



West Yorkshire  
Fire & Rescue Service

# Leeds District Plan 2021-22





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# Foreword

**Leeds is the largest District within WYFRS with the City being seen as the cultural, financial and commercial heart of West Yorkshire.**

As part of our commitment to community engagement, safety and partnership working we continue to work closely with Leeds City Council, Leeds and York NHS Foundation Trust and the HM Prison Service.

Prevention Staff and Operational Crews will undertake proactive work focused on improving the health and wellbeing of our communities.

We hold various National Resilience assets within Leeds District such as specialist water rescue resources and High Volume Pumps (HVPs) along with WYFRS specialist assets such as Aerial capability and specialist foam equipment.

Operational crews continue to seek to prevent, protect and respond to the wide range of risks faced by our communities. We continue to work with partners focussing on the Highrise cladded building risk and water safety in and around the night-time economy.

Crews will undertake a schedule of assurance exercises focused on Fire Fighter safety and professional standards.

**DC Toby May**  
Leeds District Commander

“  
The Leeds District Team  
continue to work with our  
partners to help make Leeds  
a safe place to live”



# About Leeds district

Leeds District covers an area of approximately 213 square miles with a population of 792,000 (2019), made up of 130 different nationalities.

Leeds is seen as one of the most important financial, legal and business centres outside London.

There are a number of high-risk sites, including two major hospitals, two large sports stadiums and a number of large shopping outlets. Leeds City holds the highest proportion of Highrise buildings within West Yorkshire holds critical transport infrastructure such as Leeds Bradford International Airport, Leeds Railway Station, the M1, M62 and M621 motorways and A1 trunk road.

## Leeds Stations

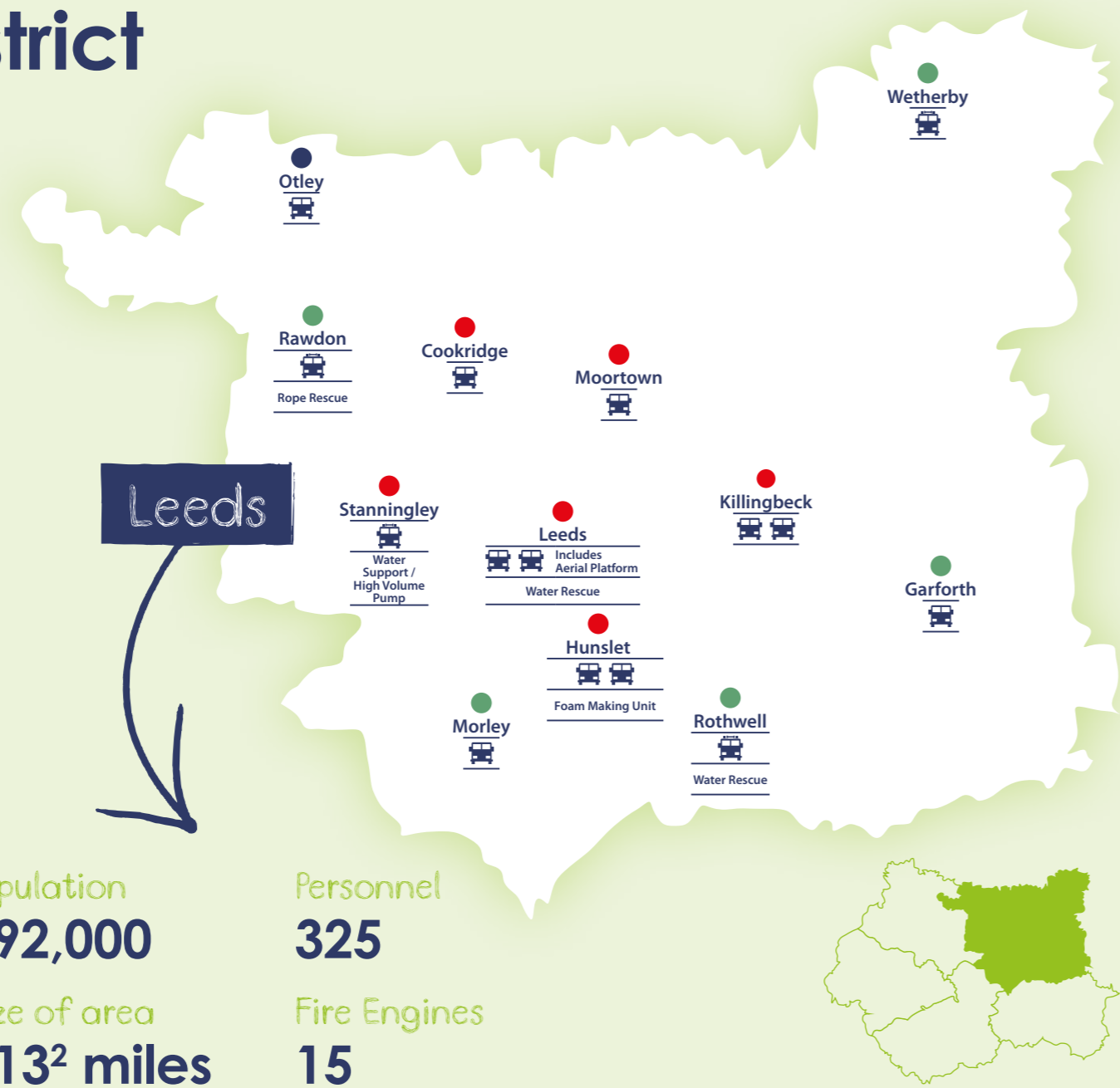
- **Wholetime**  
24/7 availability from station
- **Day Crewing**  
Wholetime during the day, respond from home at night (on-call)
- **Retained (On-call)**  
Respond from home or work during the day and night

