

OFFICIAL

Agenda item: 08

Calendar of Meetings 2024/25 Amendment

Full Authority

Date: 13 December 2024

Submitted by: Director of Corporate Services

Purpose: To consider an amendment to the approved calendar of meetings for 2024/25

Recommendations: That the revised calendar of meetings 2024/25 be approved as detailed in Annex A to this report

Summary: The annual calendar of meetings was agreed at the February meeting of the Full Authority. It is now proposed to add 2 additional Audit Committees to meet the needs of the External Auditors

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson
Committee Services and Governance Officer
Jik.townson@westyorkfire.gov.uk

Background papers open to inspection: None

Annexes: Proposed Calendar of Meetings 2024/25

1. Introduction

- 1.1 The programme of meetings for the 2024/25 municipal year was originally approved at the February 2024 meeting of the Full Authority

2. Information

- 2.1 Consideration has been given to the requirements of the External Auditors and it is proposed to hold 2 additional Audit Committee Meetings to accommodate their requirements; the disclosure of the 2022/23 Audit opinion and the approval of the 2023/24 Statement of Accounts, to comply with audit backstop legislation.

3. Financial Implications

- 3.1 There are no direct 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 direct 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 arising from this report.

8. Environmental Implications

- 8.1 There are no direct 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.

10. Conclusions

10.1 It is recommended that members approve the amendment to the Committee Calendar 2024/25

West Yorkshire Fire And Rescue Authority

Programme of Meetings 2024 / 2025

| Friday 10.30AM Audit Committee | Friday 10.30AM Community Safety Committee | Friday 10.30AM Finance and Resources Committee | Friday 10.30AM People and Culture Committee | Friday 12:00 Local Pension Board (Upon Rising Of P&C) | Friday 10.30AM Authority |
|---|--|---|---|---|-----------------------------------|
| | | | | | EGM Friday 12 July 2024 |
| 26 July 2024 | 12 July 2024 | 19 July 2024 | 2 August 2024 | 2 August 2024 | Friday 27 September 2024 |
| 25 October 2024 | 11 October 2024 | 18 October 2024 | 4 October 2024 | | Friday 13 December 2024 |
| 13 December 2024 (Upon rising of FA) | | | | | |
| 7 February 2025 | 24 January 2025 | 31 January 2025 | 17 January 2025 | 17 January 2025 | Thursday 27 February 2025 |
| 27 February 2025 (Upon rising of FA) | | | | | |
| 25 April 2025 | 11 April 2025 | 17 April 2025 (Thurs) | 4 April 2025 | | Thursday 19 June 2025 (AGM) |

OFFICIAL

Agenda item: 09

Community Risk Management Plan (CRMP) 2025/28 – Your Fire and Rescue Service

Full Authority

Date: 13 December 2024

Submitted by: Director of Service Support

Purpose: This paper provides an overview of the formal consultation and engagement plan, which is required to develop our Community Risk Management Plan (CRMP) for 2025-2028

Recommendations: Members approve this consultation and engagement plan which includes a 10-week external formal consultation.

Summary: WYFRS are in the process of producing the next Community Risk Management plan. The pre-consultation and engagement phase is now complete, and the next step is to deliver a 10-week formal consultation and engagement exercise. This phase will begin on 13 January 2025 and will involve formal consultation and engagement with stakeholders

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Toby May, AM Service Support
Toby.May01@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Focus Groups
Draft CRMP 2025/28

1. Introduction

- 1.1 Our CRMP process is an ongoing cycle designed around key milestones, governance, processes, and stakeholders. This ensures we are well-positioned to understand our operating context and identify and mitigate foreseeable risks.
- 1.2 It also supports our decision-making, includes a thorough risk analysis process, influences strategic objectives, and provides the Fire Authority with confidence and assurance in our CRMP process.
- 1.3 As previously reported to the Authority, WYFRS sets out a three-year CRMP, known as 'Your Fire and Rescue Service' which is reviewed annually and reported to the Fire Authority.
- 1.4 'Your Fire and Rescue Service,' sets out our ambitions and priorities for the future, and integrates the Safer Communities Strategies of Prevention, Protection, Resilience, Response, along with enabling strategies into one, easy to digest document.



2. Information

2.1 Pre-consultation and engagement exercise

2.2 Pre-consultation and engagement commenced on 24 June 2024 and closed on 19 August 2024.

2.3 During this period, the Strategic Development, and Corporate Communications Teams reached out to both the communities of West Yorkshire and WYFRS employees using various platforms and resources, some of which included: face to face meetings, videos, Survey Monkey, social media, presentations, websites, and our internal FireHub.

2.4 The purpose of pre-consultation and engagement was broken down into two stages:

Stage 1 - Content of the CRMP:

- 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.
- Determine what the final version of Your Fire & Rescue Service 2025/28 will look like and what format(s) it will take.

Stage 2 - Methods of delivering the CRMP message:

- 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.
- Understand whether our communities and staff know where to access information about our services.
- Collate feedback which will influence the way in which we approach and conduct formal public consultation and engagement.

2.5 Conclusions from Pre-consultation and engagement

2.6 The surveys and PowerPoint presentation used during stakeholder engagement reached out to in a targeted way to 116 internal employees and 32 external members of the public and created discussions around:

- Our ambition of 'Making West Yorkshire Safer'
- Our 'Strategic Priorities'

- Our 'Programme of Change'
- Incident data
- Planning our resources against risk
- Understanding our challenges and our journey since 2002

2.7 The conclusions drawn from pre-consultation and engagement are below:

Stage 1: Content of CRMP

- 2.8 From the feedback gathered around the content of the CRMP we need to ensure that the strategic priorities are linked and influenced by the risks faced by WYFRS and our communities. Objectives/priorities need to be measurable to allow us to measure our successes.
- 2.9 New risks continue to emerge that influence our CRMP. The internal mechanics of how the CRMP addresses risks needs to be clear throughout the CRMP for both internal and external stakeholders.
- 2.10 All strategies need to link through to the CRMP to ensure our people understand how their work contributes through their department strategies to achieving the strategic priorities within the CRMP.
- 2.11 The information within the CRMP needs to be presented in a clear way that can be understood by everyone.

Stage 2: Method of delivering the CRMP message

- 2.12 There needs to be a clear formal consultation and engagement plan developed with Strategic Development and Corporate Communications, where necessary, using external consultants, to ensure we can target and engage with marginalised areas of our communities.
- 2.13 The delivery format of the CRMP will consider the feedback gathered in the pre-consultation and engagement to ensure that the information can be understood by everyone.
- 2.14 Across the majority of the consultation and engagement at the beginning of both internal and external sessions, most people were unaware of the CRMP and the associated risks, strategies, and their locations. Through the input provided by the Strategic Development team a lot of the areas of concern were addressed.
- 2.15 A formal launch and maintenance plan will be developed between Strategic Development and Corporate Comms to ensure the document is launched effectively.

Formal Consultation and Engagement Plan

2.16 Following on from pre-consultation and engagement is the formal consultation and engagement phase, which will commence in January and last for 10 weeks.

2.17 The main objectives of formal consultation and engagement are to:

- Carry out a positive engagement process both internally and externally
- Build on the input given through pre-consultation and engagement to ensure that responses to the formal consultation and engagement plan are informed and valid
- Develop five district level focus groups which reflect the district community demographics
- Develop two internal focus groups which reflect our workforce demographic
- Hold minimum of two further touch point engagement sessions with each focus group.
- Conduct a comprehensive survey for both internal and external audiences to gather feedback on presenting our CRMP, identify popular locations for signposting, and assess any accessibility barriers.

2.18 Five district focus groups, and two internal focus groups have been established. Details of the internal and external stakeholders we will be meeting can be found in appendix A.

2.19 The focus groups will engage with members of our communities around:

- The CRMP process
- What CRMP means to our communities and how it moulds our Service.
- How we assess and manage risk.
- Our Priorities.
- How we deliver against CRMP

2.20 In addition, we will gather information from the groups around:

- Understanding of how we view and manage risk in WYFRS.
- What other activities our communities and staff think we should be undertaking to manage risk within our communities.

- How our staff and members of the public would like to access and interact with our CRMP
- What information from the CRMP is most pertinent to our communities and staff

2.21 This information will be collected through the formal consultation and engagement process and will help to develop and shape our CRMP.

Consultation and engagement

2.22 The formal consultation survey will be delivered by an external company. The company has been appointed through our procurement processes.

2.23 Working closely with our Strategic Development Team, the survey will ensure that a compliant, comprehensive community consultation has been completed seeking representative views from the diverse communities living across the five local authority areas within West Yorkshire.

2.24 In line with the National Fire Chiefs Council Core Code of Ethics and West Yorkshire Fire & Rescue Service Values, the consultation will put communities first and ensure their perspectives are considered within the development of the CRMP 2025-2028.

2.25 The survey can be completed by both internal and external stakeholders and will build on the information gathered from the focus groups.

The CRMP Document

2.26 The draft CRMP 2025-28 document can be found in Appendix B.

2.27 Alongside the CRMP document will be 'MY CRMP' website, this is a dual site split internally and externally for access.

2.28 Internally the landing page will be infographics representing areas of the service, which will take users through to CRMP information about that area, including relevant CRMP strategic priorities, Strategic Action Plan, etc

2.29 Externally users will be able to enter their postcode/area and will land on a page which has a map function showing incident overview, district information, district action plan, prevention/protection activities.

2.30 For both areas of the site the data will be live and will pull from our performance dashboards within the one view system.

Alignment to Fire Standards

2.31 The CRMP Fire Standard states that a service carrying out community risk management planning will:

“Effectively consult and engage (in line with its governance arrangements) with communities, FRS staff and stakeholders at appropriate stages of the community risk management planning process.”

2.32 A fire and rescue service must:

“Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.”

2.33 The Communication and Engagement Fire Standard states:

“A service where everyone recognises and understands their key role in communicating and engaging, they communicate openly and effectively internally and externally and particularly through times of change. They actively listen and welcome feedback, especially through consultation to keep people engaged, informed and reassured. Its people develop and maintain positive relationships, within and outside of the service, building trust, creating advocates and resulting in successful collaborations and partnerships.

“It ensures its vision, strategic objectives, and any information it needs to share are delivered in a way that is understandable and accessible to all because it tailors its communications and engagement approaches to suit its multiple audiences.”

2.34 A fire and rescue service must:

“Have a strategic approach to communications and engagement, including consultation, which includes clear principles about how the organisation will communicate with its audiences, aligned to organisational goals of the service, its values and the principles contained within the Core Code of Ethics.”

“Deliver inclusive and accessible communications, recognising that every workforce, community and group has different and diverse needs.”

Governance and Delivery

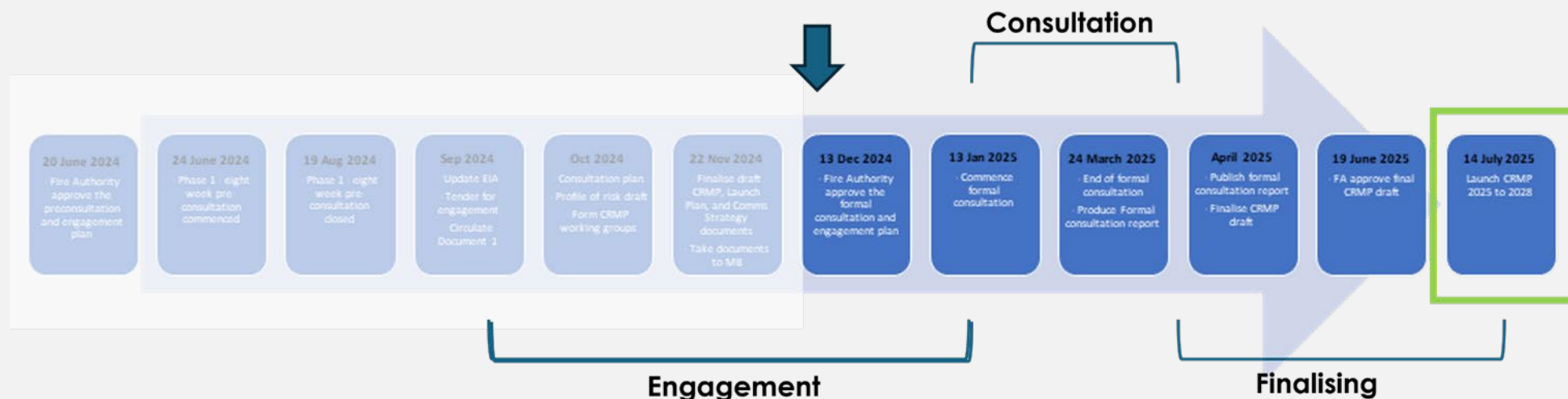
2.35 The Strategic Development Team in collaboration with Corporate Communications will lead on all consultation and engagement.

2.36 A final evaluation will be completed to enable WYFRS to report our findings internally and externally.

Key Dates

2.37 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.

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



3. Financial Implications

3.1 The costs of the consultation exercise will be met from within existing budgets.

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? Yes

[\(EIA template and guidance\)](#)

6.2 Date EIA Completed: 09/11/24

6.3 Date EIA Approved: Awaiting Approval

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

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 and associated current strategic priorities.

10. Conclusions

10.1 Your Fire and Rescue 22-25 Next Steps:

- Producing a CRMP Guidance document.
- Finalising the Profile of Risk CRMP document.
- CRMP evaluation.
- Capturing our 2022-25 CRMP achievements

10.2 WYFRS new 'Your Fire and Rescue Service 25-28' has been developed in line with the recognised NFCC process. The pre-consultation work carried out throughout July and August has assisted us in developing a more robust engagement process which has enriched the development of the document. The full consultation will allow us to reach out to stakeholders both internally and externally and further develop and shape the document ensuring that it truly addresses the risks which our communities face and allows us to fulfil our ambition of Making West Yorkshire Safer.

Appendix A - Focus Groups

Internal Stakeholder Groups

Watches from each district working the day-crewed, on-call, and wholetime duty systems

District Teams

Fire Control

Training Support

Operational Support

Occupational Health

Employee Resource Team

HR

Learning & Development

Corporate Diversity

PIAT

ICT

Fire Gin

SIAT

Finance

Race, ethnicity, and cultural heritage Network

Transport & Logistics

Unions

WYFRA

External Stakeholder Groups

Outer East Community Committee Kippax

Local Councillors

Wakefield Mosque

Local Resilience Forum

Kirklees College

West Yorkshire Violence Reduction Partnership

Leeds Anti-Social Behaviour Team

Calderdale Forum 50+

Bradford Safeguarding Partnership

Communities, Housing & Environment

Safeguarding Adults Advisor

Bradford Children's Families Trust

All Age Mental Health Programme Manager

Calderdale Council Environmental Health

Calderdale Youth Council

Kirklees Dementia Hub

Change Grow Live Community Connector

Complex Enforcement Manager

Third Sector Leaders - link to voluntary sector

Service Manager Community Plus (South)

Local Residents

General Manager for Resilience, Acute Flow and Transformation

Homes and Neighbourhood contact

Green Space

Senior Emergency Planning Officer

Hughes Consulting

Your Fire and Rescue 2025-28

Foreword

Our Community Risk Management Plan (CRMP) is a three-year strategy aimed at identifying the key risks and challenges facing the communities of West Yorkshire, alongside our strategies to address them. It includes:

- A compilation of foreseeable fire and rescue-related hazards.
- The deployment of resources for prevention, protection, and response measures.
- Our Service's objectives, outlining how resources will be allocated to mitigate these risks.

The ambition of the West Yorkshire Fire & Rescue Service (WYFRS) is to "Make West Yorkshire Safer." To achieve this, we must identify and understand the current and future risks and challenges faced by our local communities.

In West Yorkshire, we manage a diverse range of risks from densely populated deprived areas to rural and isolated communities, and industrial and commercial sites to remote moorland and waterways, all connected by an extensive transport network. In addition to our current risk, we are addressing emerging challenges such as the increasing prevalence of electric vehicles and battery technologies, alongside the impacts of climate change.

Our proactive approach involves continuously assessing and adapting to these evolving risks. By staying ahead of these challenges, we ensure that our strategies and resources are effectively aligned to safeguard the community of West Yorkshire.

Through innovation and collaboration, we are committed to maintaining a responsive and resilient service that meets the needs of all residents.

Since our last plan was launched in April 2022, we have reached several significant milestones, including:

- Upgrading our fleet of fire engines and aerials.
- Redeveloping our main headquarters site in Birkenshaw to deliver a modern, energy-efficient Headquarters with a purpose-built training arena that includes Fire Control, Training Centre, a command training facility, and the relocation of Cleckheaton Fire Station to the Spen Valley.
- Investing £8m on a replacement mobilising system for Fire Control.

- Introducing lightweight, multi-role personal protective equipment to all operational staff.
- Investment in our Fire Protection resource and capability.
- Increase in the number of firefighters we employ to improve our response.

We will continue working closely with the five local authorities in Bradford, Calderdale, Kirklees, Leeds, and Wakefield, as well as key partners such as West Yorkshire Police and Yorkshire Ambulance Service.

Our objective is to collectively provide the best possible service to all our communities, focusing our fire prevention efforts on safeguarding the most vulnerable.

Our people are vital to our success. Motivated, skilled, and dedicated to making a difference, they serve West Yorkshire with pride. Their dedication to high operational standards helps us accomplish our objectives, while our commitment to continuous improvement ensures the Service's ongoing evolution.

It's crucial for the Service to understand our communities. One important approach is to build a Service that reflects the diversity of the people it serves, attracting and retaining the best candidates from all backgrounds.

Promoting the values and leadership that define our culture, along with fostering an inclusive workplace where everyone can develop and excel, is central to our future. It's essential that we instil the values we've identified as vital for success.

We will continue to protect the communities of West Yorkshire through prevention and protection efforts, as well as responding to operational incidents, and we will ensure that we have the right resources in the right place at the right time, that our staff are highly skilled, and that we deliver excellent service to our communities.

- John Roberts Chief Fire/Chief Executive
- Councillor Darren O'Donovan Chair of the Fire Authority

Overview of West Yorkshire

30,000 over 85s (62% increase by 2043)

4 cities and over 50 local areas

783 square miles

2.35 million residents

Over 20 different languages spoken

Almost 1 million households

6 universities

392,000 people over 65 (set to rise 32% in 2043)

30% of adults are living with long term health conditions

70,000 acres of moorland

200 miles of waterways

10 COMAH sites

232,000 people receiving disability allowance

Leeds Bradford Airport

Since April 2022 we have attended over 70000 incidents

200 miles of railways

70 miles of motorway

Ever increasing built environment, with approximately 550 residential and non-commercial high-rise buildings.



