

OFFICIAL

Agenda item: 07

Your Fire & Rescue Service 2025/28

Consultation & Engagement Plan

Full Authority

Date: 12 July 2024

Submitted by: Director of Service Support

Purpose: The paper gives Members an overview of the Consultation and Engagement Plan to support the development of 'Your Fire & Rescue Service 2025/28'.

Recommendations: Members approve the external pre-consultation and engagement phase which is to commence on 15 July 2024.

Summary: WYFRS have developed a Consultation and Engagement Plan which details how we will consult and engage with staff, the public, partners, and representative bodies, throughout the development of Your Fire & Rescue Service 2025/28.

Internal pre-consultation and engagement commenced on 24 June 2024. If approved, five-week external pre-consultation and engagement will commence on 15 July 2024.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Area Manager Toby May,
Toby.may01@westyorkshire.gov.uk

Background papers open to inspection: [Your Fire & Rescue Service 2022/25](#)

Annexes: A) Consultation and Engagement Plan

1. Introduction

- 1.1 West Yorkshire Fire and Rescue Service (WYFRS) are in the process of producing the next Community Risk Management Plan (CRMP) - Your Fire & Rescue Service 2025/28.
- 1.2 Our current [CRMP](#) is a three-year plan which is reviewed on an annual basis to ensure currency and to include any required amendments and/or updates.
- 1.3 It sets out the strategic priorities for the Service and provides an overview of how we intend to achieve our ambition of 'Making West Yorkshire Safer,' manage the risks within our communities, and meet the challenges facing the Service.
- 1.4 To support our internal CRMP process and the development of our new plan, we have been working on several key workstreams that have been initiated following the release of the [CRMP Fire Standard](#), the National Fire Chiefs Council (NFCC's) [Community Risk Programme](#), and the Definition or Risk project.
- 1.5 A timeline has been developed (section 5) to assist in the development of the next CRMP.
- 1.6 The initial timeline was approved by Management Board in February 2024, however, because of the announcement to hold a General Election on 4 July 2024 the timeline has recently been updated to reflect and take into consideration the Fire Authority meeting cycle.

2. Information

- 2.1 A fundamental part of the CRMP process is consultation and engagement.
- 2.2 The Consultation and Engagement Plan (Annex A) which has been developed details how we will consult and engage with staff, the public, partners, and representative bodies, throughout the development of Your Fire & Rescue Service 2025/28.
- 2.3 The main objectives of the plan are to:
 - Detail the timeline and identify key dates in the process.
 - State the subject(s) on which we will consult to deliver a consistent and standardised message to all internal and external stakeholders.
 - State the wider purpose of the consultation (answering the question of what will be accomplished because of the consultation and engagement).
 - Detail how each communication method will target specific stakeholders, community profiles, and audiences.
 - Provide consistency with collating consultation feedback.
 - Detail how input and feedback will be collated, evaluated, and used.
 - Ensure the Service can evidence consultation and engagement as part of the CRMP process.
 - State the target audience(s) whose views are being sought as part of the consultation.

- Provide valuable learning to support the development of a corporate/strategic consultation and engagement strategy.

2.4 Consultation and engagement will be undertaken in two phases:

1. Pre-consultation and engagement:

- a) Internal - eight weeks (commenced on 24 June 2024)
- b) External - five weeks.

2. Formal public consultation and engagement - ten weeks (To commence in January 2025 subject to FA approval)

2.5 If approved, external pre-consultation and engagement (phase 1) will commence on 15 July 2024.

3. Phase 1 - Pre-consultation and Engagement

3.1 The purpose of phase 1 is to:

- Raise the awareness of Your Fire & Rescue Service and the CRMP process.
- Initiate a review of the content and structure of Your Fire & Rescue Service 2025/28.
- Engage with key internal stakeholders to ensure all enabling and delivery strategies are aligned to the process.
- Target our engagement with community groups within districts to ensure we capture underrepresented groups.
- Share our knowledge and understanding of risk within our communities and identify any new and emerging risks.
- Determine what the final version of Your Fire & Rescue Service 2025/28 will look like and what format(s) it will take.
- Understand whether our communities know where to access information about our services.
- Collate feedback which will influence the way in which we approach and conduct formal public consultation.

3.2 The Strategic Development Team in collaboration with Corporate Communications will lead on all consultation and engagement.

3.3 The feedback received during phase 1 will support the development of the draft version of Your Fire & Rescue Service 2025/28.

4. Phase 2 - Formal Public Consultation and Engagement

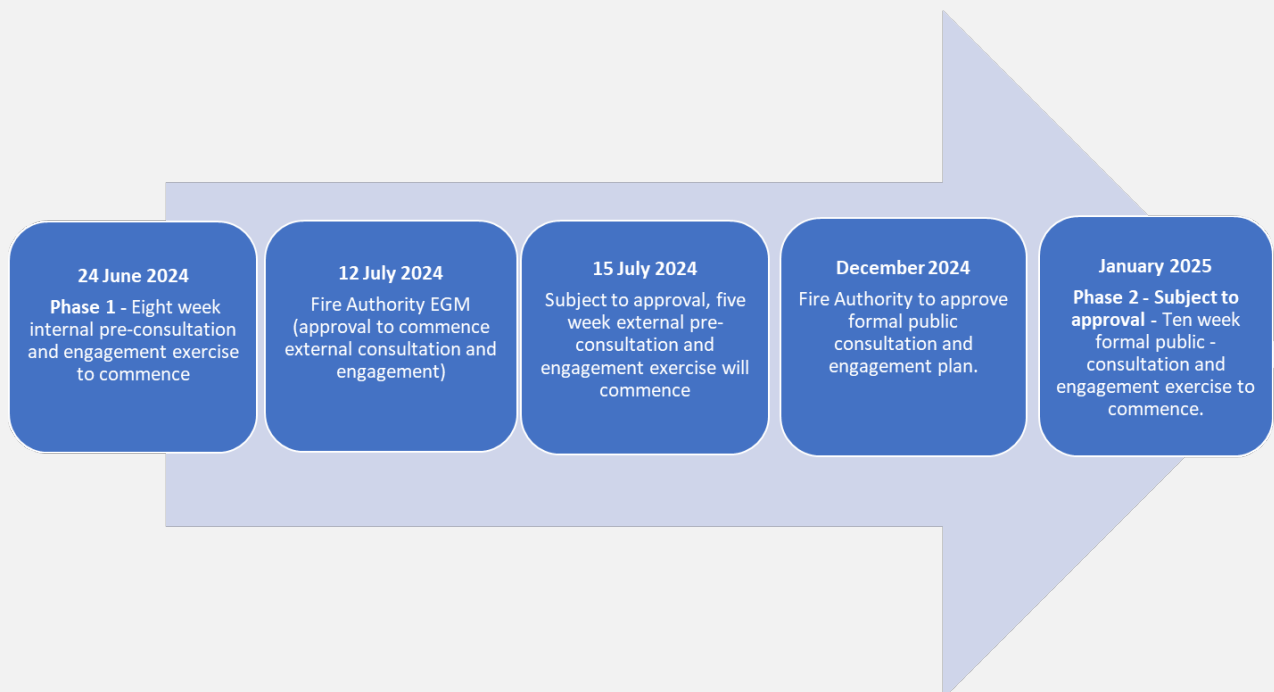
4.1 Subject to Fire Authority approval, phase 2 will commence in January 2025 and will run for ten weeks.

4.2 The main purpose of consultation and engagement during phase 2 will be to obtain feedback on the draft version of Your Fire & Rescue Service 2025/28.

4.3 A detailed set of objectives will be agreed following a full and comprehensive evaluation of phase 1.

5. Key dates

5.1 Key dates to note for when we will commence phase 1 and phase 2.



6. Financial Implications

6.1 Marketing costs arising from this report will be approximately £1,000.

7. Legal Implications

7.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

8. Human Resource and Diversity Implications

8.1 There are no internal human resource or diversity implications arising from this report.

9. Equality Impact Assessment

9.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?

9.2 Yes, EIAs will be carried out, where required, to ensure that no group will be negatively impacted.

10. Health, Safety and Wellbeing Implications

10.1 There are no direct health, safety and wellbeing implications resulting from this report.

11. Environmental Implications

11.1 There are no environmental implications arising from this report.

12. Your Fire and Rescue Service Priorities

12.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

13. Recommendations

13.1 Members approve the external five-week pre-consultation and engagement phase which will commence on 15 July 2024 and run until 19 August 2024.