Population  
**792,000**

Size of area  
**213<sup>2</sup> miles**

Personnel  
**325**

Fire Engines  
**15**



# Why we are here

Our ambition



## Making West Yorkshire Safer

To improve community safety and wellbeing and reduce the risk to life, property and the environment from fire and other emergencies



## Our guiding principles



To achieve our ambition we will:

- Focus on risk and vulnerability
- Be part of our communities
- Work in partnership
- Be at our best and strive to improve
- Make a positive difference in everything we do
- Promote diversity and create an inclusive workplace

## The services we deliver



### Prevention

Raising awareness about the risks people face to prevent emergencies and reduce vulnerability



### Protection

Promoting and enforcing the fire safety measures required by law to ensure buildings and occupants are protected should a fire occur



### Response

Being ready for and responding to emergencies



### Resilience

Being able to deal with major emergencies and disruption locally and nationally whilst continuing to deliver our critical services

# Priorities 2020-2023

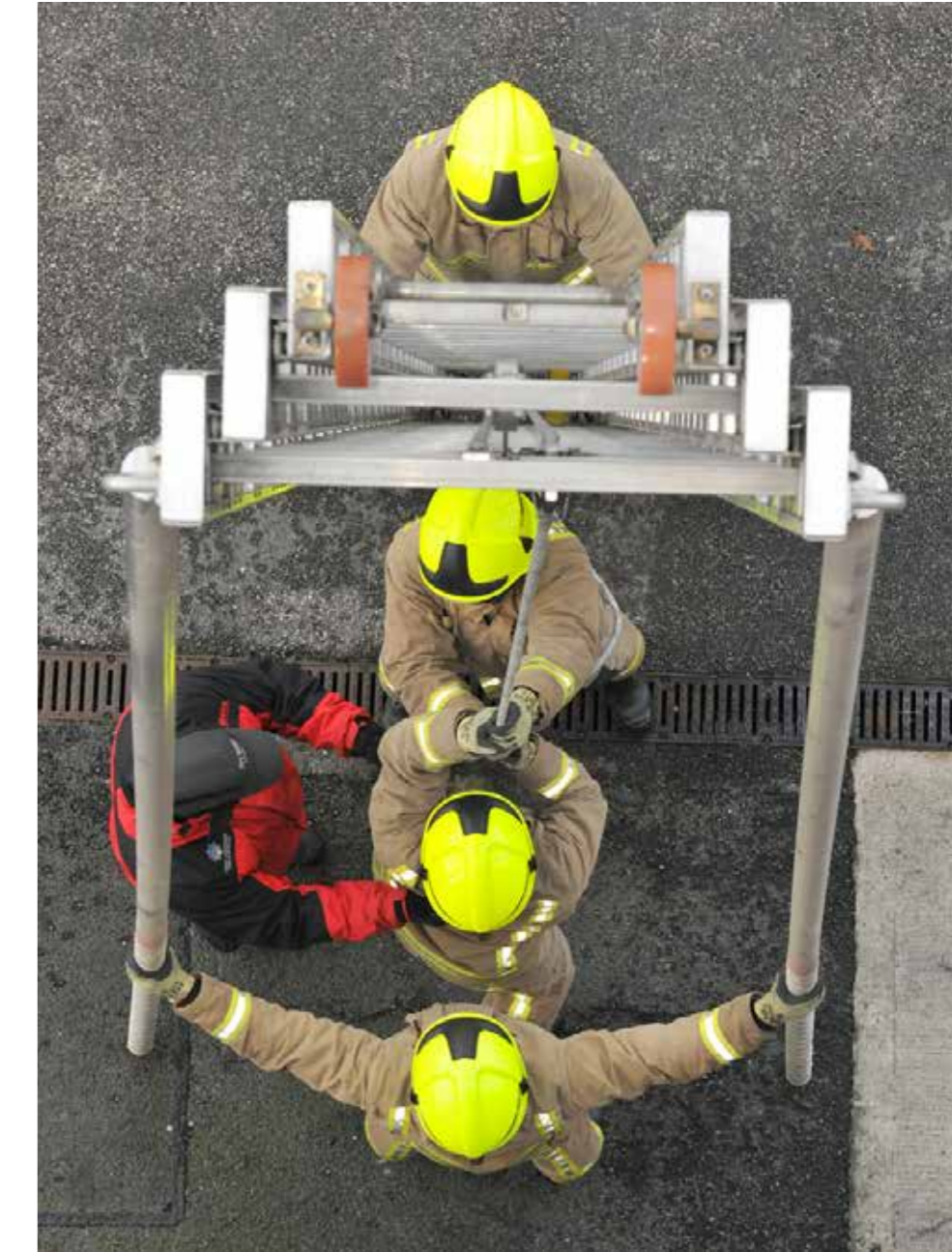
This plan sets out how we aim to use our resources to manage the risks we face in West Yorkshire and keep you safe from fire and other emergencies.



“Our priority is to keep you safe from fire and other emergencies”



“We will reduce the risks to the Leeds community”



