neighbourhood policing is not something that is done to communities, it is done with communities. So, it is important that we have the right capacity and capability to engage with the public; to be able to listen and understand what matters most and to be able to feedback what we've done about it. And doing that with community assets and with partners at a local level is absolutely critical.



I do not see good neighbourhood policing as an add-on to how we police here in North Yorkshire. It will not be the 'bit' that we do when we have done everything else. That generates a reactive force – and we want to have prevention at the heart of what we do. Neighbourhood policing is key to that.

We need to give our communities a police service that is visible and accessible and responds effectively to deal with the issues that matter most to local residents.

We do not have unlimited resources in policing and we need to think really smartly about the make-up of our neighbourhood resources and where we place them across the county based on threat, harm and risk.

This document sets out the outcome of an in-depth review of our approach to neighbourhood policing. I believe that the resulting approach provides us with the optimal mix of officers and Police Community Support Officers (PCSOs), at this point in time, to best serve the communities of York and North Yorkshire. It will give us a strong presence in neighbourhoods, enabling us to best understand and be responsive to their needs while building the trust and confidence of our communities that we are here for them.



signature redacted by
NYC at publication

Tim Forber
Chief Constable
North Yorkshire Police

North Yorkshire Police is committed to providing an outstanding service to the public of York and North Yorkshire, to keep them safe and feeling safe. As part of that commitment, we aim to have a strong presence in neighbourhoods and communities; this helps us to understand and be responsive to community needs and to build public trust and confidence.

At present our neighbourhood policing teams (NPT) are made up of both PCSOs and police officers. PCSOs are uniformed members of police staff and are key to fostering good community relations. They patrol their local area and deal with minor incidents and antisocial behaviour and support police officers in enforcing the law. They are very much focused on crime prevention activities.

Over the past nine months, the force has been undertaking a review of its neighbourhood policing operations to better identify the demands on these teams across the county. Our aim was to determine the optimum number of officers and PCSOs needed, within our budget requirements, to provide outstanding neighbourhood policing in North Yorkshire and the city of York.



How have we reviewed our neighbourhood policing operations?

- We carried out a **'time and motion' study** to determine the frequency, volume and duration of the required tasks to better understand the number of officers and PCSOs that we require. The activities included were based on the College of Policing's Neighbourhood Policing Outcomes and Performance Framework in addition to other tasks that the team got involved in. Through this work it became clear the tasks that only officers could carry out and those which PCSOs could deliver.
- We engaged with our neighbourhood policing inspectors and commanders to **review the additional activities undertaken** by the neighbourhood teams. We also carried out focus groups with our neighbourhood officers and PCSOs where we challenged ourselves on whether some of the tasks being undertaken were appropriate to sit with neighbourhood policing. We also reviewed the operational view of the time and motion study and applied our professional judgement to the outcome of the study to ensure that it would hold up under real life operational pressures.
- We looked at the **crime profile** across the county and where resources were best placed to deal with threat, harm and risk to the local communities.
- We carried out **external stakeholder engagement** through an anonymous survey. Last summer (2024) the force issued a survey to the public, councillors, members of Independent Advisory Groups and to commissioned services representatives. We had a great response to the survey which provides us with confidence that it is representative of our communities.

“ We need to give our communities a police service that is visible and accessible and responds effectively to deal with the issues that matter most to local residents. ”

The survey involved respondents ranking in order of priority 12 activities which captured the core tasks of Neighbourhood Policing. These were:

- Arresting key neighbourhood crime offenders
- Attending community events and meetings
- Crime prevention activities after a residential burglary
- Early intervention & prevention work with partner agencies
- Executing warrants to tackle community issues
- Highly visible patrols
- Maintaining an up-to-date NYP website page
- Proactive plain clothed patrols to tackle crime & anti-social behaviour
- Producing bespoke problem-solving plans with partner agencies
- Re-visits to victims of crime
- Sharing local policing information via North Yorkshire Community Messenger
- Tackling organised crime groups

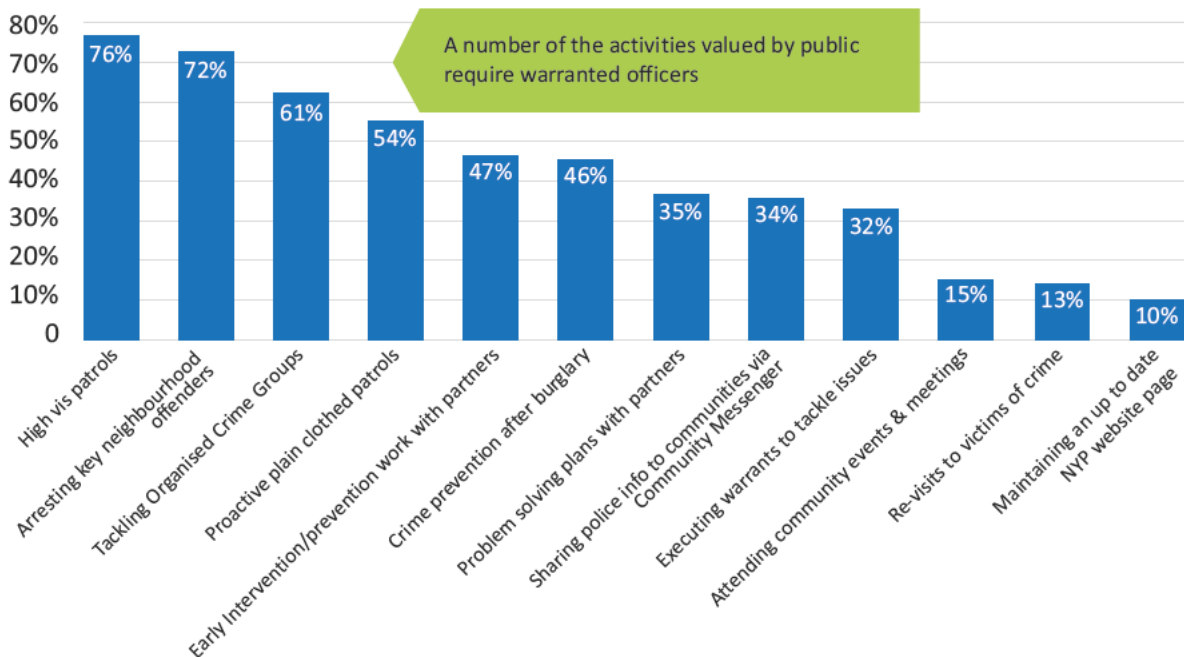
Overwhelmingly, across all surveys, **high visibility patrol** was ranked as the number one priority in terms of NPT activities with a total of 76% of responders selecting it as one of their five priority activities.

Arresting key neighbourhood crime offenders was the second highest ranked activity with 72% of responders selecting it in their top five and **tackling organised crime groups** was third with 61% of responders selecting it in their top five activities.

The lowest ranked activity was **maintaining an up-to-date NYP website** with only 10% of responders including it in their top five activities and perhaps surprisingly attending community meetings and events and revisits to victims of crime were only selected in the top five activities by 15% and 13% of responders ranking them 10th and 11th respectively.

We are very grateful to the huge number of residents that took part in the survey, it has helped us to better understand what makes them feel safer in their communities and we are absolutely taking that into account as we reshape our neighbourhood policing operations.

Public & Partner survey results



Government funding

The government is particularly focused on ensuring the neighbourhood policing teams are able to make a strong contribution to their Safer Streets mission and has provided additional, ring-fenced, funding for neighbourhood resources. The government is providing an additional £1.9m to North Yorkshire Police and this funding is prioritised for spending on neighbourhood policing.

“ It provides us with the optimal mix of officers and Police Community Support Officers (PCSOs) ”

Outcome of the Review

We believe that the work we have done provides a strong foundation of evidence on which to base our resourcing decisions. North Yorkshire Police is increasing the number of police officers in its Neighbourhood Policing. This means that we are increasing the proportion of warranted police officers within each of our neighbourhood policing teams. We believe that this provides us with the optimal mix of officers and Police Community Support Officers (PCSOs). We expect to have the additional resources available within our neighbourhood teams early in 2026.



“ We place our resources across the county based on threat, harm and risk ”

FTE = Full Time Equivalent, i.e. this represents a single full-time employee or multiple part-time employees whose hours add up to one full-time employee's hours

Our neighbourhood performance framework

Having reviewed our resources for neighbourhood policing – what will our officers and PCSOs be doing within their communities to engage the public and solve problems?

Targeting Activity

- scanning and analysis that takes account of all relevant information (including public perceptions) in order to target people and places effectively
- identifying what different communities need from neighbourhood policing (including reassurance and harm reduction)
- identifying and prioritising those people, groups and places with the greatest needs
- being clear about how police and partner responses are coordinated and target places, victims and offenders

Targeting activity should:

- provide greater focus to community engagement, problem-solving, prevention and early intervention
- inform resource deployment decisions
- lead to a more coordinated response with partners and reduce demand

Solving Problems

- a focus on proactive prevention
- systematic use of a structured problem-solving process, such as SARA (scanning, analysis, response, assessment)
- detailed problem specifications based on multiple sources of information
- involving communities in each stage of the problem-solving process
- using evidence-based and innovative responses that target the underlying causes of problems and are tailored to local context
- routinely assessing the impact of responses and sharing good practice
- integration with other parts of the organisation to support its delivery

- working with partners (e.g. by sharing data and analytical resource and delivering responses)

Problem-solving in neighbourhoods should:

- enable police and partners to address long-term issues affecting communities and provide reassurance
- reduce demand on the police service and partners

Engaging Communities

- officers, staff and volunteers being responsible for and having a targeted visible presence in neighbourhoods
- a clearly defined and transparent purpose for engagement activities
- regular formal and informal contact with communities
- working with partners (e.g. by identifying communities and sharing arrangements for engagement)
- making available information about local crime and policing issues to communities
- engagement that is tailored to the needs and preferences of different communities
- using engagement to identify local priorities and inform problem-solving
- officers, staff and volunteers providing feedback and being accountable to communities
- officers, staff and volunteers supporting communities, where appropriate, to be more active in the policing of their local areas
- community engagement in neighbourhoods should: provide an ongoing two-way dialogue between the police and the public
- enable the police to develop a better understanding of communities and their needs, risks and threats

The assigned members of each Neighbourhood Policing Team will be named and contactable via details which will be published on our force website. Each Team will be dedicated to keeping the public safe through developing intelligence and understanding the crime

patterns in their local communities. Each Team will develop clear and specific priorities based on what matters to the community and they will provide updates and good news on developments and operational successes.

Additional resources supporting our Neighbourhood Teams

Each local Neighbourhood Policing Team is supported by a number of PCSOs assigned to force-wide activities. These include:

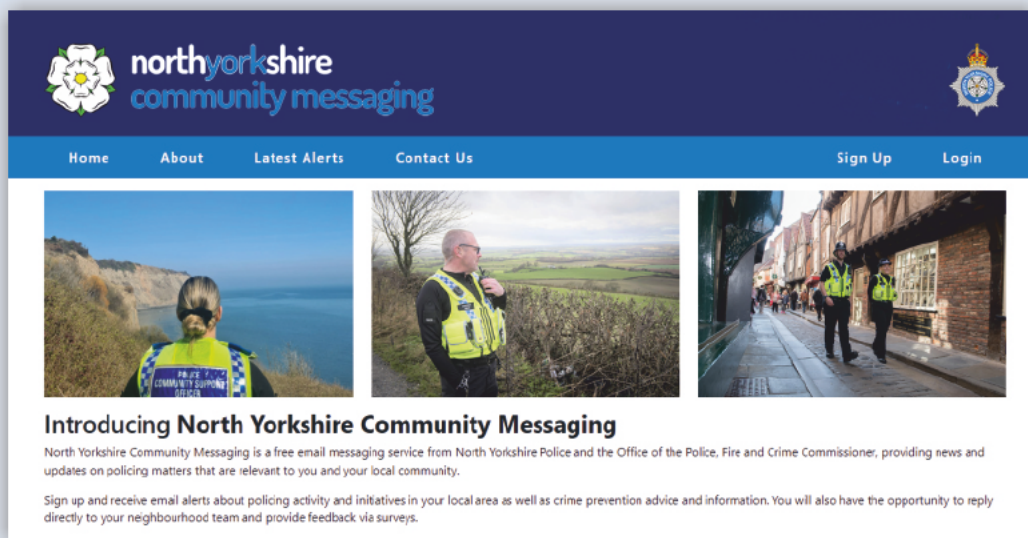
- Initial enquiry team – considering assessment of antisocial behaviour incidents
- Rural Task Force
- Project Servator – disruptive effects
- Hate Crime
- Alcohol Licencing

Also available to support your neighbourhood team when needed, are the wider resources of the force: our response officers, roads policing unit, firearms, dogs units etc. It is a priority for North Yorkshire Police that we make this county an unattractive target for criminal activity through our vigilance, disruption activities and relentless pursuit of criminals. These resources are focused more on the responsive side of policing rather than on prevention and early intervention, which is the specialism of our neighbourhood policing teams.



How can you stay in touch?

To receive messages from your local team you can sign up to **Community Messenger**. Just search online for North Yorkshire Community Messaging



Introducing North Yorkshire Community Messaging

North Yorkshire Community Messaging is a free email messaging service from North Yorkshire Police and the Office of the Police, Fire and Crime Commissioner, providing news and updates on policing matters that are relevant to you and your local community.

Sign up and receive email alerts about policing activity and initiatives in your local area as well as crime prevention advice and information. You will also have the opportunity to reply directly to your neighbourhood team and provide feedback via surveys.

You can follow your local Team on **Facebook**. Just search on Facebook and follow:

- North Yorkshire Police – York
- North Yorkshire Police – Yorkshire Coast
- North Yorkshire Police – Harrogate area
- North Yorkshire Police – Ryedale
- North Yorkshire Police – Hambleton
- North Yorkshire Police – Craven
- North Yorkshire Police – Selby area
- North Yorkshire Police – Richmondshire



North Yorkshire Police - York
12K likes • 16K followers

Posts About Photos Videos

POLICE, FIRE AND CRIME PANEL REPORT

Meeting Date	July 2025
Report Title	Complaints Performance Update

Information should be accessible for all. If you require this information in a different language or format, please contact the Police, Fire and Crime Team at info@northyorkshire-pfcc.gov.uk.

Purpose of this report

1. The purpose of this report is to:
 - update panel members on the complaint handling model for North Yorkshire Police complaints and dissatisfaction
 - Provide panel members with an update on performance and on ongoing activity

Background

2. In 2017, the amendments and changes introduced by the Policing and Crime Act¹ required Commissioners or Mayors to adopt one of three new statutory public complaint handling models.
3. In 2018 a High-Level Business Case² set out an opportunity for change to how police complaints were handled in North Yorkshire following the change in legislation. The then Police & Crime Commissioner consulted with the Chief Constable and adopted Model 3. The Office for Police, Fire & Crime (OPFCC) took responsibility for complaints in March 2020. The OPFCC became part of the York and North Yorkshire Combined Authority (YNYCA) in May 2024.
4. North Yorkshire is one of two areas to adopt Model 3 in terms of complaint handling. Model 3 offers the opportunity to deal with complaints independently and impartially with no bias which helps to build trust and confidence in our local communities.
 - a) As of October 2024, YouGov reported that 54% of adults in Great Britain thought the police were doing a good job, down from 72% in October 2019³.

¹ <https://www.legislation.gov.uk/ukpga/2017/3/contents>

² <https://www.northyorkshire-pfcc.gov.uk/wp-content/uploads/2019/10/The-future-of-police-complaints-in-North-Yorkshire-High-level-business-case.pdf>

³ <https://post.parliament.uk/public-trust-and-confidence-in-the-police/>

b) The Baroness Casey report⁴ said: “Time and time again, those complaining are not believed or supported. They are treated badly, or face counterclaims from those they have accused.

5. The modelling options were (and remain) as follows in this summary table as set out in legislation⁵:

	Model 1	Model 2	Model 3
Receiving and making initial contact with complainant	Police	PCC	PCC
Handling complaints outside of Schedule 3 and recording complaints	Police	PCC	PCC
Keeping complainants and interested parties updated and informed of outcome	Police	Police	PCC
Investigating complaints	Police	Police	Police
Complaint reviews	PCC	PCC	PCC

6. All complaints are initially handled by The York and North Yorkshire Combined Authority (YNYCA) Customer Service Team this ensure fairness, for both residents and the police. The team will deal with the complaint in a reasonable and proportionate way, doing what is appropriate in the circumstances, taking into account the facts and the context in which the complaint/dissatisfaction has been raised, within the framework of legislation and guidance set out in the Statutory guidance on the police complaints system published by the Independent Office for Police Conduct⁶.

7. Upon receipt all complaints are assessed by a member of the team within 48 hours. All matters that are assessed to have a risk threat of risk or harm are actioned within 48 hours.

a) A range of steps can then be taken – for example, after working with the designated caseworker the complainant may be satisfied with an explanation or an apology. Where this is appropriate the team may be able to resolve the complaint in a less formal but nevertheless thorough way, by means of a local (informal) resolution. This can be flexible and is often the quickest and most effective way to resolve a complaint.