Info graphic depicting facts opposite

Who we are

We are the statutory emergency fire and rescue service for the metropolitan county of West Yorkshire, England. It is administered by a joint authority of 22 people who are appointed annually from the five metropolitan boroughs of West Yorkshire, known as the Fire & Rescue Authority

We serve a population of more than two million people, spread over almost 700 square miles, providing emergency cover 24-hours a day, every day of the year.

Our headquarters and training centre in Birkenshaw, Kirklees, is a new state-of-the-art facility.

There are 1466 people who work for WYFRS ensuring that we deliver the highest standards of prevention, protection, response and resilience to the communities of West Yorkshire. We have 1083 firefighters, of which 939 are whole-time, 48 Fire Control operators, and 332 support staff who all contribute daily to Making West Yorkshire Safer.

We operate out of 40 fire stations, located across the five districts: Bradford, Calderdale, Kirklees, Leeds, and Wakefield.

We have 46 Emergency Fire Appliances 4 Aerial Appliances a Technical Rescue Unit and a number of resilience appliances available to ensure we are operationally ready 24 hours a day, 365 days a year. We also host a suite of specialist resources that can be deployed anywhere in the UK, including high volume pumps, flood response, urban search and rescue, and response to chemical, biological, radiological, or nuclear hazards.

Why we are here

Our ambition is to **Make West Yorkshire Safer**. To enhance community safety and wellbeing while minimising the risks to life, property, and the environment from fires and other emergencies.

We work hand-in-hand with our communities to prevent fires and other emergencies, constantly striving to enhance safety and well-being. Our initiatives aim to mitigate risks to life, property, and the environment. The unwavering dedication and commitment of our staff has been instrumental in saving numerous lives across West Yorkshire.

The West Yorkshire Fire and Rescue Service operates under several key legislative frameworks that outline our duties and responsibilities. These include:

- The Fire Services Act 2004: Establishes the statutory framework for fire and rescue services, detailing responsibilities for fire safety, firefighting, and emergency response.
- The Civil Contingencies Act 2004: Defines the national framework for emergency preparedness, including response coordination across multiple agencies.
- The Regulatory Reform (Fire Safety) Order 2005: Provides comprehensive guidelines for fire safety in non-domestic premises, focusing on risk assessments and safety management.
- The National Framework 2018: Sets out the government's expectations and strategic priorities for fire and rescue authorities across the country.

In addition to our statutory duties, we are committed to fostering strong community relationships and undertaking proactive measures to safeguard the residents, businesses, and visitors of West Yorkshire.

Our Strategic Priorities

This CRMP outlines our strategy over the next three years. It encompasses six priorities that will guide how we deliver our Service, We will:

1. Provide a safe, effective and resilient response to local and national emergencies
2. Focus our activities on reducing risk and vulnerability
3. Enhance the health, safety, and well-being of our people
4. Work with partners and communities to deliver our services.
5. Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
6. Develop a culture of excellence, equality, learning, and inclusion

DRAFT

Our Achievements

We continuously evaluate our Community Risk Management Planning process to ensure we effectively capture and monitor our progress, performance, and achievements. This ongoing assessment helps us identify areas for improvement, celebrate our successes, and maintain a high standard of service delivery. By doing so, we can adapt to changing risks and ensure our strategies remain effective and relevant.

Some of our achievements include:

- Deliberate fires down 23%.
- Total incidents down by 5%.
- Fires down by 20%.
- Recorded our lowest ever number of fire related injuries.
- Malicious false alarms down 14%.
- Invested in a £19.8m fire appliance replacement programme which will reduce firefighter exposure to contaminants.
- Introducing new structural fire kit, rescue jackets, helmets, and lightweight multi-role PPE for firefighters.
- Lithium-Ion battery training given to firefighters and new equipment introduced to tackle electric vehicle fires.
- Introduced smoke curtains to assist in the management of fire products in building fires.
- Increased our wildfire specialist resources, equipment, PPE, training, and capability.
- Safe and well visits up by 4%.
- We have carried out more than ?? Site Specific Risk Information visits.
- 93% of response times have been met.
- Our new automated fire alarms policy has reduced calls by 4,700 resulting in approximately 6,700 fewer appliance mobilisations.
- Invested £3.2m in our Information and Communications Technology (ICT) over the last four years.
- Invested £8m on a replacement mobilising system for Fire Control.
- Increased fire engine availability from 67% in 2018 to 76%
- Recruited and trained 55 new firefighters in 2023/24
- Since October 2018 we have recruited 104 On-call firefighters, 14% of these being female.

- Recruited and inducted 54 new staff in 2023/24
- Reviewed administrative support on fire stations saving approximately £141,000
-

*NB*The exact figures will be available on 31 March 2025*

How we make West Yorkshire safer

Every fire and rescue authority must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority or national in nature.

Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or developing new capability.

Understanding and assessing risk

WYFRS conducts a strategic risk assessment to evaluate all risk affecting our communities to support our aim of Making West Yorkshire Safer.

To manage risk, our Strategic Risk Assessment methodology is regularly updated, ensuring we are prepared for all foreseeable emergencies. This process aligns with the National Risk Register, and the West Yorkshire Community Risk Register.

We will continue to learn from significant events, whether they are local, regional, national, or international.

Understanding and assessing vulnerabilities within our communities

Vulnerability

Societal trends are resulting in a growing number of vulnerable individuals increasing the risk within our communities. These trends include:

- People living longer.
- Increasingly complex health needs, including mental health.
- Deprivation and the rising cost of living.
- Expanded community care.

All these factors are central to our efforts in identifying the most vulnerable individuals within our communities to reduce fire risks. We have utilised data from a number of sources to allow us to identify the most vulnerable areas of our communities. This allows us to focus our prevention activities on the most vulnerable members of our community.

More than one in five people in West Yorkshire live in areas within the 10% most deprived in England. The deprivation profile of our region has remained relatively unchanged between 2004 and 2019. The most disadvantaged areas are clustered around town and city centres and their periphery. These areas also tend to be culturally and ethnically diverse.

Resourcing to our current and emerging risk

We use a data driven approach to ensure our fire engines and specialist resources are located and staffed to provide the optimal level of emergency cover based on local risk.

Planning our resources against risk

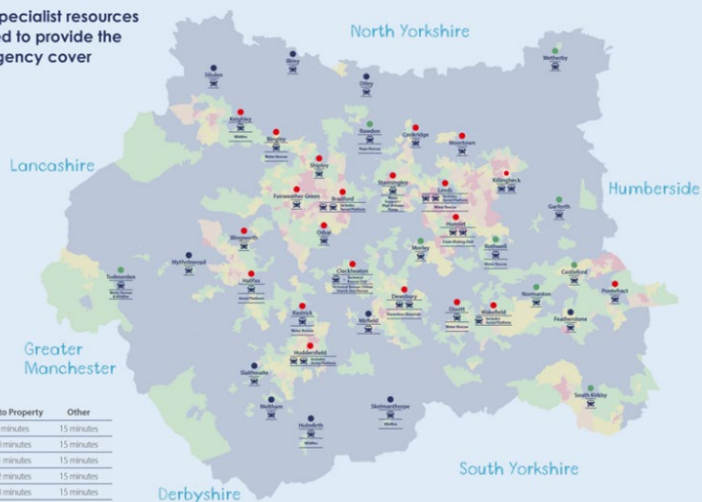
Our fire engines and specialist resources are located and staffed to provide the optimal level of emergency cover based on local risk.

WYFRS Stations

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

Planned Response Times

| Risk Band | Risk to Life | Risk to Property | Other |
|----------------|--------------|------------------|------------|
| VERY HIGH RISK | 7 minutes | 9 minutes | 15 minutes |
| HIGH RISK | 8 minutes | 10 minutes | 15 minutes |
| MEDIUM RISK | 9 minutes | 11 minutes | 15 minutes |
| LOW RISK | 10 minutes | 12 minutes | 15 minutes |
| VERY LOW RISK | 11 minutes | 13 minutes | 15 minutes |



WYFRS Stations:

- **Wholetime Stations** - 24/7 availability from the station
- **Day Crewing** – On station during the day, respond from home at night (On-Call)
- **On-Call** – Respond from home or place of work during the day and night

Planned response times

| Risk Band | Risk to life | Risk to property | Other |
|----------------|--------------|------------------|------------|
| Very high risk | 7 minutes | 9 minutes | 15 minutes |
| High risk | 8 minutes | 10 minutes | 15 minutes |
| Medium risk | 9 minutes | 11 minutes | 15 minutes |
| Low risk | 10 minutes | 12 minutes | 15 minutes |
| Very low risk | 11 minutes | 13 minutes | 15 minutes |

We currently achieve a 93% success rate in meeting our planned response times. We continuously monitor our performance against risk-based planning assumptions to help us maintain a safe and effective response, ensuring we continually improve our service delivery.

What we deliver

We deliver our services through Prevention, Protection, Response and Resilience strategies, which are central to our ambition of 'Making West Yorkshire Safer'. These strategies help us stay prepared and protect our community.

Prevention

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

Our firefighters conduct most of our prevention activities when they are not attending or preparing for emergencies. Data and intelligence guide local decision-making, enabling a more agile response to any changes in risk at the district level. For more complex cases, we employ specialist prevention staff who collaborate with our partner agencies to reduce risk within our communities.

All our resources are distributed across the county based on risk factors. Our prevention initiatives are specifically targeted to meet the needs of the most vulnerable.

Our Corporate Communications Team plays a crucial role in promoting our prevention campaigns, ensuring our message reaches the most vulnerable members of the community.

Prevention efforts extend beyond the home; for instance, we work with young people in schools and community groups to keep them safe from fire, road traffic collisions, and water hazards.

We have invested in our Youth Interventions Team who deliver initiatives through the King's Trust Programme and other bespoke training courses.

- **[Prevention Strategy 2025-28](#)**

Protection

We promote and enforce fire safety measures required by law to ensure buildings and occupants are protected in the event of a fire. We enforce the Regulatory Reform (Fire Safety) Order 2005, which applies to nearly every building except single private homes.

We have invested in our Fire Protection Team, allowing us to allocate the right resources to the area's most at risk. We ensure our inspecting officers have the capacity to address new and emerging risks within West Yorkshire. Our Risk-Based Inspection Programme uses data and information to direct our resources to premises that present the greatest risk to occupants in the event of a fire.

Our dedicated team consists of qualified and experienced fire safety officers who provide advice, support, and investigate complaints related to poor fire safety. Through our initiatives and statutory methods such as enforcement and licensing, we ensure that every premise our inspectors visit is safer when they leave.

By partnering with local authorities, we support building regulations to ensure new buildings incorporate relevant fire safety measures. We recognise that engaging with businesses is crucial to helping them fulfil their fire safety responsibilities, thereby supporting local economic growth. Our recently introduced Business Fire Safety Advisor roles are designed to not only provide a mechanism to engage with all types of businesses, but they also provide us with a robust team now and in the future, enabling progression of advisors to Inspectors ensures the long term sustainability of the team, ensuring we continue to support our communities.

We focus the majority of our protection work at higher risk premises, these can be higher risk due to the complexity of the building, or due to the occupants within it. One key area we will continue to focus on is buildings with external wall defects that require remediation. We work with Local Authorities, West Yorkshire Combined Authority the Ministry of Housing, Communities and Local Government and the newly formed Building Safety Regulator to ensure that those responsible for remediating defects, do so in a timely manner.

In addition to this, our Fire Protection Team enforces legislation for the storage of petroleum-spirit by issuing certificates for petrol stations and licenses for the storage of explosives and fireworks. We have and will continue to introduce measures to

reduce the impact and likelihood of fireworks being used in an anti-social manner, working with government and local partners to tighten legislation and licensing procedures in this area. Our efforts to reduce persistent false alarms have led to a significant decline in numbers over the past 10 years, and this trend continues.

Protection Strategy 2025-28

Operational Preparedness

To ensure we are safe and effective in our operational response, we invest time and resource into our operational preparedness. This involves developing up to date operational guidance, gathering risk information on high risk buildings and sites, investing in state of the art equipment and fire engines, as well as training and exercising to the risks we face in our communities.

Operational Training

Our operational training is comprehensive and designed to ensure firefighters are well-prepared for a wide range of emergencies. Here are some key components of this training:

- **Core Skills Training:** This includes fundamental firefighting skills such as hose handling, ladder operations, search and rescue techniques, and the use of breathing apparatus. These skills are essential for effective firefighting and rescue operations.
- **Specialised Training:** Firefighters receive training in specialised areas such as hazardous materials, technical rescue (e.g., rope rescue, confined space rescue), driving, and water rescue. This ensures they can handle specific types of incidents safely and effectively.
- **Incident Command Training:** This focuses on developing the skills needed to manage and coordinate emergency responses. It includes training on decision-making, resource management, and communication during incidents.
- **Live Fire Training:** Our firefighters participate in controlled live fire exercises to practice their skills in realistic scenarios. This helps them understand fire behaviour and develop the ability to operate safely in high-stress environments.

- **Continuous Professional Development:** Firefighters engage in ongoing training and development to keep their skills up to date. This includes refresher courses, new techniques, and learning from past incidents.

These training programs are crucial for maintaining high standards of operational readiness and ensuring the safety and effectiveness of our response.

Our firefighters engage in a variety of training programs beyond operational training to ensure they are well-rounded and prepared for all situations. Here are some key areas of training:

- **Community Safety and Education:** Firefighters often conduct educational programs in schools and community groups to teach fire safety, prevention, and emergency response.
- **First Aid and Medical Response:** Training in advanced first aid and emergency medical care is crucial, as firefighters are often first responders to medical emergencies.
- **Fire Risk Assessments:** Firefighters are trained to conduct fire risk assessments and audits in homes and businesses, providing advice and installing safety equipment like smoke detectors.
- **Public Engagement:** This includes home visits to offer fire safety advice and participate in community safety initiatives.
- **Technical Skills:** Continuous training on the use of new equipment and technologies, as well as maintaining and testing existing equipment to ensure operational readiness.

Training Centre

Our state-of-the-art training centre, staffed by highly skilled professionals, ensures that all personnel acquire the essential skills, knowledge, and competencies to perform their duties safely and effectively. We offer comprehensive training programs, continuous professional development opportunities, and specialised courses tailored to the diverse needs of our service. Our objective is to uphold and maintain the highest standards of operational readiness and to cultivate a culture of continuous improvement and excellence in service delivery.

Pictures of Training Facility

Response

Preparing for and responding to emergencies.

Our Fire Control Room handles all 999 emergency calls, with operators assessing each call to determine the necessary emergency response. Fire Control dispatches the fire engine(s) or specialist resource(s) that can respond the quickest to the emergency.

The combination of our response time and the number of firefighters attending a fire is crucial. More serious and complex emergencies typically require more firefighters, a strategy we refer to as our 'speed and weight of attack.'

We aim to maintain the current number of fire stations and fire engines to preserve our existing 'speed and weight of attack.'

Each station operates a shift system based on the local community's risk level. Higher-risk areas are covered by wholetime (24/7) stations, while lower-risk areas are covered by on-call stations. Areas with intermediate risk levels have a combination of both, with day-crewed stations (working during the day and on-call at night).

Our 46 fire engines are equipped to handle the vast majority of emergencies. For more complex emergencies, we have strategically located specialist resources available.

When a fire engine is unavailable due to an emergency or operational training, we have systems and procedures in place to relocate other fire engines to maintain a high standard of cover where it is most needed, according to risk.

To ensure the nearest fire engines respond to emergencies near and across our county border, we have arrangements with neighbouring Fire & Rescue Services to share fire engines and other specialist resources as required.

- **Response and Resilience Strategy 2025-28**

Resilience

Managing Major Emergencies and Disruptions

Each Fire & Rescue Service across the UK can handle most emergencies with their own fire engines and firefighters. However, major incidents sometimes require support from other Fire & Rescue Services. We have measures in place to call upon additional support when needed.

Nearly all serious emergencies require a multi-agency response. By collaborating with our partner agencies in West Yorkshire, we can respond with the right mix of skills, expertise, and equipment to address the risks we face.

We operate in accordance with the Joint Emergency Services Interoperability Principles (JESIP) to ensure effective collaboration with West Yorkshire Police, Yorkshire Ambulance Service, and other partner agencies during serious and major emergencies.

National Resilience Assets

We maintain a suite of specialist resources that can be deployed anywhere in the UK. Similarly, we can call upon specialist resources hosted elsewhere in the country to respond in West Yorkshire. We have agreements in place to share these resources when needed, and we consider our national commitments when making local plans.

Business continuity

Business continuity management is a crucial aspect of WYFRS's risk management strategy, addressing both internal system failures and external emergencies such as extreme weather, flooding, terrorism, and infectious diseases. This approach ensures that essential public services are maintained without interruption. It empowers staff to make swift, informed decisions to effectively respond to disruptions, thereby minimising the impact on WYFRS and its operations.

Regular testing and exercises of business continuity plans and related arrangements enhance our risk awareness and improve the likelihood of successful plan implementation. This ensures that WYFRS can continue to function effectively during and after any disruptive events.

Local Resilience Forum

We recognise that the causes and consequences of fires and other emergencies cannot be addressed by the Fire & Rescue Service alone. Therefore, working in partnership with other agencies is fundamental to how we deliver services at all levels and in all areas; partnership working is considered part of our core business.

As a member, WYFRS plays a key role in the West Yorkshire Local Resilience Forum (West Yorkshire Prepared), established under the Civil Contingencies Act 2004. West Yorkshire Prepared coordinates the actions and arrangements between responding services to prepare for and respond to civil emergencies. It also assists people and communities in recovering after adverse events. Our partners work collaboratively for the benefit of the communities we serve.

- **Response and Resilience Strategy 2025-28**

Collaboration and partnership working

We understand the benefits of collaboration and work closely with partners such as regional fire and rescue services, local authorities, emergency services, health teams, community groups, and voluntary organisations to identify and support the most vulnerable individuals in our communities.

By seeking out collaborative opportunities, we have been able to find opportunities to share estates with West Yorkshire Police and Yorkshire Ambulance Service. This has provided opportunities for joint training, combined community engagement opportunities and better multi agency working. This collaborative effort supports more cohesive service delivery, achieves better value for money, and facilitates more effective planning for emergencies and pre-planned events.

How we deliver these services

District Teams

To help deliver these services, we have five District Teams, each creating a tailored local action plan:

- Bradford District Plan
- Calderdale District Plan
- Kirklees District Plan
- Leeds District Plan
- Wakefield District Plan

These plans are designed to address the specific needs and risks of each district, ensuring that our resources and efforts are effectively targeted to enhance community safety and well-being.