# How we will deliver these priorities



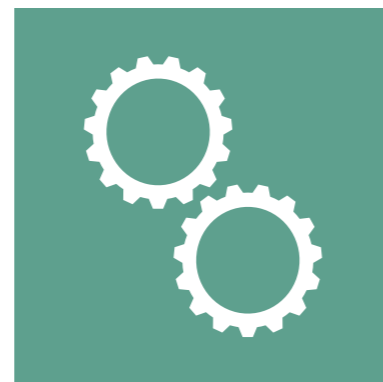
- We will continue to deliver the Safer Communities Prevention Strategy.
- Actively engage with the community and partners to identify risk, reduce vulnerability and support those most in need.
- Deliver a close working partnership with Safer Leeds and Housing Leeds.
- Learn from Serious Incident Reviews and lead in the development of improved service delivery.
- We will continue to support, deliver and progress the Falls Response.



- Through our Station Assurance process we will undertake training and exercises to ensure a safe response to the risks identified within Leeds.
- We will create unique ways of maintaining staff competencies throughout Leeds District.
- We will undertake a series of training days to further develop working relationships with the partners to improve how we respond to operational incidents within Leeds.



- We will work efficiently to provide value for money and make the best use of reserves to provide an effective service.
- We will embed the Command Leadership and Management programme within Leeds to enhance more effective ways of working.



- We will continue to support the delivery of lean working projects.
- We will look for opportunities to build and learn from how the service responded to Covid.
- We will continue to utilise effective ICT solutions to deliver innovative ways of engagement and support to members of our team.