Your Fire & Rescue Service 2025/28

Consultation and Engagement Plan

Ownership:

Strategic Development/Corporate Communications

Date Issued: June 2024

Version: 1.3

Status: Final



Revision and Signoff Sheet

Change Record

Date	Author	Version	Comments
10/04/2024	GM Andy Rose	1.0	Initial Draft
18/04/2024	GM Andy Rose	1.1	Updated to reflect discussions with Corporate Communications.
05/05/2024	GM Andy Rose	1.2	Updated to reflect meeting with Corporate Communications.
25/06/2024	SM Gareth Atkins	1.3	Updated to reflect the revised Fire Authority EGM date

Reviewers

Name	Version Approved	Position	Organisation	Date

Distribution

Name	Position	Organisation

Document Properties

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Document Title	Consultation and Engagement Plan
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1 Introduction

This Consultation and Engagement Plan has been developed to ensure West Yorkshire Fire and Rescue Service (WYFRS) undertake consultation and engagement as part of the Community Risk Management Planning (CRMP) process.

This plan will detail how we will consult, engage, and collate feedback from internal and external stakeholders which include our staff, the public, local community groups, and our partners.

Consultation and engagement will be undertaken in two phases:

1. Pre-consultation and engagement (*Internal eight weeks and External five weeks*)
2. Formal public consultation and engagement - ten weeks.

The plan will conform to the [Government's Consultation Principles 2018](#) which states that:

- Consultations should have a purpose.
- Consult about policies or implementation plans when the development of the policies or plans is at a formative stage.
- Consultations must be clear and concise.
- Consultations must be informative.
- Consultations must be only part of a process of engagement.
- Consultations must last for a proportionate time.
- Consultations must be targeted.
- Consultations must facilitate scrutiny.

2 Background

The [Fire and Rescue National Framework for England \(2018\)](#) sets out the Government's priorities and objectives for Fire and Rescue Authorities.

The Framework requires each Fire and Rescue Service (FRS) to produce a plan which must:

- Demonstrate how prevention, protection and response activities will be best used to prevent fires and other incidents and mitigate the impacts on the community.
- Reflect up to date risk analysis including an assessment of all foreseeable fire and rescue related risks.
- Outline how resources are allocated to deliver the service.
- Set out the management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005.
- Each plan will cover at least a three-year lifespan and be revised as often as is necessary to ensure the requirements set out in the National Framework are being met.

The CRMP Fire Standard details what is required by each FRS to ensure their CRMP conforms with the Fire Standard. Further information is available to view on the following video:

[CRMP – Fire Standard](#)

The CRMP, previously known as the Integrated Risk Management Plan (IRMP), will give an oversight of how WYFRS keep the communities of West Yorkshire safe.

WYFRS' current plan (Your Fire & Rescue Service 2022/25) can be accessed [here](#).

3 Objectives

The main objectives of the consultation and engagement plan are to:

- Detail the timeline and to identify key dates in the process.
- State the subject(s) on which to consult to deliver a consistent and standardised message to all internal and external stakeholders.
- State the wider purpose of the consultation (answering the question of what will be accomplished because of the consultation and engagement).
- Detail how each communication method will target a specific stakeholder profiles/audience.
- Provide consistency with collating consultation feedback.
- Detail how input and feedback will be collated and evaluated.
- Generate input and feedback to inform Your Fire and Rescue Service 2025/28.
- Ensure the Service can evidence consultation and engagement as part of the CRMP process.
- State the target audience(s) whose views are being sought as part of the consultation.
- Provide valuable learning to support the development of a Corporate/Strategic Consultation and Engagement Strategy.

4 Governance and Delivery

A 'task and finish' group has been established to oversee the CRMP process and the development and release of Your Fire & Rescue Service 2025/28 and all supporting documentation.

The Strategic Development Team in collaboration with Corporate Communications will lead on all consultation and engagement. The plan was presented to Management Team for their awareness on 21 May 2024 then reported to the Fire Authority on 12 July 2024, where we will ask for permission to commence external pre-consultation/engagement on Monday 15 July.

Following phase 1, a comprehensive evaluation of all feedback received will take place, this feedback will be used to inform the development of Your Fire & Rescue Service 2025/28.

A final report will be completed after each phase to enable us to report our findings internally and to the Fire Authority.

5 Key Dates

The timeline for the development of Your Fire & Rescue Service 2025/28 and all supporting documentation was approved by Management Board/Team in March 2024.

The key dates regarding consultation and engagement are detailed in figure 1 below.

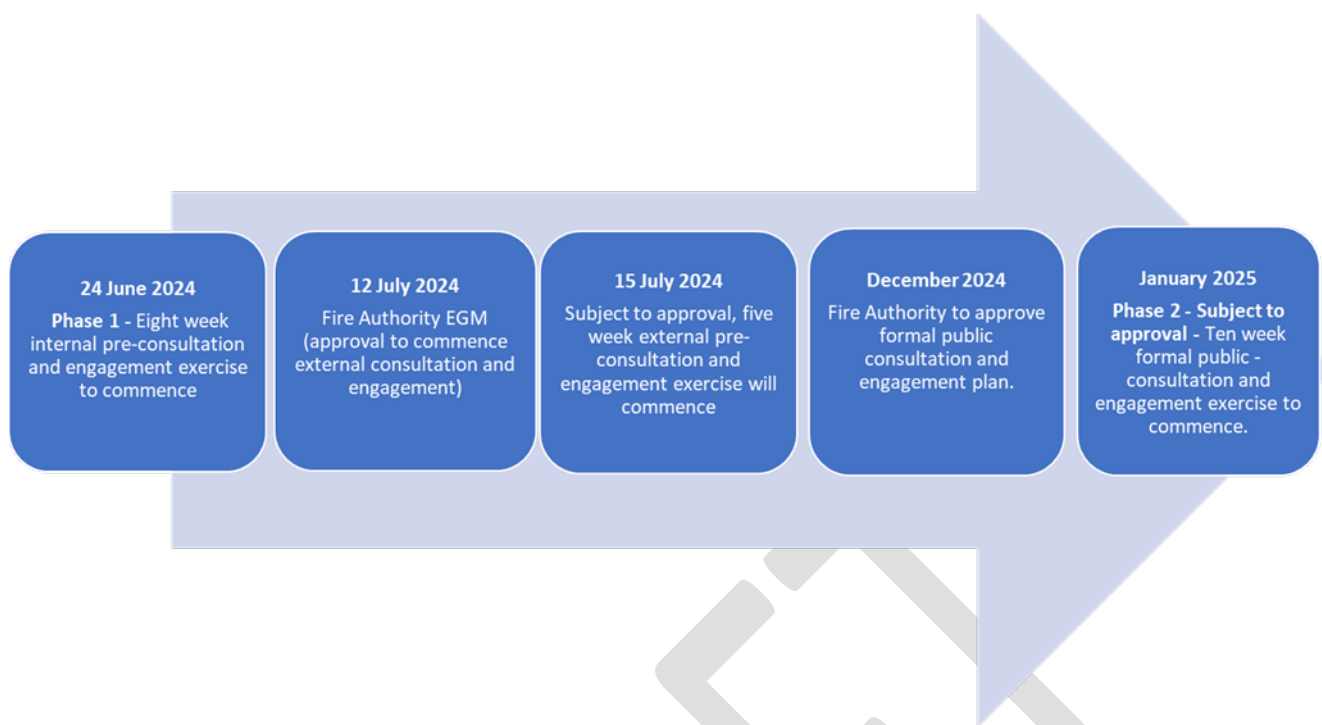


Figure 1 - Key consultation and engagement dates.

6 Phase 1 - Pre-Consultation and Engagement

The purpose of phase 1 is to:

- Raise the awareness of Your Fire & Rescue Service and the CRMP process.
- Initiate a review of the content and structure of Your Fire & Rescue Service 2025/28.
- Engage with key internal stakeholders to ensure all enabling and delivery strategies are aligned to the process.
- Target our engagement with community groups within Districts to ensure we focus our engagement activity at underrepresented groups.
- Share our knowledge and understanding of risk within our communities and to determine new and emerging risks.
- Determine what method the final version of Your Fire & Rescue Service 2025/28 to be published, for example, digital only.
- Understand whether our communities know where to access information about our services.
- Collate feedback which will influence the way in which we will approach and conduct formal public consultation.