⁴ [BARONESS CASEY REVIEW Final Report](#)

⁵ <https://www.legislation.gov.uk/ukpga/2017/3/section/13/enacted>

⁶ <https://www.policeconduct.gov.uk/complaints>

b) For more serious complaints, satisfying certain legal criteria, the team will refer the matter to North Yorkshire Police’s Professional Standards Department within 48 hours to carry out a formal assessment

8. Where a complaint has been recorded under Schedule 3 to the Police Reform Act 2002, the complainant also has a right to apply for a review of the outcome of the complaint. The outcome letter North Yorkshire Police send explains how to do this and explains who the relevant review body is, for a vast majority of complaints the Deputy Mayor holds the responsibility for carrying out reviews and we have appointed an independent adjudicator to hear these matters.
9. The YNYCA Customer Service Team has broadened its remit over time. Since its inception in 2020, it has developed to encompass not only Model 3 Police Complaints, but also complaints and compliments for North Yorkshire Fire Rescue Service as well as handling a majority of the Deputy Mayor (Former PFCC) ‘constituency casework’. For clarity this report focuses on police complaints and dissatisfaction only.
10. It is acknowledged that resourcing of the YNYCA Customer Service Team has been a challenge and that service levels have been difficult to maintain, a range of other factors, including the launch and initial development of the service during the pandemic.
11. However, additional investment in 2024 is producing a more resilient service. The initial team consisted of 1 Team Leader and 2 Advisors. Moving forward to meet demand the team the team has increased to 5 advisors (4 in post, 1 at vetting stage), 1 Team Leader and 1 Customer Service Manager. To summaries Model 3 offers:
 - a) an impartial and unbiased approach building trust a public confidence in policing, approximately 70% of complaints are resolved informally. Moving forwards there is the potential to improve this once the YNYCA Customer Service Team is fully resourced – as detailed later in this report.
 - b) allows collaborative working with our Scrutiny Panels and YNYCA Public Confidence Team engaging with local communities on specific themes and trends.

National Landscape

12. Nationally there has been an overall rise in police complaints, the most recent IOPC report Key findings for 2023/24⁷ explains:
 - a) Nationally, the total volume of complaints rose by 5%. An increase that is likely linked to the simplifying of the system and the widening in definition of a complaint to “any expression of dissatisfaction”.

⁷ <https://www.policeconduct.gov.uk/publications/police-complaints-statistics-england-and-wales-report-202324>

- b) Data relating to North Yorkshire Police is detailed later in this report. The top 3 complaint allegations for North Yorkshire Police are:
 - i. Update from officers and staff
 - ii. Timely contact from officers and staff
 - iii. Minor incivility
- c) Nationally the most commonly recorded complaint type related to delivery of duties and service. These often relate to service delivery complaints such as a lack of updates or delays in responses, rather than concerns around police misconduct.
- d) Meanwhile, a further rise in the number of complaints resolved informally indicates more complaints are being sorted quickly, as the new system intended, with fewer complaints resulting in lengthy investigations. This is to be welcomed. We continue to see that in many cases these are being replaced with responses that are more proportionate, with appropriate explanations and apologies. In fact, there was a 12% increase in the number of cases where an explanation or apology was given to resolve a complaint.

13. Association of Police and Crime Commissioners (APCC) Guidance for adopting Model 2 and Model 3

- a) Model 1 is the statutory minimum required of Police & Crime Commissioners (Mayors / Deputy Mayors) who are responsible for scrutinising their force's complaint handling, handling complaints about the Chief Constable, and for conducting reviews of complaint handling where the PCC is the relevant review body.
- b) Models 2 and 3 allow Police & Crime Commissioners (Mayors / Deputy Mayors) to carry out additional complaint handling functions that would otherwise be performed by the police. Under these models the Police & Crime Commissioner (Mayor / Deputy Mayor) is responsible for the initial handling of complaints and handling suitable complaints outside of Schedule 3 to the *Police Reform Act 2002* (referred to as Schedule 3) which is sometimes referred to as 'service recovery'. Under model 3 the PCC is also responsible for keeping complainants updated on the progress and outcome of their complaints.
- c) The complaint models, in particular models 2 and 3, present an important opportunity for PCCs to support an effective complaints service within their areas and meet the aims of the reforms.
- d) The Government has committed to exploring reform of the policing landscape. PCCs nationally are making extensive recommendations about their future role in the new models and structures
- e) There will be no single view from all PCCs, but collectively their aims are to positively influence discussions and assist the Home Secretary in their desire to improve policing outcomes for all our communities.

f) The APCC 3 Pillar Approach is summarised as follows:

- Pillar 1: Giving communities more control over local policing through their PCC. Consider making Model 2 or 3 for complaints mandatory
- Pillar 2: Sharing innovation and reducing variability to improve services to all communities
- Pillar 3: Setting the strategic direction for policing at the national level

14. HMICFRS Findings

The latest HMICFRS Integrity Inspection report⁸ undertaken in July 2025 and published in January 2025 assessed the effectiveness of North Yorkshire Police in three areas. The force was graded 'good' at vetting police officers and staff and 'requires improvement' in its professional standards and counter-corruption arrangements.

HMICFRS said that the force's vetting unit effectively uses the national decision model to make vetting decisions. It consistently uses a template to make sure decisions are clear and supported by thorough rationale.

Inspectors also said that the force conducts regular analysis of its vetting data to identify, understand and respond to any disproportionality in vetting decisions. It is working with the elected local policing body to improve applications from hard-to-reach communities.

However, HMICFRS said that the force needs to establish better processes to make sure it is providing a good service to complainants. Inspectors also said that the force doesn't always investigate complaints and misconduct thoroughly and proportionately. And its management of investigations falls short of the standards required. The delays in the initial handling of complaints by the YNYCA Customer Service Team Customer Service Team was impacting the force.

15. Latest National Inspection outcomes

Challenges around these processes are not unique to York and North Yorkshire. At the same time two other areas were inspected and reports published in January 2025:

Derbyshire Police – Model 1
Upholding the standards of professional behaviour – Adequate

Lincolnshire Police – Model1

⁸ <https://hmicfrs.justiceinspectorates.gov.uk/publications/effectiveness-of-integrity-arrangements-in-north-yorkshire-police/>

Upholding the standards of professional behaviour - Requires improvement

On 30 May 2025 HMICFRS published 3 further police integrity inspection reports for three other areas that examine force vetting, professional standards and counter-corruption⁹.

Hampshire and Isle of Wight Constabulary – Model1

Upholding the standards of professional behaviour – Adequate

Surrey Police – Model 1

Upholding the standards of professional behaviour - Requires improvement

Sussex Police – Model 1

Upholding the standards of professional behaviour - Requires improvement

16. Independent Office for Police Conduct (IOPC)

17. Nationally complaint numbers have increased, as detailed earlier in this report and referred to in the IOPC Key findings for 2023/24¹⁰. In 2023/24, police forces and local policing bodies in England and Wales logged 85,458 complaint cases.

18. On 17 June 2025 the IOPC published their Public Perception Tracker¹¹, this includes core questions on the following topics: awareness of the IOPC, people’s perception of our independence, how likely people are to make a complaint about the police, their views about how the police deal with complaints. The public continue to be more likely to lack confidence, than feel confident, in the police to deal fairly with complaints against officer.

19. At the Association of Police & Crime Commissioners (APACCE) Annual General Meeting held on 9 June 2025 the IOPC also reported difficulties being able to meet demand:

- a) A significant uptake on Chief Officer referrals and independent investigations
- b) IOPC recruiting for investigators and their timeliness improving with a focus proportionality of their decisions.
- c) Their Backlog is reducing, currently at 8-11 months with 246 live cases and 346 cases awaiting outcomes (for example Gross Misconduct Hearings)

Demand for the service in York and North Yorkshire

20. Reducing demand at source and front end is an important objective and ambition of North Yorkshire Police, this is particularly the case in respect of generic high-volume complaints such as lack of updates, minor incivility and general good customer service.

⁹ [Three police integrity reports published - His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services](#)

¹⁰ <https://www.policeconduct.gov.uk/publications/police-complaints-statistics-england-and-wales-report-202324>

¹¹ <https://www.policeconduct.gov.uk/publications/public-perceptions-tracker-summary-report-202425>

21. Average demand for the service remains static at an average of 1400 cases per year. For the Period of 2024/25 there was an increase to 1508 cases, an average demand of approximately 125 new complaints and expressions of dissatisfaction against North Yorkshire Police per month.

	2020/2021	2021/2022	2022/2023	2023/24	2024/2025
Total new receipts	1446	1326	1287	1439	1508

22. Throughout this period approximately 70% of all complaints have been successfully resolved using a flexible, customer focused and effective approach by the YNYCA, without the need to be escalated to North Yorkshire Polices Professional Standards Department (PSD) or the Independent Office for Police Conduct (IOPC).

23. For more serious complaints, satisfying certain legal criteria, or matters that cannot be solved or where the complainant is unhappy with the informal outcome these matters are referred to North Yorkshire Polices Professional Standards Department (PSD) to carry out a formal assessment under Schedule 3 to the Police Reform Act 2002, the complainant also has a right to apply for a review of the outcome of the complaint.

24. Currently there are approximately 75 live complaints at formal Schedule 3 Stage with North Yorkshire Police. The oldest case is 26/10/2022, a small percentage of these cases will be paused and in “sub-judice” pending an ongoing investigation.

25. When requested under schedule 3, an Independent Adjudicator (IA) reviews the outcome of formal police complaints. These reviews are also part of the work overseen by the Police Fire & Crime Directorate and are part of the Police Fire Crime Directorate’s budget

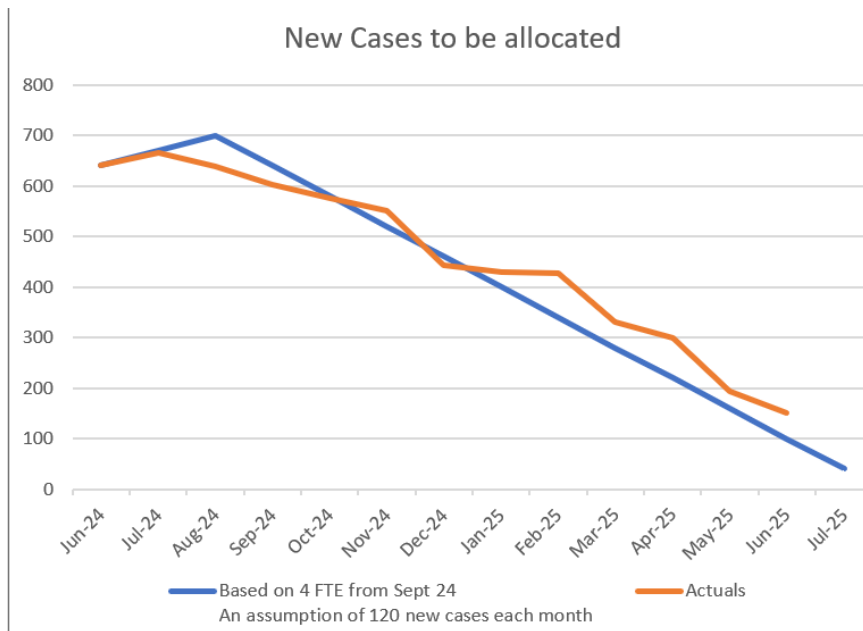
- Number of new review cases in the queue: 34 - age of oldest case: 7 August 2024
- Number of live cases with the Independent Adjudicator: 14
- YTD data for concluded reviews - 1 April 2020 to 31 March 2025

	Upheld	Part Upheld	R&P Handling	Withdrawn / Not Valid / Change of RRB	Total
Total	50	35	80	32	197

York & North Yorkshire Combined Authority Customer Service Team Performance

26. In July 2024 667 new cases required allocation with a backlog of approximately 11 months.

27. As of June 2025 151 cases require allocation, the oldest complaint requiring allocation is from March 2025. Below is a summary of the outstanding cases awaiting allocation



28. All new cases are triaged on a daily basis and any new case that requires urgent attention, for example where there is a threat of risk or harm to a member of the public, is progressed urgently or referred to North Yorkshire Polices Professional Standards Department no later than 2 working days from receipt.
29. York & North Yorkshire Combined Authority Customer Service Team resources and performance continue to be monitored at the internal Monthly Delivery and Assurance Board Meeting
30. Overall complaint and dissatisfaction performance of complaints and teams remains on the YNYCA and the North Yorkshire Police Corporate Risk Registers. These are monitored monthly at the Strategic Oversight Board meetings chaired by the Deputy Mayor for Policing, Fire and Crime.
31. The YNYCA are in regular contact with the IOPC about the progress being made to ensure we're aware of practice and performance in other areas and to evaluate whether there are other measures we could be taking, for example in March 2024 we changed the way cases are recorded on the Centurion Complaint database to ensure full transparency on IOPC published data.

Ongoing Activities to improve the performance and the customer experience

32. Additional investment in 2024 is producing a more resilient service. The initial team consisted of 1 Team Leader and 2 Advisors. Moving forward to meet demand the team the team has increased to 5 advisors (4 in post, 1 at vetting stage). The team will now be of a comparable size to Cleveland in terms of resource verses who are also a Model 3 area

for police complaints. This uplift will support the health and wellbeing of the team who have been working tremendously hard in difficult circumstances.

33. Additional in April 2025 the York & North Yorkshire Combined Authority team have started to cross train staff in similar roles to add resilience to the service, this is averaging out to approximately 37 hours per week, this support will also help the manage spikes in demand moving forwards.
34. Processes and workflows between York & North Yorkshire Combined Authority and North Yorkshire Police's Professional Standards Department are now regularly reviewed and monitored at fortnightly meetings.
35. York & North Yorkshire Combined Authority have introduced new governance checks which are reported on at the Monthly Delivery and Assurance Board Meeting and include:
 - a) Compliance control check on the triage process to provide the Deputy Mayor and Chief Officer Team with an assurance Schedule 3 cases or cases that have an allegation of risk of threat or harm are correctly identified in accordance with IOPC guidelines and timelines
 - b) Compliance Control check Accuracy of information held on the Centurion Database System – this is the system used to log complaints
36. North Yorkshire Police's Professional Standards Department have appointed an Inspector to work in Professional Standards Department with the sole responsibility of the management, resolution and oversight of complaints with the intention that all the complaints will be held centrally and resolved to a common standard.
37. Additional resilience is being added to the Complaint Review process by utilising the services of an additional third party to carry out reviews on behalf of the DMPFC. This is a system that 22 other force areas operate, and we anticipate this will reduce our costs and we anticipate this be in place during quarter 2 of this financial year. We would retain the right to use an Independent Reviewer for cases that require it.
38. An internal audit of the complaint function is currently being carried out during June 2025 specifically looking at the timeliness of complaints and will include randomly sampling complaint files worked on by York & North Yorkshire Combined Authority and North Yorkshire Police in order. The outcome will be shared with members once this is published.
39. York & North Yorkshire Combined Authority and North Yorkshire Police are working to improve performance data that identifies themes and trends at early onset, working collectively to improve organisational learning and to share best practice. These will be reported on monthly at the Strategic Oversight Board. It is anticipated this report will be available during Quarter 2 and will provide:

Complaint volumes and allocations

New Complaint Receipts	Monthly and Year to date data
Non-Schedule 3 allocated	Monthly and Year to date data
Schedule 3 allocated cases	Monthly and Year to date data

Performance

YNYCA Customer Service Team Performance

- Number of new cases assessed & pending
- Age of oldest case assessed & pending
- Number of live non-schedule 3 cases with Customer Service Advisors
- Age of oldest live assigned case

Professional Standards Performance

- Number of live cases within PSD
- Number of live cases allocated to local commands and Investigators
- Age of live oldest case

Themes and Trends by Allegation Category

- Delivery of duties and service
- Police powers, policies and procedures
- Handling of or damage to property/ premises
- Access and/or disclosure of information
- Use of police vehicles
- Discriminatory behaviour
- Abuse of position/ corruption
- Individual behaviours
- Sexual conduct
- Discreditable conduct

40. The Model 3 Complaint Model allows the Mayor and Deputy Mayor for Policing Fire and Crime to build trust and confidence, which is at a national low and national complaint have increased. Model 3 will support the Policing & Crime Plan, trust and public confidence as a fundamental part of this plan



Policing and Crime Annual Report 2024-2025



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Mayor's Foreword



Welcome to my first annual report for Policing and Crime which reflects on my first year as Mayor of York and North Yorkshire.

This annual report marks my first year in office and the final year of the previous Police and Crime Plan 2022–2025 which was prepared by the former Police, Fire and Crime Commissioner. As your Mayor, I've worked alongside the police, partner agencies and my Deputy Mayor for Policing and Crime, Jo Coles, to make progress towards our ambition to make York and North Yorkshire a safe place for all.

This year we have updated our branding and values to reflect the new structure of the Combined Authority and in March 2025 I launched a new Police and Crime Plan 2025-2029. I am incredibly proud of what has been achieved.

We have been successful in securing Home Office funding to tackle anti-social behaviour, violence against women and girls and neighbourhood crime. Several key projects have been delivered which include bystander training to improve the safety of women and girls, days of action and new technology targeting theft of vehicles in rural areas and retail crime in places like York, and installing over nearly 1,800 free video doorbells to residents across York and Scarborough to tackle anti-social behaviour. This investment has supported a range of projects that has made a real difference to our communities.