- We will support the integration of VOIP and agile ways of working for District-based staff.
- We will continue to contribute and support the implementation of the Performance Dashboard which will support the organisation improvement.



- We will support, develop and enable our people to be at their best.
- Leeds District will focus on operational exercising that will priorities foreseeable risk within Leeds and West Yorkshire.
- We will continue with staff development through a programme of themed CPD sessions.



- We will nurture talent and provide support for those willing to develop in the service.
- We will continue to maintain the competence of all service delivery staff.
- We will underpin assurances and professional standards through the Station Assurance process.



- We will promote environmentally friendly ways of working, reduce waste and raise awareness amongst staff to both fight climate change and respond more effectively to incidents driven by extreme weather events.
- We will continue to be a partner and positive contributor within the Leeds Clean Air initiative.
- We will train to respond to the areas at highest risk of flooding.



- We will undertake inspections of all Highrise residential buildings as part of the Building Risk Review Programme centred around Leeds.
- We will continue to implement and train against new procedures which improve our operational effectiveness.
- A focused theme for Leeds District will be high-rise exercises to underpin the learning from Grenfell and improve operational response and Fire Fighter safety.



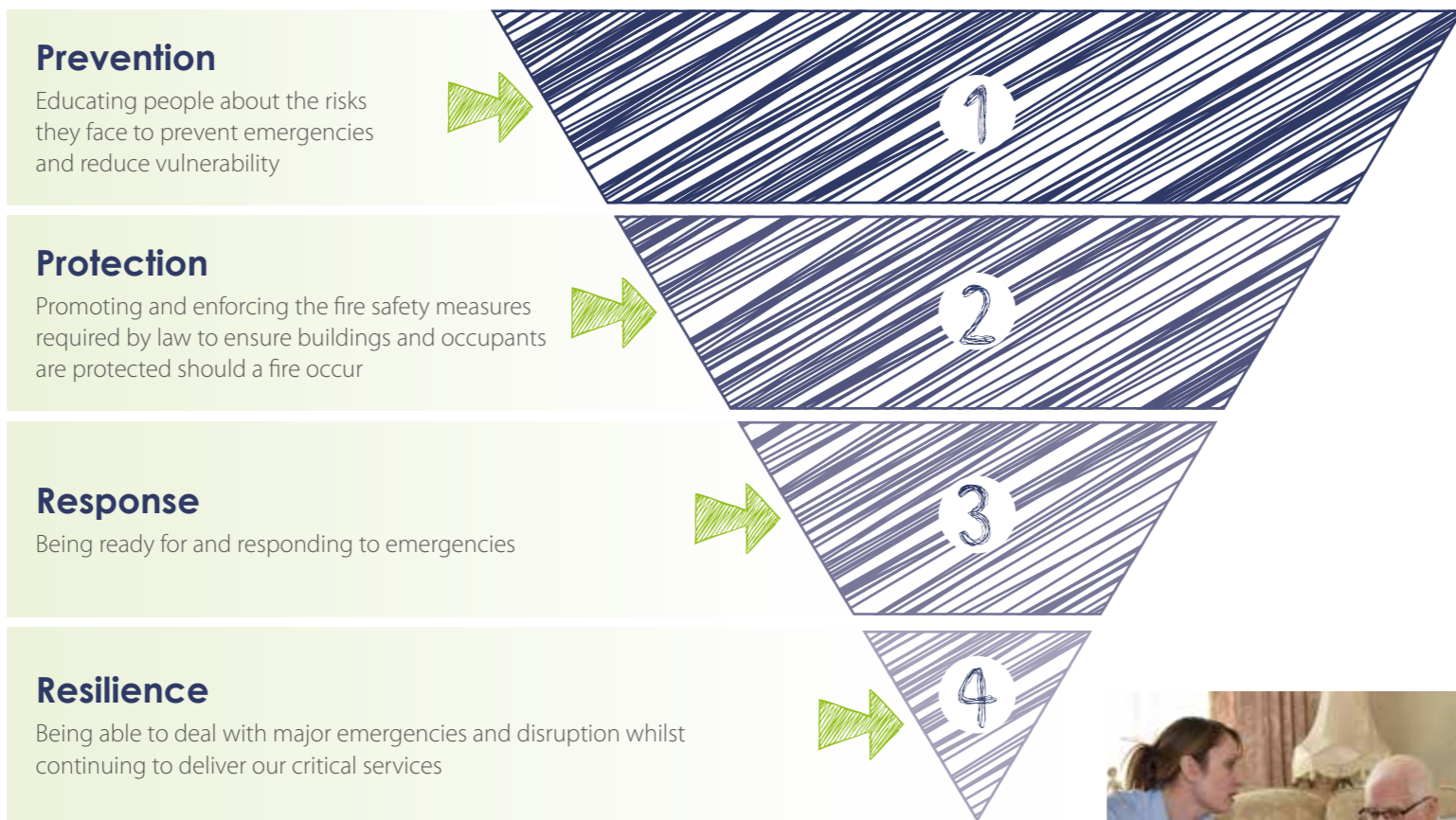
- We will deliver positive action recruitment messages during all service delivery contact.
- We will continue to positively represent the service when working in our unrepresented communities.
- We will undertake a review of staffing within Leeds seeking to ensure the District has resources where they are needed the most.