Fire Control

Fire Control operators are essential in managing emergency situations, providing 24/7 coverage to coordinate responses to all types of emergencies. Answering 999 calls is just the beginning of their crucial role. Our specialist control operators:

- **Handle Emergency Calls:** They help callers identify the exact location of incidents and provide safety advice and reassurance over the phone until firefighters arrive on the scene.
- **Dispatching Resources:** They quickly and efficiently dispatch the appropriate resources to the incident.
- **Maintain Communication:** They maintain constant communication with teams on the fireground to help manage incidents effectively.
- **Coordinate Responses:** They communicate with other emergency and non-emergency responders to ensure a coordinated response.
- **Manage Fire Cover:** Ensure resources are mobilised efficiently and effectively.

Enabling our service

Our enabling functions deliver crucial services across multiple areas, playing a vital role in the delivery of our service.

Property

Transport & Logistics

Employee Resourcing

Human Resources

Organisational Development & Learning

Occupational Health & Safety

Digital Data and Technology

Strategic Development

Finance & Procurement

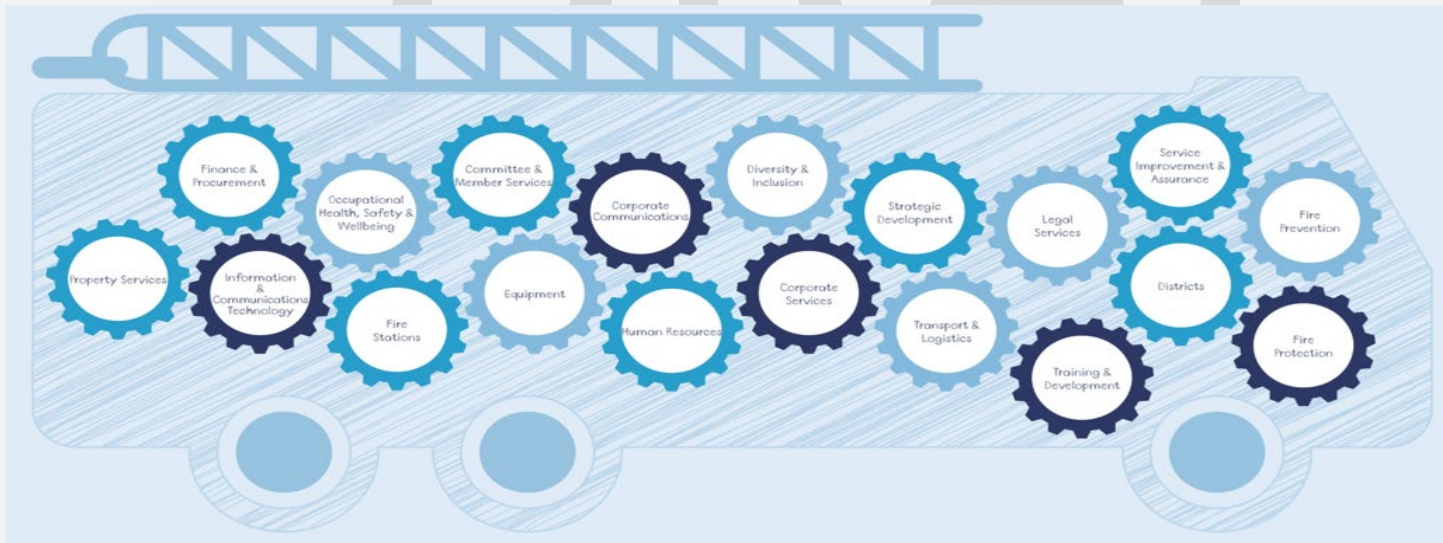
Service Improvement and Assurance

Corporate Communications

Legal Services

Corporate Services

Committee Services



People and Culture

We employ 1,466 dedicated staff members who contribute to promoting safety and well-being across all communities in West Yorkshire.

We acknowledge the crucial role our workforce plays in achieving our ambition. As one of the country's leading Fire & Rescue Services, we are committed to supporting and developing our personnel and investing in their future.

Our People Strategy offers a strategic framework that aligns with the service's aim and priorities. It ensures we have the right people with the necessary skills, in the right positions, at the right time.

- [3534 12-Month People Plan AW.pdf](#)

Our values

'Our Values' complement the new National Fire Chiefs Council Core Code of Ethics, which prioritises the interests of the public, the community, and service users.

Teamwork "We recognise everyone's strengths and contributions, working effectively as one team."

Integrity "We are trustworthy, act ethically, treating each other with dignity and respect."

Learning "We learn all the time; we share knowledge and experiences, celebrating success."

Responsibility "We are responsible, work positively and take ownership of the work we do."



Communication “We share clear information, in ways everyone understands, having open discussions”

We strive to create an inclusive environment where every individual feels valued and supported.

Core Code of Ethics

Our Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity, including being open, honest and consistent in everything we do.
- Dignity and respect – making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.



Organisational Development and Learning

At West Yorkshire Fire and Rescue Service (WYFRS) organisational learning is a key component of our strategy to enhance operational effectiveness and safety. Here are some insights into how we approach it:

1. **Learning & Development:** This area focuses on helping everyone gain the knowledge and skills needed to perform their current jobs well, develop personally, and prepare for future roles. This includes supporting firefighters to achieve competence, ensuring the promotions process is fair and transparent, and developing knowledge, skills, and supporting behaviours
2. **Diversity, Equity & Inclusion:** This involves making the most of people's experiences, backgrounds, and talents, ensuring everyone has what they need to be at their best, and creating an inclusive environment where everyone feels valued and respected
3. **Organisational Development:** This programme focuses on positively changing the culture within our service moving towards a workplace that employees want to work in. It involves taking real actions to address the feedback from staff and continuously improving the working environment
4. **Workshops and Training:** We conduct workshops and training sessions to ensure that staff are well-prepared and knowledgeable.
5. **Feedback and Continuous Improvement:** We place a strong emphasis on feedback and continuous improvement. They encourage staff to provide feedback on their experiences and use this information to make informed decisions and improvements

We deliver a comprehensive programme of learning and development for everyone in our service:

- **Management and leadership development:** We provide comprehensive development to support new and experienced managers, this includes short programmes on key people topics and apprenticeships in management at Levels 3, 5 and 7. We have integrated management skills within our promotion's framework too.

- **Apprenticeships:** We support people in operational and enabling services to achieve appropriate professional qualifications through our comprehensive programme of apprenticeships.
- **Skills development:** We provide learning opportunities in a wide range of topics, including influencing, managing conflict, change, health & safety, wellbeing and coaching to name but a few.

Overall, organisational learning and development is about creating a culture of continuous improvement, where knowledge is shared, and everyone is encouraged to learn and grow. This approach helps us to adapt to new challenges and improve our overall safety and effectiveness.

Health, Safety, and Wellbeing

Our specialist Occupational Health Department is dedicated to promoting and maintaining the physical and mental well-being of all staff members, ensuring that our workforce remains healthy, safe, and fit for duty.

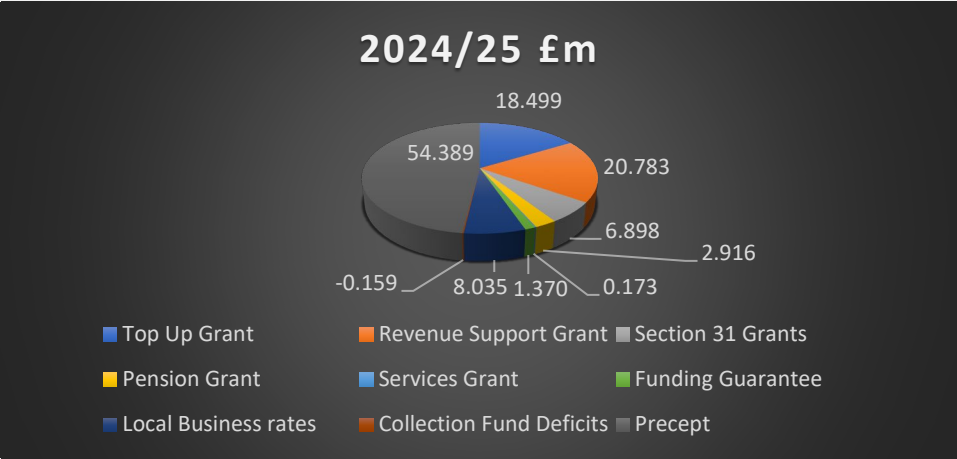
We strive to provide our firefighters with the best equipment, training, and operational guidance to ensure their safety during emergency responses.

Our fire appliances and personal protective equipment are designed to minimise exposure to hazards and contamination.

Our unwavering commitment to health, safety, and well-being ensures that our personnel are well-equipped to perform their duties effectively, thereby enhancing the overall safety and efficiency of our service.

Finance and Procurement

Our services are funded by taxpayers, and we have a legal duty to ensure that the services we provide offer value for money and meet the needs of an ever-changing society. With an annual budget of £112.904 million, we are committed to delivering the best affordable service for our communities. The bar chart below offers a detailed analysis of our funding sources.



By implementing smarter working practices and introducing an improved budget management system, we have achieved a balanced budget. This means our expenditure matches our funding, eliminating the need to use any of our reserves. Additionally, we continuously seek ways to optimise our resources and improve efficiency, ensuring that we can maintain high standards of service while being fiscally responsible.

Value for Money

WYFRS contributes significant social and economic value through our responses to fire and non-fire emergencies, as well as our prevention and protection activities. At fire-related incidents, we prevent further property damage. Additionally, we prevent injuries and save lives during non-fire emergencies, including water rescues, environmental safety measures, spill and leak management, extrications, and medical assistance.

Our prevention and protection activities encompass Safe and Well visits, audits and inspections of commercial premises, and fire setter and antisocial behaviour schemes. Each of these activities has been calculated to provide a positive social return on investment.

Efficiency and Productivity

As part of the 2021/22 Spending Review, the National Fire Chiefs' Council and the Local Government Association proposed that Fire and Rescue Services in England could achieve 2% non-pay efficiencies and increase productivity by 3% by 2024/25.

Our Efficiency and Productivity Plan outlines how the West Yorkshire Fire and Rescue Authority aims to deliver these efficiencies and increase productivity to meet the national targets set for the 2021/22 - 2024/25 spending review period.

Procurement

The Authority leads on the regional Yorkshire and Humber procurement group where procurement pipelines and contract registers are regularly reviewed to facilitate collaborative purchasing. The Authority uses where it is economically advantageous to do, national framework agreements, thus ensuring that value for money is maximised. Ongoing procurement savings totals this the latest? which have been reinvested back into the service.

| FUNDING | 2024/25 £m |
|---------------------------|-----------------------|
| Top Up Grant | 18.499 |
| Revenue Support Grant | 20.783 |
| Section 31 Grants | 6.898 |
| Pension Grant | 2.916 |
| Services Grant | 0.173 |
| Funding Guarantee | 1.370 |
| Local Business rates | 8.035 |
| Collection Fund Deficits | -0.159 |
| GOVERNMENT FUNDING | 58.515 |
| | |
| Precept | 54.389 |

Where the budget is allocated:

Assets and Environment

The impact of climate change and the increase in extreme weather conditions, such as heat waves and flooding, continue to affect the number of environmental incidents we attend. We are committed to balancing the environmental, social, and economic impacts of our activities and will continue to promote environmentally friendly practices.

In recent years, we have taken significant steps to reduce carbon emissions by introducing electric cars into our vehicle fleet. Our new Headquarters site has been designed to accommodate home working patterns while also rationalising our estate by relocating our Service Delivery Centre and Cleckheaton Fire Station to the same site.

When redeveloping existing premises or designing new buildings, we will ensure that we maximise opportunities to reduce carbon emissions and improve energy efficiency across our estate. Additionally, we are exploring innovative solutions and technologies to further minimise our environmental footprint and enhance sustainability in all aspects of our operations.

Transport & Logistics

Our Transport & Logistics department is a crucial component of West Yorkshire Fire & Rescue Service's operational and non-operational activities, initiatives, and services.

Additionally, the department focuses on continuous improvement and innovation, ensuring that our logistics and transport solutions are efficient, sustainable, and aligned with the latest industry standards. This commitment helps us enhance our overall service delivery and readiness to respond to any emergency.

We have invested approximately £18m in 52 new Scania and 6 new MAN fire engines. These new fire engines will bring significant cultural change to WYFRS, improving safety and reducing long-term firefighter deaths caused by exposure to carcinogenic substances.

Estates

Our Estates Department plays a vital role in managing and maintaining our physical assets and facilities. Their work is essential to maintaining the infrastructure that supports our ambition of 'Making West Yorkshire Safer', ensuring that all facilities and assets are ready to support both everyday operations and emergency responses.

New Fire Service Headquarters

Our Birkenshaw site, central to the county, comprises of the Fire Service Headquarters, Training and Development Centre, and Spen Valley Fire Station.

Our new state of the art Fire Service Headquarters provides the support functions for our 40 fire stations. In support of our sustainability efforts the new building has over 250 solar panels, heat pumps, hybrid ventilation and electric vehicle charging.

All new employees, including trainee firefighters, start their journey with WYFRS at our Training and Development Centre. The Centre also plays a vital role in ensuring our firefighter's knowledge and skills remain current and relevant, to meet the demands of the risks in West Yorkshire.

Fire Station Design

In 2020, we launched a project to determine the optimal fire station designs to meet the Service's long-term needs. We developed a set of 'Fire Station Design Principles' that are now applied to both new and existing fire stations. These principles focus on health and safety, diversity, and inclusion, building suitability, and spatial relationships. They aim to minimise environmental impact and incorporate a zoning layout to reduce exposure to contaminants.

[Estates Strategy 2021-2026 .pdf](#)

Digital Data and Technology

The ICT & Digital department's work is integral to the smooth operation of West Yorkshire Fire & Rescue Service, ensuring that technology enhances the effectiveness and safety of all personnel.

Our specialist team provide technical support for hardware and software issues. They play a crucial role in ensuring that technology supports all aspects of operations, and that all systems are functioning correctly and efficiently. They continuously investigate, evaluate and implement new technologies to improve service delivery.

Our Digital and Data Strategy link to strategy outlines our digital investment, focusing on equipping our service with the right systems, technology, and data. We are constantly improving and updating our digital infrastructure to adapt to changing requirements and integrate the latest technological innovations. This enables us to evaluate how these digital systems can better support and improve the transformation and delivery of our services to employees, partners, and the community.

We aim to future-proof our data collection and analysis processes, allowing us to make informed decisions about identifying and addressing risks and vulnerabilities within our communities. Access to accurate, real-time information and data will drive change and continuous improvement, while also increasing productivity across all areas of the service.

Our newly implemented performance management system is now delivering substantial benefits, ensuring transparency and accountability. It serves as a platform to share data with our fire service colleagues, partner agencies, and the communities of West Yorkshire.

[Digital and Data Strategy](#)

Corporate Services

We have a Service Assurance Framework in place to ensure we meet our commitments and adhere to the expected standards. This framework plays a crucial role in our annual statement of assurance, demonstrating our compliance with the National Framework 2018.

The Service Assurance Framework helps us identify areas for improvement and ensures that we continuously enhance our service delivery. By regularly reviewing our performance against these standards, we can maintain high levels of accountability and transparency, ensuring that we consistently meet the needs and expectations of our communities.

To ensure we deliver the best service to our communities, we are annually assessed against the Government's Customer Service Excellence standard which is derived from the core concepts of customer focus and the delivery of excellent customer service, and we are fully compliant with the standard including many areas where we exceed the requirements and are viewed as exceptional or as exemplar for others, demonstrating our commitment to providing an excellent service to customers.

Transformation and Innovation

We have reviewed our achievements and performance over the last three years. To achieve our ambition of 'Making West Yorkshire Safer,' we will not stand still. We are committed to continuous learning, adaptation, and improvement in all our activities.

By embracing innovation and best practices, we aim to stay ahead of emerging challenges and ensure that our services remain effective and responsive to the needs of West Yorkshire.

Organisational Planning Cycle



The Organisational Annual Planning Cycle, facilitated and administered by the Project Management Office, is an embedded process designed to:

- Improve the logical flow of activities.
- Allow for greater planning time.
- Enable scrutiny of proposed change activities.
- Streamline reporting and avoid duplication of effort.

Programme of change

Approved change activities resulting from this planning process become programmes or projects of varying scales, forming the Programme of Change. Lower-level changes are often managed within departments or districts as part of their business-as-usual operations.

HMICFRS

His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS)

HMICFRS continues to focus on how effective and efficient fire and rescue services are at carrying out their principal functions, and how well they look after their people.

Inspections are conducted based on three pillars: Efficiency, Effectiveness, and People, covering the 44 Fire & Rescue Services in England and Wales. The findings are reported to provide insights into each service's performance.

The table below captures our current gradings.

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

While this is a significant achievement, WYFRS remains vigilant and proactive. We are currently implementing a number of recommendations through an action plan designed to embed HMICFRS feedback. We continuously review and incorporate this feedback across the organisation, ensuring we consistently improve the service we provide to our communities.

Annual State of Fire Report

HMICFRS examine and report on critical national issues and themes in their Annual State of Fire Report, offering a comprehensive overview of the sector's status and areas for improvement. In the State of Fire and Rescue 2023 they reported that all services are making good progress on Grenfell inquiry phase one recommendations.

<https://hmicfrs.justiceinspectorates.gov.uk/publications/state-of-fire-and-rescue-annual-assessment-2023/>

National Fire Standards

The National Fire Standards Board has established professional standards to drive continuous improvement across the fire sector. These standards are essential for all Fire & Rescue Authorities in England to implement. HMICFRS use these standards in their inspections.

We are committed to regularly reviewing and updating our practices to align with the latest Fire Standards. This proactive approach helps us maintain high levels of service and safety, ensuring that we are always prepared to meet the needs of our communities effectively.