We have also seen the continued success of the Community Fund, putting money into the community that has been taken out of the hands of criminals. This has included funding to support projects like youth outreach work in Haxby and Wigginton, tackling street harassment across North Yorkshire, improving park lighting in Ripon and New Earswick. Alongside many more, over 2024/25 we have invested over £380,000 to help communities prevent crime and deal with the consequences of crime.

I am extremely proud of the progress that North Yorkshire Police (NYP) has made over the past twelve months which resulted in HMICFRS lifting their causes of concern within 12 months and the progress that continued to be made in such a short space of time. It was a positive report from the Inspectorate, which lays a solid foundation for NYP to become an "outstanding" Force.

This report sets out the different projects and services we have led on or contributed to over the past year. I look forward to the new projects which will be delivered moving forward as part of my new Police and Crime Plan.

I want to thank the residents of York and North Yorkshire for their support and for always engaging with my team and me honestly during my first year.

David Skaith

Mayor of York and North Yorkshire

Message from Jo Coles, Deputy Mayor for Policing, Fire and Crime

The safety and wellbeing of the public is the most important duty for anyone in public life. What drives me every day is making sure that the public have the upmost confidence in their Police and Fire and Rescue Services, that they are working to the priorities set out in the plans, and that they are constantly striving to be the best they can be at protecting and serving the residents, businesses and visitors in York and North Yorkshire.



It was an honour to be asked to serve as Deputy Mayor for Policing, Fire and Crime in York and North Yorkshire. Working alongside Mayor David Skaith, we have set out our vision that every community in York and North Yorkshire should be a safe place for all. Our Police and Crime Plan sets out the priorities that North Yorkshire Fire and Rescue Service should work towards to meet that overarching aim.

Over the past year, Police service have made great progress towards meeting the final year of priorities from the 2022-2025 Police and Crime Plan, introduced by the previous Police, Fire and Crime Commissioner, and to begin meeting those of the 2025-2029 Plan introduced by Mayor David Skaith.

I would like to take this opportunity to thank the team for their tireless work to support me in my role, the leadership and staff of North Yorkshire Police Service for their collaborative approach, and the public for their engagement in the important work of scrutinising and holding to account their public services.

Jo Coles

Deputy Mayor for Policing, Fire and Crime

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Principles and Priorities for North Yorkshire

Our principles:

The four C.A.R.E. Principles set out what I believe is an exemplary police service for our county based on what you have told me:

we care



1. Caring about the Vulnerable

'Vulnerability' comes in many different forms and has many different impacts. Whether due to age, disability, adverse childhood experiences, exploitation, abuse, mental health, or isolation, as a victim or perpetrator, it is vital we care about the people with whom we interact, whatever the reason for that interaction.



2. Ambitious Collaboration

Collaboration is more than just about partnership work. It is about actively seeking to join up services, close gaps and improve outcomes, working together to overcome our core problems. It is about creating a person-centred approach to interaction with, and a unified response from, public services.



3. Realising our potential

How we realise the potential of our people and organisation to deliver the best possible services to our communities, is integral to achieving our ambition. We need to have the right people, with the right training, information, skills, and equipment, in the right place, at the right time. For this to work we need to have the right culture.



4. Enhancing our service for the public

In all of this we must put the public that we serve first. Public services are services for the public and we must do everything that we can to enhance their experience when they interact with us. We must be accessible and engaged, present where we are needed most, and able to provide the care asked of us.

Our values:

Our values and culture - Making a positive difference for the public, every day. With: Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

Our Priorities:

We have considered what is achievable for North Yorkshire Police in working towards achieving the ambition set through the C.A.R.E. principles over the next two to three years and sets outcomes that progress will be assessed against. These are also the focus of this Annual Report.

1. Actively engage with all communities to identify need and risk and to reassure
2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems
3. Deliver the "Right People, Right Support" every time
4. Maximise efficiency to make the most effective use of all available resources
5. Enhance positive culture, openness, integrity, and public trust

North Yorkshire Police's Mission, Vision, and Values:

To keep people safe and feeling safe to deliver an exemplary police service with Impartiality, Integrity, and Respect.

Police and Crime Plan 2022-25 – Annual Progress Update Against Priorities 2024-25

Priority 1 Actively engage with all communities to identify need and risk and to reassure

Outcome 1a

Public trust, confidence, and satisfaction in North Yorkshire Police, and in reporting crime and incidents, has increased.

Public trust and satisfaction improvement will only happen when working together with all services and partners and covers many areas of activity across York and North Yorkshire.

In November 2024, the Office of National Statistics (ONS) published the Crime Survey for England and Wales, [Crime Survey for England and Wales \(CSEW\)](#) which measures the public perceptions of force areas and NYP is rated **highest in the country in 4 areas*** - having the confidence of its communities, treating the public with respect, doing a good or excellent job and understanding local concerns.

** Being based on small sample sizes, estimates from the CSEW are less robust than national level estimates and should be treated with extreme caution.*

The areas of improvement between April 2023 and April 2024 included:

- answering nearly 90% of 999 calls within 10 seconds
- a reduction in anti-social behaviour of 18.4%
- all crime down by 4.6%
- serious violent crime down by 5.8%
- personal robbery down by 26.5%
- theft of motor vehicles down by 14.8%

NYP are also arresting 5% more criminals than during the same period last year, and the charge rate is 4% higher than it was this time last year. As retail crime has increased, NYP has also had a detection rate for shoplifting offences is nearly 30% which is one of the highest rates in the country. Read the Chief Constable's statement here: [North Yorkshire Police rates highly in public perception | North Yorkshire Police](#)

Following his election in May 2024 and the appointment of the Deputy Mayor for Policing, Fire and Crime in July 2024, in October 2024, David Skaith, Mayor of York and North Yorkshire and Jo Coles, Deputy Mayor for Policing, Fire and Crime, asked for the public's help in **setting the priorities** for North Yorkshire Police and North Yorkshire Fire and Rescue Service. The Mayor consulted with communities, businesses, stakeholders and staff to **develop plans** which set out strategic direction and priorities for 2025-2029.

All priorities received support, but the following were identified as the main priorities for NYP over the next four years:

- Early intervention and prevention
- Protecting the public
- Working with partners
- Building stronger communities



The questionnaire was available online and on paper between the 8th of October 2024 and the 18th of November 2024, and **1,685 responses** were received in total. The consultation report can be found here: [Police+and+Crime+Plan+Consultation+Report.pdf](#)

Of the 1,685 responses, 45 were received on behalf of organisations or businesses and 30 from employees of NYP. You can read the resulting Police and Crime Plan here: [Police and Crime Plan 2025-2029 – Policing, Fire and Crime](#)

The Complaints and Recognition Team (York & North Yorkshire Combined Authority)

Complaints about NYP are initially handled by the Customer Service Team at the York and North Yorkshire Combined Authority (YNYCA) and North Yorkshire remains one of only two areas in the country to have adopted Model 3 in terms of complaint handling. Model 3 offers the opportunity to deal with complaints independently and impartially with no bias which helps to build trust and confidence in our communities.

In 2024/2025 the Customer Service Team received approximately 1,500 complaints and expressions of dissatisfaction. Approximately 70% of complaints were successfully resolved using a flexible, customer focused and effective approach, without the need to be escalated to Professional Standards Department (PSD) or the Independent Office for Police Conduct (IOPC) national body. For more serious complaints, the Customer Service Team continue to refer to NYP’s Professional Standards Department (PSD) to carry out a formal investigation. An Independent Adjudicator (IA) continues to review the outcome of police complaints.

The latest HMICFRS Integrity Inspection report concluded NYP should improve the way it handles and investigates complaint cases to provide a better service to complainants and that delays in the initial handling of complaints by the Customer Service Team were impacting this. The Customer Service team’s resources and performance continue to be monitored **with resources having been uplifted to meet demand.**

COMPLAINTS & RECOGNITION



YNYCA and NYP work closely to monitor performance and improve data that identifies themes and trends at early onset, working collectively to improve organisational learning and to share best practice. These benefits should be realised during the 2025/26 reporting period.

2020/2021	2021/2022	2022/2023	2023/24	2024/2025
1446	1326	1287	1439	1508

Source: Centurion

Outcome 1b

North Yorkshire Police have a holistic understanding of need in all our communities.

Visitors to the **Great Yorkshire Show** in July 2024, were invited to meet the teams keeping residents safe and feeling safe in York and North Yorkshire. The stand featured an opportunity to meet Mayor David Skaith and Deputy Mayor, Jo Coles and find out more about their roles and the work of the Policing Fire and

Crime Directorate. The joint stall, between the Police and Fire Service and Policing, Fire and Crime Directorate also included:

- VR Goggles – to experience road traffic collision as a passenger and the work that the emergency services do at the scene.
- Vehicles – police and fire bikes and the return of a special edition police John Deere tractor, kindly loaned by Ripon Farm Services.
- Fire safety for the home, farm and business.
- Road Safety Children’s Activity Table.
- Rural crime prevention advice for your home, your belongings, your vehicle and yourself.
- Horse riding Road Safety Advice



Retail crime has significantly increased across the country in the last few years and in November 2024, The Mayor and Deputy Mayor attended a **Retail Crime Summit** as part of a **Respect for Shop workers Week**. The summit was in collaboration with The Co-op Group and USDAW (Union of Shop, Distributive and Allied Workers), brought together Police and Crime Commissioners, Mayors and Deputy Mayors, retailers and other stakeholders. Dame Diana Johnson MP, Policing Minister, delivered a keynote speech on the Government’s plans to tackle retail crime, including a specific offence of assaulting a retail worker as well as other measures in the upcoming Crime and Policing Bill. This was the Minister’s first time addressing an event specifically on retail crime. [USDAW - Respect Week Summit](#)

In October 2024, NYP launched operations for keeping businesses safe. Activity in towns and cities throughout the area included: proactive visits to shops, supermarkets and out-of-town retail centres; drop-in sessions encouraging members of the public to sign up to North **Yorkshire Community Messaging**; and extra high-visibility patrols in busy shopping areas to deter criminals and provide reassurance.



Officers also actively promoted NYP’s new digital evidence management system. Since its launch in July of 2024, more than 460 accounts have **signed up to the force’s NICE Investigate portal** – of which 220 are local businesses. On top of that, many large national companies are also already members. The system is used to submit CCTV and other digital evidence into one place so that evidence no longer has to be acquired by making an appointment to collect a USB stick or DVD. In the first 3 months, the system had been used to upload nearly five thousand items. The outcome being reducing time spent for officers in collecting evidence, so they have more time to investigate the crimes.

Priority 2

Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Outcome 2a

North Yorkshire Police is a trusted and trusting partner, helping to drive a whole-system approach to improving outcomes.

Clear, Hold, Build (CHB) is an innovative framework, developed by the Home Office, to help police forces tackle serious and organised crime. It reclaims and rebuilds neighbourhoods affected by organised crime, makes areas safer and increases public confidence in the police and partner agencies.

In North Yorkshire, the first two Clear, Hold, Build projects were launched in March 2024 at:

- Clifton in York
- Barrowcliff in Scarborough

CHB is a place-based, 3-phase operational framework designed to simultaneously tackle the totality of Serious Organised Crime threats, including gangs, their business models and enabler's, locally exploited vulnerabilities and highest harm hot spot areas. It provides forces with an **integrated partnership approach** that delivers tactical options in a systematic, proportionate and targeted way at each stage of CHB.



The aim is to **empower the community's own voice** to galvanise local capabilities to 'claim back' communities blighted by these gangs and build longer-term resilience and confidence to tackle future threats. The CHB initiatives are governed through the Local District Tasking and Coordination Group meetings.

This has been highly successful across the country and was initially piloted in seven police forces and is now being used by 19 forces across 33 sites to date.

Throughout 2024, NYP, North Yorkshire Fire and Rescue, North Yorkshire Council, City of York Council, Probation Service Yorkshire and the Humber, and the NHS Humber and North Yorkshire Integrated Care Board, worked with the YNYCA to produce a **refreshed Strategic Needs Assessments and Strategy** for York and North Yorkshire.

The partnership also engaged with residents of York and North Yorkshire through their Serious Violence survey, which will run again in 2025, as a combined survey encompassing the specific priority of Violence Against Women and Girls (VAWG).

The new strategy retains the 5 over-arching priorities to address serious violence across York and North Yorkshire, taking a preventative public health approach and with a particular focus on York and Scarborough:

- Awareness Raising and Public Perception

- Children and Young people
- Possession and Use of Weapons
- Alcohol, Violence and Night-time Economy
- Violence Against Women and Girls

To address these priorities the Partnership continued to support eleven prevention and early intervention-oriented projects, through the Serious Violence Duty Prevention and Early Intervention Fund.

Projects and interventions funded include **Knife Drop Bins** where 1,700 blades have been put in Harrogate’s bins and the town has seen a decrease in the number of weapon possession offences and **Inspire Youth** which across York and Harrogate has engaged with over 2,800 young people. More funded projects can be found here. [Serious Violence Strategy for York and North Yorkshire](#)

Outcome 2b

Primary prevention and early intervention is embedded into the culture of North Yorkshire Police as the way of working across everything they do.

In July 2024 NYP, supported by North Yorkshire Council and with pupils taking part, launched a summer campaign, **Operation Traffic** about the dangers posed to children outside schools. [Police, schools and council work together](#)

There were police road safety patrols at more than 20 primary and secondary schools in Harrogate, Knaresborough, Ripon and Boroughbridge, as well as surrounding villages.

This joint response followed concerns from parents and the community about bad driving and illegal parking near schools. Officers were outside schools to take enforcement action against dangerous parking, illegal mobile phone use and speeding, as well as being on the lookout for other motoring offences. They worked with children from the schools, who got to keep an eye on traffic, sit in a police car and a competition to design a road safety sign.

Spotlight –Neighbourhood Policing Review

Neighbourhood policing is the bedrock of North Yorkshire Police, and spearheads the delivery of community engagement, evidence-based problem solving, and targeted activity. Over the course of this year, NYP undertook a comprehensive review of our neighbourhood policing delivery, including a community consultation which had 5500 responses received. Predominant responses came from online, via Facebook, X and Community Messaging and then remaining with face-to-face others. The Review:

- 1) Defined the tasks the public want Neighbourhood Teams to undertake and the demand they must meet.
- 2) Delivered an evidence-based scientific approach to the number of staff and officers that comprised those teams.
- 3) Refreshed the demand profile for Response Policing and implemented a clear abstraction policy.

NYP developed a business case that sets a clear direction to support delivery of the Neighbourhood Policing Guarantee. [Neighbourhood Policing Guarantee performance framework - GOV.UK](#)



Pupils at Scotton Lingerfield Primary School help Insp Holly Nicholls and her team with their patrols



For NY it means Neighbourhood policing in York and North Yorkshire is set for a major uplift, which will see that **32 new Police Constables and 20 new Police Community Support Officers (PCSOs)** will be recruited thanks to a **£1,946,579 million investment** secured in the first year of mayoralty from the Government.

The funding, part of the Home Office’s Safer Streets Mission to deliver neighbourhood policing, will be used to strengthen

visible policing across the region with a focus on tackling anti-social behaviour, reducing crime, and boosting public confidence.

Outcome 2c

North Yorkshire Police Officers, Police Community Support Officers (PCSOs), Public Safety Officers (PSOs) and staff have confidence in their capability to solve problems effectively.

In November 2024, an officer in NYP was awarded the ‘Innovation and Problem-Solving Award’ from the Chief Constable after recognising the value of a ‘Media Dog’ and being amongst the first dog handlers in the country to become trained and accredited as a Media Dog handler.

Media dogs are trained to locate devices such as SIM cards, USB sticks, mobile phones, hidden cameras and car keys. The officer immediately recognised the huge benefit these dogs would bring in the fight against cybercrime, sexual offences, and any incident where recovery of electronics was vital to obtain evidence for convictions. This has led to the dog’s assistance in numerous mutual aid requests across the country where the officer’s expertise has led to recovery of key evidence leading to convictions in a number of cases including, a murder, vehicle theft by an organised criminal gang and paedophiles.

The officer, in recent months, has become the national lead on the subject and is arranging national conferences for other forces to attend in order to progress the discipline and increase its reach and availability. This comes after NYP set up an initiative in 2023 to protect the welfare of its police dogs to ensure that the highest

level of standards of animal health and welfare is maintained. As part of this scheme, independent visitors from various organisations will visit dog kennels on a planned or unannounced basis. NYP stations are also regularly visited by welfare dogs, which the Mayor met one of this year.



NYP officers and their partners pictured here, including Police Dogs Skye, Chester, Barney, Ruby, Molly, Isla, Skye, Molly and Bobby, Aug 2023



Priority 3

Deliver the “Right People, Right Support” every time

Outcome 3a

North Yorkshire Police have the appropriate resources in the appropriate places to serve the needs of the public.