# Risks in the Leeds district

Whilst attending emergencies across West Yorkshire is a statutory duty, our role is much broader than this. We aim to do everything we can to prevent an emergency response in the first place. We do this through prevention and protection activity. The residual risk that remains is managed through our response and resilience strategies.

## The following sources have been used to identify the risk within Leeds District:

- The National Risk Register
- The WY Community Risk Register
- Local knowledge
- CPNI sites
- WYFRS Premises Risk Database (PRD)
- IRS; national and international data and experiences
- Environmental data and flood risk
- Information from local partners
- Foreseeable Risk Register



“To reduce risk our main focus is prevention”



# Managing risks in Leeds

## High Rise Buildings

### How will we reduce the risk?

- Prevention**
- We will work with Housing Leeds to complete Safe and Well's in line with the Adopt a Block initiative across the District.
  - We will undertake Operational Risk Visits (ORV's) to gather intelligence of building risk and assure safety measures that are in-place.
  - We will work with Leeds City Council to support tenants that have been impacted by recent Fire Safety regulation changes following Grenfell.
  - We will work with Private Building Managers to provide support advice for tenants in relation to Safe and Well within private residences.
  - We will update our prevention advice to reflect the learning from Grenfell.
- Protection**
- We inspect all Highrise buildings as part of the WYFRS Building Risk Review Programme.
  - We will report and enforce non-compliance with legislation.
- Response**
- We we undertake a series of practical operational exercises to improve our response to this type of emergency.
  - We will undertake operational response visits (ORVs) to ensure we understand each of the Highrise risks in our area.
- Resilience**
- We will share our response plans with all stations likely to attend an emergency in Leeds District.

## Complex Buildings and Higher Risk Sites

(Hospitals, Prisons, First Direct Arena, Leeds/Bradford Airport)

### How will we reduce the risk?

- Prevention**
- Will continue with the Prison Liaison role which leads to WYFRS having a member of staff seconded partially into the Prisons to reduce fires and engage with inmates.
  - We will continue our close working partnership with Hospital property management Depts to ensure we work collaboratively to reduce risk of fire and disruption and support capacity within health trust.
  - We will continue to exercise to risk incorporating large public events and other public gathering sites within Leeds.
  - We will continue to have an Airport liaison role within District to ensure collaborative planning and operational readiness in-case of an emergency.
- Protection**
- We will conduct ORV's an premise inspections to ensure they meet the legislative standards required.
- Response**
- We will conduct practice exercises as appropriate for these sites.
- Resilience**
- We will maintain close working relationships with the owners and managers at these sites to be prepared for any potential incident.

# Managing risks in Leeds

## Open Water & Irresponsible Behaviour

### How will we reduce the risk?

- Prevention**
- We will work with partners including Safer Leeds, Yorkshire Water, RNLI, Canals and Rivers Trust to embed practical, educational and response mechanisms to promote water safety.
  - We will utilise our District based Community Engagement to send out key water safety messages through social media.
  - We will conduct a series of partnership training and awareness exercises on water safety and safe response.
  - We will assure and review the Water Safety boards that are strategically placed throughout Leeds water risk areas.