The message during phase 1 is: (Develop a presentation to cover the following)

- Give an overview of our current CRMP - Your Fire & Rescue Service 2022/25 - show video.
- Explain why we need a plan and that it is a Requirement of the National Framework.
- Explain that our current plan is under review and that we are in the process of producing the new plan (Your Fire & Rescue Service 2025/28) and that we are consulting and engaging to inform its development.
- Show our journey as a Service since 2010 and detail the financial constraints we are working to. Include information on our 50th year.
- Overview of 40 fire stations, 46 fire appliances and specialist assets.

- Give an overview of how we model fire cover based on dwelling fire risk and our response times to incidents.
- Reference the location of our specialist assets and explain how they are aligned to risk and detail how we identify foreseeable and emerging risk. (Risk and Capabilities Project)
- Demonstrate we understand our Incident data - incident breakdown, demand, incident type, and locations - (OneView).
- Talk about how we reduce risk and target vulnerability - prevention and protection.
- Reference our current strategic priorities and areas of focus.
- Show proposed programme of change.
- Explain what will happen as a result – what are the next steps, development of the next CRMP, any proposed interventions will be subject to formal public consultation and Fire Authority approval.

Consultation questions to request feedback on are:

1. Do you agree with our strategic priorities – which are listed here.
2. What areas of work 'would you like to see' us focus on as a fire service over the next three years?
3. In your opinion is there anything we can do to improve as a service – if so, what?
4. What do you think of the proposed programme of change? Is there anything else we should be considering?
5. Do you understand the major risk factors of danger in your local communities?
6. Are there any new and emerging risks or hazards we are not aware of?
7. Is there anything you would like to see added to the scope of our management plan?
8. Does the risk analysis seem reasonable?
9. Feedback and input to proposals for mitigating the risks identified.
10. Identification of additional ideas for addressing the risks identified.
11. Do you/our communities know where to access information about our services?
12. Do you agree with how we target our prevention and protection activity?
13. How do you think we should present our final plan e.g. a pamphlet, online etc.

6.1 Internal Stakeholders

To ensure we conduct an open and transparent consultation and engagement exercise we will target the following internal stakeholders:

- Management Board.
- Management Team.
- District Teams and operational staff.
- Fire Control staff.
- Prevention Team.
- Protection Team.
- Staff Networks.
- Support Staff.
- Representative Bodies.

Engagement meetings have now been arranged with all internal stakeholder to capture their views.

6.2 External Stakeholders

To ensure we conduct an open and transparent consultation and engagement exercise we will target the following external stakeholders:

- Fire Authority.
- Partners.
- Community Groups / Forums.
- Members of the public.

We have reached out to district teams and linked in with key stakeholders within their communities. Engagement meetings have now been arranged to capture their views.

A detailed overview of the plan can be viewed in Appendix A.

7 Phase 2 - Formal Public Consultation and Engagement

This phase of the plan will commence in January 2025 and will run for ten weeks.

The proposal will be presented to the Fire Authority at the meeting in December 2024, therefore is still subject to approval.

The main purpose of consultation and engagement during phase 2 will be to obtain feedback on the draft version of Your Fire & Rescue Service 2025/28.

A more detailed set of objectives will be determined following an evaluation of phase 1.

Appendix A - Phase 1 Overview

Stakeholder <i>(Internal/External)</i>	Audience	Approach / Message	Method	Owner
Internal	Management Board.	MB/MT are integral to the delivery of the CRMP process and will be involved in the development of Your Fire & Rescue Service 2025/28. Regular updates will be provided to all members.	<ul style="list-style-type: none"> • Verbal briefing. • Reports/briefing papers. • Presentations. • Email updates. 	<ul style="list-style-type: none"> • AM Service Support. • Strategic Development Team.
Internal	Management Team.	MB/MT are integral to the delivery of the CRMP process and will be involved in the development of Your Fire & Rescue Service 2025/28. Regular updates will be provided to all members.	<ul style="list-style-type: none"> • Verbal briefing. • Reports/briefing papers. • Presentations • Email updates. 	<ul style="list-style-type: none"> • AM Service Support. • Strategic Development Team.
Internal	District Teams and operational staff.	Attendance at District meetings and through watch visits where appropriate to raise the awareness of the CRMP process and to ensure operational staff are engaged. This approach will ensure a consistent message is being delivered and will allow operational staff an opportunity to contribute to the CRMP process.	<ul style="list-style-type: none"> • Face to face meetings. • MS Teams briefings. • Presentation and video. • Email updates. • Burning Issues 	<ul style="list-style-type: none"> • Strategic Development Team. • Corporate Communications.
Internal	Fire Control staff.	Attendance at Fire Control WM meetings and through watch visits where appropriate to raise the awareness of the CRMP process and to ensure staff are engaged. This approach will ensure a consistent message is being delivered and will allow operational staff an opportunity to contribute to the CRMP process.	<ul style="list-style-type: none"> • Face to face meetings. • MS Teams briefings. • Presentation and video. • Email updates. • Burning Issues 	<ul style="list-style-type: none"> • Strategic Development Team. • Corporate Communications.
Internal	Prevention Team.	Attendance at team meetings to raise the awareness of the CRMP process and to ensure staff are engaged. This approach will ensure a consistent message is being delivered and will allow staff an opportunity to contribute to the CRMP process.	<ul style="list-style-type: none"> • Face to face meetings. • MS Teams briefings. • Presentation and video. • Email updates. • Burning Issues 	<ul style="list-style-type: none"> • Strategic Development Team. • Corporate Communications

Internal	Protection Team.	Attendance at team meetings to raise the awareness of the CRMP process and to ensure staff are engaged. This approach will ensure a consistent message is being delivered and will allow staff an opportunity to contribute to the CRMP process.	<ul style="list-style-type: none"> • Face to face meetings. • MS Teams briefings. • Presentation and video. • Email updates. • Burning Issues 	<ul style="list-style-type: none"> • Strategic Development Team. • Corporate Communications
Internal	Staff Networks.	Attendance at staff network meetings to raise the awareness of the CRMP process and to ensure staff are engaged. This approach will ensure a consistent message is being delivered and will allow staff an opportunity to contribute to the CRMP process.	<ul style="list-style-type: none"> • Face to face meetings. • MS Teams briefings. • Presentation and video. • Email updates. • Burning Issues 	<ul style="list-style-type: none"> • Strategic Development Team. • Corporate Communications
Internal	Operational and Support staff	<p>Attendance at District, station, and departmental meetings to raise the awareness of the CRMP process and to ensure staff are engaged.</p> <p>Video produced to raise awareness of the CRMP, to improve engagement and direct staff to feedback.</p> <p>This approach will ensure a consistent message is being delivered and will allow staff an opportunity to contribute to the CRMP process.</p>	<ul style="list-style-type: none"> • Face to face meetings. • MS Teams briefings. • Presentation and video • Email updates. • Video/Media • Burning Issues 	<ul style="list-style-type: none"> • Strategic Development Team. • Corporate Communications
Internal	Representative Bodies.	Discussions to take place at the earliest opportunity to raise the awareness of the CRMP process and to ensure representative bodies are engaged.	<ul style="list-style-type: none"> • Face to face meetings. • MS Teams briefings. • Email updates. 	<ul style="list-style-type: none"> • AM Service Support. • Strategic Development Team
External	Fire Authority.	Fire Authority to be briefed on the CRMP process and will be updated when required on the development of Your Fire & Rescue Service 2025/28.	<ul style="list-style-type: none"> • FA reports • Verbal updates at Authority meetings 	<ul style="list-style-type: none"> • AM Service Support. • Strategic Development Team

		FA to approve the Consultation and Engagement Plan for phase 1 and phase 2.		
External	Partners.	Video produced to raise awareness of the CRMP, to improve engagement and direct our LRF partners to feedback.	<ul style="list-style-type: none"> • Email • Video/Media 	<ul style="list-style-type: none"> • Strategic Development Team • Corporate Communications
External	Community Groups/Forums.	Attendance at meetings to raise the awareness of the CRMP process and to ensure community groups are engaged. This approach will ensure a consistent message is being delivered and will allow members of the community.	<ul style="list-style-type: none"> • Face to face meetings. • Presentation and video. 	<ul style="list-style-type: none"> • Strategic Development Team • Corporate Communications
External	Members of the public.	Video produced to raise awareness of the CRMP, to improve engagement and direct our LRF partners to feedback.	<ul style="list-style-type: none"> • Video/Media 	<ul style="list-style-type: none"> • Strategic Development Team • Corporate Communications

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Agenda item: 08

Committee Membership 2024/25

Full Authority

Date: 12 July 2024

Submitted by: Director of Corporate Services

Purpose: To make appointments of Members (substantive and substitutes) to the ordinary committees in accordance with the political balance requirements and principles set out in Sections 15 and 16 of the Local Government and Housing Act 1989 and to the Local Pension Board for 2024/25. That the Authority makes appointments to the positions of Chairs and Vice Chairs of the ordinary committees. That the Authority make appointments to the pre-meeting briefing groups which are chaired by the respective committee chairs.