In Oct 2023, the office was awarded £700,000 towards home security upgrades and rural area equipment protection under the Government’s **Safer Streets** funding umbrella. The aim was to focus on Burglary and ASB occurrences and initiatives to reduce them. The PFCDD started the project with the collation and distribution of home security upgrade packs to all homes, in 4 specific wards - Scarborough, Castle Ward, and York, Clifton, Guildhall and Westfield. The packs included home security advice leaflets, victim support information, security pens for marking possessions and information on the scheme and how to register for



a free video doorbell. Around 2,500 residents, within York, North Yorkshire applied for a video doorbell and the project finished, with the last fittings being in February 2025. A total of **1,769 were fitted**.

In March 2025, the Mayor, Chief Constable and Deputy Mayor for Policing, Fire and Crime (DMPFC) opened the new **Victim’s Centre, Acer House**, which is the new site for the Adult Sexual Assault Referral Centre (SARC) and Child Sexual Assault Assessment Services in York and North Yorkshire. Victims of rape and sexual assault will receive immediate healthcare and a forensic medical examination if required at the Centre, to collect and document evidence.

The new centre also has two Video-Recorded Interview suites for North Yorkshire Police to take statements from vulnerable victims and witnesses of any crime, including children and young people. [New Centre opens to support victims and vulnerable witnesses](#)



The Mayor and the DMPFC have supported the **overall investment of £3 million**, to purchase the building and develop the facilities, increasing capacity fourfold, in replacement of the previous SARC and Interview Suite. The investment is also to support the SARC to achieve new national forensic accreditation. This accreditation is required to ensure the quality of forensic evidence secures the best possible chance of prosecution of sexual offences. [Acer House Victims' Centre](#)

Liberty Links provides mobile and outreach services to women in rural and other isolated communities throughout the Ryedale district via a specially converted van since August 2023. Various other services have also been

For 2024/2025:
 In **Ryedale** – **122** women have been provided with Brief Intervention support and **60** women engaged in enhanced support.
 In **Craven** - **56** women have been provided with Brief Intervention support and **6** women engaged in enhanced support

jointly delivered from the van including Independent Domestic Abuse Services (IDAS), Substance Use Support and Mental Health staff to provide specialist support.



Further additional funding was secured to purchase and convert a second ‘Liberty Links’ van, which was launched in Craven in February 2025. This van will reach out to people in Skipton, Bentham, Grassington and Settle. There is

also allocated funding for two Outreach workers to continue to deliver this Liberty Links provision (including the new provision in Craven) until March 2026.

[Liberty Links Craven: Bridging Support Gaps for Women in Rural Communities - St Giles](#)

Outcome 3b

Vulnerable people and victims receive the most appropriate care according to their need.

In January 2025, **The Youth Commission** shared their findings with key decision-makers to improve young people's experiences of mental health. Over the past few years, they have collected young people's opinions and views about mental health through their Big Conversation workshops. Recently, they participated in a Mental Health Youth Independent Advisory Group session with North Yorkshire Police. During this session, the commission members learned about the challenges police face when responding to mental health incidents. They also explored the Right Care Right Person (RCRP) programme, launched in 2023, that ensures people experiencing a mental health crisis can access support from the most appropriate professionals, rather than the police.

Some of the Youth Commission members through, Leaders Unlocked [North Yorkshire Youth Commission Members](#) also took part in filming of a new 'bitesize' training video for NYP.

The video formed part of **Victim Blaming Language Awareness** training within NYP, which launched in December 2024.



This training focuses on how officers speak to some children and young people and how it may come across as victim blaming language. Sometimes it may not be obvious or intentional but it's how its perceived by the person they are speaking to and that needs to change. This bitesize learning has two parts:

- Victim Blaming Language Awareness: to help North Yorkshire Police understand what this looks & sounds like to a child
- Barriers to Engagement: a young person's perception of a police officer

The training has and is being delivered through sergeants shift briefings to all officers within NYP.

Priority 4 Maximise efficiency to make the most effective use of all available resources

Outcome 4a

North Yorkshire is outstandingly effective and efficient.

NYP's Chief Constable and former Commissioner signed up to the 7-force 'Transparency in Supply Chains' Statement in respect of procurement and commissioning in 2020. [Modern Slavery Transparency in Supply Chains \(TISC\) Statement](#) in 2023 the Terms of Reference was refreshed through **The Modern Slavery Partnership**, which included governance and accountability arrangements, to ensure it supports effective identification and offer of support for victims of modern slavery and human trafficking.

The Partnership now produces quarterly reports to feedback to Community Safety Partnerships and has contributed content to Safeguarding Week 2024 and campaign for Anti-Slavery Day 2024. The National Referral Mechanism (NRM) is the national



framework for identifying and referring victims of modern slavery and ensuring they receive the appropriate support. The Single Competent Authority administers it, which is part of the Home Office. NYP are fully engaged in the NRM for both adults (with consent) who are referred to the national Single Competent Authority and for children (no consent required) who are discussed via a local multi agency panel, acting on behalf of the Single Competent Authority.

Outcome 4b

North Yorkshire Police provides increasingly integrated services, improving the efficiency of the systems of which it is part.

In March 2025, Mayor David Skaith was joined by partners and community members to open the newly refurbished **joint police and fire station in Ripon**. [Opening of Ripon's new joint police and fire station](#)



This follows a joint investment of £926,000 by North Yorkshire Fire & Rescue Service and North Yorkshire Police to improve engagement with the local community and provide a modern and accessible workspace for staff. For the local community, the station now has a comfortable and informal public room where they can discuss community issues with the police. The station now also includes an interview room which will remove the need for

both police and public to travel to Harrogate.

The new facilities will increase the use of the station by police, which in turn will enable increased police visibility in the community. Other improvements to facilities, such as showers and kitchen areas, will be available to both police officers, PCSOs and fire fighters.

Creating this partnership working means a saving of £33,000 per year to occupy and use the Town Hall space, which was the previous arrangement.



Priority 5

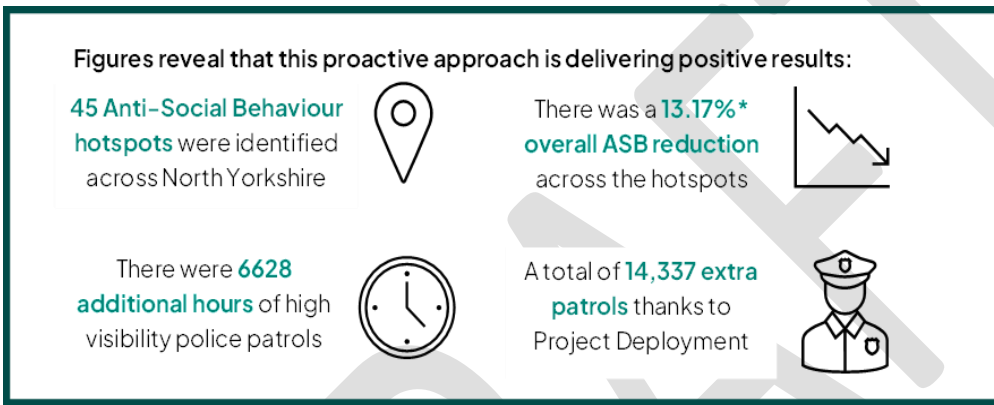
Enhance positive culture, openness, integrity, and public trust

Outcome 5a

The public trust and have confidence in the integrity of North Yorkshire Police as an organisation and in its officers and staff.

As a result of Project Deployment, a £1m Home Office funded 'Project Hotspot', a policing initiative that aims to increase trust and confidence in policing, deter offending, and make people feel safer in the communities they live in. This additional funding has enabled NYP to boost the number of police officers on the streets, with high visibility police patrols targeting hotspots at key times in dedicated areas across York and North Yorkshire's three commands.

Project Hotspot has seen positive outcomes for our communities, and it's also built relationships between officers and staff within the force. Various departments have seen officers put themselves forward for overtime and have jointly come together for one combined team effort.



As well as the high visibility patrols, NYP have delivered a large radio campaign on commercial stations across the county to make people feel safer and encourage reporting and had various digital media

messaging boards out and about to increase the force's visibility.

Some of the hotspot areas with the most significant reductions in reported incidents were:



York Ethel Ward, Haxby Area
76.92% reduction

York Foxwood Lane, Acomb Area
61.9% reduction

Thirsk, Market Place
50% reduction

Malton, Sycamore Avenue
59.26% reduction

Scarborough, Trafalgar Square Area
60.66% reduction

Harrogate, Skipton Road
50% reduction

* % crime figures calculated from comparison data taken between 01 January – 31 December 2023 and 01 January – 31 December 2024

Outcome 5b

Inclusivity, diversity, and equality are at the heart of North Yorkshire Police's organisational culture and service delivery.

This year the final terms of reference for the Independent Ethics Advisory Board (IEAB) were adjusted to reflect a commitment from the Mayor, the DMPFC and NYP to operate within and embed an ethical culture

in their organisations. A culture where integrity, impartiality, transparency and public service are at the core of decision-making, actions and behaviours. In December 2024 discussions were held about the future of the IEAB with an updated approach into 2025. This approach included identifying how best to improve visibility and awareness of the IEAB by having attendance from chief officer teams and NYFRS.

The IEAB, which is part of the Assurance Framework, [Assurance Framework PFC](#) has now been established to provide guidance, support and challenge to the Mayor and Chief Constable as they seek to strengthen their organisational cultures. The IEAB is also there to resolve ethical dilemmas and provide advice where standards may not meet the ambition or where organisational blindness overlooks unethical practice.

Over 2024 there have been several topics considered by the Board; a key one that has been discussed at all



meetings is the College of Policing's new **Code of Ethics**. The Board recognised and discussed the importance of an effective Code of Ethics and how it forms a central part of policing's approach to ethical behaviour. The Board was pleased to see a clear implementation plan for the new Code but emphasised the need to make it real and relevant to an individual's role and the importance of local conversations to bring the Code to life. The Board is keen to monitor its implementation and to gauge how embedded the new Code of Ethics is in thinking, behaviours and decision making.

Outcome 5c

North Yorkshire Police is an employer of choice with a clear people focus that develops leadership, integrity, and inclusivity.

NYP introduced a new **Police Race Action Plan (PRAP)** team in 2024. The team was formed to implement the National PRAP, which was been developed in conjunction with the College of Policing and the National Policing Chiefs' Council. The aim of the plan is to Improve policing for Black people within the police and the community.

The plan is built around four key pillars which looks to deliver a police service that is anti-racist and trusted by black and minority people, ensuring they feel:

- protected - we will deliver a police service that protects Black people from crime, and seeks justice for Black victims
- not over-policed – we will deliver a police service that is fair, respectful and equitable in its actions towards Black people
- involved – we will deliver a police service that routinely involves Black people in its governance
- represented – we will deliver a police service that is representative of Black people, and supports its Black officers, staff and volunteers

The main objective of the team is **to bring a cultural change** within the organisation and go further than not tolerating racism to being actively anti-racist.

To mark Black History Month in October 2024, the team launched a pilot with 150 participants over three 1-day

sessions. This was an opportunity to develop the programme with a key intent for the programme being to provide communities with trust and confidence. To ensure that NYP officers and staff have received specialist training and are well equipped with the necessary knowledge to carry out their roles. This is not the usual approach to 'training' and was immersive and fully interactive.



Positive Action and PRAP strategies have been key to keeping the projects impact focussed, with an officer recently seeing an opportunity to develop ethnic minority female officers, not necessarily in policing skills but in self-esteem, focus and goal setting. This meant providing these officers with the opportunity to really understand what holds them back and has pushed them into an arena of psychological safety they have not previously been in.

The Policing, Fire and Crime Directorate set up an **Independent Scrutiny and Oversight Board (ISOB)** in March 2025 to provide transparency, scrutiny and oversight of the work of the Police Race Action Plan Team. The ISOB will be the connection between this work and the public they serve and ensuring that we are all striving for the best possible outcomes for all the people of North Yorkshire.

Spotlight – Violence Against Women and Girls Summit

On 25th November 2024 over 100 strategic leaders, policy and decision makers from Local Government, Health, Police, Fire and both national and local specialist support organisations, attended a Summit to address violence against women and girls.

Held on White Ribbon Day, a global awareness campaign to end male violence against women and girls, the event engaged a regionwide cohort of organisations to inform a refresh of the current Violence Against Women and Girl’s strategy for York and North Yorkshire. The Deputy Mayor for Policing, Fire and Crime, Jo Coles, is leading the strategy refresh, which aims to publish in 2025. [Violence Against Women and Girls summit in Harrogate](#)

The speakers joining Jo Coles at the summit included Laura Pulleyn, Managing Director of the Ford Family Foundation. Laura spoke about her direct lived experience of domestic abuse as well as the opportunities missed that could have helped her leave her relationship earlier.

Sarah Hill, CEO of IDAS, outlined the history and current issues faced by women in York and North Yorkshire and called for a more collaborative approach to ending violence against women and girls. The summit heard how public awareness of domestic and sexual abuse has changed over time and how vital support services have evolved as a result. Delegates took part in key strategic discussions, helping to inform future strategies and considered how they can more effectively work together to deliver these.



Communications and Media Team

Media Coverage

- 56 Press Releases Issues
- 58 Media Requests
- 2 PFCD Led Media Events
- 7 PFCD Campaigns Launched

Online Public Meetings

- 9 Meetings
- 9 Livestreams
- 28 Public Questions Answered
- Total visits to OPM Pages: 1472

Engagement

- 5 Panels
- 4 Virtual Advice Surgeries, including 2 on Road Safety
- 11 Awareness Weeks Supported

<p>10 - Religious Groups Engagement Including: Monthly York Mosque visits These include the York Mosque Community Kitchen Harrogate Synagogue York Shabbat Service Ramadan event at HQ Iftar at York Mosque Visiting the Holocaust Centre North</p>	<p>33 - Other types of Engagement Including: International Woman’s Day events Neurodiversity Celebration week events Whitby Supermarket engagement Masham key stakeholders’ engagement Broadacres Engagement Stephen Lawrence day events York Youth Justice engagement Millthorpe High Engagement Kirby Hill Primary engagement Taste of Diversity engagement NYP Staff network day York Pride Whole Systems Approach conference Harrogate Grammer School engagement NYP Cultural Awareness Programme NYP Cultural Influencers engagement APCC Holding to account workshop Police Treatment Centre Engagement Woman of Whitby engagement Suzy Lamplugh Trust engagement Liberty Links engagement EDI Conference DMPFC with Community Security Trust Code of Ethics conference Cuppa Connect Inspire Youth Youth Commission Time to talk tour Community Action Day Community Fund event Osbalwick Hall Opening</p>	<p>10- Community Shows Including: Great Yorkshire Show York Mela Ordinary Leaders Conference Stephen Lawrence Day Conference East Regional Vetting Symposium Halo Project Premier Red Flags Show</p>
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Community Fund Commissioned Services

Launched in May 2013, The Community Fund is specifically for local organisations, groups or individuals who need money to help fund a new community safety project or scheme.

The Community Fund now incorporates the **Police Property Fund**. Each year, North Yorkshire Police seizes property as part of criminal investigations or confiscated property by order of court. Where property remains unclaimed the Police (Disposal of Property) Regulations 1975 enable auctioning to raise funds for community and voluntary initiatives – particularly projects which have a positive impact on reducing crime and disorder at a local level. North Yorkshire Police's Chief Constable and the Policing, Fire & Crime Directorate have identified an additional **£25,000.00** for the Community Fund annual budget to support smaller, community-based projects using the proceeds.

Financial Information

- **2024/25** - £386,122.43 was awarded to 37 projects.

Links to all projects funded can be found here: [Community Fund projects 2024/25 - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#)

Community Fund Project Examples 2024-2025

- **Chocolate & Co – 1:1 support & counselling - Awarded £12,441.00**
Chocolate and Co offers paid work and volunteering opportunities to those facing barriers due to addiction or having a criminal record. Since opening the cafe in September, 17 beneficiaries have been supported. Funding will support project lead and outreach worker for one year, together with activity, support and intervention costs to support people from the marginalised groups with varied and tailored support to the individual need. Demand is needed as project already providing limited support for people in crisis situations. Project will continue to work with NYP and partners to support a joined-up approach.

The Commissioning and Partnerships team started the year with a budget of £7.5m. Actual spend in 2024/25 was £7.2m.

The Commissioning & Partnerships budget Includes recurring ring-fenced national grant funding, locally allocated budgets, joint commissioning budgets and annual income generation.

The vast majority of the Commissioning & Partnerships budget is spent on services provided by third parties. A small proportion is spent on in-house service delivery (Supporting Victims Team).

- **Trauma-specific interventions for adult survivors of sexual violence and abuse including CSA - Awarded £20,000.00**

Funding will enable existing Policing, Fire and Crime Directorate commissioned counselling service, *Survive*, to deliver up to 20 weeks trauma therapy – sometimes incorporating Eye Movement Desensitisation and Reprocessing (EMDR), to 28 adult survivors of sexual violence and abuse with complex PTSD who have already accessed 10 weeks of counselling but need additional trauma-specific intervention/s to cope and recover from what happened. Survival's 10-week counselling programme focuses on containing, stabilising and regulating emotions and managing anxiety and flashbacks in the 'here and now'.