- Response**
- We will be operationally prepared and ready to respond to incidents to ensure the quickest and most robust response.

- Resilience**
- Specialist water rescue support is available from other areas of the county.
  - All operational staff are trained to undertake rescues from water.

## COMAH Sites

### How will we reduce the risk?

- Prevention**
- We will work with premise owners and the COMAH department in carrying out regular visits to the premises within Leeds.
  - Operational Crews will undertake practical and table top exercise on a COMAH site within Leeds District to improve the operational knowledge of these premises.

- Protection**
- Our Fire Protection Department will carry out Fire Safety Audits at the COMAH sites across Leeds.

- Response**
- Operational crews will train and exercise against the known site within their areas.

- Resilience**
- We have 46 Fire Engines across West Yorkshire that will be strategically placed to provide 24/7 365 days a year fire cover.
  - Specialist resources are available from across West Yorkshire and through National Resilience arrangements.



“  
Our Fire Protection  
Department will carry  
out Fire Safety Audits”

# Managing risks in Leeds

## Dwelling Fires and Fire Related Injuries

### How will we reduce the risk?

- Prevention**
- We will ensure that there is continued general fire safety messaging via our Social Media and Partners such as the Public Health Resource Centre.
  - We will utilise Community Engagement through District to ensure key messages and emanant takes place throughout our all our sections of the community.
  - We will learn from Serious Incident Review's (SIR's) and promote service improvement opportunities across the District and share this learning with other Districts.
  - We will continue to target the most vulnerable members of our community and deliver thorough Safe and Well visits which identify appropriate referrals or signposting opportunities.

- Protection**
- We will liaise with property management and owners to ensure where appropriate that Fire Safety regulations are being met.

- Response**
- We will be operationally prepared and ready to respond to incidents to ensure the quickest and most robust response.

- Resilience**
- We have 46 Fire Engines across West Yorkshire that will be strategically placed to provide 24/7 365 days a year fire cover.

## Prevalence of False Alarms (including Malicious false alarms)

### How will we reduce the risk?

- Prevention**
- We will use a data driven approach to identify repeat incident trends of false alarms.
  - We will promote the partnership working between Leeds Telecare and other monitoring services to reduce false alarms at residences across Leeds.
  - We will allocate the reduction of false alarms as a priority initiative for Red Watches across the District.
  - We will work in partnership with youth service and police colleagues to identify any malicious false alarms and appropriate action.

- Protection**
- We will liaise with our Fire Protection Team who will monitor repeat false alarm trends and where appropriate offer support to property management to reduce unnecessary incident call-outs.

- Response**
- We will be operationally prepared and ready to respond to incidents to ensure the quickest and most robust response.
  - Our Control Operators will challenge repeat malicious callers.

- Resilience**
- We have 46 Fire Engines across West Yorkshire that will be strategically placed to provide 24/7 365 days a year fire cover.

# Managing risks in Leeds

## Deliberate Fires (Arson) & Anti-Social Behaviour

### How will we reduce the risk?

- Prevention**
- We will work in close partnership with local policing teams and community safety groups to maintain our educational input to children and young people on the dangers and consequences of this behaviour in priority areas.
  - We will continue to report hazardous materials to Leeds City Council environment team for quick removal of potential targets
  - We will work in partnership in the lead up to Bonfire Night to anticipate any negative behaviours which could result in increased response needs.
  - We will work collaboratively with partners and through Safer Leeds to actively try and reduce ASB.
- 
- Protection**
- We will continue to provide advice to businesses where it is identified that there is an accumulation of materials that could become a target for Arson.
  - We will deliver conflict management training with our staff to make them safer in heightened community tension periods.
- 
- Response**
- We will be operationally prepared and ready to respond to incidents to ensure the quickest and most robust response.
- 
- Resilience**
- We have 46 Fire Engines across West Yorkshire that will be strategically placed to provide 24/7 365 days a year fire cover.