<https://www.firestandards.org/>

OFFICIAL

Agenda item: 10

Bonfire Review 2024

Full Authority

Date: 13 December 2024

Submitted by: Deputy Chief Fire Officer/Director of Service Delivery

Purpose: To inform Members of the events leading up to and throughout the bonfire period 2024

Recommendations: That Members note the contents of the report

Summary: The bonfire period is historically a time of increased activity for West Yorkshire fire and Rescue Service (WYFRS). It is also a period that we know has the potential to see an increase in attacks on firefighters. WYFRS experienced a busy period, resulting in an expected increase of calls and mobilisations.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Area Manager (AM) David Teggart
T: 07810 354638
E: dave.teggart@westyorkfire.gov.uk

Background papers open to inspection: None

Annexes: None

1. Introduction

- 1.1 This report provides an overview of the planning and operational response undertaken by West Yorkshire Fire and Rescue Service (WYFRS) in collaboration with West Yorkshire Police (WYP) and the Yorkshire Ambulance Service (YAS) for the Bonfire period 2024.
- 1.2 In anticipation of the expected increase in fire-related activity and anti-social behaviour (ASB), WYP and partners have worked to develop strategies and tactics to address these issues and protect emergency service workers and the community. This cooperation is crucial in ensuring the safety and well-being of the public during this period.
- 1.3 Our operational resilience department developed a response plan to address the changes in demand and increased risk to both firefighters and the communities we serve that works in tandem with the broader multi-agency plans. This plan is the result of careful analysis of data, intelligence sharing from partners, and reflection on previous bonfire periods. The added tensions around ongoing international conflicts along with national/regional tensions were also accounted for during WYFRS and partner bonfire planning.
- 1.4 In order to achieve a comprehensive and coordinated response during the bonfire period, the WYFRS departments and districts collaborate to assess and improve operational response, fire prevention, fire protection, and corporate communication strategies. This collaborative approach involves forming working groups with partner organisations to develop and implement effective interventions aimed at preventing attacks on emergency service workers and reducing the occurrence of anti-social fires/incidents. The multi-agency approach fosters diverse ideas and support networks that are crucial during this period, thereby emphasising joint delivery and shared responsibility.
- 1.5 At the core of this approach is community engagement, with WYFRS actively engaging with local schools, influential community members, faith leaders/groups, youth services, local authorities, and other emergency service partners to promote community education and foster ongoing relationships within and around at-risk areas. The success of these efforts is contingent on the longstanding relationships that have been cultivated through years of collaborative work

2. Information

- 2.1 Planning and Intelligence Sharing for the Bonfire Period
- 2.2 The planning process considered previous years activities, current Police intelligence and anticipated activity for West Yorkshire. WYP and WYFRS gathered and shared information and intelligence leading up to and throughout the bonfire period. This was shared with Yorkshire Ambulance Service (YAS) and other partner agencies.

2.3 District-Level Prevention Activities

2.4 Each district carried out a range of prevention activities with the aim to reduce bonfire related activity and anti-social behaviour (ASB) prior to and during the bonfire period. Much of this work was supported through partnerships whilst being led by WYFRS, reflecting the differing levels of risk and the unique demographic characteristics of each area.

2.5 Environmental Visual Audits (EVAs)

2.6 Each district conducted multi-agency, intelligence-led partnership meetings to identify areas of concern for fly tipping and potential nuisance fires. As part of their daily routine leading up to the bonfire period, crews performed EVAs in known fly tipping hotspots. Council Waste Management Teams then removed the waste to minimise the risk of unwanted fires before the bonfire period. Additionally, staff proactively monitored vulnerable empty properties and arranged for their securing when necessary.

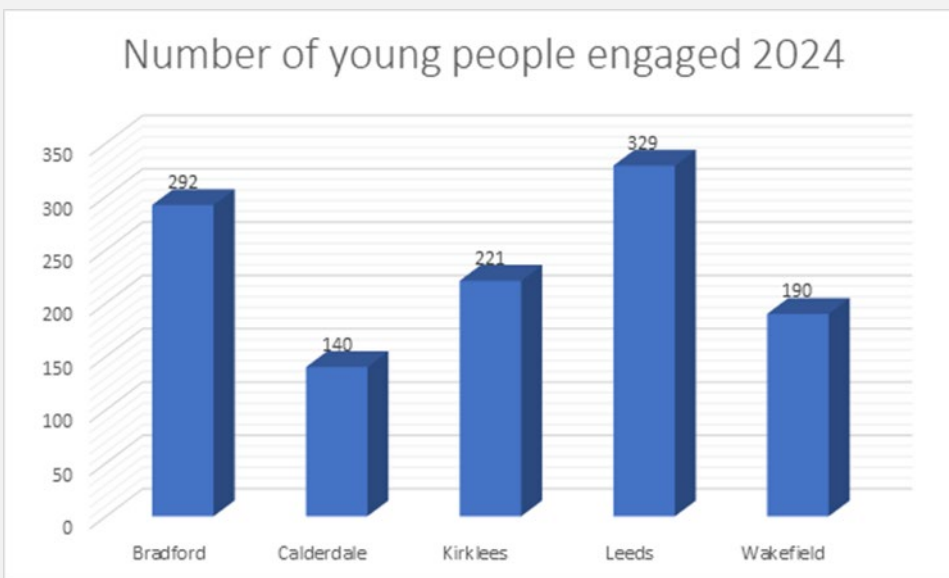
2.7 Youth Intervention Team

2.8 In the 5 weeks leading up to the bonfire period the Youth Interventions Team worked across all districts to deliver targeted interventions to young people most at risk of instigating a blue light service response or whose behaviours were likely to put themselves or others at risk over the bonfire period. The team worked closely with district teams to identify areas of concern and alongside partner agencies such as schools, pupil referral units, youth services and youth justice services to identify and engage with the young people most in need of the interventions on offer.

2.9 This year the team offered bonfire talks that were developed specifically for this target audience. This talk was delivered to small groups of young people not only to provide safety advice but challenged the perceptions and behaviours of young people engaging with the talks.

2.10 In addition to this the team delivered 5 Targeted Intervention Days (TIDs), a one off 5-hour session that is delivered on an operational fire station. TIDs are a combination of education and practical firefighting activity. The majority of the TIDs delivered over the bonfire period were the Crackers Targeted Intervention Day which aims to challenge young people to consider the effects of ASB and playing with fireworks. 4 of these TIDs were commissioned by partner organisations such as Leeds and Wakefield Youth Service and 1 was funded through West Yorkshire Mayors fund.

2.11 In total the Youth Intervention Team bonfire talks to 1172 young people and 5 Targeted Intervention Days to 41 young people.



2.12 Selling of Fireworks

2.13 WYFRS are responsible, as a Local Licensing Authority, for the safe storage of fireworks. We assessed, by a site visit from a competent inspector, every new licence application to store fireworks.

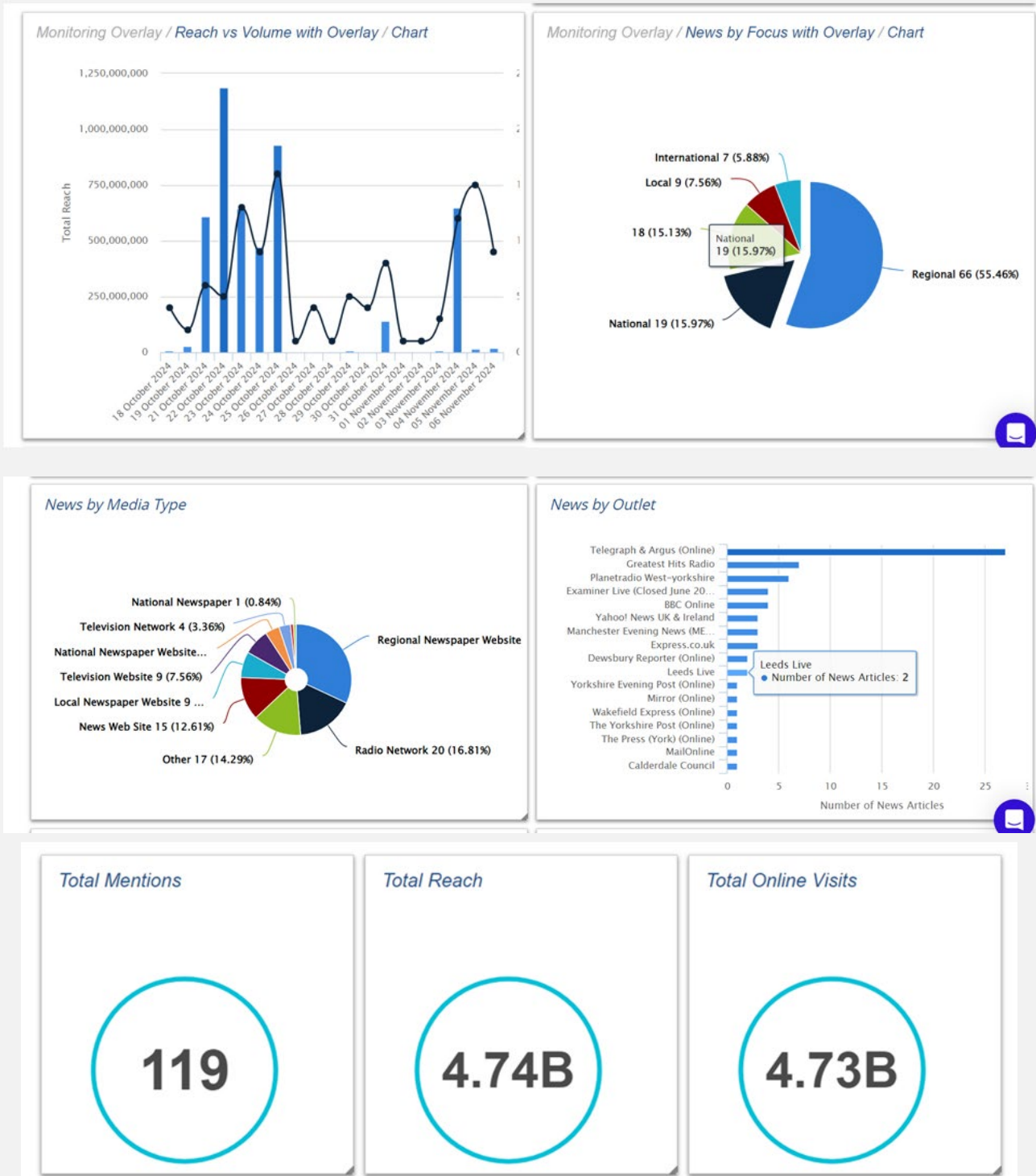
2.14 This was to ensure that storage arrangements were satisfactory and in accordance with national legislation and guidance. Again in 2024, we engaged with licence holders in a variety of ways, from telephone contact to physical visits. Engagement was based on the risk posed through identification of intelligence received regarding the safe storage of fireworks.

2.15 Leading up to and during the bonfire period we liaised and shared information on firework related issues with other regulatory authorities. Information regarding illegal sales of fireworks was shared with partner organisations including WY Trading Standards and WYP.

- 2.16 Corporate Communications Bonfire Media Campaign
- 2.17 The bonfire media campaign materials 'look and feel' has been regularly refreshed and reviewed in previous years, with a new design for assets created for 2023. Due to the number of physical assets (banners, posters and leaflets) ordered in 2023, there was surplus stocks available in districts and the decision was taken in conjunction with the Risk Reduction Bonfire Lead to use those existing resources in the 2024 season.
- 2.18 Local media are traditionally supportive of the Service through key campaigns; however, previous years have seen challenges in managing ad-hoc requests and excessive requests for "ride along" visits on key evenings. These are challenging to manage from an operational and corporate communications perspective and do not always result in enhanced messaging, or coverage and message saturation.
- 2.19 A strategic decision was taken to host a single media opportunity, several weeks before the key dates to better manage requests and resources, as well as provide an opportunity for Corporate Communications to generate Service content and messaging to be used on WYFRS channels. This content would also be made available for any media agencies who were unable to attend on the day.
- 2.20 The 2024 focus was agreed to be on bonfire and firework safety, with an emphasis on partnership working and community engagement to tackle anti-social behaviour.
- 2.21 The press day was well attended, with BBC Leeds, BBC Look North, ITV Calendar and Greatest Hits Radio in attendance. There was also a segment filmed with national broadcaster BBC Breakfast around Halloween safety, specifically focussing on candles and costume safety.
- 2.22 Risk Reduction Lead for Bonfire, Assistant District Commander for Bradford, Imran Ali handled the questions from the press very well, offering concise and informative safety advice, which was then used as soundbites on both radio and television broadcast platforms. The press release was also added onto our external website, with bonfire safety tips being used by various local print and online journalists including the Telegraph and Argus and Wakefield Express.
- 2.23 As part of the continued collaboration with WYP, content was also provided to support two press releases of their own. Their Halloween advice release issued week commencing 28 October "Have a Safer Hallowe'en, West Yorkshire!", followed by promotion of a collaborative approach to tackle illegal fireworks being sold "Large Amount of Illegal Fireworks Smoked Out". Police further enhanced our messaging and engagement, highlighting the continued partnership working with blue light partners.
- 2.24 Following the peak of expected celebrations, we issued a post-bonfire media release "Praise for firefighters and staff after Bonfire Night 2024" and talking-head short video was released across social media highlighting the same messaging.

2.25 The total reach and impressions across all social media platforms for the Bonfire and Firework Safety Campaign was: 82,842 (31st Oct – 6th Nov)

2.26 Analytic data (below) from our media monitoring platform Vuelio (below), highlights the reach of content across media channels and broadcasters, including those that featured content from WYFRS, and the audience numbers reached.



2.27 A screenshot of a graph displaying "Reach vs Volume with Overlay and, News by Focus with Overlay.

2.28 District Community Engagement and Community Awareness Initiatives

2.29 Engaging with the local community is crucial, with various activities specifically targeted at higher-risk areas. This year, additional resources were allocated to areas that had experienced higher levels of attacks and ASB in previous years.

2.30 This included the rollout of newly created education packages, in three variants which consists of a ASB Bonfire talk, Hoax call Bonfire Talk and a Full Bonfire talk (including both of the previous individual elements). This allows the input to be tailored more closely to the needs of the students.

2.31 Bradford District

2.32 Community Awareness Initiatives – Understanding the community and its needs was a key factor in our direction led approach and education. Activities were directed towards the areas that data showed as higher risk. Areas which experienced higher levels of attacks and ASB in previous years were further resourced this year through Bradford district partnerships.

2.33 Historically the Bonfire period has been demanding for the Bradford District, with high numbers of incident calls for our service and our partner agencies. Bradford District and WYP worked together to identify key problem areas which allowed all partners to prioritise activities. This created a comprehensive data led approach to key problem areas which was shared with all partners to assist resourcing hotspot areas by teams such as Neighbourhood Policing Teams, Youth services, Ward officers, cleansing teams, Community Calmers etc.

2.34 Our Youth Interventions Team (YIT) delivered education sessions throughout Bradford a 10% increase on the previous year. This work was targeted at secondary school students that may become involved in ASB, with students being identified through WYP safer schools' officer because of their behaviours.

2.35 Bradford District staff worked with WYP safer school's officers and targeted the higher risk schools across Bradford primarily in BD3, BD4 and BD10, as these areas were identified through historic data on ASB and firefighter attacks. This input included the newly created education packages. To support delivery, Schools were given the opportunity when booking to select best package based on student demographics.

2.36 Bradford District team have been keen to build new partnerships to provide education and awareness to large groups that we may not have reached in the past. We continued our successful partnership with Bradford City Football Club Community Foundation who delivered an adapted education package on our behalf to schools that were highlighted through deprivation and historic data.

2.37 Large banners, posters and bonfire campaign material was distributed across the district prior to the bonfire period by operational crews along with signposting to digital resources which were available on our website. All partners and public were

encouraged to use our website for educational material, posters and safety messages. All banners, posters and leaflets carried the QR code symbol for easy direct link to WYFRS Bonfire page.

2.38 Crews increased the time spent in their communities checking on planned events, undertaking risk assessments of planned Bonfires at risk sites and carrying out EVAs around the district. We worked collaboratively with agencies and the public allowing for unsafe Bonfires to be removed and for public reassurance to be provided. This year we improved partner comms through the use of local social media allowing for improved sharing of live information such as identified unsafe bonfires, meaning swift action could be taken by all partners.

2.39 Calderdale District

2.40 In 2022, Calderdale experienced significant disorder in the Park Ward area of Halifax, linked to the tragic loss of a young person. This area has faced challenges with ASB during the Bonfire Period for several years, including attacks on our staff and other emergency services.

2.41 In 2024, we built on successful engagements from previous years to roll out the same approach to North and East Halifax. The Community Safety Partnership (CSP) and District Team worked hard to reduce risk to our staff and the community.

2.42 A multi-agency approach was used to engage with over 636 premises in Park Ward and North & East Halifax. Halifax and Illingworth station crews spent significant time in the preceding two months engaging with the community, addressing their concerns about the bonfire period.

2.43 ADC Risk Reduction chaired the operational group responsible for planning and delivering the CSP's response, resulting in a series of meetings and planning sessions over four months. These strong relationships were crucial to the success of the 2024 bonfire response. The operational group was supported by a tactical level steering group which reported into Calderdale's CSP.

2.44 A central data sharing was created for all bonfire-related plans, hosting links to data collection forms, the WYFRS external website, school engagement materials, and internal operational policies.

2.45 Community engagements and environmental visual audits (EVAs) were recorded using a bespoke electronic form with around 50 EVAs conducted. This data, combined with EVAs from partner agencies, provided a comprehensive understanding of risks by identifying where bonfires were being built. All known bonfires in Calderdale were visited and inspected to ensure public safety and share safety messages.

2.46 The Calderdale district team used firework storage licensing information to visit 23 licensed premises, discussing key safety messages and reinforcing the dangers of fireworks.

- 2.47 Crews from across Calderdale delivered presentations to pupils in years 6, 8, and 9, visiting 31 schools and engaging with over 1500 pupils. The WYFRS Youth Intervention Team also delivered targeted sessions, increasing engagements by 57% from 89 in 2023 to 140 in 2024, ensuring all pupils received bonfire safety messages and educational material.
- 2.48 Kirklees District
- 2.49 Across Kirklees we engaged with the public and young people focussed in areas where we had previously experienced heightened activity. Working with our partners in a targeted way to deliver our safety messages and discourage ASB in the community. We did this through visits to school, fireworks retailer visits, days of action in areas of concern, environmental visual audits (EVA's), business target hardening, increasing awareness of the Public Space Protection Order (PSPO) and visiting places of worship.
- 2.50 We undertook a day of action in Eastborough in Dewsbury where we experienced ASB and attacks on fire crews in 2023. Collaborating with our partners WYP and Safer Kirklees we visited people's properties to help educate the community about the Public Space Protection Order, bonfire and firework safety to attempt to reduce calls to service, for fires, ASB and fire related injuries, we also recommended they attend organised events. This work resulted in no calls for service were made in the area in 2024.
- 2.51 Business target hardening visits were undertaken by WYFRS in areas where arson was identified as a potential risk. Businesses in higher risk areas in Batley, Dewsbury and Heckmondwike were approached to discuss fire safety and safe storage of flammable materials that could have been targeted by arsonists.
- 2.52 We visited 31 firework retailers across the district to encourage responsible selling of fireworks to help reduce ASB. Retailers were offered leaflets and posters to share with customers to help relay our safety messages.
- 2.53 Test purchases were undertaken by our partners from WYP and trading standards teams to identify retailers selling fireworks to underage customers. The locations chosen were across the highest risk areas in the district, Batley & Spen wards and Crosland Moor.
- 2.54 WYFRS approached twenty-three secondary schools offering bonfire and firework safety talks, 12 secondary schools booked visits. Our teams presented to various year specific groups along with whole school assemblies throughout the district and shared our presentations with all schools. This allowed for input to thousands of young people across the Kirklees district.
- 2.55 WYFRS Youth Intervention Team (YIT) delivered targeted interventions to specific higher risk young people in the highest areas of concern across Kirklees. YIT

delivered twelve sessions in Kirklees to 221 young people who were identified as higher risk of undertaking ASB.