- **On Your Bike -Wensleydale Bike Club - Awarded £5,000.00**

This project works jointly with North Yorkshire Council Virtual School to receive referrals for engagement with specific young people who are at risk of offending or antisocial behaviour in the Richmondshire, Hambleton, and Harrogate. This is designed to be an early prevention and deter from offending programme. The project is aimed at young people that are care experienced over the age of 10. There is the capacity for 10 young people. Project is aiming to develop/continue a positive interest that can be an alternative to antisocial behaviour but also be positive for both physical and mental health and lead onto future career options. A programme of sessions will be delivered throughout 2025 aiming at developing young people's cycling skills, maintenance skills, volunteering opportunities and supporting/leading other young people.

- **York Health and Arts MELA Eimaan Culture and Community Services – Awarded - £2,500.00**

Funding will support infrastructure costs at the multicultural celebration, performing arts and other activities event, that also aims to raise awareness. Event will involve NYP and NYFRS this year and link back to the Hate Crime Partnership in York.

Wherever possible the work of the Commissioning & Partnerships team is collaborative with local partners, pooling of funding, and co-commissioning services to maximise outcomes and impact for individuals.

Financial Information

In 2024/25 our 20 core commissioned services received over 52,000 referrals and worked directly with almost 23,000 individuals.

We have 28 key commissioned services.

- 12 for Victims - To support cope and recovery after crime
- 10 for Offenders or those at risk of offending – To address root causes and change their behaviour
- 3 for Vulnerable People – To protect and ensure better outcomes
- 3 Community Safety and Engagement – To enable partners and communities to address issues and improve safety

Details of all commissioned services can be found here: [Commissioned services - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#)

Supporting Victims is a telephone-based service providing support for anyone affected by crime in North Yorkshire and York, whether reported to the Police or not.

Supporting Victims in North Yorkshire is open Monday – Friday, 9am to 5pm and can be called on: **01609 643100**.

This includes victims, bereaved relatives, those under 18 with consent, parents, or guardians of victims under 18 and members of staff where a business has been a victim of crime.

Supporting Victims is also the Independent Hate Crime Reporting Centre for victims (whether reported to the police or not):

- Website: supportingvictims.org
- Email for victims: help@supportingvictims.org
- Secure email for agencies: supportingvictims@northyorkshire.police.uk
- To report a hate crime: [Hate Crime | Supporting Victims | North Yorkshire](#)
- To find services available to you in North Yorkshire: [Victim Support Services in North Yorkshire](#)



Community Safety Funding – Non-Commissioned Services

The Community Safety and Serious Violence is available to any local community group or organisation in North Yorkshire or City of York.

The Mayor of York and North Yorkshire is committed to an evidence-based approach to investing in initiatives at a local level that address Community Safety and Serious Violence issues, which aim to reduce Anti-Social Behaviour and Crime and achieve positive outcomes for individuals and communities. Projects/initiatives must be sustainable, and outcome focused to address (re)-offending, (re)-victimisation and Community Safety / Serious Violence priorities through prevention, early intervention and diversion.

Financial Information

- **2024/25** - £103,778.00 was awarded to 7 projects.

A list of all projects funded can be found here:

[Community Safety Serious Violence Fund 2024/25](#)

Community Safety Fund Example Projects:

- **Stepping Up, North Yorkshire Sport - Awarded £30,000.00**

Stepping Up supports early intervention to divert children and young people who have not yet entered the criminal justice system but are potentially at risk of doing so. The project will support young people aged 7-14, with a focus on the transformational transition from primary to secondary school as a key stepping stone. Project will work in communities to target areas of concern and positively impact on local communities and its residents. Young people referred will be supported through mentoring from an Athlete Mentor; a sporting champion who has achieved highly in their sport with a story to tell and parallels to draw on to relate to a young people and their journey to success. Young people will be identified for the project through collaboration with education, community safety, statutory and voluntary services and North Yorkshire Police. It will enable the project to refine work to focus on targeted communities, including those in the Clear Hold Build areas, responding to insight and need supporting local priorities.

- **Missing - Christina Gabbitas Writing Ltd – Awarded £30,000.00**

The project will build on the success of existing collaboration with North Yorkshire Police (NYP). ‘Missing’ will continue the themes explored in previous resources, “No More Knives” and “Trapped in County Lines,” and will be presented in a comic strip format that will be adapted into an animation. Missing will draw significantly from real-life experiences and events, established through a valuable network of partners, across law enforcement, education, support agencies and charities which will provide material to create the narrative of the story.

The new story will be used to specifically target high-risk areas of North Yorkshire and York, identified through joint working with NYP and partners, using an evidence-based approach and aiming to engage individuals who may be overlooked by existing services.

- **Knife Drop Bin Roll-Out - Awarded £15,151.52**

The Knife Bin is an existing 12-month pilot project currently being delivered within Harrogate. The funding is to extend the initiative across York & North Yorkshire, to expand the targeted audience and reduce knife crime on a larger scale. Following the successful response from the current knife bin after receiving 453 in total since its installation in January, there is evidentially a requirement for knife bins to be widely accessible in more areas. The Knife Drop Bin project aims to serve as a method of primary prevention and early intervention by reducing injuries and violence associated with knife related incidents and crime. It allows members of the public to properly dispose of knives, bladed articles, or sharp tools in a safe and anonymous way. The project will be delivered by Community Safety Hubs and North Yorkshire Police within their localities, and they will be responsible for finding a suitable location, carrying out community engagement/consultation and promotion, as well as the maintenance and emptying of the bin once installed.

[Knife bin rollout takes place in York & North Yorkshire](#)

Governance and Assurance

The Policing, Fire and Crime Directorate (PFCD) Assurance Framework [Assurance Framework - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#) ensures that we are continually

monitoring and assessing delivery of outcomes which are set out in the Police and Crime Plan, and the Fire and Rescue Plan.

Whilst the PFC D regularly seeks assurance from the services, we will also scrutinise them to ensure that we can effectively and formally evidence that positive progress and outcomes are being achieved.

We monitor the police and fire service in a range of ways which are detailed below.

Online Public Meetings	Bi-monthly, Five per year for each service (Break in August and December). At this meeting, the Chief Constable is held to account in their delivery of the Police, and Crime Plan and the Chief Fire Officer is held to account for delivery of the priorities in the Fire and Rescue Plan through implementation of the Service's Community Risk Management Plan. Police complaints are monitored, and lessons learnt. Fire and Rescue complaints are monitored, and lessons learnt.
Executive Board (Monthly) (Changed to Strategic Oversight Board in April 2025)	Monthly formal governance meeting between the Mayor/DMPFC, Chief Constable/Chief Fire Officer to ensure proper governance of the services and the PFC D. This takes place through open, constructive debate of their respective statutory duties and the efficiency and effectiveness of their delivery against the Police and Crime Plan and Fire and Rescue Plan.
Chief Catchups	Closed briefings which enable dialogue and discussion monthly. This is an opportunity for the Mayor/DMPFC to discuss elements of the Police and Crime Plan delivery, and the Fire and Rescue Plan delivery based on themes and receive updates on current issues and operational matters.
Independent audit committee	The Audit Committee provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It advises according to good governance principles and proper practices.
Joint independent audit committee	The Joint Independent Audit Committee (JIAC) provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It jointly advises the Mayor/DMPFC and Chief Constable, according to good governance principles and proper practices.
Scrutiny Panels	Scrutiny Panels allow members of the public to hold NYP to account via review of incidents, policing powers, and tactics. Panel observations, feedback and recommendations facilitate continuous learning, improvement of police services and identification of best practice.
Community Review Group	The community review groups will assess and provide feedback on areas which the scrutiny panels review. This includes, identifying good practice and areas for learning, making referrals and recommendations.
Independent Ethics advisory board	The Panel will provide independent and effective challenge and assurance around integrity, standards and ethics of decision-making in policing and fire.
Independent custody visitors	Independent Custody Visitors are members of the local community who visit police stations unannounced to check on the welfare of people in police custody. Independent Custody Visitors - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team
Violence against women and girls' strategic governance board.	6-monthly Joint Violence Against Women and Girls Strategic Governance Board meetings, chaired by the DMPFC to monitor overall progress against our joint violence against women and girls' strategic objectives and provide greater transparency and accountability to increase public confidence in how we are improving the overall safety of women and girls.
Frequent interactions	Informal interactions between the services and PFC D staff. This enables and encourages spontaneous face-to-face discussions between Chief Officers, Senior PFC D staff, who may receive: <ul style="list-style-type: none"> • Updates on significant issues • Notification of significant/critical incidents

	PFCD staff will also conduct site visits across North Yorkshire and York.
Complemented by	<p>Bespoke briefings from Chief Constable/Chief Fire Officer on significant or sensitive issues.</p> <ul style="list-style-type: none"> • Senior PFCD staff attending key meetings within the services (e.g., HMICFRS* Governance Board, Gold Groups, Risk and Assurance Boards, Performance boards, etc.) • PFCD staff conducting further checks and audits. • Routine liaison between Senior PFCD staff Senior Staff/Officers. • Feedback from Independent Custody Visitors and Appropriate Adults. • Regular meetings with public bodies and Inspectorates (e.g., HMICFRS). • Independent review of complaints.

To underpin improvements in the services, so that they can be the best they can at protecting us and keeping us safe and feeling safe, we utilise the frameworks set out by His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to support our scrutiny. For example, we will use questions that HMICFRS use to establish how the services are performing and improving outcomes.

We will evaluate what the Public tell us in our trust and confidence surveys and through information we receive into our office. At our Delivery and Assurance Board we will regularly assess our performance against our own PFCD Organisational Activity Plan, which can be found here: [Public Delivery Plan 2025/26 - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#) Additionally, the Mayor/DMPFC conducts several consultations with the Public and partners throughout the year. We will review reports from external inspections such as HMICFRS and monitor the services delivery against any action plans developed because of these inspections.

Live streamed, Online Public Meetings (OPMs) are one of the ways the Mayor/DMPFC holds the Police Chief Constable to account for the service to the public. The Service is required to demonstrate the quality of the service in different areas and its progress against the Police and Crime Plan.

This year's police OPM assurance presentations included a detailed look into Serious and Organised Crime, Hidden Crime, Rural and Wildlife Crime, Force Control Room and Hidden Harms in Rural Areas and can be found here: [Y&NY Online Public Meetings](#)

Performance

The PFCD and NYP are committed to providing a high-quality service to the Public. To ensure that we hold them to account on this performance is reviewed in several ways.

- **Policing, Fire and Crime Directorate Website:** We publish NYP’s ’s performance report dashboard on the Mayor/Deputy Mayor website located here: [Performance dashboard - Police - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#)
- **National Policing Website:** The National Policing Website provides information about Police performance across England and Wales. This information includes crime statistics, data on how quickly the Police respond to calls, and information about the Force's use of resources: [NYP | Police.uk \(www.police.uk\)](#)
- **Online Public Meetings:** The Mayor/DMPFC holds regular online public meetings where members of the public can ask questions about the Force's performance. These meetings are held every

other month and are streamed live on the Mayor/DMPFC website: [Online Public Meeting - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#)

- **His Majesty’s Inspectorate for Constabularies and Fire and Rescue Services Inspections (HMICFRS):** We welcome regular inspections from the Inspectorate, because the reports are an independent and rigorous assessment which the Mayor/DMPFC will use to inform the level of scrutiny required to ensure NYP is aspiring towards becoming an outstanding service. The results of these inspections and our response can be found here: [HMICFRS Inspections - York and North Yorkshire Combined Authority – Policing, Fire and Crime Team](#)

Independent Scrutiny Panels

The Mayor has a statutory duty to hold the Chief Constable to account for the operation of NYP. The Mayor has delegated some of these powers to the DMPFC. The Deputy Mayor for Policing, Fire and Crime does that within a broad governance framework that includes feedback from external bodies, including volunteers in schemes such as the Independent Custody Visitor Scheme and other scrutiny panels.

During 2024/2025, we undertook to complete a review of all scrutiny activity in order to ensure that this activity was fit for purpose, met the needs of the Mayor and Deputy Mayor in terms of their plans/vision for scrutiny and ultimately, that all scrutiny activity was able to contribute to building public trust and confidence in policing throughout the community of York and North Yorkshire.

As a result of this review, we revised our scrutiny panel framework, and we set up and now hold four scrutiny panels across key areas of policing which include members of the York and North Yorkshire community (volunteers) along with stakeholders and partners. Each panel meets quarterly with summary findings being reported to the YNYCA Independent Ethics Advisory Board. [Scrutiny panels - York and North Yorkshire Combined Authority](#)

- **Community Scrutiny Panel**

The purpose of this panel is to review public interactions with North Yorkshire Police, which are of interest to the local community and where feedback from the Panel will help achieve improvements within local policing. Through the scrutiny of police powers and conduct, the Panel’s work will help improve transparency, accountability and better understanding of local policing. Along with helping to build public trust and confidence in policing.

- **Custody Detention Scrutiny Panel**

The purpose of this panel is to review public interactions with North Yorkshire Police within the custody environment which are of interest to the local community and where feedback from the Panel will help achieve improvements within local policing. Through the scrutiny of police powers and conduct within custody, the Panel's work will help improve transparency, accountability and better understanding of local policing within the custody environment specifically. Along with helping to build public trust and confidence in policing.

- **Rape and Serious Sexual Offences Scrutiny Panel (RASSO Panel)**

The purpose of this panel is to scrutinise those areas of interest to the local community where feedback from the Panel will help achieve improvements within local policing specifically, the scrutiny of No Further Action decisions, where the Panel's work will help improve transparency, accountability and better understanding of local policing in terms of RASSO cases and help to build public trust and confidence in policing.

- **Domestic Abuse Scrutiny Panel**

The purpose of this panel is to scrutinise those areas of interest to the local community where feedback from the Panel will help achieve improvements within local policing specifically the scrutiny of how NYP investigate domestic abuse, where the Panel's work will help improve transparency, accountability and better understanding of local policing in terms of domestic abuse cases and help to build public trust and confidence in policing.

Funding and Spending

	Actual	
	£'000s	%
Funding breakdown 2024/25		
Core Grant (including legacy grants)	-91,374	40.1%
Precept (including collection surplus)	-102,740	45.1%
Grants (ringfenced)	-22,881	10.0%
Non Grant income	-10,935	4.8%
Total funding	-227,929	100.0%
Salary Costs	167,731	73.6%
Other non Salary employee costs	3,753	1.6%
Police Injury Pension Costs	6,565	2.9%
Premises costs	5,772	2.5%
Supplies and services	28,721	12.6%
Transport costs (including fuel)	3,289	1.4%
North Yorkshire Police Total	215,831	94.7%
Office of the Police Fire and Crime Commissioner	1,687	0.7%
Commissioned Services	7,584	3.3%
Financial Costs	726	0.3%
Total expenditure	225,828	99.1%
Budgeted transfers to earmarked reserves	2,027	0.9%
Total expenditure and budgeted reserves transfers	227,855	100.0%
Surplus on the Provision of Services	-75	0.0%

Financial Position

In 2024/25 the overall underspend after the agreed reserves transfers was £75k, this has been transferred to Earmarked Reserves to support Partnership and Commissioning work in line with the priorities of the Mayor's new Police and Crime Plan.

The overall Force position net of 'Force' Income was an overspend of £313k (0.15% of their budget) which was lower than the overspend that was reported during the year. This continues a trend of good overall financial performance from the previous year, and while there are still areas for development and improvement, the outturn does not create any additional challenges as we move into 2025/26.

This overspend by the Force was however absorbed within the overall Policing budget and resulted in a small underspend for the financial year of £75k against a revised budget of almost £228m.

Contacts

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Fire and Rescue Annual Report 2024-2025



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This report highlights how North Yorkshire Fire and Rescue Service (NYFRS) has progressed each of the five Fire and Rescue Plan 2022-2025 priorities during 2024-2025. It also meets the requirements of the Mayor’s Fire and Rescue Declaration of assurance by confirming arrangements for the effective management of financial, governance and operational matters, as well as overall adherence to the Fire and Rescue National Framework for England.

Mayor's Foreword

Welcome to my Fire and Rescue Annual Report 2024-2025. This marks my first year as Mayor of York and North Yorkshire. Real progress has been made over the last 12 months to make our communities safer places for all.



This report gives an update on fire and rescue progress against the priorities set out in the final year of the Fire and Rescue Plan 2022–2025.

In July 2024, I appointed Jo Coles as my Deputy Mayor for Policing, Fire and Crime to help oversee both the police and fire and rescue service and ensure they are delivering improvements. Over the past year, we've supported and been assured of; a stronger focus on road safety, an increase in prevention and building safety activities based on risk, and faster response times to incidents.

An inspection of North Yorkshire Fire and Rescue Service (NYFRS) took place between December 2024 and January 2025. The report, now published, shows clear progress in how effective and efficient the Service is and how well it looks after its staff. The report highlights significant progress in addressing previous concerns and improved services in almost all areas. This is thanks to the leadership, hard work and dedication of our fire and rescue service personnel. I'm proud of what's been achieved so far. We'll continue to support NYFRS, and hold them to account, to make sure improvements continue.

I've also made some tough but necessary decisions, including a significant precept increase from April 2025, to ensure a more sustainable financial position for North Yorkshire Fire and Rescue Service so that investments can be made to further improve fire and rescue services, ensure the safety of our firefighters and the protection of the public.