Recommendations: That the committee allocations and appointment(s) to committee(s) and briefing groups be approved.

Summary: This report confirms the appointment of Members to Committees in accordance with the legislative requirements on political balance, for the appointment of Members to pre-meeting briefing groups and, for appointment of Committee Chairs and Vice chairs.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson, Committee Services and Governance Officer
Jik.Townson@Westyorkshire.gov.uk
01274 682311 X 671340

Background papers open to inspection: None

Annexes: Committee Membership 2024/25

1. Introduction

1.1 The current political balance of the Authority was notified at the AGM held on 27 June 2024. At that meeting Councillor Ryk Downes (Liberal Democrat Group) notified members that the Liberal Democrat Group, the Green Group and the Bradford Independent Group wished to form a constituted party (the BGL Group) in accordance with The Local Government (Committees and Political Groups) Regulations 1990 Section 8. Committee seats should therefore be re distributed in accordance with the following.

1.2 Current Political Balance of the 22 Members:

Labour Group 13

BGL Group 5

Conservative Group 4

1.3 The total number of ordinary committee seats is 45:

Executive Committee 6

Audit Committee 6

Community Safety Committee 11

Finance and Resources Committee 11

People and Culture Committee 11

1.4 The 45 committee seats should be distributed in accordance with the following share allocation:

Labour Group 27

BGL Group 10

Conservative Group 8

1.5 The Local Pension Board has three Scheme Manager representatives (two of which are elected Members) and, due to the size of the Board, it is not required to be politically balanced. Appointments to the Board for 2024/25 will be:

Labour 1

BGL Group 1

1.6 The 45-seat ordinary committee structure (excluding the Local Pension Board) should then be allocated proportionally between Committees as follows:

Committee	Labour Group	Conservative Group	BGL Group
Executive Committee (6)	4	1	1
Audit Committee (6)	4	1	1
Community Safety Committee (11)	7	2	2
Finance and Resources Committee (11)	6	2	3
People and Culture Committee (11)	6	2	3
Total	27	8	10

1.7 Appointment of Chairs and Vice Chairs:

Executive Committee	Chair Cllr Darren O'Donovan	Vice Chair Cllr Steve Tulley
Audit Committee	Chair Cllr Karen Renshaw	Vice Chair Cllr Andy Parnham
Community Safety Committee	Chair Cllr Charlie Keith	Vice Chair Cllr Ruth Wood
Finance and Resources Committee	Chair Cllr Steve Tulley	Vice Chair Cllr Beverley Addy
People and Culture Committee	Chair Cllr Fozia Shaheen	Vice Chair Cllr Asghar Ali

2. Information

- 2.1 The Authority is also entitled to make appointments to Local Government Association and other outside bodies which will be made as follows for the 2024/25 municipal year:

Body	Number of Seats	2023/24 Representatives
LGA General Assembly	4	Chair Councillors K Renshaw (Lab), S Tulley (Lab) and R Downes (BGL Group) (or their nominees)
LGA Fire Commission	2	Chair Councillor R Downes (BGL Group) (or their nominees)
Yorkshire and Humber Local Authorities' Employers' Association	1	Councillor F Shaheen (Lab) (in their role as chair of the People and Culture Committee) (or their nominee)
Yorkshire Purchasing Organisation Management Committee (non-voting Associate member)	1	Councillor S Tulley (Lab) (or his nominee)
West Yorkshire Police and Crime Commissioner's Partnership Executive Group	1	Chair (or his nominee)
Tri-Service Collaboration Board	1	Chair (or his nominee)

3. Financial Implications

- 3.1 The reimbursement of Member expenses incurred whilst attending formal business of an outside body detailed at 2.1 above will be met from within existing budgetary provision.

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. Human Resource and Diversity Implications

- 5.1 There are no Human Resource and Diversity implications arising from this report

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?: No

7. Health, Safety and Wellbeing Implications

7.1 There are no Health, Safety and Wellbeing implications arising from this report

8. Environmental Implications

8.1 There are no Environmental implications arising from this report

9. Your Fire and Rescue Service Priorities

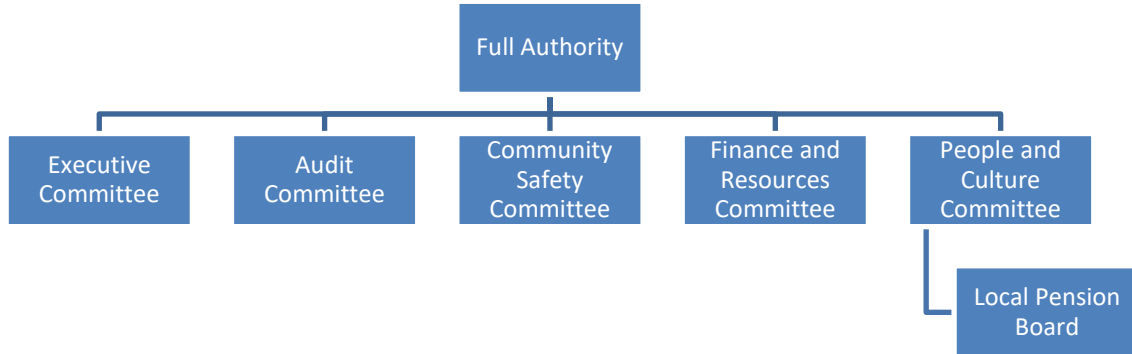
9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.

10. Conclusions

10.1 That committee membership for 2024/25 is approved.

West Yorkshire Fire and Rescue Authority Committee Structure and Membership 2024 / 25



Full Authority (22)

Labour	24/25 (13)
Chair	O'Donovan
Vice Chair	Tulley
	Addy
	Ahmed
	Ali
	Bruce
	Bryan
	Hinchcliffe
	Keith
	Parnham
	Renshaw
	Shaheen
	Wood

BGL Group	24/25 (5)
Lead	Downes
	Burke
	Carlisle
	Salam
	Sutcliffe

Conservative	24/25 (4)
Lead	Hall
	Buckley
	Dickenson
	Pollard

Executive Committee (6)

Labour (4)	O'Donovan (C)
	Tulley (VC)
	Renshaw
	Shaheen
Conservative (1)	Hall
BGL (1)	Downes

People and Culture Committee (11)

Labour (6)	Shaheen (C)
	Ali (VC)
	Bruce
	Hinchcliffe
	Renshaw
	Tulley
Conservative (2)	Dickenson (L)
	Pollard
BGL (3)	Salam (L)
	Downes
	Sutcliffe

Finance And Resources Committee (11)

Labour (6)	Tulley (C)
	Addy (VC)
	O'Donovan
	Hinchcliffe
	Keith
	Shaheen
Conservative (2)	Buckley (L)
	Pollard
BGL (3)	Carlisle (L)
	Downes
	Salam

Audit Committee (6)

Labour (4)	Renshaw (C)
	Parnham (VC)
	Ahmed
	Wood
Conservative (1)	Buckley
BGL (1)	Carlisle

Community Safety Committee (11)

Labour (7) Chair	Keith (C)
Vice Chair	Wood (VC)
	Addy
	Ahmed
	Ali
	Bruce
	Bryan
Conservative (2)	Hall (L)
	Dickenson
BGL (2)	Sutcliffe (L)
	Burke

Local Pension Board (2 x Employer representatives)

Labour (1)	Shaheen
BGL (1)	Salam

Consultation And Negotiation Panel (6)

Labour (4)	O'Donovan
	Renshaw
	Shaheen
	Tulley
Conservative (1)	Hall
LMG (1)	Downes

Substitutes

Any Member from relevant Group who is not substantive Member of this Committee.