2.56 WYFRS teams undertook thirteen visits to places of worship across our targeted areas around Batley, Heckmondwike, Dewsbury, Ravensthorpe and Huddersfield to offer bonfire and firework safety talks and provided safety leaflets for the congregation. A focus of the talks was the impact of bonfire and firework ASB has on communities and request that people attend organised events. Where possible, these visits were undertaken with partners including WYP.

2.57 Leeds District

2.58 Engagement with local communities was a key factor as part of the district's strategy in preparation for this year's bonfire period. Activities focused on wider communication across the district, and specific focus within key locations and identified risk areas. This was risk reduction activity was data driven using ours and partners data, through regular sharing of intelligence reports on ASB/secondary fires to key partners through bonfire tasking meetings so that relevant interventions could be put in place.

2.59 We attended community cohesion and engagement events, with several communities including WYP and Leeds City Council (LCC) to share the bonfire safety messages with the public and raise awareness of diversionary events taking place across the district.

2.60 Bonfire campaign material and messaging was shared with partners to be displayed and made available in higher-risk locations throughout the Leeds District and used widely on social media accounts of partners.

2.61 Crews had a heightened presence in identified areas to identify and deter the build-up of materials that may have been used for ASB/secondary fires.

2.62 We had an increased level of engagement in the Harehills area to build relations and reduce the risk of any escalation to the levels we had seen in previous years.

2.63 Engagement with local communities and young people through school visits and the involvement of the Youth Intervention Team was a key strategy in preparation for this year's bonfire period.

2.64 Wakefield District

2.65 Wakefield District had a multi-agency approach with joint bonfire planning strategies and data led decision making. Strategic planning meetings were held and chaired by the WYFRS Wakefield District team with all key partners including WYP, Wakefield Council, ASB teams, Council Neighbourhood Communities and Management teams and Youth Outreach teams.

- 2.66 Our key messages were shared through partners media platforms. Banners and posters were displayed in key locations across the district.
- 2.67 Our crews and key partners delivered our bonfire campaign messaging by further distributing our campaign material to businesses, schools, colleges, and public buildings throughout the district.
- 2.68 Crews and key partners carried out environmental visual audits throughout the bonfire period reporting any findings direct to Wakefield Council and Wakefield District Housing for removal.
- 2.69 All firework retailers were visited and asked to display our campaign material and reminded about the need to sell their products responsibly. Our crews worked alongside the protection team and WYP to successfully stop the illegal selling and storage of fireworks on the Lupset estate.
- 2.70 We delivered the updated bonfire/anti-social behaviour presentations to 36 primary and secondary schools in the run up to the bonfire period – there was a good level of engagement throughout the visits.
- 2.71 The Youth Intervention team delivered several sessions across the district focussing on targeted interventions to smaller groups where ASB and risk to the community was considered to be highest.
- 2.72 Operational Response
- 2.73 Our multi-agency operational response begins months before the bonfire period, involving strategic and tactical planning with an emphasis on information sharing and resource allocation. The pre-planning process starts at the district level, leveraging the local knowledge and expertise of district teams and operational crews. Operational Resilience then integrates data from previous years with information from WYP and other partners. This combined data is discussed in tactical and strategic meetings to develop the bonfire response plan. The planning process culminates in a multi-agency tactical tabletop exercise led by WYP. This exercise offers an opportunity to test all partnership plans against realistic scenarios and identify any gaps in the planning process.
- 2.74 Key Elements of the WYFRS Response Plan
- Enhanced Command Structure: Coordinated management of operations from the Tactical Command Room, improving situational awareness and response throughout the period.
 - Joint Police and Fire resources: Known as Fire Cars, these vehicles are staffed by a WYP Officer and a WYFRS Watch Commander.
 - Ilkley On-Call Station: Activated on the 5th of November from 17:00 to 01:00 to provide additional operational resilience within the Wharfe Valley.
 - Additional Command and Control Staff: Extra Control personnel were assigned to support Control Room operations and the broader operational response.

- WYFRS staff were informed via the Safety Critical Information Point (SCIP) and a full update given at a daily briefing to those involved in the response plan.
- Resilience Direct mapping was used to highlight prior fire-fighter attack and high-risk areas and was updated in live time. This was shared internally with all WYFRS operational staff, WYP and YAS prior to and during the response period.
- Special Operations Rooms (SORs): Established in three districts (Leeds, Bradford, and Calderdale) and supported by WYFRS officers. These SORs function as mobilisation and operational command centres for WYP, offering real-time situational awareness to support district-level responses.

2.75 Role and Deployment of Fire Cars

- Bradford District: Three District Fire Cars located in Fairweather Green, Bradford, and Keighley.
- Leeds District: Two District Fire Cars stationed in Killingbeck and Leeds.
- Calderdale District: One District Fire Car based in Halifax.

2.76 Fire Cars are WYP vehicles driven by a WYP Officer, accompanied by a WYFRS Watch Commander. These officers were chosen for their extensive knowledge of the local community and high-risk areas.

2.77 The primary function of the fire cars was to conduct on-scene assessments to determine the necessity of deploying a fire appliance. After a thorough risk assessment, fires that posed no threat of spreading to property or endangering the public were either allowed to burn out or were left under the supervision of a responsible person. This strategy was implemented to reduce the footprint of WYFRS and WYP personnel in potentially hazardous areas, thereby minimising the risk of attacks on firefighters, officers, and equipment. The Police Sergeant had the authority to manage individuals causing public disturbances.

2.78 By utilising fire cars, operational fire appliances were kept available for other emergency response calls.

2.79 Command Structure

2.80 The Tactical Fire Commander oversees the coordination and management of operations from the Tactical Command Room, providing close support to Fire Control. Additionally, the Tactical Commander maintained communication with the duty National Inter-agency Liaison Officer (NILO) stationed in WYP's strategic operations room during the response period.

2.81 A robust communication structure was established to ensure effective and efficient information sharing across all command locations. Throughout the operational response period, joint briefings were held between WYP and WYFRS at all command levels to provide updated intelligence, share safety-critical information, and deliver safety messages.

2.82 To improve situational awareness, a live map was developed and shared among all three emergency services. This map allowed each service to record incidents of attacks on personnel and areas of high tension. Additionally, WYP provided live drone footage of high-tension areas, which helped the Tactical Commander assess risks to crews in those locations.

2.83 WYP's response options included increased availability of staff, district based SOR's and the provision of Police Support Units (PSUs), these units were coordinated from WYP's strategic operations room and could be requested by WYFRS where aggression or attacks on firefighters or appliances occurred.

2.84 Incident analysis

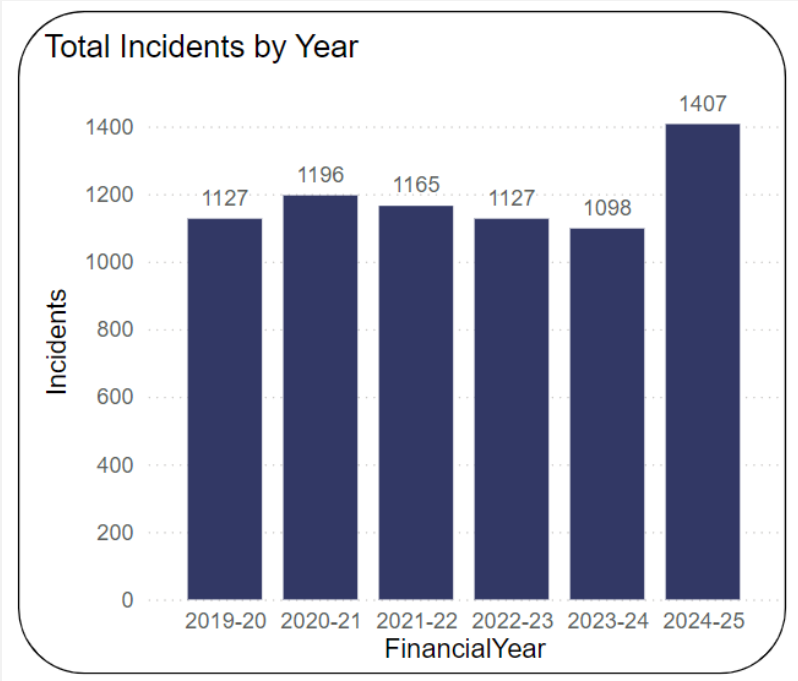
2.85 There are two periods referred to within this section:

- Bonfire Period: October 29th to November 12th (to capture both weekends if November 5th falls mid-week).
- Bonfire Response Period on the day(s) identified as requiring tactical command and fire car support, which in 2024 covered the single date of 5th November (16:00-23:59).

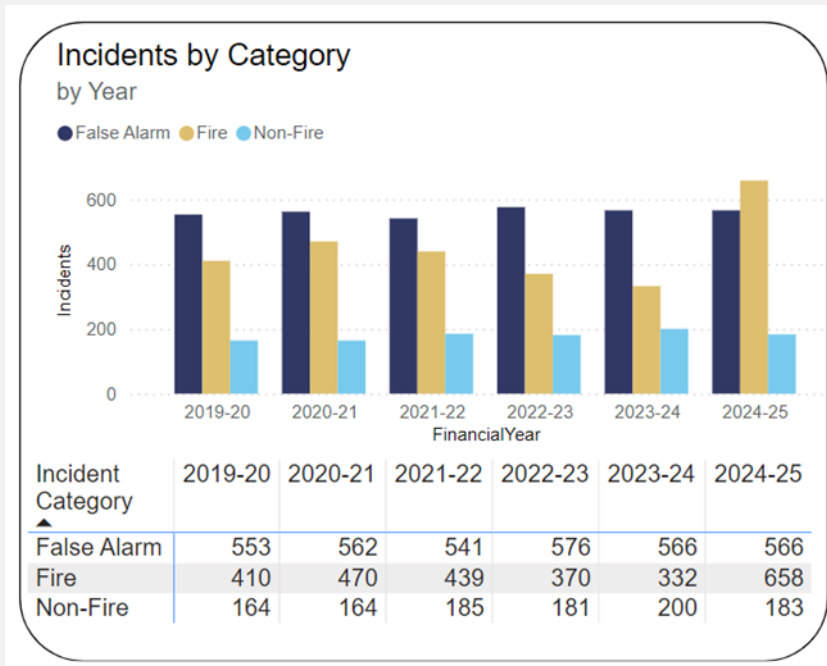
2.86 The following data is provided from our One View platform and uses data from our Incident Reporting System (IRS), noting that the IRS does not specifically capture "bonfires".

2.87 Bonfire Period Yearly Trends (29th Oct – 12th Nov)

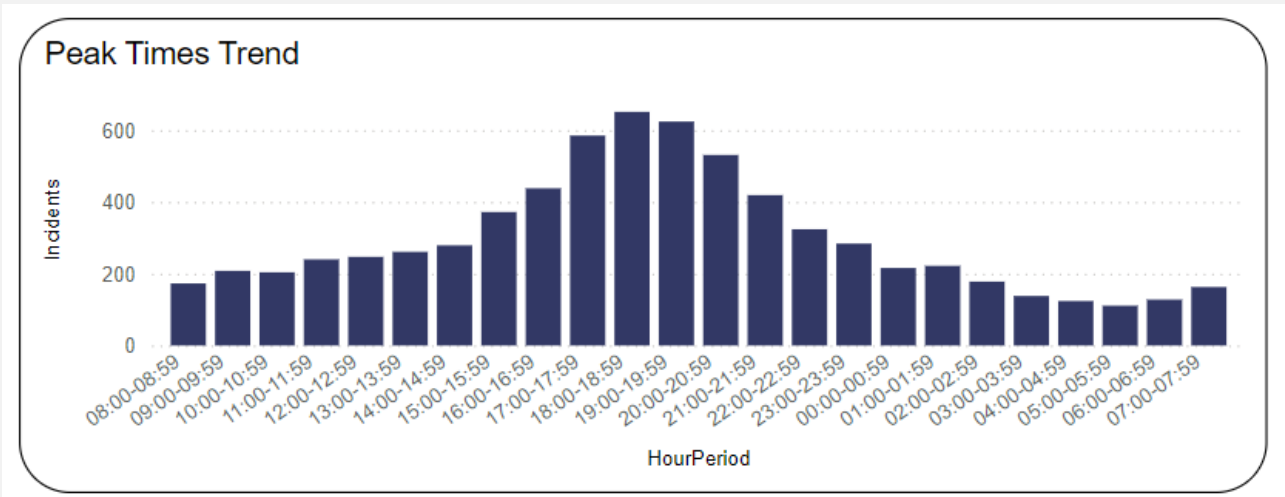
2.88 2024 was the busiest year we have seen throughout the reporting period over the last 6 years, with an increase of 309 incidents from last year. This is shown in the charts below.



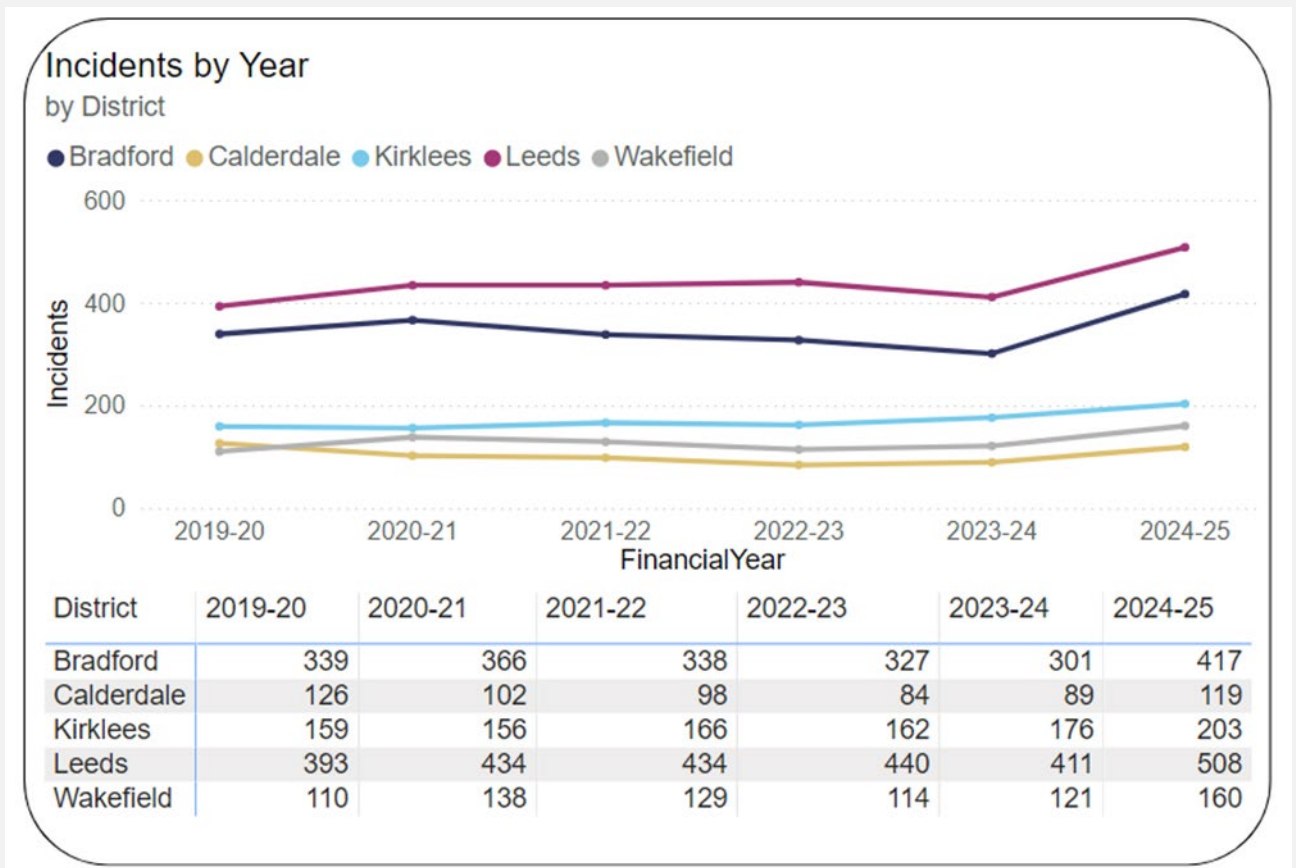
2.89 As can be seen in the following breakdown, this increase was due to the increase in the number of fires in the reporting period compared to previous years



2.90 The following shows the breakdown on an hourly basis of the activity within the reporting period.



2.91 The following shows the breakdown on a district basis of the activity within the reporting period. It identifies that all districts saw an increase in incident activity, with Leeds and Bradford seeing the largest.



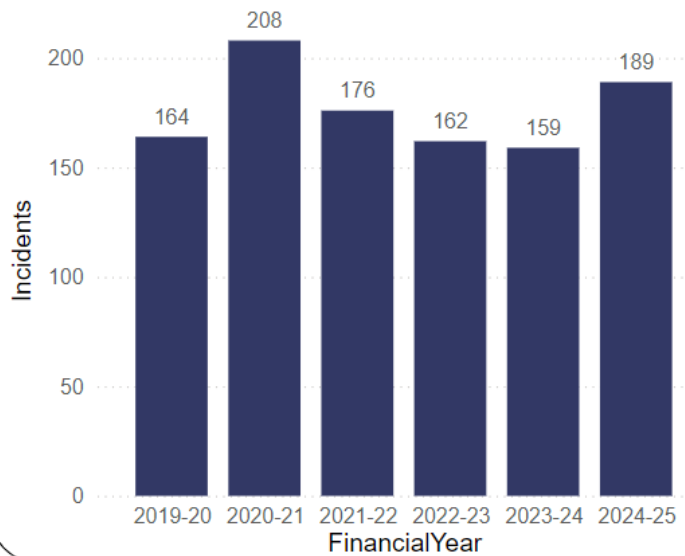
2.92 Bonfire Response Period Yearly Trends (5th November 2024)

The below charts show the operational activity levels specifically for the 5th November over the preceding years. As can be seen, this date has mainly been over the weekend in previous years and whilst there was an increase over the previous years, the activity was broadly similar.