Informed by a successful region-wide public consultation, my new Fire and Rescue Plan 2025-2029 was published in April 2025. This sets the strategic direction of North Yorkshire Fire and Rescue Service for the next four years through a series of strong, tangible commitments to keeping our communities safe now and in the future. Next year's report will detail progress against the six priorities in my new Fire and Rescue Plan.

I am extremely proud to be your Mayor, to champion our fantastic region every day and work to build healthy and thriving communities across York and North Yorkshire. There is no more important responsibility as Mayor than ensuring the safety and wellbeing of the public. That is why I, alongside my Deputy Mayor for Policing, Fire and Crime, Jo Coles and my hardworking and dedicated team, will continue to work with North Yorkshire Fire and Rescue Service to drive the changes needed to modernise the service and further reduce risk to achieve our vision of York and North Yorkshire as a safe place for all.

David Skaith

Mayor of York and North Yorkshire

Message from Jo Coles, Deputy Mayor for Policing, Fire and Crime

The safety and wellbeing of the public is the most important duty for anyone in public life. What drives me every day is making sure that the public have the upmost confidence in their Police and Fire and Rescue Services, that they are working to the priorities set out in the plans, and that they are constantly striving to be the best they can be at protecting and serving the residents, businesses and visitors in York and North Yorkshire.



It was an honour to be asked to serve as Deputy Mayor for Policing, Fire and Crime in York and North Yorkshire. Working alongside Mayor David Skaith, we have set out our vision that every community in York and North Yorkshire should be a safe place for all. Our Fire and Rescue Plan sets out the priorities that North Yorkshire Fire and Rescue Service should work towards to meet that overarching aim.

Over the past year, the Fire and Rescue Service have made great progress towards meeting the final year of priorities from the 2022-2025 Fire and Rescue Plan, introduced by the previous Police, Fire and Crime Commissioner, and to begin meeting those of the 2025-2029 Plan introduced by Mayor David Skaith.

I would like to take this opportunity to thank the team their tireless work to support me in my role, the leadership and staff of North Yorkshire Fire and Rescue Service for their collaborative approach, and the public for their engagement in the important work of scrutinising and holding to account their public services.

Jo Coles

Deputy Mayor for Policing, Fire and Crime

Principles and Priorities for 2024-2025

Our principles:

The last Fire and Rescue Plan 2022-2025 defined an exemplary fire and rescue through four public-backed C.A.R.E. Principles.

Caring about the vulnerable

'Vulnerability' comes in many different forms and has many different impacts. Whether due to age, disability, financial circumstances, education, exploitation, mental health, or isolation, it is vital we understand what makes people vulnerable and in need of our services, and work to prevent that vulnerability emerging or turning into harm.

Ambitious collaboration

Collaboration is more than just about partnership work. It is about actively seeking to join up services, close gaps and improve outcomes, working together to overcome our core problems. It is about creating a unified, person-centred experience of interaction with public services. It seeks to increase our contribution to broader society in our area by applying our skills, insight, and experience to wider issues.

Realising our potential

How we realise the potential of our people and organisation to deliver the best possible services to our communities, is integral to achieving our ambition. We need to have the right people, with the right training, information, skills, and equipment, in the right place, at the right time. For this to work we need to have the right culture.

Enhancing our service for the public

In all of this we must put the public that we serve first. Public services are services for the Public and we must do everything that we can to enhance their experience when they interact with us. We must be accessible and engaged, present where we are needed most, and able to provide the care asked of us.

Our values:

Our values and culture - Making a positive difference for the Public, every day.
With: Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.

Our Priorities:

The Fire and Rescue Plan considers what is achievable for NYFRS in working towards achieving the ambition set through the C.A.R.E. principles and sets outcomes that progress will be assessed against. This is the focus of this Annual Report.

- 1. Actively engage with all communities to identify need and risk and to reassure.**
- 2. Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems**
- 3. Deliver the "Right People, Right Support" every time**
- 4. Maximise efficiency to make the most effective use of all available resources**
- 5. Enhance positive culture, openness, integrity, and public trust**

Fire and Rescue Plan 2022-2025: Annual Progress Update Against Priorities in 2024-2025

Priority 1

Actively engage with all communities to identify need and risk and to reassure

Shaping the Mayor's new Fire and Rescue Plan 2025-2029

In October 2024, Mayor David Skaith and Deputy Mayor for Policing, Fire and Crime, Jo Coles invited the public to help **set the priorities** for North Yorkshire Fire and Rescue Service (NYFRS) and North Yorkshire Police (NYP) over the next four years.

To gather internal views, insight workshops were held with senior leaders from NYFRS, NYP, the York and North Yorkshire Combined

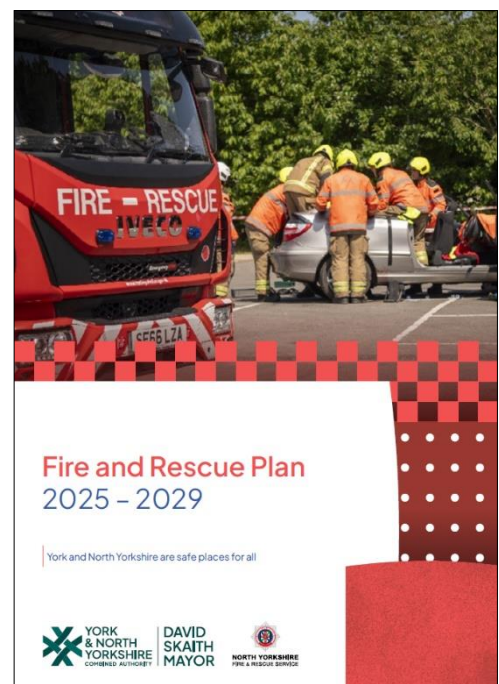
Authority (YNYCA), and the Mayor and Deputy Mayor. Residents, businesses, staff and partners could also share their opinions on future priorities through a questionnaire, available online and in print between 8 October and 18 November 2024. The consultation drew

strong engagement - 1,566 **responses for the Fire and Rescue Plan** and 1,685 for the Police and Crime Plan.

The feedback helped shape **new plans**, based on what matters most to local people, as well as local and national needs. These plans support the Mayor's vision of making York and North Yorkshire safe places for everyone.

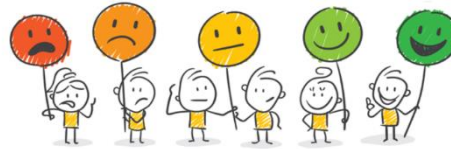
The Mayor's new Fire and Rescue Plan 2025-2029 focuses on **six key priorities**:

- **Targeted prevention**
Deliver targeted prevention activities to keep people in York and North Yorkshire safe from fires, road traffic collisions, water hazards and other emergencies.
- **Protected built environment**
Provide targeted support and advice to protect people and properties from fires through safer buildings in York and North Yorkshire.
- **Effective emergency response**
Provide an effective response to incidents across York and North Yorkshire, as quickly as possible.
- **Stronger communities**
Prepare for major disruptions, working in collaboration with our partners to support communities across York and North Yorkshire to effectively prepare for emergencies and recover from them when they occur
- **Supported, safe and skilled staff**



Foster a culture of excellence and belonging in North Yorkshire Fire and Rescue Service. Invest in training, safety and welfare to maintain a skilled and resilient workforce.

COMPLAINTS & RECOGNITION



- **Financial stability**

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

You can read the Mayor's new **Fire and Rescue Plan 2025-2029** here: [The Mayor's new Fire and Rescue Plan 2025-2029](#)

During the consultation, public feedback on North Yorkshire Fire and Rescue Service was very positive -with 85% saying the Service does a 'good' or 'excellent' job.

Fire and rescue complaints and compliments

By the end of the financial year 2024-2025, the YNYCA Policing, Fire and Crime Directorate received **14 fire and rescue related complaints and 11 compliments**. Although this is slightly more than the 12 complaints received the previous year, the overall number remains **very low**, which is encouraging. It shows that the approach taken to identify and learn from issues is working well and helping to stop the same problems from happening again. The main reason for complaints was usually **concerns about staff behaviour**. Compliments were mostly from members of the public thanking fire crews for their help and support during incidents. Complaint trends are shared at the Fire Service's **monthly leadership meetings** and in regular meetings between YNYCA and the Fire Service.

Assessing the risks in York and North Yorkshire

The Community Risk Profile (CRP) is being updated. It provides a **comprehensive assessment of the current and future fire and rescue related risks** facing our communities. This helps NYFRS plan its prevention, protection, and emergency response work based on the identified risks, helping to keep people safer and build stronger communities. The CRP highlights four main areas that present the greatest threat or harm to life from a fire and rescue perspective in our region:

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



Targeting Home Fire Safety Visits to risk

A software program called Mosaic uses information from the census data and lifestyle surveys to group people into 15 categories based on things like age, income, and daily habits. NYFRS is using Mosaic, along with its own records of past incidents and risks, to identify which homes are potentially most at risk of a fire. This has helped focus fire safety messages and activities where they are needed most. A trial using targeted address lists for Home Fire Safety Visits has been completed and is now being rolled out across the Service. This **targeted approach has led to a big increase in Home Fire Safety Visits, especially to homes that are more at risk.**

Public Safety Officers in Craven

7

There are four Public Safety Officer (PSO) posts in Craven, each covering a specific area. PSOs work closely with the Fire and Rescue Service, Police, and Health Partners. By developing a deep understanding of their local communities, the PSOs can **identify local risks and support those who are most vulnerable**. They carry out prevention activities aimed at reducing the likelihood of emergencies and improving community safety.

Currently, one PSO is based in Grassington and another in Settle. Recruitment is underway to fill the remaining two vacancies, which will also be in Craven. The Deputy Mayor would like to explore the potential to expand the PSO role beyond Craven.



Priority 2

Work jointly as a trusted partner to prevent harm and damage, intervene early and solve problems

Road safety in focus

The priorities in the Mayor's **new plans** for Police and Crime Plan and Fire and Rescue 2025-2029, launched in March 2025 and shaped by the priorities of the public, place a **renewed emphasis on road safety**. This supports the **Vision Zero ambition**, where no road death is considered acceptable.

On 22 November 2024, the Deputy Mayor for Policing, Fire and Crime attended the Road Safety Showcase event at the Fire Training Centre, hosted by the **York and North Yorkshire Road Safety Partnership**. This Partnership brings together local authorities, emergency services, and other key agencies committed to improving road safety across the region. The event provided valuable insights into the ongoing efforts to make our roads safer, as well as the vital support services available to victims and their families. It was an enlightening experience with feedback from bereaved families that deepened the Deputy Mayor's understanding of the challenges and opportunities in road safety.

In early 2025, the Deputy Mayor for Policing, Fire and Crime began a **series of road safety surgeries** with North Yorkshire and City of York parishes with an interest in road safety issues. These meetings enabled the Deputy Mayor to understand local road safety concerns and the measures communities believe would most improve safety in their areas. Feedback from the surgeries has been shared with the two local authorities and North Yorkshire Police.

The first phase of an **independent study**, commissioned by the York and North Yorkshire Road Safety Partnership, examined different **enforcement methods** and how they affect road safety. This research, carried out by Newcastle University, found that mobile safety camera vans – the enforcement approach used in York and North Yorkshire – is good at helping to reduce road casualties. However, the study also recommended **exploring whether average and/or fixed cameras could further improve the safety** of our roads. This next stage of the research, which involves assessing the costs and benefits of this approach, is now underway. You can read the Phase 1 report, published in January 2025, here: [Road Safety Enforcement Review - Newcastle University 2024](#).



In July 2024, the YNYCA Policing, Fire and Crime Team, joined forces with the Police and Fire and Rescue Service at the **Great Yorkshire Show** – showcasing how we work together to keep York and North Yorkshire safe. Visitors had the chance to meet Mayor David Skaith and Deputy Mayor Jo Coles, learn about their roles, and get hands-on with some activities including;

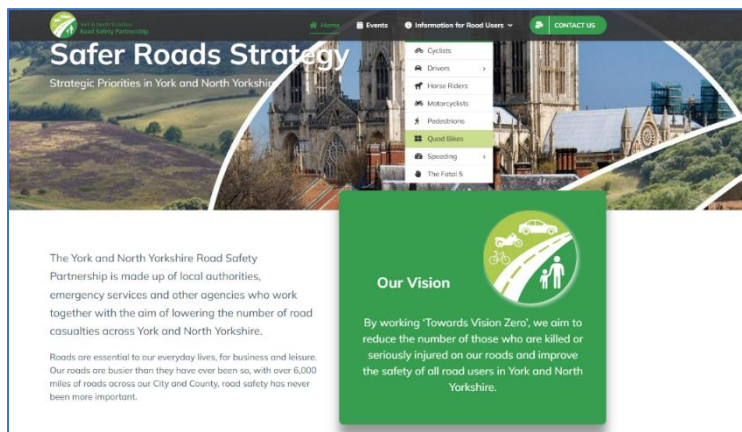


- Virtual reality road safety experience goggles – to experience road traffic collisions as a passenger and see the emergency response to an incident.
- Emergency vehicles – police and fire bikes and the return of a special edition police John Deere tractor, kindly loaned by Ripon Farm Services.
- Fire safety tips - for the home, farm and business.
- Rural crime prevention advice - protect your home, belongings, vehicles and yourself.
- Horse rider road safety tips.

It was a fantastic opportunity to connect with the public, share vital safety messages, and celebrate the teamwork that keeps our communities safe.

The Road Safety Partnership Coordinator has led the creation of the first **website for the York and North Yorkshire Road Safety Partnership**. The site brings together all the key road safety information in one place and explains what the Partnership is doing in areas like community engagement, education, road design/engineering and law enforcement. You can visit the website using this link:

[York and North Yorkshire Road Safety Partnership Website](#)



North Yorkshire Fire and Rescue Service's **FireBikes** and **North Yorkshire Police engagement motorbikes** are working effectively together, regularly engaging with motorcyclists at community events and popular meeting points. FireBike deployments, which target motorcyclists on our rural roads and at known accident locations have increased from 32 deployments in 2023-2024 to 58 in 2024-2025. This equates to **378 hours given by FireBike volunteers**.

Preventing fires in homes

Preventing fires and other emergencies remains a key focus for North Yorkshire Fire and Rescue Service. Between 1 April 2024 and 31 March 2025, NYFRS carried out 4,464 **Home Fire Safety Visits - an 18% increase** from 3,678 the previous year. This rise has been supported by a new referral app, developed in partnership with Safelincs and the National Fire Chiefs Council, which makes it easier for partner organisations to refer people to NYFRS for safety visits. While the 18% increase is significant, it doesn't tell the full story. Thanks to better targeting, the number of visits to people at **High and Very High Risk has increased by an impressive 544%** compared to the previous year.

NYFRS has taken account of emerging technologies such as lithium-ion batteries which have fire safety implications and updated the content of their Home Fire Safety Visits. A new and **engaging video** has also been created to tell people all about what a Home Fire Safety Visit entails and how it will help to keep you safe. [Book a Home Fire Safety Visit - North Yorkshire Fire & Rescue Service](#)



A Post Incident Engagement Policy has been launched together with training for all crews. This has **increased post incident Home Fire Safety Visits by 37%** compared to the previous year.

There was **more engagement around water safety and wildfires** last year compared to the previous year. In total, 72 water safety events and 19 wildfire awareness activities were carried out.

Introduction of domestic abuse and sexual harm policy

North Yorkshire Fire and Rescue Service have commenced work on their first **Domestic Abuse and Sexual Harm Policy**, operating procedure and associated training. This policy was introduced in 2024-2025 and will be informed by an assessment of the type and level of training staff need to understand why violence against women and girls (VAWG) happens and how NYFRS can work with others to prevent it. This has been incorporated into the Prevention Team's training programme.

Protection (business fire safety)

NYFRS has a responsibility to protect workplaces and premises to which the public have access. The Protection team provide information, guidance and advice to businesses and other employers to prevent fires happening in the first instance and to reduce the impact should they occur. There is also a duty to enforce compliance with fire safety law.

Ove the last year, a **new Risk Based Intervention Programme** has been put in place to ensure that fire safety activity is directed at the highest risk premises. A **specialist out of hours provision** has also been introduced to enforce fire safety legislation at any time of the day. Some of the other achievements in protection work over the last year include:

- 2% increase in regulatory activity compared to the previous year.
- 18% increase in statutory and non-statutory consultations.
- Response to 100% of building consultations and 99% of licensing consultations within the allocated timeframes.

- 800% increase in the provision of guidance and advice, primarily due to legislative changes impacting tourism in our area.
- 84% increase in engagement with businesses following unwanted fire signals, in line with changes made to the automatic fire alarm attendance policy.

Local remediation of medium-rise buildings (11m-18m)

Following the Grenfell Tower tragedy, the government committed to remediating buildings with unsafe cladding and wider fire safety issues. The National Remediation Acceleration Plan outlines expectations for:

- All buildings over 18m in height within government-funded schemes to be remediated by 2029.
- All 11m+ buildings to either be remediated, scheduled for remediation, or face enforcement by 2029.