**Briefing Group Arrangements
2024 / 2025**

Group / Position	Member	Substitute
Full Authority		
Chair	Cllr O'Donovan	Any Labour Member
Vice Chair	Cllr Tulley	Any Labour Member
BGL	Cllr Downes	Any BGL Member
Conservative	Cllr Hall	Any Conservative Member
People and Culture Committee		
Chair	Cllr Shaheen	Any Labour Member
Vice Chair	Cllr Ali	Any Labour Member
BGL	Cllr Salam	Any BGL Member
Finance and Resources Committee		
Chair	Cllr Tulley	Any Labour Member
Vice Chair	Cllr Addy	Any Labour Member
BGL	Cllr Carlisle	Any BGL Member
Audit Committee		
Chair	Cllr Renshaw	Any Labour Member
Vice Chair	Cllr Parnham	Any Labour Member
BGL	Cllr Carlisle	Any BGL Member
Community Safety Committee		
Chair	Cllr Keith	Any Labour Member
Vice Chair	Cllr Wood	Any Labour Member
BGL	Cllr Sutcliffe	Any BGL Member

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Agenda item: 09

Corporate Health Report 2023/24

Full Authority

Date: 12 July 2024

Submitted by: Head of Corporate Services

Purpose: To provide Members with an annual update relating to the corporate health of the Authority.

Recommendations: That Members note the Corporate Health Report

Summary: In accordance with the Authority's Code of Corporate Governance and pursuant to the corporate performance monitoring processes, this report provides an annual corporate health update.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey, Head of Corporate Services
alison.davey@westyorkshire.gov.uk
01274 682311

Background papers open to inspection: None

Annexes: None

1 Introduction

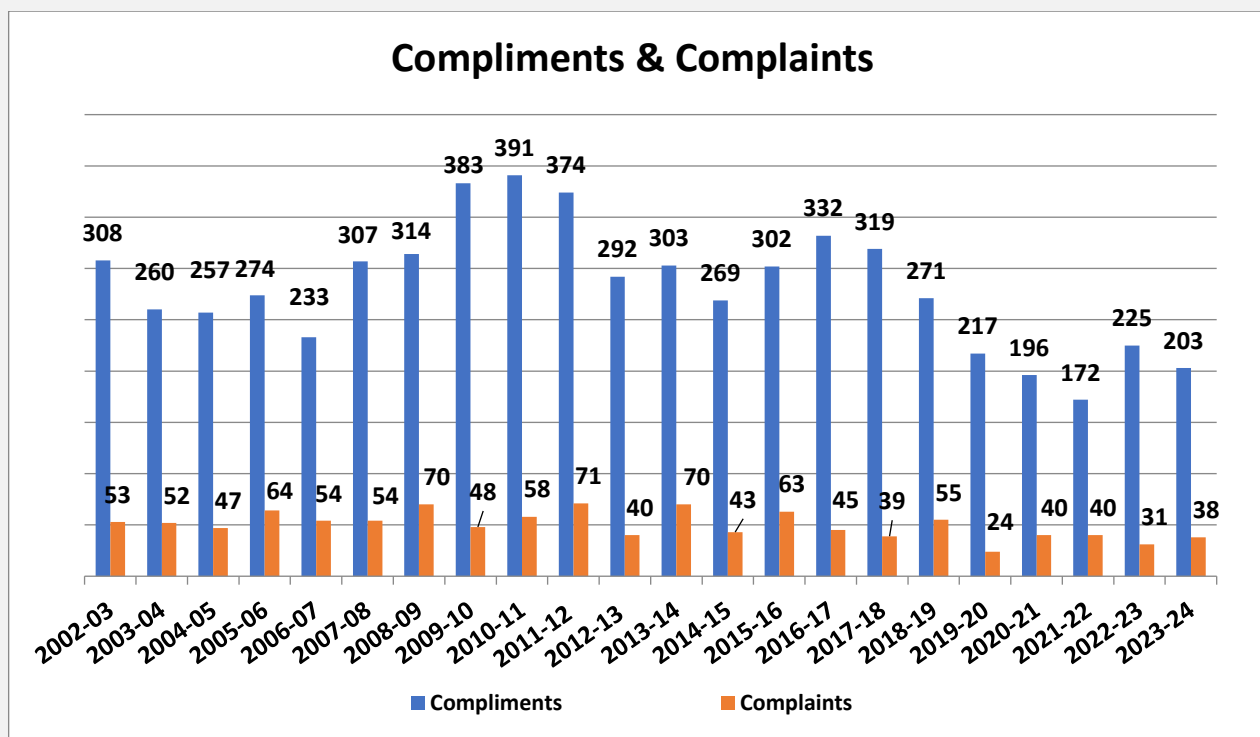
- 1.1 The Authority adopted a Code of Corporate Governance in 2003 and pursuant to the corporate performance monitoring processes an annual ‘corporate health’ report is submitted to the Annual General Meeting of the Authority.
- 1.2 In April 2005 the Authority adopted a new formal Constitution which, along with a range of existing policies and standing orders, also incorporated new provisions relating to citizens’ rights and the role and responsibilities of Members. The Constitution is a voluntary commitment to seeking to achieve best practice standards of corporate governance as the LGA 2000 statutory requirement to adopt a formal constitution does not apply to fire and rescue authorities.

2 Corporate Health

2.1 Compliments and Complaints

The graph below summarises West Yorkshire Fire and Rescue Service (WYFRS) performance compared to previous years’ figures. During the period 1 April 2023 to 31 March 2024 WYFRS received 203 compliments, which is lower than the 225 received during the previous year.

WYFRS received 38 complaints during the 12-month period 2023/24 compared with the 31 complaints received during 2022/23.

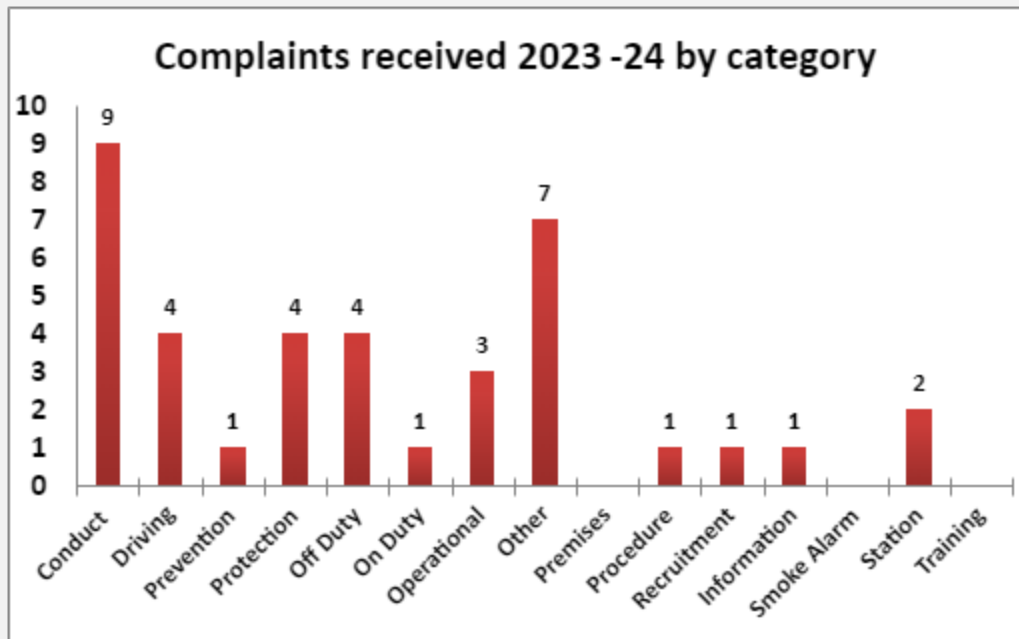


3 Complaints

- 3.1 The receipt of a complaint either by telephone, email or letter is, if possible, to be resolved at the point of contact. The Corporate Services department is advised via the

compliments/complaints website, by telephone, or email, giving details of the complaint and subsequent action taken.