Which day of the week was the 5th November

| DayName | Financial Year |
|----------|----------------|
| Tuesday | 2024-25 |
| Sunday | 2023-24 |
| Saturday | 2022-23 |
| Friday | 2021-22 |
| Thursday | 2020-21 |

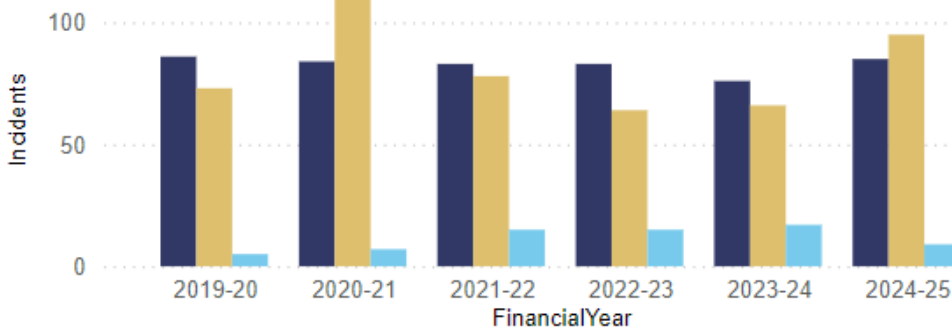
Total Incidents by Year



2.93 As can be seen in the following breakdown, fires and false alarms increased over the previous years.

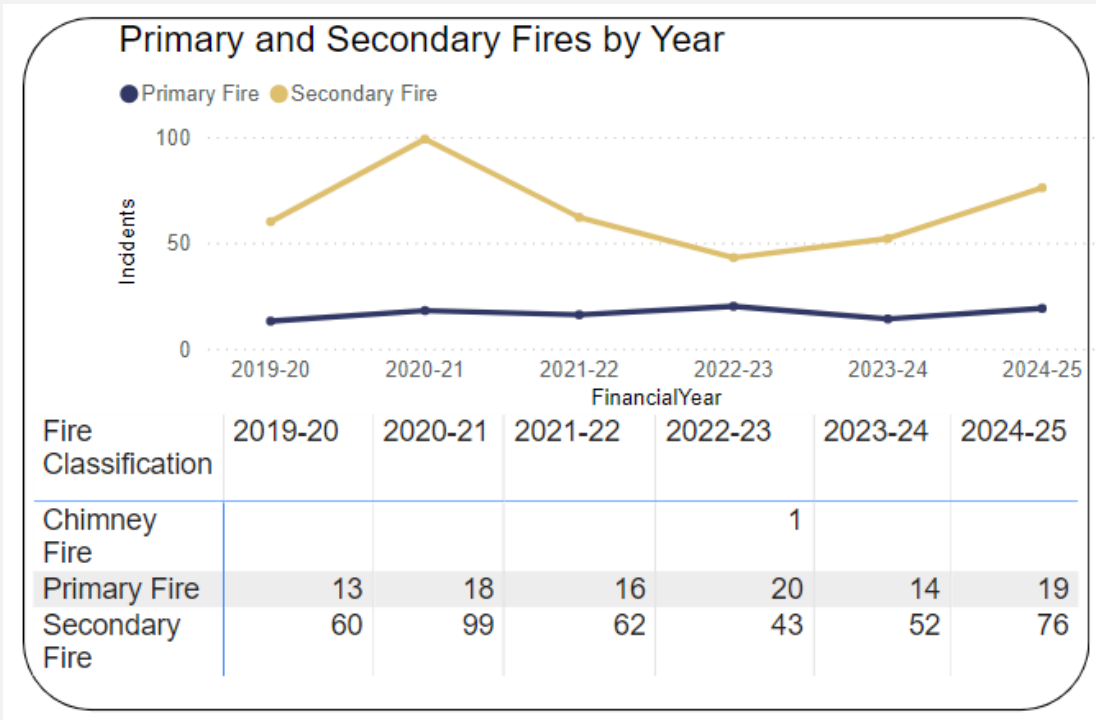
Incidents by Category by Year

● False Alarm ● Fire ● Non-Fire



| Incident Category | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|-------------------|---------|---------|---------|---------|---------|---------|
| False Alarm | 86 | 84 | 83 | 83 | 76 | 85 |
| Fire | 73 | 117 | 78 | 64 | 66 | 95 |
| Non-Fire | 5 | 7 | 15 | 15 | 17 | 9 |

2.94 The above “Fire” figure is broken down further, showing the number of Primary and Secondary fires and identifies a significant increase in secondary fires.



2.95 The following details the type of fires attended.

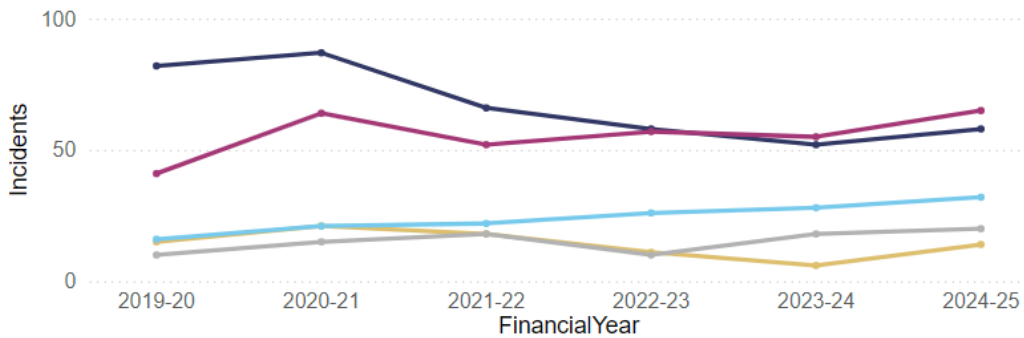
| Fires | |
|---------------------------------|-----------|
| Property Type | 2024-25 |
| Outdoor | 79 |
| Other outdoors (including land) | 39 |
| Outdoor structures | 29 |
| Grassland, woodland and crops | 11 |
| Road Vehicle | 9 |
| Car | 5 |
| Van | 2 |
| Multiple Vehicles | 1 |
| Other | 1 |
| Building | 7 |
| Dwelling | 4 |
| Non Residential | 3 |
| Total | 95 |

2.96 The following shows the total activity breakdown on a district basis.

Incidents by Year

by District

● Bradford ● Calderdale ● Kirklees ● Leeds ● Wakefield

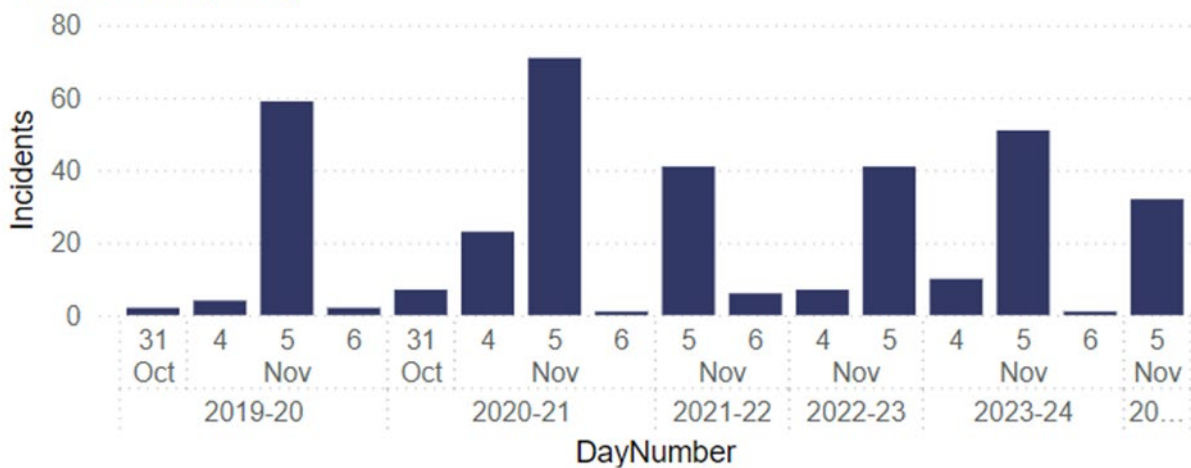


| District | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------|---------|---------|---------|---------|---------|---------|
| Bradford | 82 | 87 | 66 | 58 | 52 | 58 |
| Calderdale | 15 | 21 | 18 | 11 | 6 | 14 |
| Kirklees | 16 | 21 | 22 | 26 | 28 | 32 |
| Leeds | 41 | 64 | 52 | 57 | 55 | 65 |
| Wakefield | 10 | 15 | 18 | 10 | 18 | 20 |

2.97 Fire Cars

2.98 The below charts shows the dates fire cars were utilised over the preceding years with incidents attended. 5th November 2024, fire cars attended 32 incidents. Of the 32 incidents attended a 2nd appliance was mobilised 8 times.

Utilisation by Day



Count of Incidents

by callsign

| District | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|-------------------|-----------|------------|-----------|-----------|-----------|-----------|------------|
| Bradford | 40 | 60 | 25 | 30 | 32 | 19 | 206 |
| 40 FIRECAR | 11 | 23 | 10 | 14 | 13 | 11 | 82 |
| 42 FIRECAR | 10 | 25 | 12 | 13 | 13 | 6 | 79 |
| 46 FIRECAR | 10 | 6 | 3 | 3 | 6 | 2 | 30 |
| 47 FIRECAR | 9 | 6 | | | | | 15 |
| Calderdale | 6 | 5 | 11 | 3 | 3 | 2 | 30 |
| 64 FIRECAR | 6 | 5 | 11 | 3 | 3 | 2 | 30 |
| Kirklees | 5 | 11 | | | | | 16 |
| 60 FIRECAR | 3 | 6 | | | | | 9 |
| 83 FIRECAR | 2 | 5 | | | | | 7 |
| Leeds | 16 | 26 | 11 | 15 | 27 | 11 | 106 |
| 20 FIRECAR | | 9 | | 7 | 14 | 5 | 35 |
| 25 FIRECAR | 7 | | 6 | | | | 13 |
| 31 FIRECAR | 6 | 6 | | | | | 12 |
| 32 FIRECAR | 3 | 12 | 5 | 8 | 13 | 6 | 47 |
| Total | 67 | 102 | 47 | 48 | 62 | 32 | 358 |

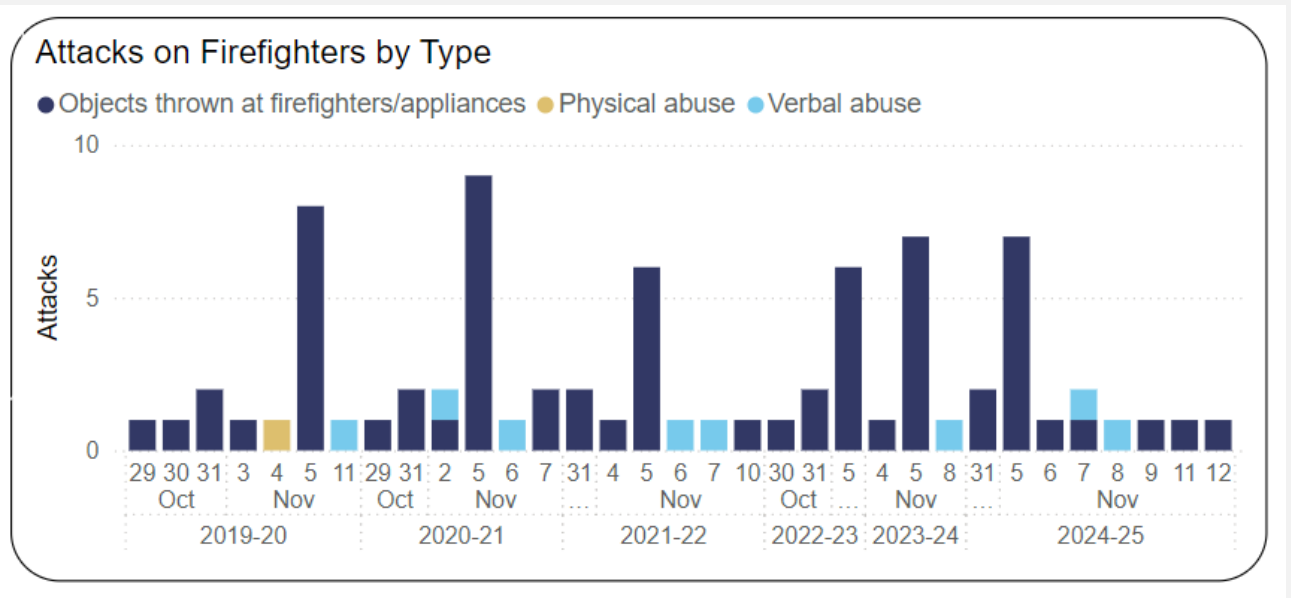
Count when 2nd appliance mobilised after FIRECAR

| Callsign | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|--------------|-----------|-----------|----------|----------|----------|----------|-----------|
| Total | 21 | 34 | 9 | 2 | 7 | 8 | 81 |

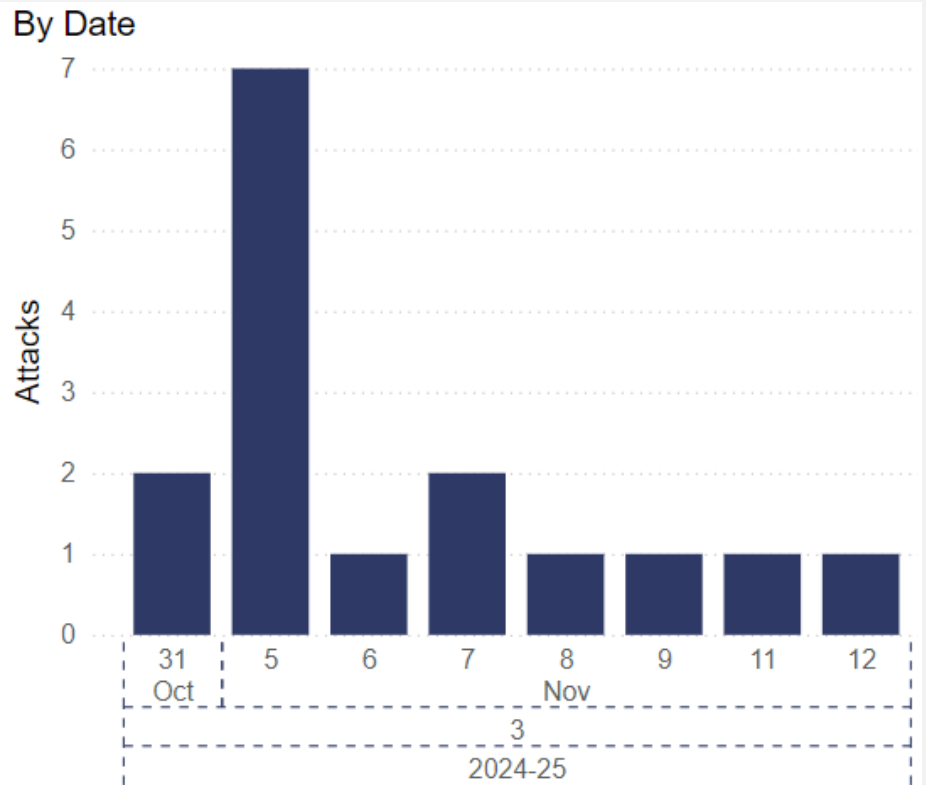
2.99 Attacks on Firefighters (29th October – 12th November)

2.100 The below chart shows the dates of recorded attacks on fire fighters during the bonfire reporting period. The 5th November 2024 shows the same number of reported attacks as that of 2023, however, the data shows a number of further reports on the days after the 5th November.

2.101



2.102 The below chart shows the dates of recorded attacks on fire fighters during the bonfire reporting period in 2024. Of the 16 attacks this year, 14 were objects thrown at firefighters or fire appliances/fire cars and 2 were due to verbal abuse.



2.103 The below chart shows a breakdown of the districts where firefighters reported attacks across the period of 29th October – 12th November.

| Financial Year | Bradford | Calderdale | Kirklees | Leeds | Wakefield | Total |
|----------------|-----------|------------|-----------|-----------|-----------|-----------|
| 2019-20 | 11 | 2 | 1 | 1 | | 15 |
| 2020-21 | 9 | 2 | 2 | 3 | 1 | 17 |
| 2021-22 | 8 | | 3 | 1 | | 12 |
| 2022-23 | 7 | | 1 | 1 | | 9 |
| 2023-24 | 6 | 1 | 2 | | | 9 |
| 2024-25 | 10 | 1 | 1 | 4 | | 16 |
| Total | 51 | 6 | 10 | 10 | 1 | 78 |

2.104 The following shows the number of attacks on Fire Cars across the annual reporting periods, which saw a slight reduction in previous years, however, remain broadly similar.

| District | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | Total |
|-------------------|----------|----------|----------|----------|----------|----------|-----------|
| Bradford | 4 | 3 | 3 | 5 | 5 | 4 | 24 |
| 40 FIRECAR | 1 | | 2 | 3 | 3 | 3 | 12 |
| 42 FIRECAR | 1 | 2 | 1 | 2 | 2 | 1 | 9 |
| 46 FIRECAR | 2 | | | | | | 2 |
| 60 FIRECAR | | 1 | | | | | 1 |
| Calderdale | | | | | 1 | | 1 |
| 64 FIRECAR | | | | | 1 | | 1 |
| Kirklees | | 2 | | | | | 2 |
| 83 FIRECAR | | 2 | | | | | 2 |
| Leeds | | 1 | | | | | 1 |
| 31 FIRECAR | | 1 | | | | | 1 |
| Total | 4 | 6 | 3 | 5 | 6 | 4 | 28 |

3. Financial Implications

3.1 The planning and debriefing of this operation are undertaken as business as usual by the WYFRS Operational Support, District and Prevention teams. The following is a summary of the additional resources deployed as part of our operational response.

3.2 Tuesday 5th November 2024

- 6 x fire cars
- 1 x On-Call appliance

- 2 x control operators
 - 1 x Tactical Commander
 - 5 x Station Managers
- 3.3 The total cost for the additional WYFRS staff across the bonfire response is projected to be around £4,800 and is consistent with recent years costs.