To date, all 18m+ high-rise buildings in York and North Yorkshire audited by NYFRS have been assessed as not requiring remediation. Over the last year, we have been actively developing **our Local Remediation Acceleration Plan for medium rise buildings (11m-18m)** to address longstanding housing quality issues and ensure safer, healthier living environments for residents in York and North Yorkshire. This comprehensive plan outlines a clear strategy for identifying, prioritising, and remediating high-risk buildings, with an emphasis on collaboration with building owners, residents, and relevant stakeholders. Leveraging improved data analysis and risk-based approaches, we have accelerated timelines and strengthened oversight mechanisms to ensure timely delivery. The plan also aligns with national safety standards and regulatory requirements. We are on track to finalise the plan and formally submit it to the MHCLG (Ministry of Housing, Communities and Local Government) in summer 2025, marking a significant milestone in our commitment to building safety.

Resourcing to risk

The Community Risk Management Plan (CRMP), known locally as the Risk and Resource Model 2022-2025 sets out the risks across York and North Yorkshire, and the services and resources that NYFRS provides to prevent and respond to emergencies.

Nearly all the proposed changes, consulted on as part of the Risk and Resource Model 2022-2025 have now been implemented. Throughout the process, the Deputy Mayor and Policing, Fire and Crime Directorate have sought regular updates from North Yorkshire Fire and Rescue Service on both the progress and the impact of these change proposals.

As of 1 April 2025, the only outstanding proposal relates to the changes in response resources at Harrogate and Scarborough fire stations. In November 2024, The Deputy Mayor approved an amendment to the original proposal for the **second fire engine at Harrogate to change to a day-crewed¹ model**. This means that crews can respond during the night via an alerter. The Deputy’s Mayor’s Decision Notice can be found here: [Decision Notice: Risk and Resource Model Harrogate Fire Station](#)

Outstanding proposal consulted upon	Implementation update 2024-2025
<p>Response resource in Harrogate and Scarborough Replace the second fire engine, known as a Tactical Response Vehicle (TRV) with the usual B-type fire engine, crewed only during peak demand when emergencies are most likely to happen (daytime only).</p>	<p>A day-crewed, B-type fire engine will replace the second fire engine (TRV) at Harrogate.</p> <p>The change will take place at Harrogate fire station from July 2025.</p> <p>After this change is reviewed, the response resource in Scarborough will be considered.</p>

Developing a new Community Risk Management Plan 2025-2029

Each fire and rescue authority has a statutory duty under the Fire and Rescue National Framework for England, to produce a Community Risk Management Plan. This is informed by a Community Risk Profile which sets out the key challenges and risks facing our communities.

The new CRMP for 2025-2029 is being developed and will include wider strategic objectives and describe the actions NYFRS is taking to improve its service. The CRMP will be publicly consulted upon, over an eight-week period set to commence in July 2025. Once reviewed and agreed, the areas of focus within the CRMP will be assessed and prioritised to become a four-year service delivery plan for NYFRS. Progress will be reported to the public periodically through the Mayor/Deputy Mayor’s Online Public Meeting (OPM) and an annual update report on progress which will be produced.

¹ Day-crewing is a Grey Book compliant duty system already adopted by seven wholetime stations in North Yorkshire. Firefighters are based at the station to crew the fire engine between 0800-1800 every day and still respond outside of these hours via an alerter.

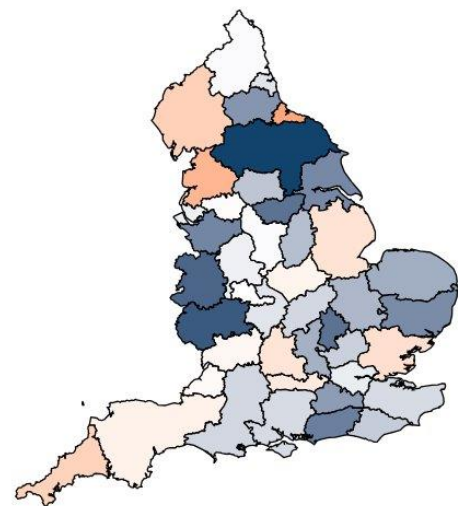
Improving response times

In October 2025, we consulted the public on two **new response time standards**. These standards are now used to monitor fire and rescue response time performance, which we report on during our Online Public Meetings. The two standards, along with the Service’s performance against them during 2024–2025, are shown in the table below:

Response Time Standards	NYFRS Average Response Times (1 April 2024-31 March 2025)
The average attendance time of the first fire engine to all incidents will be within 13 minutes.	11 minutes 49 seconds
The average attendance time of the first fire engine to dwelling fires will be within 11 minutes.	10 minutes 34 seconds

Published Home Office data shows that **North Yorkshire had the biggest reduction in response times to primary fires** of all the fire and rescue services in England (year ending March 2024 vs year ending March 2023 – see Home Office map to the right).

Change in Average Response time in seconds comparing year ending March 2023 to 2024



New technology – Dynamic Cover Tool

As part of the NYFRS’s move to using better technology, a new system called the Dynamic Cover Tool has been introduced, providing the **ability to visualise risks and fire engine coverage on a live basis**. It has helped NYFRS position fire engines in the locations they’re needed most, based on risk and response times.

Improving On-call recruitment, retention and recognition

Due to the large service area, combined with a relatively low budget, NYFRS is reliant upon the On-call duty system and the commitment shown by those staff. On-call firefighters provide a critical role in protecting communities in our most rural locations. There has been significant **investment in time, resources and people to improve and work towards ensuring the sustainability of our On-call system**. Some of these achievements are listed below.

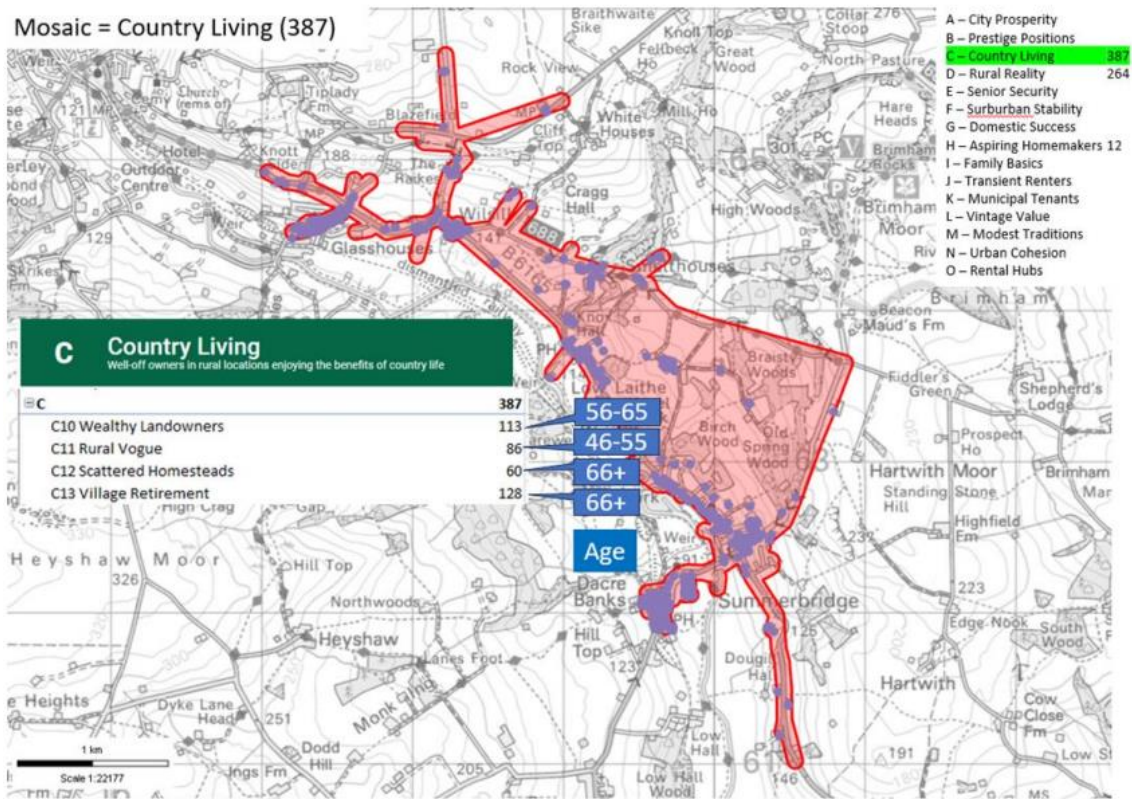
- Funded a dedicated Station Manager to oversee all aspects of On-call, including recruitment, retention and recognition.
- On-call staff numbers have increased slightly, and On-call availability has been maintained in line with the previous year.
- Introduced an E-learning coordinator to ensure that e-learning training packages are effective, engaging and reduce the time required to develop the appropriate knowledge and understanding.
- Service vehicles have been redistributed to allow On-call staff to undertake local prevention activities.
- Introduction of 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.
- Streamlined recruitment activities to maximise the retention of applicants from initial contact through to qualified firefighter.

- Recognised the support given by local employers in supporting its staff to perform the role of an On-call firefighter. An employer recognition scheme has been launched to acknowledge their continued support
- Investment in technology to better target potential On-call staff in a much more data-driven way.

SPOTLIGHT – Using technology and data to target recruitment of On-call firefighters

This mapping allows NYFRS to identify those individuals within the current four-minute footprint who could reasonably be approached to serve at their local fire station. NYFRS can then assess whether increasing footprints will have a positive or detrimental impact upon potential recruitment and service delivery.

This targeted activity has led to an increase in the recruitment of On-call firefighters in the financial year 2024-2025.



Supporting victims of road traffic incidents

The **Independent Road Victim Advocate** is a county wide service commissioned through the Deputy Mayor, working closely with NYP, providing support (face to face where practicable) to victims of road traffic incidents including those affected by a bereavement or serious injury.

Over 2024-2025, the Independent Road Victim Advocate Service helped 88 individuals across 50 cases:

- 31 of these cases related to a road death
- 12 of these cases related to a serious injury
- 7 of these cases related to a road death and serious injury

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Priority 4

Maximise efficiency to make the most effective use of all available resources

Sharing buildings

In March 2025, the Mayor officially opened the newly **refurbished joint police and fire station in Ripon**. This followed a joint investment of £926,000 by North Yorkshire Fire and Rescue Service and North Yorkshire Police to improve engagement with the local community and provide a modern, accessible workspace for staff.



For the community, the station now includes a welcoming public room where people can meet with both emergency services to discuss community concerns. The refurbishment has also extended the building's expected lifespan by 25 years and upgraded it to support modern sustainable energy standards.

Productivity and efficiency

Fire and Rescue Authorities (FRAs) must produce and publish annual efficiency plans that should also include their plans for increasing productivity. The NYFRS **Productivity and Efficiency Plan** for 2025-2026 enables the Deputy Mayor and the public to see the progress made to date and the plans that NYFRS has in place to increase efficiency and productivity. The Plan can be viewed here [NYFRS Productivity and Efficiency Plan 2025-2026](#)

Breathing apparatus replacement

The **Breathing Apparatus replacement** project is a major upgrade that represents a significant **investment in firefighter safety and modern technology**. With a total investment of £1.7m, the project will deliver state-of-the-art respiratory protective equipment for firefighters, including new breathing apparatus sets, advanced telemetry systems and enhanced communications. These upgrades will improve firefighter health, safety, and operational effectiveness. The supplier contract has been awarded and implementation is well underway. Over the past year, key activities such as training, equipment testing and mask fitting have taken place. The new equipment is expected to **go live in October 2025**.

Culture, equality, diversity and inclusion (EDI)

To accelerate understanding of the cultural change needed within North Yorkshire Fire and Rescue Service – as well as to recognise the positive cultural experiences already present—the Chief Fire Officer partnered with Huddersfield University to develop a cultural framework for improvement. This initiative, known as the **‘Framework for Change Project’**, began in 2023–2024. The first phase of the project, which involved staff and members sharing their lived experiences, is now complete. Building on these insights, the next steps include the development of a **Behavioural and Leadership Charter**, a clearer understanding of NYFRS’s ethical health, and identification of areas for improvement. A practical **toolkit** will also be created to support the delivery of meaningful change. Together, these elements will form the foundation of NYFRS’s cultural transformation journey over the coming years.

All staff have undertaken **mandatory training to promote an inclusive culture**, focusing on the benefits of diversity and how to create a supportive and inclusive work environment.

NYFRS has completed all nineteen national recommendations for Chief Fire Officers outlined in the HMICFRS 2023 Values and Culture Report and is making good progress on all fifteen recommendations of the 2024 Standards and Behaviour Report. The **Deputy Mayor monitors Service progress against HMICFRS recommendations** at every Online Public Meeting (OPM).

Commitment to the Core Code of Ethics

In April 2024 NYFRS officially **relaunched the Core Code of Ethics** and removed the existing service values. This will reduce confusion and ensure that they become embedded, embodied and at the heart of day-to-day activity. A new LearnPro (online) module was launched in July 2024 for all staff to complete, to aid knowledge and understanding of the five ethical principles.



Public trust in fire and rescue staff

In July 2023, the Home Office amended the 'Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 ('the Exceptions Order') to include all Fire and Rescue Authority employees. This meant that **all Fire and Rescue staff would need to undertake a new level of criminal record check** via the Disclosure and Barring Service (DBS) and at a higher level for those undertaking trusted frontline roles dealing directly with members of the public. Increased levels of checks help managers to assess and mitigate risks, safeguard their colleagues and the public, and uphold high standards of professional integrity. They help ensure that only the right people can join or stay in the fire and rescue service. All employees have now been processed to receive a DBS which is a significant achievement.

Wholetime firefighter recruitment

NYFRS have run targeted, **positive action recruitment campaigns** to attract more firefighter applications from women and people from BAME backgrounds. These campaigns have successfully increased the number of applications and joiners from underrepresented groups.

Better fitness equipment

NYFRS has committed to **improving fitness equipment** at fire stations when significant refurbishment is scheduled. There has also been investment in treadmills at numerous locations to assist in fitness testing.

Improved performance review process

A **new electronic Professional Development Performance Review (PDPR) process** has been introduced. The process allows NYFRS to support performance management in a clear and consistent way. It enables recognition and acknowledgement of good work, the identification and improvement of under-performance and consideration of an individual's career aspirations and support for talent development.

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Governance, Assurance and Scrutiny

Known as the Mayor's Fire and Rescue Declaration, the YNYCA (as Fire and Rescue Authority) has sought assurance that adequate arrangements were in place during 2024-2025 for the effective management of financial (see section on 'Funding and Spending'), governance and operational matters.

Assurance Framework

The Policing, Fire and Crime Directorate (PFCD) Assurance Framework [Assurance Framework - York and North Yorkshire Combined Authority – Policing, Fire and Crime Directorate](#) ensures that we are continually monitoring and assessing delivery of outcomes which are set out in the Police and Crime Plan, and the Fire and Rescue Plan.

Whilst the PFCD regularly seeks assurance from the services, we will also scrutinise them to ensure that we can effectively and formally evidence that positive progress and outcomes are being achieved.

We will monitor the police and fire service in a range of ways which are detailed below.

Online Public Meetings	Bi-monthly, Five per year for each service (Break in August and December). At this meeting, the Chief Constable is held to account in their delivery of the Police, and Crime Plan and the Chief Fire Officer is held to account in their delivery of the priorities in the Fire and Rescue Plan through implementation of the Service's Community Risk Management Plan. Police complaints are monitored, and lessons learnt. Fire and Rescue complaints are monitored, and lessons learnt.
Executive Board (Monthly) - Changed to Strategic Oversight Board in April 2025	Monthly formal governance meeting between the Mayor/DMPFC, Chief Constable/Chief Fire Officer to ensure proper governance of the services and the PFCD. This takes place through open, constructive debate of their respective statutory duties and the efficiency and effectiveness of their delivery against the Police and Crime Plan and Fire and Rescue Plan.
Chief Catchups	Closed briefings which enable dialogue and discussion monthly. This is an opportunity for the Mayor/DMPFC to discuss elements of the Police and Crime Plan delivery, and the Fire and Rescue Plan delivery based on themes and receive updates on current issues and operational matters.
Independent audit committee	The Independent Audit Committee for fire and rescue provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It advises according to good governance principles and proper practices.
Joint independent audit committee	The Joint Independent Audit Committee (JIAC) provides independent scrutiny on the adequacy of the corporate governance and risk management arrangements in place. It jointly advises the Mayor/DMPFC and Chief Constable, according to good governance principles and proper practices.