- 3.2 If the complaint cannot be resolved quickly Corporate Services will monitor progress and, if necessary, prompt the investigating officer for updated information ensuring the complainant is contacted regularly to advise of progress being made; as detailed in the Compliments and Complaints Policy. This Policy is reviewed on a three yearly basis but in the interim, if it is highlighted a change in the procedure needs to be made the Policy will be updated immediately.
- 3.3 If a complaint is received directly by Corporate Services, the information will be passed on to an appropriate officer to undertake an investigation. Should a complaint proceed to Stage II Corporate Services will arrange to have a Group Manager/Commander or more senior officer investigate.
- 3.4 Of the 38 complaints received in 2023/24, three were attributed to a third party and one was withdrawn. 33 complaints have been resolved at Stage I, and one at Stage 2 to the satisfaction of the complainant, with 13 of these being upheld. All complaints are dealt with in a consistent manner, being fully investigated with appropriate remedial action taken where necessary. A breakdown of complaints by type is given below:

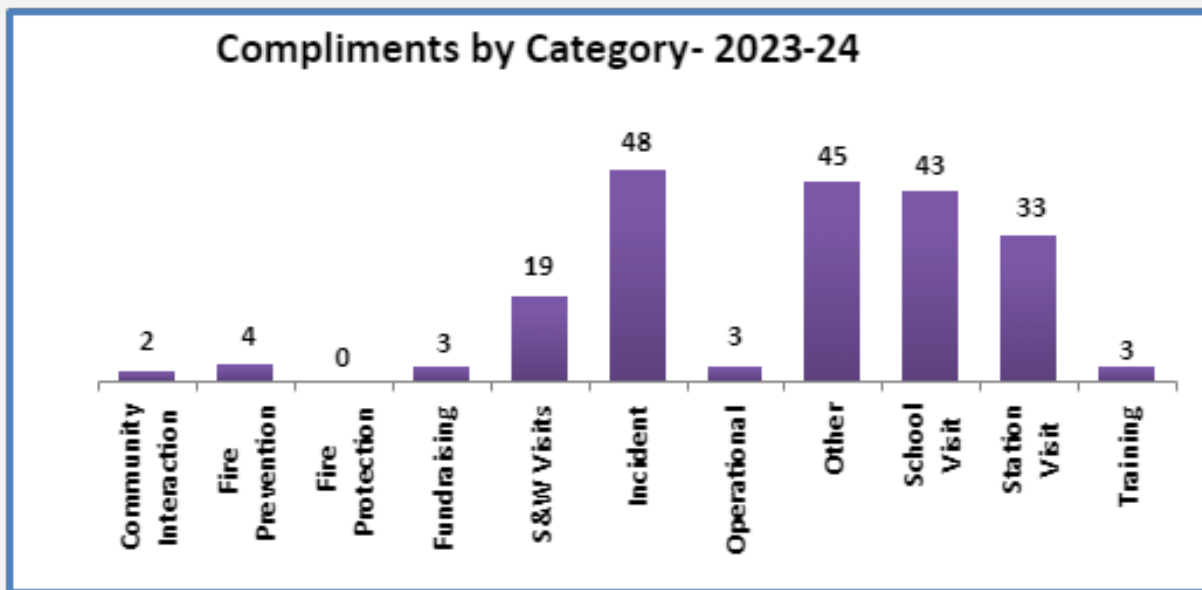


- 3.5 Although 38 complaints were received, WYFRS have attended 25,407 incidents, carried out 3,464 Site Specific Risk Inspections and delivered 12,058 Safe & Well visits in the same period.
- 3.6 A depersonalised register of the complaints log is available for Members to view at the Annual General Meeting.

4 Compliments

- 4.1 The majority of the 203 compliments received have arisen directly as a result of daily interaction with the public and local communities.

4.2 A breakdown of the areas the compliments referred to is given below:



5 Performance Indicators

5.1 The overall purpose of Performance Indicators is to contribute to and facilitate the continuous improvement in efficiency and effectiveness of services. The outturn figures for each of the PIs for 2023/24 are shown in the table below along with the figures for 2022/23.

Corporate Health Indicators			
Ref	Description of Indicators	2022/23 Outturn	2023/24 Outturn
CH1	The level (if any) of the Fire and Rescue Service Equality Framework to which the Authority conforms	Achieving	Achieving
CH4	Average number of working days / shifts lost to sickness (short-term and long-term).	10.82	11.35
	Average number of working days / shifts lost to long term sickness	6.44	7.80
CH5	Health and Safety – Total Injuries to staff		
	<3 days Injuries	19	19
	3 + days	22	28
	RIDDOR Major Injury/Disease	2	2
	Total	43	49
CH9	Forecast Budget Variance (% Variance against overall budget)	0.86%	0.52%
CH11	Forecast Capital Payments (Actual figures £s)	£11.726m	£34.374m
CH13	Debtors – Value of debt outstanding which is over 60 days old	£76,385	£108,010
CH14	Customer Satisfaction - % Overall Satisfaction with the service provided.		
	Quality of Service: Domestic	98%	98%
	Quality of Service: Non-Domestic	99%	100%
	Safe & Well Visits	99%	99%

*

6 Customer Service Excellence

- 6.1 WYFRS undertakes an annual assessment against the Government's Customer Service Excellence (CSE) standard, which is a widely recognised accreditation that assesses an organisation's commitment to providing excellent customer service. It tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism, and staff attitude. It also places emphasis on the development of customer insight, understanding user's experience, and robust measurement of service satisfaction.
- 6.2 WYFRS has achieved full compliance in all criteria following the last review assessment, which was undertaken on 11 December 2023, concentrating on the following criteria:
- Criterion 1 Customer Insight
 - Criterion 2 The Culture of the Organisation
 - Criterion 3 Information and Access
 - Criterion 4 Delivery
 - Criterion 5 Timeliness and Quality of Service
- 6.3 The assessment resulted in maintaining all 57 criteria achieving full Compliance against the standard and upholding accolades of the twenty-nine criteria already achieving Compliance Plus; behaviours or practices that exceed the requirements of the standard and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service. In addition, Compliance Plus was achieved in four further criteria.
- 6.4 Highlights from the Assessor's Summary report states "The assessment was attended throughout by the Head of Corporate Services, her assistant, and a Corporate Services officer. The assessor interviewed the Youth Interventions Manager and one of her trainers, a digital data analyst, the District Commanders and crew members at Cleckheaton Fire Station, the Director of Corporate Services, and a selection of customers and partners, all of whom provided evidence.
- 6.5 As the number of fires decrease, there is greater focus on fire and accident prevention and protection. Staff undertake fire prevention duties, fire risk management, and make visits to households, business premises and public buildings, to examine fire safety arrangements.
- 6.6 This assessment has been very well-prepared. The evidence base is extensive with some 67 new pieces of evidence and a further 138 pieces of active evidence updated. The Service does not use Morphus to provide evidence links but provides its own

database to access evidence. The assessor notes that evidence provided this year is more focused and selected for the requirements of CSE. There are significant improvements in the way the assessment has been managed this year.

6.7 Overall, this is an excellent service, the 29 elements with Compliance Plus have been retained due to increased efforts. A further four elements are now worthy of this higher rating bringing the total to 33 (details below). This is a thoroughly deserved achievement. This is a long standing CSE compliant service. Managers and staff aim to keep it this way. WYFRS is, once again, fully compliant with the CSE Standard.”

6.8 The assessor summarised the overall assessment of each criteria as follows:

Customer Insight: - This Criterion covers customer insight, engagement and consultation, and customer satisfaction. WYFRS deals with contrasting customer groups, from those being saved from fire or in need of rescue from properties, vehicles, and floods. There is now a greater focus on raising awareness of the dangers of fire and keeping safe through home visits, workplaces, and schools. There are special intervention programmes to support young people.

Staff continue to develop their understanding of customer groups. Compliance Plus remains in element 1.1.1.

The detailed Community Engagement Strategy supports good practice, resulting in the retention of Compliance Plus in element 1.2.1.

Customer satisfaction levels are high. Almost all parts of the service feedback are analysed, based on performance and customers' perceptions. The 'Prevention After Fire visits' helps identify best practice, resulting in a new Compliance Plus in element 1.3.1.

Expectations from targets are already high, so progress is difficult to demonstrate. There is scope for introducing further targets to tackle areas where levels could be higher, amongst certain customer groups.

Elements 1.1.2, 1.1.3, 1.2.2 and 1.3.5 were not formally assessed but C+ was retained.

The Culture of the Organisation: This Criterion is fully compliant and covers leadership, staff professionalism and attitudes, and how these contribute to improved services.

Corporate commitment to putting the customer at the heart of the service is evident throughout. The leadership shown towards this is very good, resulting in continuing Compliance Plus retained in element 2.1.1.

Corporate policies, staff training and feedback from those interviewed, show that customers feel they are treated fairly by commenting on staff helpfulness and politeness. The service has agreed to introduce the word 'fair' into new questionnaires.