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 An Equality Impact Assessment was reviewed in July 2021, having originally being completed in October 2018, it highlights the potential implications on community relations and partner organisations. This is factored into the preventative and community engagement work prior to and throughout the bonfire period.

6. Equality Impact Assessment

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

[\(EIA template and guidance\)](#)

- 6.2 Date EIA Completed: 23 July 2021
- 6.3 Date EIA Approved: 3 November 2021

- 6.4 The EIA is available on request from the report author or from diversity.inclusion@westyorksfire.gov.uk

7. Health, Safety and Wellbeing Implications

- 7.1 The primary objective of the response plan is to ensure firefighter and public safety. As in previous years, we continually look to learn from previous and ongoing events and work with our partners to reduce the risk of injury to firefighters, other emergency service workers and the public.

- 7.2 This comprehensive approach encompasses several key aspects:

Firefighter Safety:

- Personal Protective Equipment (PPE): Ensuring all firefighters are equipped with the latest PPE to protect against heat, smoke, and other hazards.

- **Equipment and Vehicles:** Ensuring we have the most suitable and up to date equipment and vehicles.
- **Policy, Guidance and Training:** Ensuring our staff are provided with the most appropriate guidance and training to meet the needs of the role during the response period.

7.3 Public Safety:

- **Community Education:** Engaging with the community through educational programs to raise awareness about fire safety and the dangers of anti-social behaviour (ASB) during the bonfire period.
- **Emergency Response Coordination:** Collaborating with West Yorkshire Police (WYP) and the Yorkshire Ambulance Service (YAS) to ensure a coordinated and efficient response to emergencies.
- **Risk Assessments:** Conducting thorough risk assessments to identify and mitigate potential hazards in high-risk areas.

7.4 Operational Safety:

- **Incident Command System (ICS):** Implementing a robust ICS to manage and coordinate response efforts effectively.
- **Real-Time Intelligence Sharing:** Utilising live mapping and drone footage to provide real-time situational awareness to allow for enhanced decision-making.
- **Resource Allocation:** Strategically deploying resources, such as fire cars and Police Support Units (PSU's), to areas with higher risks of attacks or incidents.

7.5 Continuous Improvement:

- **Post-Incident Reviews:** Conducting detailed reviews of incidents to identify lessons learned and areas for improvement.
- **Feedback Mechanisms:** Establishing channels for feedback from firefighters, partners, and the community to continuously refine and enhance the response plan.
- **Partnership Collaboration:** Working closely with partners to share best practices and develop joint strategies for reducing risks and improving safety outcomes.

8. Environmental Implications

- This year fewer vehicles were used within the plan and for the response. The impact from this is fuel efficiency savings and CO2 reductions.

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.
- 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.
- Plan and deploy our resources based on risk.

10. Conclusions

10.1 The bonfire period is always a challenging time, however, with a combination of effective prevention work, close working with partner agencies, resilient, briefed and prepared operational staff, we continue to strive to make our staff and the communities of West Yorkshire safer.

10.2 On the 5th November, we responded to 189 incidents, of these 95 were fires, of which 76 were classified as secondary fires. 999 call challenging by fire control, the use of fire cars and the fire tactical command structure allowed a risk assessed approach to attending secondary fires/bonfire incidents: therefore, reducing the risk to firefighters and the number of mobilisations.

10.3 Throughout the broader reporting period of late October to mid-November, there were 16 attacks on firefighters. 14 were objects thrown at firefighters or fire appliances or fire cars and 2 were due to verbal abuse. Luckily, there were no firefighter injuries from these occurrences.

10.4 Moving forward, WYFRS and WYP are following up on all logged attacks on firefighters and where possible will be asking for prosecutions to be made against those responsible, however, this remains difficult due to the types of attacks in the period often being from a distance. This work supports the Assaults on Emergency Workers (offences) Act 2018 and the memorandum of understanding between WYFRS and WYP.

OFFICIAL

Agenda item: 11

Performance Management Report

Full Authority

Date: 13 December 2024

Submitted by: Director of Corporate Services

Purpose: To inform Members of the Authority's performance against key performance indicators.

Recommendations: That Members note the report.

Summary: This report provides Members with information regarding the performance of West Yorkshire Fire and Rescue Service against targets to enable the Authority to measure, monitor and evaluate performance.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: 2024-25 Performance Management Report from 1 April 2024 to 1 December 2024.

1. Introduction

- 1.1 The attached Performance Management Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance.

2. Information

- 2.1 The report shows a summary of the cumulative performance for the period 1 April 2024 to 1 December 2024 against each of the indicators.
- 2.2 The Performance Management Report is monitored at each Full Authority meeting.
- 2.3 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.

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 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:

- 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 report.



Performance Management Report Fire Authority

Period Covered:

01 April 2024

01 December 2024





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This report provides a summary of our progress across the Service based on the date ranges below.

Period Covered:

| | | |
|----------------|---------------|------------------|
| Financial Year | 2024-25 | |
| Date Range | 01 April 2024 | 01 December 2024 |

IMPORTANT: The data provided is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed. Data may change due to incident reports that have been updated due to amendment. The data is accurate at time of creation of the report.

This report is comparing the date range above against:

| | | |
|-------------------------------------|---|--|
| Previous Year Comparison Date Range | 01 April 2023 | 01 December 2023 |
| 3 Year Average Comparison Period | 01 April 2023 01 April 2022 01 April 2021 | 01 December 2023 01 December 2022 01 December 2021 |
| Colour Key | <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; background-color: #cccccc; padding: 2px 5px;">Positive Arrows</div> <div style="border: 1px solid black; background-color: #ff0000; padding: 2px 5px;">Negative Arrows</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <div style="border: 1px solid black; background-color: #0000ff; padding: 2px 5px;">Positive Charts</div> <div style="border: 1px solid black; background-color: #ff0000; padding: 2px 5px;">Negative Charts</div> </div> <p style="font-size: small; margin-top: 10px;">*When doing a comparison the key above is used. In all other cases graphs, charts and visuals are using contrasting colours to support accessibility.</p> | |

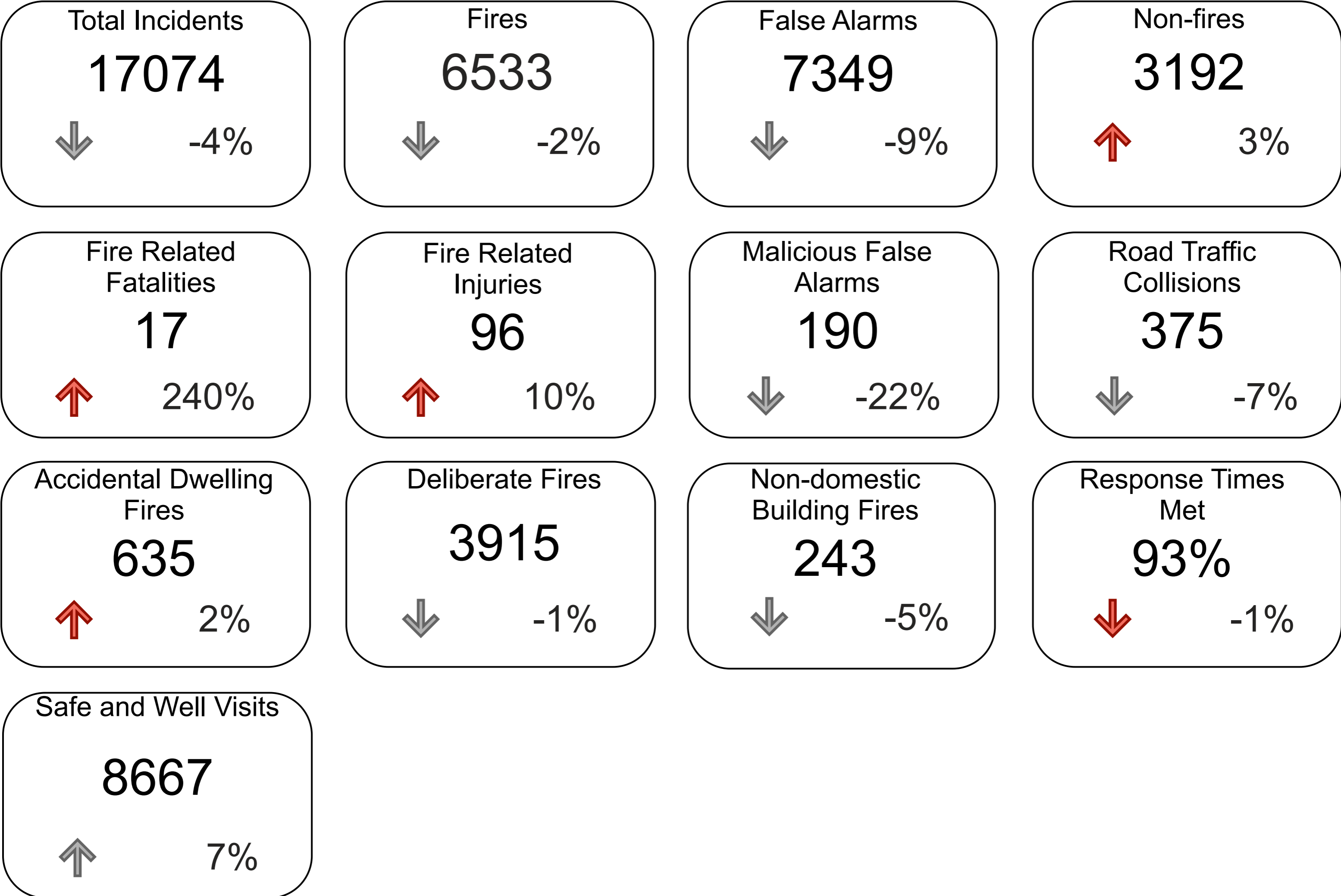
Due to seasonality **Previous Year** and **3 Year Average** comparison are based on selected range and not the whole of the previous year.

Performance Summary

Arrows display percentage(%) increase/decrease on previous year to current financial year.
The comparison range is based on selected date range.

This report is comparing: **01 April 2024**
Against: 01 April 2023

01 December 2024
01 December 2023



Incident Demand by Time of Day

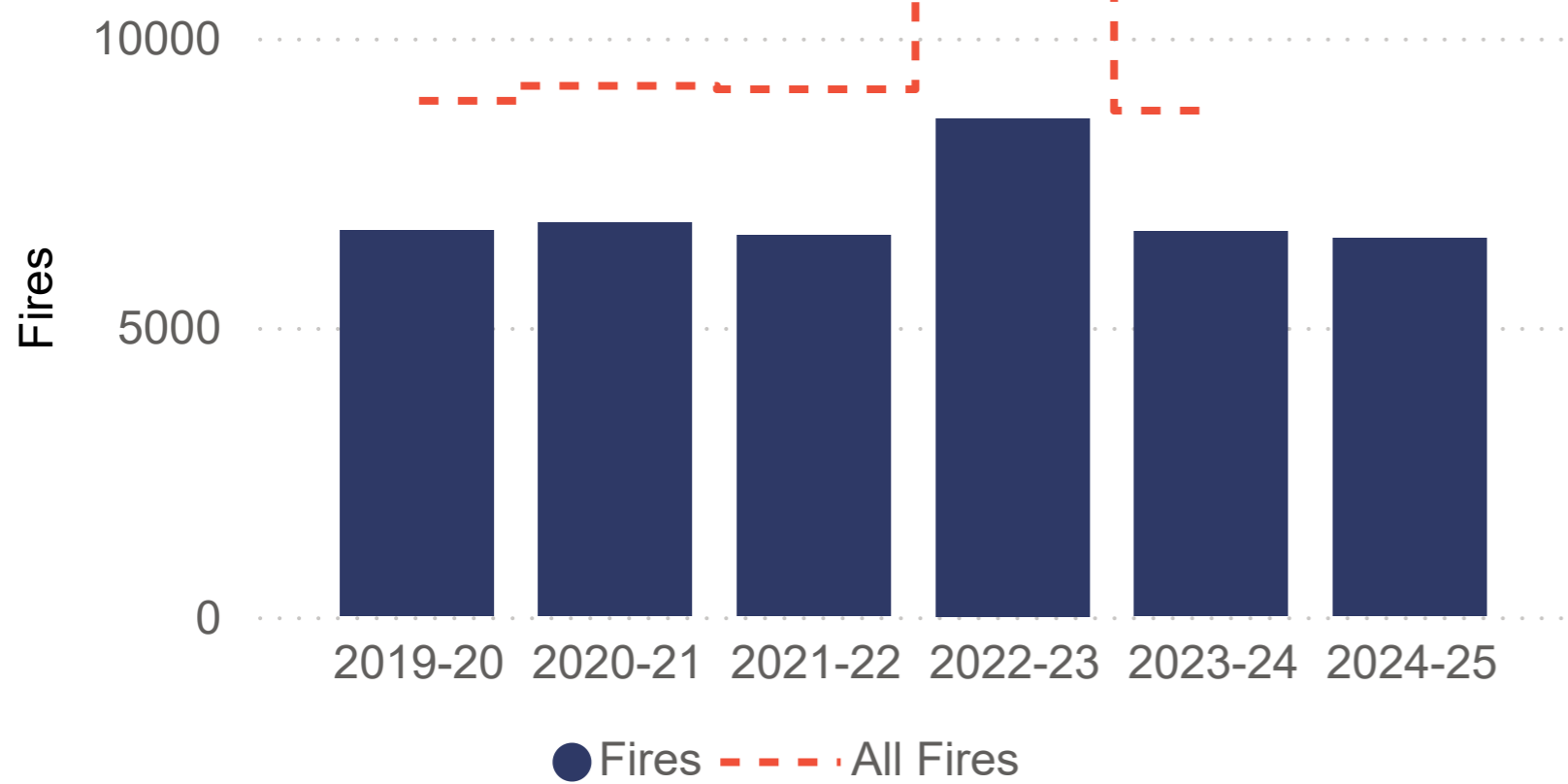
| Day | 08:00-08:59 | 09:00-09:59 | 10:00-10:59 | 11:00-11:59 | 12:00-12:59 | 13:00-13:59 | 14:00-14:59 | 15:00-15:59 | 16:00-16:59 | 17:00-17:59 | 18:00-18:59 | 19:00-19:59 | 20:00-20:59 | 21:00-21:59 | 22:00-22:59 | 23:00-23:59 | 00:00-00:59 | 01:00-01:59 | 02:00-02:59 | 03:00-03:59 | 04:00-04:59 | 05:00-05:59 | 06:00-06:59 | 07:00-07:59 |
|-----|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Mon | 70 | 87 | 87 | 87 | 85 | 134 | 124 | 132 | 145 | 153 | 193 | 183 | 174 | 143 | 110 | 99 | 52 | 70 | 57 | 39 | 44 | 37 | 32 | 59 |
| Tue | 69 | 75 | 93 | 78 | 87 | 104 | 113 | 133 | 156 | 174 | 174 | 194 | 183 | 143 | 140 | 95 | 77 | 74 | 43 | 34 | 47 | 41 | 31 | 56 |
| Wed | 72 | 92 | 87 | 75 | 103 | 129 | 139 | 118 | 129 | 155 | 178 | 187 | 162 | 135 | 110 | 82 | 87 | 68 | 62 | 39 | 43 | 37 | 56 | 67 |
| Thu | 70 | 68 | 89 | 84 | 118 | 95 | 110 | 145 | 173 | 167 | 149 | 188 | 173 | 143 | 107 | 83 | 73 | 55 | 42 | 44 | 43 | 26 | 34 | 50 |
| Fri | 70 | 73 | 106 | 108 | 104 | 103 | 110 | 130 | 121 | 170 | 194 | 177 | 185 | 162 | 120 | 95 | 73 | 64 | 44 | 42 | 48 | 35 | 35 | 45 |
| Sat | 63 | 69 | 68 | 91 | 115 | 118 | 139 | 134 | 138 | 213 | 183 | 197 | 190 | 160 | 131 | 109 | 90 | 81 | 64 | 55 | 54 | 45 | 43 | 61 |
| Sun | 55 | 82 | 89 | 90 | 105 | 103 | 127 | 129 | 163 | 189 | 171 | 180 | 171 | 167 | 114 | 98 | 105 | 77 | 59 | 64 | 56 | 36 | 29 | 39 |

Fires

01 April 2024

01 December 2024

Fires by Financial Year



All Fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Fires Previous Year To Date Comparison

| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | -5% | ↓ |
| Calderdale | -10% | ↓ |
| Kirklees | -1% | ↓ |
| Leeds | 0% | ↓ |
| Wakefield | 5% | ↓ |

3 Year average indicator shows if current number of Fires this financial year is an increase/decrease of fires against the 3 year average. Looking at only the comparison range.