Scrutiny Panels	Scrutiny Panels allow members of the public to hold NYP to account via review of incidents, policing powers, and tactics. Panel observations, feedback and recommendations facilitate continuous learning, improvement of police services and identification of best practice. We continually review and assess our scrutiny activity to ensure we bring focus to targeted areas within the force, with the potential, where appropriate, to add additional panels or scrutiny activity if so required.
Community Review Group	The community review groups will assess and provide feedback on areas which the scrutiny panels review. This includes, identifying good practice and areas for learning, making referrals and recommendations.
Independent Ethics Advisory Board	The Panel will provide independent and effective challenge and assurance around integrity, standards and ethics of decision-making in policing and fire.
Independent Custody Visitors	Independent Custody Visitors are members of the local community who visit police stations unannounced to check on the welfare of people in police custody.
Violence against women and girls' strategic governance board.	6-monthly Joint Violence Against Women and Girls Strategic Governance Board meetings, chaired by the DMPFC to monitor overall progress against our joint violence against women and girls' strategic objectives and provide greater transparency and accountability to increase public confidence in how we are improving the overall safety of women and girls.
NYFRS Appropriate Authorities Meeting	Quarterly meetings introduced from April 2023, alternately chaired by the PFCD and Deputy Chief Fire Officer to discuss, and review standards, complaints, conduct, discipline, and public feedback in respect of North Yorkshire Fire and Rescue Service.
Frequent interactions	<p>Informal interactions between the services and PFCD staff. This enables and encourages spontaneous face-to-face discussions between Chief Officers, Senior PFCD staff, who may receive:</p> <ul style="list-style-type: none"> • Updates on significant issues • Notification of significant/critical incidents <p>PFCD staff will also conduct site visits across North Yorkshire and York.</p>
Complemented by	<p>Bespoke briefings from Chief Constable/Chief Fire Officer on significant or sensitive issues.</p> <ul style="list-style-type: none"> • Senior PFCD staff attending key meetings within the services (e.g., HMICFRS* Governance Board, Gold Groups, Risk and Assurance Boards, Performance boards, etc.) • PFCD staff conducting further checks and audits.

	<ul style="list-style-type: none"> • Routine liaison between Senior PFCD staff Senior Staff/Officers. • Feedback from Independent Custody Visitors and Appropriate Adults. • Regular meetings with public bodies and Inspectorates (e.g., HMICFRS). • Independent review of complaints.
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To underpin improvements in the services, so that they can be the best they can at protecting us and keeping us safe and feeling safe, we utilise the frameworks set out by His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to support our scrutiny. For example, we will use questions that HMICFRS use to establish how the services are performing and improving outcomes.

We will evaluate what the public tell us in our trust and confidence surveys and through information we receive into our office. At our Delivery and Assurance Board we will regularly assess our performance against our own PFCD Organisational Activity Plan, which can be found here [Organisational Activity Plan 2025-2026](#). Additionally, the Mayor/DMPFC conducts several consultations with the public and partners throughout the year. We will review reports from external inspections such as HMICFRS and monitor the services delivery against any action plans developed because of these inspections.

Live streamed, Online Public Meetings (OPMs) are one of the ways the Mayor/DMPFC holds the Chief Fire Officer to account for the service to the public. The Service is required to demonstrate the quality of the service in different areas and its progress against the Fire and Rescue Plan.

Last year's fire and rescue OPM assurance presentations included an update on transformational change, prevention and protection (business fire safety), response times, and resilience. The meetings also review fire and rescue performance data, allowing the Deputy Mayor to assess performance against public priorities. The OPM presentations can be found here: [Online Public Meetings](#).

Our assurance framework allows us to continually monitor and assess delivery of outcomes against the priorities which are set out in the Police and Crime Plan, and the Fire and Rescue Plan.

Complaints and recognition

By the end of the financial year, the Policing, Fire and Crime Directorate had received 14 fire and rescue related complaints and 11 compliments. The themes of all complaints are identified and analysed to ensure organisational learning and any topical issues are raised at the Mayor/Deputy Mayor's Online Public Meetings.

The Independent Audit Committee

The Committee supports the Mayor/Deputy Mayor and Chief Fire Officer in ensuring governance and control mechanisms are in place to support a well-run fire and rescue service. The Committee reviews and scrutinises the adequacy and effectiveness of risk management, internal audit and control and corporate governance arrangements of the Fire and Rescue Service, as well as reviewing financial management and reporting.

The Fire Governance Review for 2024-2025 recommends several issues of that need to be addressed during 2025-2026. For example, YNYCA Constitution (which supersedes the previous Corporate Governance Framework) is currently under review. There is also a need for the Fire Service to make improvements to some aspects of internal control, especially in relation to internal audit actions. The Fire Governance Review 2024-2025 can be found here [\[link to be provided\]](#).

In its capacity as Fire and Rescue Authority, the YNYCA draft Annual Governance Statement can be found at: [\[link to be provided\]](#).

Operational assurance

The YNYCA as Fire Authority must outline the way in which the authority and its fire and rescue service has had regard to the National Framework and the local Integrated Risk Management Plan (known locally as the RRM) over the last year. This is called operational assurance and an assurance statement for 2024-2025 has been provided by the Chief Fire Officer [\[link to be provided\]](#).

HMICFRS - Inspection of North Yorkshire Fire and Rescue Service

We were disappointed following the publication of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report in January 2023. Since that inspection NYFRS has been committed to delivering the improvements required and has dedicated the time, people and resources to do so. A robust action plan was put in place and a commitment from the Chief Fire Officer to address all areas of improvement. Progress has been reported regularly to the Mayor/Deputy Mayor's Online Public Meetings.

NYFRS was inspected again during December 2024 and January 2025. In the latest report, published in June 2025, North Yorkshire Fire and Rescue Service has made significant progress and been officially recognised as 'Good' in six out of eleven areas of inspection, with the remaining five graded as 'Adequate', a new grade which has been introduced between 'Inadequate' and 'Good'.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Public safety through fire regulation		
	Preventing fire and risk	Responding to major incidents		
	Responding to fires and emergencies	Future affordability		
	Best use of resources	Promoting values and culture		
	Right people, right skills	Promoting fairness and diversity		
	Managing performance and developing leaders			

The report highlights significant progress and continued commitment to public safety across York and North Yorkshire. The full inspection report can be read here: [Effectiveness, efficiency and people 2023–25: An inspection of North Yorkshire Fire and Rescue Service](#)

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Performance

YNYCA and NYFRS are committed to providing a high-quality service to the public. You can review NYFRS' performance in several ways:

- **Performance Dashboards:** We publish NYFRS's performance report dashboard on the Police, Fire and Crime Directorate page of the YNYCA website located here: [Performance Dashboards](#)
- **Online Public Meetings:** The Mayor/Deputy Mayor holds regular online public meetings where you can ask questions about NYFRS's performance. These meetings are held every other month and are streamed live on the Mayor/Deputy Mayor's website: [Remit of the Online Public Meetings](#)
- **North Yorkshire Fire and Rescue Service Website:** publishes details of all incidents attended over a 24-hour period on its website. The incident details are updated daily and can be found here: [Incidents information](#)
- **Home Office Website:** Information collected by the Home Office from Fire and Rescue Services across England and Wales, covers fires, false alarms and other incidents attended by fire crews. The statistics include the numbers of incidents, fires, fatalities and casualties as well as information on response times to fires. This information can be accessed here: [Home Office fire and rescue statistics](#)
- **His Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS):** HMICFRS is an independent body that inspects fire and rescue services in England and Wales. HMICFRS publishes reports on each fire and rescue service that help assess their performance. Further details about the inspections can be viewed here: [HMICFRS: Fire Service Inspections](#)

Funding and Spending

Funding Breakdown 2024/25	Actual £000s	%*
Core Grant	(11,666)	26%
Precept (including Collection Surplus)	(26,365)	58%
Grants (Ringfenced)	(5,611)	12%
Non Grant Income (including project income)	(1,726)	4%
Total Funding	(45,369)	100%
Expenditure Breakdown 2024/25	Actual £000s	%*
Salary Costs (including NI and Pensions)	32,411	71%
Injury and Medical Pensions	1,264	3%
Other non salary employee costs	931	2%
Premises costs	2,488	5%
Supplies and Services	3,965	9%
Transport costs (including fuel)	1,113	2%
Financial costs	2,153	5%
PFI	1,871	4%
Budgeted transfers from reserves	(339)	-1%
Total expenditure	45,858	101%
Overspend funded from Reserves	489	1%

* Due to rounding, percentages may not add up to 100%

Financial Position

2024-2025 was another challenging year from a financial perspective as pay awards were again higher than budget. This resulted in forecast extra costs of £480k which subsequently accounted for most of the £489k overspend within the financial year.

The functions of the Police, Fire and Crime Commissioner (PFCC) in North Yorkshire, were transferred to the elected Mayor of YNYCA from 7 May 2024. Therefore, there is no longer a separate set of final accounts for the Fire Service, all the transactions are included within the YNYCA accounts which will be available of the Mayor's website [\[link to be provided\]](#).

Significant progress had been made in stabilising the finances of North Yorkshire Fire and Rescue Service since 2018, however the impact of the pandemic, the significant levels of inflation and higher than affordable pay awards, combined with a significant need to invest in the assets of the Service continues to create a very challenging financial environment for it to operate in.

Council Tax (Fire element of Mayoral General Precept)

One of the significant benefits of the transition into the YNYCA is that it provided scope to increase the Fire part of the Council Tax bill in a way that would not have been possible as a standalone Fire Authority.

While all standalone Fire Authorities were provided with the scope to increase their element of the Council Tax bill by £5 for a Band D property in 2025-2026, the Mayor in North Yorkshire has reflected on the challenges and needs of the Service, after years of underinvestment following the freezing of the fire precept between 2011 and 2014, the Mayor took the difficult decision to increase this by £24 for North Yorkshire Fire and Rescue Service.

As a consequence of this, moving into 2025-2026 and beyond the Service is now more financially secure than it has been for over 10 years. This will allow the Service to:

- Hold a level of reserves that are reflective of the financial risks that it might face.
- Ensure that borrowing levels are affordable.
- Provide scope to invest in the asset base of the Service.
- Move into the third part of our financial strategy:
 1. We initially had to 'save to survive'
 2. Then we needed to 'save to balance'
 3. Now we can 'save and invest to continue to improve'

Glossary of Terms

Term	Definition
Community Risk Profile (CRP)	This is an assessment of risk across York and North Yorkshire by NYFRS.
Community Risk Management Plan (CRMP), known locally as the Risk and Resource Model (RRM)	The RRM is a Service plan that sets out how resources, such as fire engines and people, will be used, to address and reduce the risk identified in the Community Risk Profile and the likelihood of emergency events occurring.
National Fire Chiefs Council (NFCC)	This body has as a unique role in representing fire and rescue services at a national level and, as the professional voice of the fire and rescue service.
Fire and Rescue National Framework for England 2018	A key government document that sets out the priorities and expectations for fire and rescue authorities in England. Its main purpose is to ensure that fire and rescue services: <ul style="list-style-type: none"> • Prevent fires and other risks • Protect people and property • Respond effectively to incidents • Collaborate with other emergency services and partners • Provide value for money • Maintain national resilience
Brake	National road safety charity that cares for road victims and campaigns for safer roads for all.
Breathing Apparatus Telemetry	Telemetry is an automatic, electronic system to allow the precise monitoring of how much breathable air each Firefighter using Breathing Apparatus has remaining.
On-call firefighters	On-call firefighters are trained firefighters who, rather than being based at a fire station, provide On-call cover from home and/or their place of work. They respond to a pager/alerters.
Wholetime firefighters	Wholetime firefighters are contracted to work in the fire service as their primary employment serving at wholetime (24 hr) fire stations.

Contacts

TO BE UPDATED

North Yorkshire Police, Fire and Crime Panel

7 July 2025

Work Programme

1.0 Purpose of Report

1.1 To invite the Panel to consider its future work programme.

2.0 The Panel is responsible for setting its own work programme taking into account the statutory duties that the Panel must undertake and the priorities defined within the context of the Police and Crime Plan and Fire and Rescue Plan. The work programme at Appendix A highlights those issues which have been previously agreed or which have been raised through the Chair since the last meeting.

3.0 The Mayor has published a Police and Crime Plan and Fire and Rescue Plan for 2025/29. These plans identify several key priorities – some of which are common to both plans, others which are not – which are intended to drive forward the Mayor’s vision for York and North Yorkshire to be safe places for all. The below list identifies where the priorities may be best grouped together thematically for the purposes of the Panel work programme, with the headings in bold highlighting which plan the priority is drawn from. This has been done based on identifying areas of focus across four meetings each year (not including the precept meeting). Beneath this are some of the key features of these priorities which may best align with the Panel’s scrutiny work.

- **Stronger Communities (NYP/FRS) / Protected Built Environment (FRS)**
 - Rural and wildlife crime
 - Tackling violence against women and girls (VAWG)
 - Tackling hate crime
 - Neighbourhood policing
 - Flooding response / environmental factors (fire and rescue)
 - Working with and advising businesses to develop resilience and ensure compliance (fire and rescue)
- **Protecting the Public (NYP) / Effective Emergency Response (FRS) / Supported, Safe and Skilled Staff (FRS)**
 - Fire and rescue response, in particular overcoming the challenges of rurality.
 - Force control room performance inc Right Care, Right Person
 - Online fraud and cyber crime
 - Staffing / recruitment / retention / EDI (policing and fire)
 - Trust and confidence (policing)
 - Cross-border collaboration on resilience and cross-border issues (policing and fire)
- **Financial stability (FRS) – to incorporate both services**
 - Shared collaboration between the services (post-EnableNY)
 - Budget position, planning and investment, inc working collaboratively to achieve best value
 - Precept proposals for both services

- **Prevention and Early Intervention (NYP) / Targeted Prevention (FRS) / Working with Partners (NYP)**
 - Development of the Community Risk Management Plan (Fire and Rescue)
 - Development of preventative data-driven approaches to identify high-risk areas and individuals and put in place appropriate, impactful programmes.
 - How effectively a 'trauma-informed approach' is being used to reduce crime and prevent reoffending.
 - How the Mayor/Deputy Mayor is engaging with the public to understand their perceptions of crime and using this feedback to monitor the impact of crime reduction work.
 - How effectively both services are working with partners in health, education and councils among others.
 - County Lines and pervasive drug crime
 - How the fire and rescue service is ensuring that it can best meet emerging environmental and technological changes (flooding, e-bikes) through suitable investment, collaboration and preventative work.
 - Road safety – monitoring of multi-agency prevention work including NYP and NYFRS.

4.0 Enclosed at Appendix A is an outline of the Panel's work programme across the next year, based on the above priorities. Members are invited to consider the topics identified and identify others which may need to be included.

5.0 Members are reminded that it is preferable for the Panel to agree just a couple of key substantive reports to come to each meeting to enable sufficient time for discussion. All full Panel meetings will continue to be held in person and venues are highlighted on the programme where these have been confirmed.

6.0 Financial Implications

6.1 There are no significant financial implications arising from this report.

7.0 Legal Implications

7.1 There are no significant legal implications arising from this report.

8.0 Equalities Implications

8.1 There are no significant equalities implications arising from this report.

9.0 Climate Change Implications

9.1 There are no significant climate change implications arising from this report.

10.0 Recommendations

10.1 That the Panel agrees its outline work programme.

Appendices:

Appendix A – Police, Fire and Crime Panel Work Programme 2025/26

Background Documents:

None.

Barry Khan
Assistant Chief Executive Legal and Democratic Services
County Hall
Northallerton
22 April 2025

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nypfcp@northyorks.gov.uk

<p>July 2025</p>	<p>Monday, 7th July 2025 at 10:30am Annual Meeting County Hall, Northallerton</p>	<p>Election of Chair and Vice Chair Mayor’s draft Annual Reports for Policing and Crime / Fire and Rescue 2024/25 Neighbourhood Policing Strategy Complaints handling within Professional Standards (NYP) and the Policing, Fire and Crime Team (YNYCA). NYFRS inspection outcomes</p>
<p>October 2025</p>	<p>Wednesday, 8th October 2025 at 10:30am City of York Council’s West Offices</p>	<p>Protecting the Public (NYP) / Effective Emergency Response (FRS) Protecting vulnerable people, in particular children and young people, from domestic / sexual violence Tackling online fraud and cyber crime <u>Other reports</u> Community Risk Management Plan update for fire and rescue</p>
<p>January 2026</p>	<p>Wednesday, 21st January 2026 at 2:00pm (Fire Precept Meeting) County Hall, Northallerton</p>	<p>Financial stability (FRS) Panel’s consideration of the Mayor’s draft budget and precept proposal for fire and rescue 2026/27 Evolution of the shared services collaboration between policing and fire and rescue (formerly EnableNY) <u>Other reports</u> Recommendations to Panel regarding appointment of the Panel’s co-opted independent members.</p>

<p>February 2026</p>	<p>Thursday, 5th February 2026 at 10:30am (Policing Precept Meeting) County Hall, Northallerton</p>	<p>Panel’s consideration of the Mayor’s precept proposal for policing 2026/27 Working with Partners (NYP/NYFRS) Road safety – monitoring of the efficacy of road safety preventative work</p>
	<p>Thursday, 19th February 2026 at 2:00pm (Policing Precept Reserve Meeting) County Hall, Northallerton</p>	<p>Precept Reserve Meeting – if needed.</p>
<p>April 2026</p>	<p>Thursday, 23rd April 2026 at 10:30am Selby Civic Centre, Selby</p>	<p>Prevention and Early Intervention (NYP) / Targeted Prevention (FRS) Development of preventative data-driven approaches to identify high-risk areas and individuals and put in place appropriate, impactful programmes (policing and fire) How the fire and rescue service is ensuring that it can best meet emerging environmental and technological changes (flooding, e-bikes) through suitable investment, collaboration and preventative work.</p>

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