Delivering customer focused services at the recruitment stage and following this up in subsequent training and development is very evident in the evidence provided, resulting in a new Compliance Plus in element 2.2.1.

Managers make good use of the insight shown by staff from their day-to-day experience and in the development of policy, practice and service planning, resulting in continued Compliance Plus in element 2.2.4.

Compliance Plus is also retained in elements 2.1.3, 2.1.5, 2.1.6, 2.2.2, 2.2.3, and 2.2.5 as nothing has arisen to indicate otherwise.

Information and Access: This Criterion is fully compliant and covers the quality of information for customers, access to services, partnership arrangements to improve services and the way services interact with the community.

Service Information is provided for all customers and is of a very high standard. Customers can find many links that take them to the range of services, and useful data on effectiveness. Compliance Plus is retained in element 3.1.1 because of developments.

Users of services can expect information to be provided in ways that meet needs and preferences using a variety of formats. The website is an excellent resource. In addition, non-emergency services are delivered using a variety of access channels, ranging from accessing service directly from the website, routine visits to customers who have used the service and specialist training within the school community helping to raise safety awareness.

Partnership working and initiatives continue to be strong. Much is achieved by working with other services to improve communities. As a result, Compliance Plus is retained in element 3.4.1.

Compliance Plus is also retained in elements 3.2.2, 3.2.3, 3.3.2, 3.4.2 and 3.4.3 as nothing has arisen to indicate otherwise.

Delivery: This Criterion is fully compliant and covers service delivery standards, achievements, and outcomes and how the service can deal effectively with problems. High quality service is confirmed by external inspection by HMIC and the Fire Standards Board. Locally this large service is also monitored for performance against response indicators which set out challenging standards for all main service areas, resulting in a new Compliance Plus in element 4.1.1. Senior officers work with other services to agree what can be expected.

The Customer Service Guide sets out additional activities offered to the community to help keep them safe in preventing fires and other emergencies. The quality of work here merits a new Compliance Plus in element 4.2.1.

Performance indicators show occasional dips in service provision. The management of these dips is well-organised, and customers are kept informed of improvements.

Complaints continue to be managed well. The service can identify areas for improvement, from the analysis of complaints, resulting in Compliance Plus being retained in element 4.3.4.

Compliance Plus is also retained in elements 4.1.2, 4.2.2, 4.2.4, 4.3.3, as nothing has arisen to indicate otherwise.

Timeliness and Quality of Service: This Criterion covers standards for timeliness and quality of service, how these are monitored and met, and steps taken, to make further improvements.

WYFRS continues to set appropriate and measurable standards for all aspects of the timeliness of response from customers, covering the answering of phones through to responding to external correspondence, including emails, responding to Freedom of Information requests, and dealing with personal callers.

The service has developed a range of quality attributes expected from staff when communicating with customers. All standards for timeliness and quality of service are monitored carefully by managers using personal observations and from detailed surveys covering a large range of service activity. Where there are shortfalls in provision these are identified, and action is taken to bring about improvements in service delivery.

Compliance Plus is retained in elements 5.2.1, 5.2.2 and 5.2.5, as nothing has arisen to indicate otherwise.

7 Say So Concerns

- 7.1 Say So is an external online platform designed to allow employees to report workplace issues and concerns anonymously.
- 7.2 The tool complements our current HR reporting methods and the Dignity, Respect and Integrity Policy, and provides a facility to those who want to report anonymously.
- 7.3 There were 19 Say So concerns reported anonymously by personnel through the external online reporting tool during the year 2023/24.

8 Complaints to the Local Government Ombudsman

- 8.1 No complaints received during the year ending 31 March 2024 were referred to the Local Government Ombudsman.

9 Whistleblowing Complaints

- 9.1 No complaints were received in the year ending 31 March 2024.

10 Corporate Governance Policies

10.1 The following policies are implemented in a systematic approach to Corporate Governance.

- Compliments and Complaints Policy
- Diversity and Inclusion Policy
- Information Security Policy
- Customer Care Policy
- Data Protection Policy

- Corporate Health and Safety Policy
- Records Management Policy
- Freedom of Information Policy
- Whistleblowing Policy
- Code of Conduct for Members

11 Financial Implications

11.1 There are no significant financial implications associated with this report.

12 Legal Implications

12.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

13 Human Resource and Diversity Implications

13.1 There are no significant Human Resource and Diversity implications associated with this report.

14 Equality Impact Assessment

14.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?: No

14.2 ([EIA guidance and form 2020 form.docx \(westyorksfire.gov.uk\)](#))

15 Health, Safety and Wellbeing Implications

15.1 There are no significant health and safety implications associated with this report

16 Environmental Implications

16.1 There are no environmental implications associated with this report.

17 Your Fire and Rescue Service Priorities

17.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

18 Conclusions

18.1 That Members note the Corporate Health Report.

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Agenda item: 10

Programme of Change Update

Full Authority

Date: 12 July 2024

Submitted by: Director of Service Support

Purpose: To provide an update on the Programme of Change 2023/24 and the future Programme of Change 2024/25.

Recommendations: That members note the report.

Summary: The Programme of Change 2024/25 will include outstanding programme and projects and change initiatives identified in [annex 2](#).

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Toby May, Service Support AM

Background papers open to inspection: None

Annexes: [Annex 1](#) – Programme of Change 23/24

[Annex 2](#) - Change Initiatives to be added to the Programme of Change 24/25.

1. Introduction

- 1.1 The Organisational Annual Planning Cycle is an embedded process which aims to achieve the following:
- Improve the logical flow of activities.
 - Allow greater planning time.
 - Allow scrutiny of proposed change activities.
 - Streamline and avoid duplication of effort with reporting.
- 1.2 The approved change activities which fall out of the planning process become programmes or projects of varying scale and form the Programme of Change.
- 1.3 Lower-level change is often managed within departments or districts as part of their Business as Usual (BaU).

2. Information

- 2.1 Progress on the implementation of the programme is reported to each Full Authority. [Annex 1](#) shows the status for current projects.
- 2.2 Out of the 12 projects; 7 projects are on track, 1 is behind schedule, 2 are on hold, and 2 are in evaluation.
- 2.3 In addition, progress is reported at Change Management Board on a six-weekly basis.
- 2.4 Achieved activities (completed or closed) are removed from the portfolio.
- 2.5 Further change initiatives have been identified through the revenue and capital bids process. These include several proposed change initiatives which were presented at the Annual Strategic Workshop on the 22 September 2023.
- 2.6 The Programme of Change is updated on an annual basis.
- 2.7 The Programme of Change for 2024/25 will be updated to include change initiatives identified in [Annex 2](#).
- 2.8 Understanding and aligning organisational culture with project management is key to achieving successful project outcomes. This is because the success of a project is heavily influenced by an organisations culture in which it is being executed. A positive culture that values collaboration, innovation, and continuous improvement can foster creativity and lead to improved project outcomes.
- 2.9 The Portfolio Management Office (PMO) with the support of the Cultural Programme will be implementing organisational culture measurements in project management to track the impact and make continuous improvements.

3. Financial Implications

3.1 Although there are no financial implications arising from this report each project completed a full business case highlighting any financial implications.

4. Legal Implications

4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. Human Resource and Diversity Implications

5.1 There are no Human Resources and Diversity implications arising from this report at the time of submission.

5.2 All projects are required to assess the HR implications and undertake an Equality Impact Assessment (EIA) in line with the Public Sector Equality Duty.

6. Equality Impact Assessment

6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? Yes

6.2 Each project/programme is required to complete an individual EIA.

6.3 The EIA is available on request from the report author or from diversity.inclusion@westyorkshire.gov.uk

7. Health, Safety and Wellbeing Implications

7.1 There are no Health and Safety implications arising from this report at the time of submission.

8. Environmental Implications

8.1 There are no Environmental implications arising from this report at the time of submission.

9. Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.

- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

10. Conclusions

10.1 Our programme of continuous improvement focuses on efficiency, effectiveness, and productivity.

10.1 The Programme of Change for 2024/25 will be updated to include change initiatives identified in Annex 2.

10.2 The Portfolio Management Office (PMO) and the Culture Programme formulating and implementing a culture assessment which includes the impact of change. This will support the Organisational alignment of culture with strategy, which is key to the effectiveness of the Programme of Change.