## Road Traffic Collisions (RTCs)

### How will we reduce the risk?

- Prevention**
- We will work in partnership with Leeds Safer Roads Partnership to deliver targeted education that meets the requirements of reducing the incidents attended by WYFRS but also addressing the vulnerabilities of the community using the roads in Leeds.
- 
- Response**
- We will ensure that Crews are operationally prepared and competent to deal with Road Traffic Collisions (RTC's).
- 
- Resilience**
- We have 46 Fire Engines across West Yorkshire that will be strategically placed to provide 24/7 365 days a year fire cover.



# Managing risks in Leeds

## Flooding

### How will we reduce the risk?

- Prevention**
- We will ensure that residents at risk of known flooding are given key preventative and recovery information as well as information about support available should they be at risk.
  - We will liaise with partners to ensure flood defences and infrastructure is maintained and enhanced where needed.
- 
- Response**
- We will ensure Crews maintain a state of operational readiness through training and exercising to risk.
- 
- Resilience**
- We have 46 Fire Engines across West Yorkshire that will be strategically placed to provide 24/7 365 days a year fire cover.



## Wildfire

### How will we reduce the risk?

- Prevention**
- We will use social media and other campaign opportunities to promote safety messages that may affect other Districts across WY but where residents in Leeds may travel to e.g. the Yorkshire Moors and Dales.
- 
- Response**
- Crews will undertake Wildfire training through E-Learning and Brigade wide exercises.
  - We will work in partnership with other Districts that hold greater wildfire risk to ensure operational readiness.
- 
- Resilience**
- We have 46 Fire Engines across West Yorkshire that will be strategically placed to provide 24/7 365 days a year fire cover.

“ We will use social media and other campaign opportunities to promote safety messages ”





# Performance

## District performance 2020 - 21

Performance indicator	3 year average target (2017/20)	Actual (2020/21)	Performance against 3 year average (2020/21)	Performance targets 2021 - 22 Target (2021/22)
Arson	2103	1421	-23.9%	2103
Primary Arson	460	300	-26.4%	493
Secondary Arson	1571	1121	-19.6%	1610
Actual Rescues	295	297	13.5%	663
Total Activity	8518	7341	-2.9%	8519
Dwelling Fires	409	327	-10.0%	410
Non-Domestic Building Fires	166	93	-36.9%	169
Prevalence of False Alarms	4084	3681	1.5%	4084
Fire Related Injuries	57	44	-12.5%	57
Road Traffic Collisions	220	135	-31.0%	228
Malicious False Alarms	111	64	-35.2%	111

# Leeds, our people

We recognise the importance of our staff in achieving the Leeds District priorities. We are investing in health and wellbeing, leadership and development and diversity and inclusion strategies to support staff to reach their full potential.



## Teamwork

We will enact our Exercise programme that will priorities CLM and themed towards High-rise and water rescue incidents.



## Integrity

Leeds district will ensure that all staff act with integrity, feel trusted and empowered by providing engagement, guidance, support and mentoring. We will ensure that the district strengthens our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair and equal workplace.



## Learning

We will undertake a variety of practical and theoretical training sessions to ensure that our staff are prepared to respond to a variety of scenarios to ensure continuous improve our service to our communities.



## Responsibility

Through the District assurance process, we will ensure that all staff within the district are supported, empowered and trusted to fulfil their required duties. All staff supported by our leaders will be responsible for driving organisational change complimented by a 'team' ethos and a golden thread approach.



## Communication

The district team will engage with all staff on a regular basis to update them of changing priorities in both district and across the service; this will be a two way process providing opportunity for feedback from our colleagues. A continued focus within district will be the golden thread approach where staff feel supported and engaged to understand how and why we do what we do.

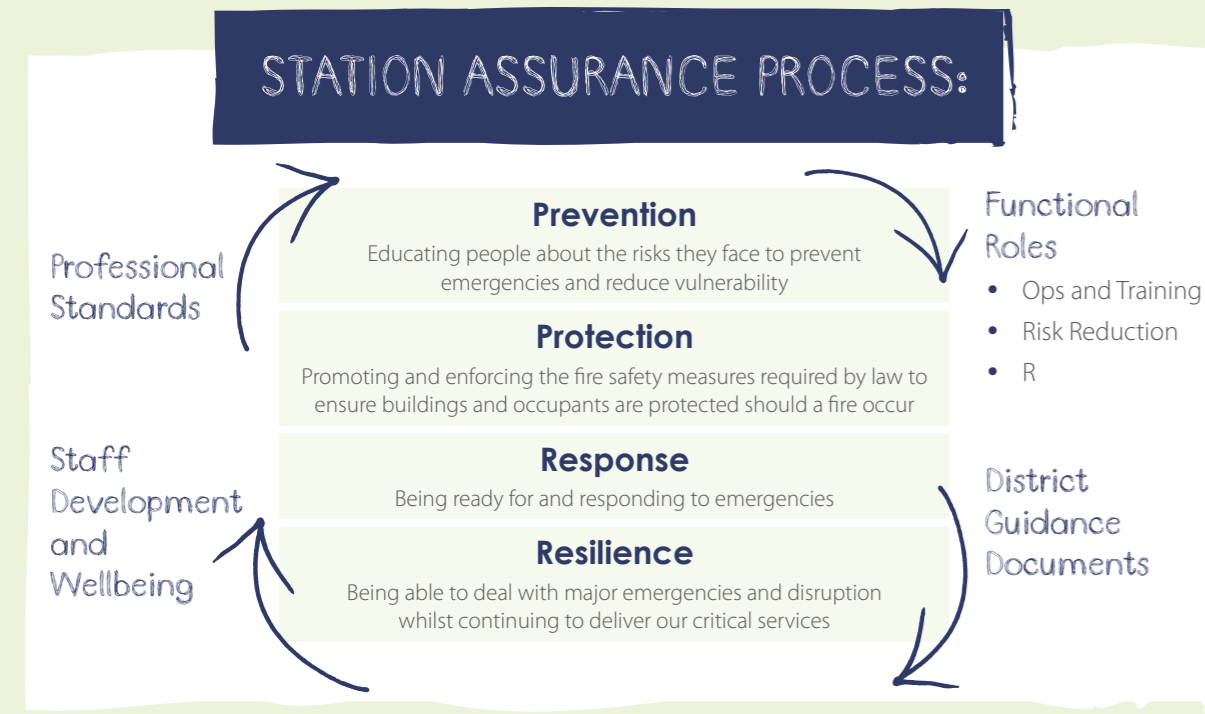
# Monitoring and review

At a district level performance across all areas will be monitored through Service Assurance Visit (SAV) process.

The SAV process is focused on staff engagement, service delivery and professional standards. Leeds District is focused on maintaining and assuring the highest level of Organisational preparedness and effectiveness.

Progress against the management of district risk will be reported to the West Yorkshire Fire and Rescue Authority in line with the West Yorkshire Performance Management Framework.

Additional monitoring and review will be undertaken by the Area Manager Service Delivery on a monthly basis.



# Improving our service

A proactive approach is pivotal in achieving our ambition of Making West Yorkshire Safer.

We listen to feedback from the public, our staff, their representative bodies and other interested parties. We value the scrutiny provided by the West Yorkshire Fire and Rescue Authority, our internal auditors, and Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services.

We have a 'Service Assurance Framework' and 'Station Assurance Visits' in place to make sure we are doing what we say we will and to the standards expected of us.

This feedback helps us to understand what we need to do better and what we might need to change each year. Key to this is our ability to find the right balance between prevention, protection, response, resilience and service improvement to reduce the risks facing the community of Leeds.



“ We listen to feedback from the public, our staff, their representative bodies and other interested parties ”

# Contact us

- 0113 2904830
- [leeds.districtprevention@westyorksfire.gov.uk](mailto:leeds.districtprevention@westyorksfire.gov.uk)
- Leeds District Office**  
Kirkstall Road  
Leeds  
LS3 1NF
- [www.westyorksfire.gov.uk](http://www.westyorksfire.gov.uk)
- @WYFRS
- @WYFRSLeedsTeam





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