Annex 1 – Programme of Change 2023/24

Project / Initiative	Project / Initiative Description	Target Completion Date	Strategic Alignment	Project Status	% Complete
FSHQ Programme	<p>Deliver a modern, energy-efficient Headquarters with a purpose-built training arena.</p> <p>Refurbish existing buildings to provide a new 3 appliance bay Fire Station, a recruit and staff training centre, and a Command training facility whilst retaining the capacity to deliver BA training.</p> <p>Maximise space within the site to provide a new outdoor RTC training facility.</p>	02/01/2025	38	On track	75%
OneView Programme	Performance management programme to provide a transparent, timely and flexible method of sharing performance data with our colleagues, partners, and the communities.	17/05/25	36	On track	95%
HQ Fire Control	The existing mobilising system is approaching end of life. In order to meet the ever-changing demands placed on WYFRS and to continue	31/01/2025	33	On track	45%

	provide a resilient, effective service a new mobilising system and ICCS is required.				
Microsoft 365	Technical requirements to keep Microsoft office products up to date with the latest features and security. This includes the implementation of SharePoint Online, MS Teams and some Viva Products which all enhance work productivity and collaboration	31/03/24	30	On track	85%
Keighley Fire Station	The construction of a new fire station on the existing site to replace an oversized and outdated fire station.	31/03/25	28	Behind schedule	30%
Accessible Content Toolkit	Ensuring that digital content, including websites, mobile apps and documents that are shared electronically are accessible to all audiences.	31/05/2024	20	Evaluation	95%
Command Support Software	Implement Airbox Mosaic command support software.	31/08/24	16	On hold	40%
Grenfell Programme	Implement the recommendations from the Grenfell Tower Inquiry: Phase 1 Report.	31/01/2025	20	On track	80%
Special Projects Implementation	Following the conclusion of the Special Projects research phase on Aerial Appliances, Fire Appliances and Fire Station Design, the project has moved onto the implementation phase.	31/07/25	-	On track	70%

Halifax Fire Station	The construction of a new fire station on the existing site to replace an oversized and outdated fire station.	tbc		On hold	-
Huddersfield Fire Station	The construction of a new fire station on the existing site to replace an oversized and outdated fire station.	30/04/2027		On track	-
Data Centre	The relocation of our backup data centre which is required for disaster recovery and business continuity purposes.	-	-	Evaluation	-

Annex 2 - Change Initiatives to be added to the Programme of Change 2024-25

Project / Initiative	Project / Initiative Description	Target Completion Date	Strategic Alignment
MDT Software	This project will replace the existing Systel LEGO software and provide a new solution based primarily on an Android platform that will link to the new Frequentis Control System. WYFRS will procure a replace system and appoint a specialist contract that will partner who, in partnership, will collaborate with WYFRS and Frequentis to successfully and professionally deliver a fully supported MDT software solution to help achieve our organisational aims & objectives.	tbc	tbc
National Operational Guidance (NOG)	The National Operational Guidance (NOG) project will improve the access to operational information based around the Product Pack concept bringing together policy, guidance, training materials and more into a single easy to access location. The vision is to create a 'Firefighters Hub' which will provide a modern solution, establishing a 'one-stop-shop' for all operational needs. The concept is based around the user identifying the 'incident type' they wish to explore e.g. building fires, RTC, HazMat etc. Once the user has selected the incident type they wish to view, they would be presented with a standardised sub areas (Policy, Training, Equipment etc.), the content of each sub area is bespoke to its overarching incident type.	01/10/2025	tbc
Culture Review	OUR WYFRS will look at how we, as WYFRS, embed, develop, and display the recommendations from the LFB report, HMICFRS report, NFCC Culture action plan and our own strategies (people, leadership, diversity and inclusion, talent management). The project will pull together the workstreams involved in delivering the action plans and ensure the changes are embedded and understood by all.		tbc

Risk and Capabilities Review	To review all WYFRS specialist asset locations, staffing and operational activity to ensure they are aligned to risk and to identify areas to improve efficiency and operational effectiveness without compromising Service Delivery.	31/03/2025	20
Operational Staffing	<p>In September 2022, the Operational Staffing project was initiated to review all wholetime operational staffing, with the objective being to improve the flexibility, resilience, and efficiency of staffing on wholetime fire stations. Phase one has now completed and the project has moved into phase two which will see:</p> <ul style="list-style-type: none"> • Management of wholetime operational staffing transition to a fully locally managed system. • Changes to local Staffing Management Structure. • Increased effectiveness of Employee Resources Team to support District Management Teams managing workforce planning, leave and absence management. • Further reduction in overtime and pre-arranged detached duty costs. • Introduction of Short-Term Flexibility Contracts. • Re-introduction of On-Call to Wholetime transfer process. • Transition of Organisational Training to a crew-based training model. • Review of organisational/duty system attribute requirements. 	tbc	23
Digital and Data Programme	Migration of legacy systems on to the Power Platform and the development of new automations and applications into the Power Platform.	tbc	

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Agenda item: 11

Community Risk Management Plan (CRMP) Annual Review and Update 2024/25

Full Authority

Date: 12 July 2024

Submitted by: Director of Service Support

Purpose: To provide Members with an update following our annual review of WYFRS Community Risk Management Plan (Your Fire & Rescue Service 2022/25)

Recommendations: That members note the contents of this report.

Summary: Your Fire & Rescue Service 2022/25 is a three-year plan; however, it is subject to an annual review.

The plan has been reviewed internally and as a result it will be subject to some minor amendments.

There is no requirement to formally consult on these changes.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Area Manager Toby May,
Toby.may01@westyorksfire.gov.uk

Background papers open to inspection: [Your Fire & Rescue Service | West Yorkshire Fire and Rescue Service \(westyorksfire.gov.uk\)](https://www.westyorksfire.gov.uk)

Annexes: None

1. Introduction

- 1.1 This report provides West Yorkshire Fire Authority with an update on the Community Risk Management Plan (CRMP).
- 1.2 Your Fire & Rescue Service 2022/25 sets out the Strategic Priorities for the Service and provides an overview of how we intend to achieve our ambition of 'Making West Yorkshire Safer', manage the risks within our communities and meet the challenges facing the Service between 2022/2025.

2. Information

- 2.1 Your Fire & Rescue Service 2022/25 was approved by the Fire Authority on 30 June 2022. It is a three-year plan; however, it is subject to an annual review.
- 2.2 The plan has been reviewed internally and as a result it will be subject to some minor amendments to ensure information is current and up to date. There is no requirement to formally consult on these changes. The amendments include:
 - The Areas of Focus section has been reviewed and updated to reflect current workstreams. Recommendations from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Values and Culture report have now been actioned and work is ongoing.
 - District Team Plans have been updated to incorporate the latest performance management figures.
 - Planning our resources against risk section has been revised to capture our latest performance against our planned response times.
 - The Efficiency and effectiveness section has been updated to reflect current budget information and to include reference to the WYFRS Efficiency and Productivity Plan 2024/25.
 - The learning and improving our service section has been updated to capture the latest State of Fire Report 2023.
 - Our Programme of Change has been revised to reflect new 2024/25 work streams, which include:
 - Updating Fire Control's mobilising system.
 - Improving access to operational information and bringing together policy, guidance, and training material through our National Operational Guidance project.
 - Embedding, developing, and displaying the values, behaviours, and recommendations from the London Fire Brigade Report, HMICFRS report, and the National Fire Chief's Council Culture Action Plan.
 - Reviewing all WYFRS specialist asset locations, staffing, and operational activity, to ensure they are aligned to risk.

- Our Operational Staffing Project will review all wholetime operational staffing to improve flexibility, resilience, and efficiency.
 - Completed or progressed work streams that have been removed include:
 - New fire engine fleet.
 - Fire Standards.
 - Command support software.
- 2.3 The amendments to the plan will be updated in digital format only and will be available to view on our website.
- 2.4 **Note:** The Service is currently in the process of developing Your Fire & Rescue Service 2025/28 which will be presented to the Full Authority later this year.

3. Financial Implications

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

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. Human Resource and Diversity Implications

- 5.1 There are no internal human resource or diversity implications arising from this report

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?: No

7. Health, Safety and Wellbeing Implications

- 7.1 There are no direct health, safety and wellbeing implications resulting from this report.

8. Environmental Implications

- 8.1 There are no environmental implications arising from this report

9. Your Fire and Rescue Service Priorities

- 9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

10. Conclusions

10.1 That Members note the contents of this report.