Fires by Property Type

| | |
|-------------------------|------|
| Outdoor | 4472 |
| Building | 1272 |
| Road Vehicle | 786 |
| Other transport vehicle | 2 |

Fires by Category

| Fire Classification | Accidental | Deliberate |
|---------------------|------------|------------|
| Chimney Fire | 0.34% | |
| Primary Fire | 18.17% | 12.57% |
| Secondary Fire | 21.56% | 47.37% |

Fires by Building Property Type

| | |
|-------------------|-----|
| Dwelling | 734 |
| Non Residential | 513 |
| Other Residential | 25 |

Fires by Outdoor Property Type

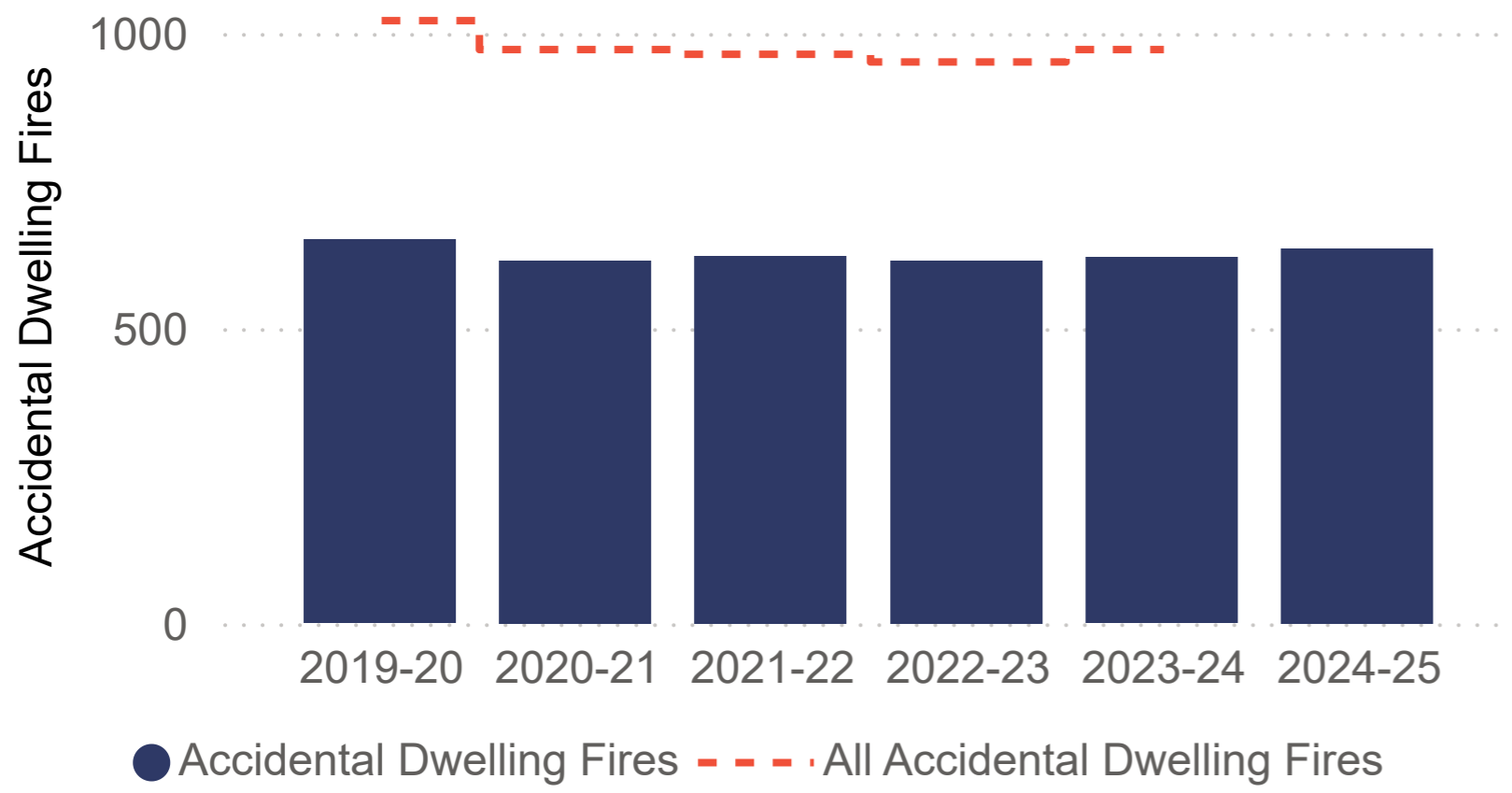
| | |
|---------------------------------|------|
| Other outdoors (including land) | 2028 |
| Outdoor structures | 1307 |
| Grassland, woodland and crops | 1086 |
| Outdoor equipment and machinery | 51 |

Accidental Dwelling Fires

01 April 2024

01 December 2024

Accidental Dwelling Fires by Financial Year



All ADF (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Accidental Dwelling Fires Previous Year To Date Comparison

| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 2% | ↑ |
| Calderdale | -20% | ↓ |
| Kirklees | -5% | ↓ |
| Leeds | 9% | ↑ |
| Wakefield | 19% | ↑ |

3 Year average indicator shows if current number of ADF this financial year is an increase/decrease of ADF against the 3 year average. Looking at only the comparison range.

Accidental Dwelling Fires by Property Type

| | |
|--|-----|
| House - single occupancy | 400 |
| Purpose Built Flat/Maisonette - multiple occupancy | 114 |
| Converted Flat/Maisonette - multiple occupancy | 52 |
| Self contained Sheltered Housing | 28 |
| Bungalow - single occupancy | 25 |
| Unknown if licensed HMO | 8 |
| Licensed HMO | 5 |
| caravan/mobile home (permanent dwelling) | 2 |
| Houseboat (permanent dwelling) | 1 |

Top Fire Cause

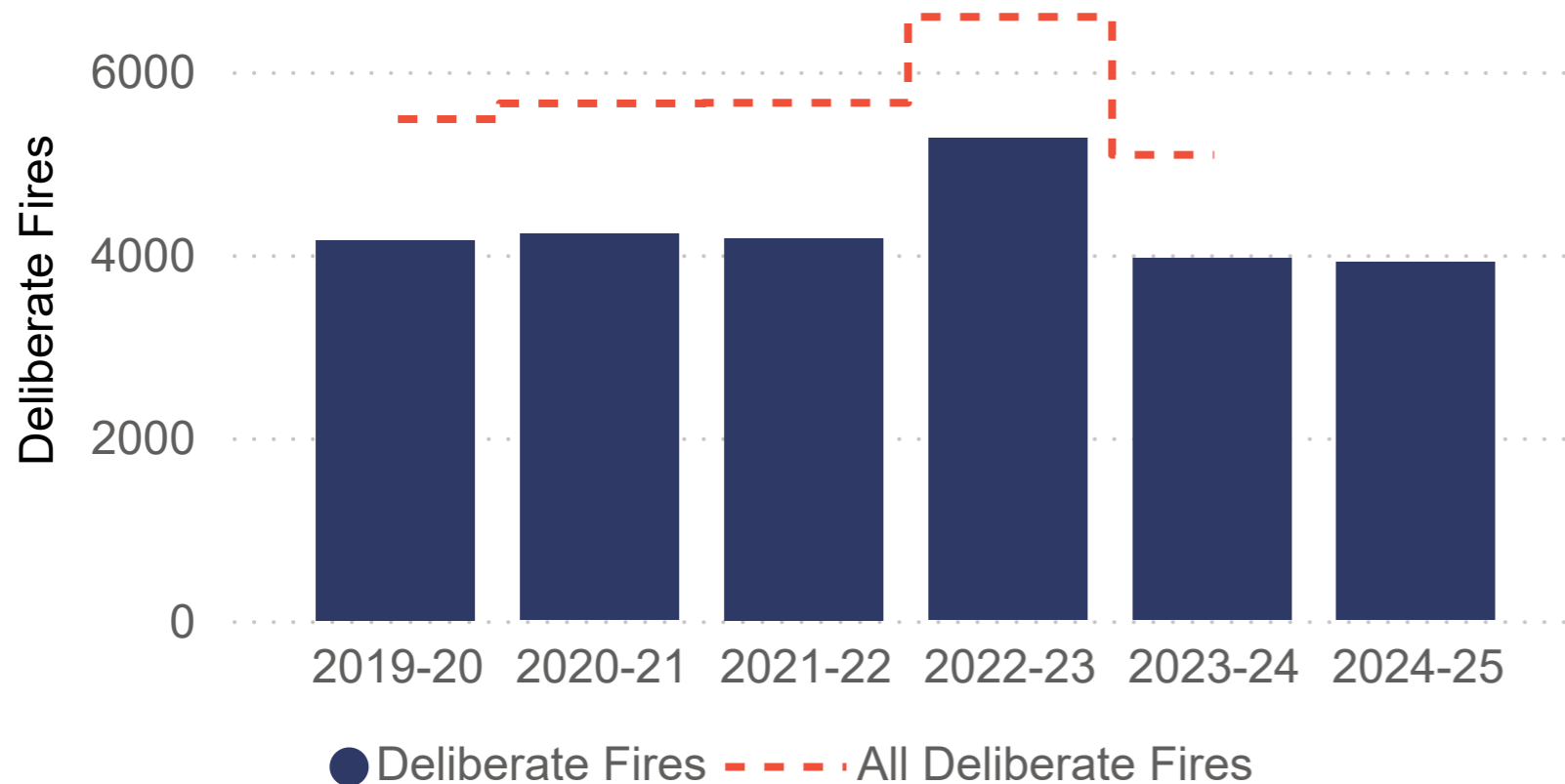
Accidental - Combustible articles too close to heat source (or fire)

Deliberate Fires

01 April 2024

01 December 2024

Deliberate Fires by Financial Year



All Deliberate Fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Deliberate Fires Previous Year To Date Comparison

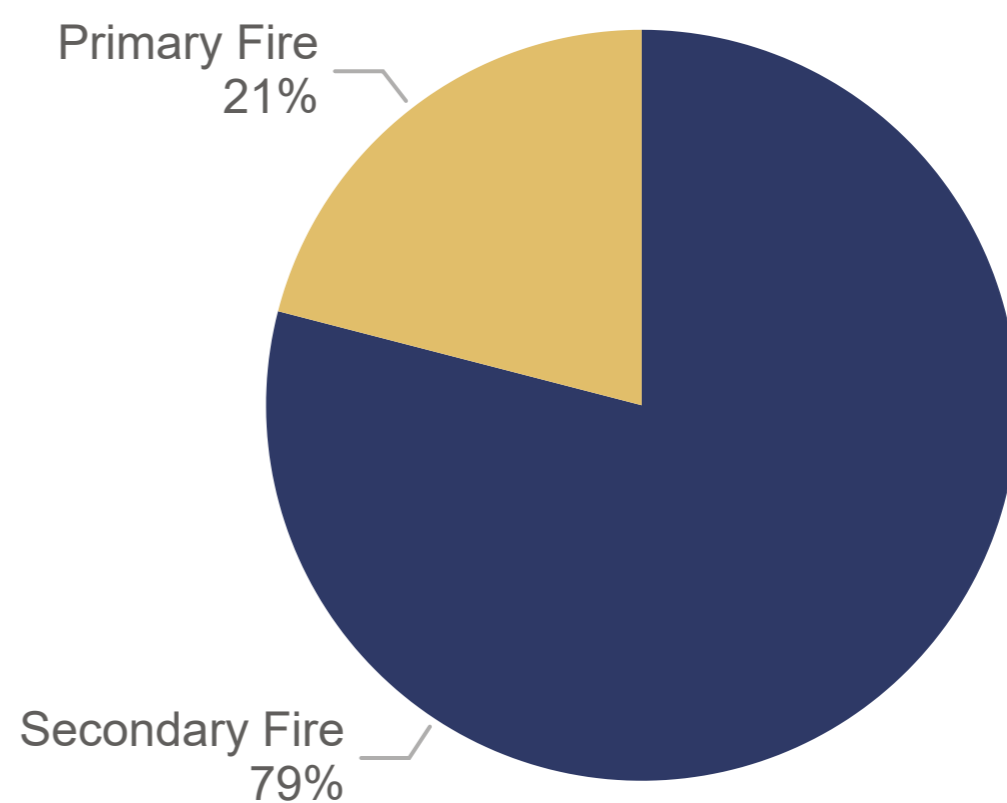
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 2% | ↓ |
| Calderdale | 7% | ↓ |
| Kirklees | -6% | ↓ |
| Leeds | -3% | ↓ |
| Wakefield | -3% | ↓ |

3 Year average indicator shows if current number of Deliberate Fires this financial year is an increase/decrease of Deliberate Fires against the 3 year average. Looking at only the comparison range.

Top 10 Property Types

| Property Type | Deliberate Fires |
|---------------------------------|------------------|
| Other outdoors (including land) | 1519 |
| Outdoor structures | 868 |
| Grassland, woodland and crops | 621 |
| Car | 306 |
| Non Residential | 295 |
| Dwelling | 99 |
| Motorcycle | 69 |
| Van | 44 |
| Multiple Vehicles | 31 |
| Outdoor equipment and machinery | 16 |

Deliberate Fires by Primary or Secondary



Top 5 Fire Causes

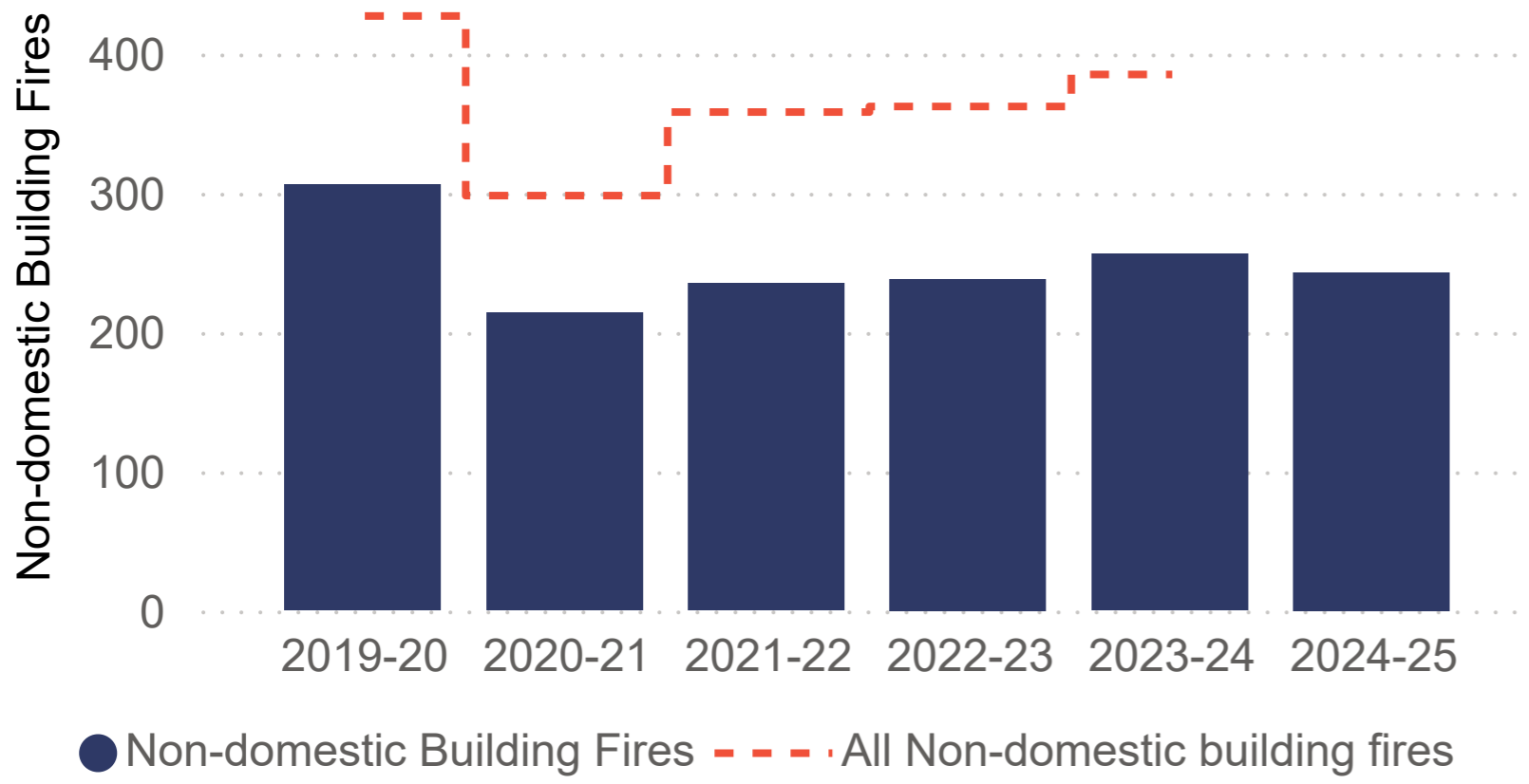
| Fire Cause | Deliberate Fires |
|---|------------------|
| Deliberate - unknown owner | 1485 |
| Deliberate - others property | 1311 |
| Deliberate - others property - Heat source and combustibles brought together deliberately | 477 |
| Deliberate - own property | 298 |
| Deliberate - unknown owner - Heat source and combustibles brought together deliberately | 239 |

Non-domestic Fires

01 April 2024

01 December 2024

Non-domestic Building Fires by Financial Year



All Non-domestic Building Fires (red dotted line) shows the total figure for the financial year.

The bars show the value for selected date range.

Non-domestic Building Fires Previous Year To Date Comparison

| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | -21% | ↓ |
| Calderdale | -6% | ↓ |
| Kirklees | -41% | ↓ |
| Leeds | 23% | ↑ |
| Wakefield | -24% | ↓ |

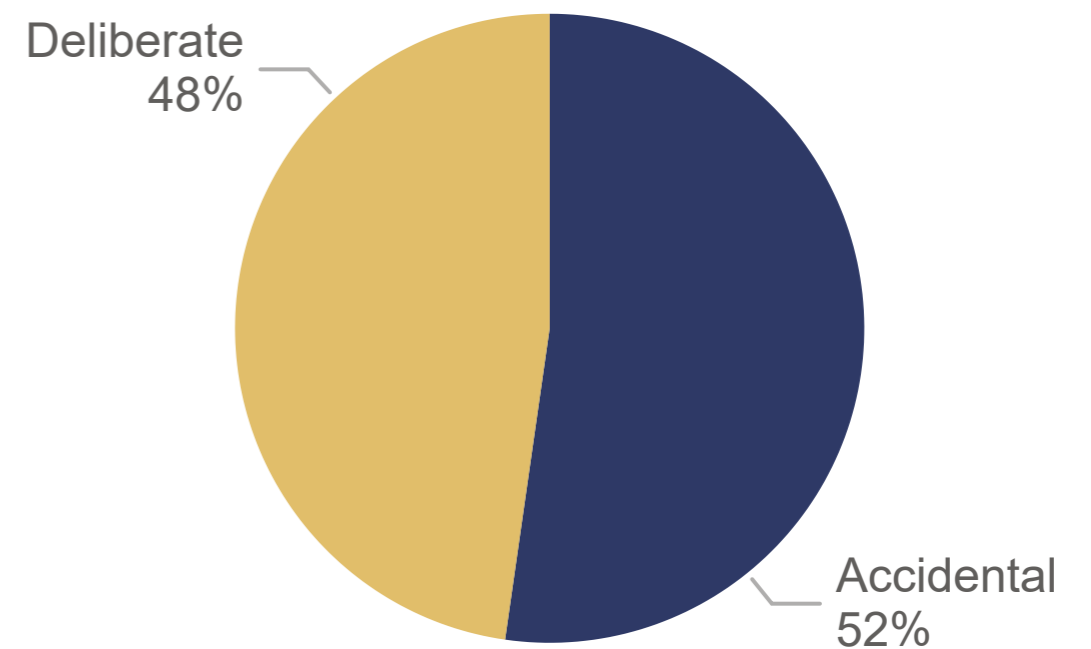
3 Year average indicator shows if current number of Non-domestic Building Fires this financial year is an increase/decrease of Non-domestic Building fires against the 3 year average. Looking at only the comparison range.

Top 5 Property Types

Non-domestic Building Fires

| | |
|-----------------------------------|----|
| Public admin, security and safety | 87 |
| Food and Drink | 41 |
| Retail | 19 |
| Industrial Manufacturing | 17 |
| Warehouses and bulk storage | 12 |

Non-domestic Building Fires by Accidental or Deliberate Fires



Top 5 Fire Causes

Non-domestic Building Fires

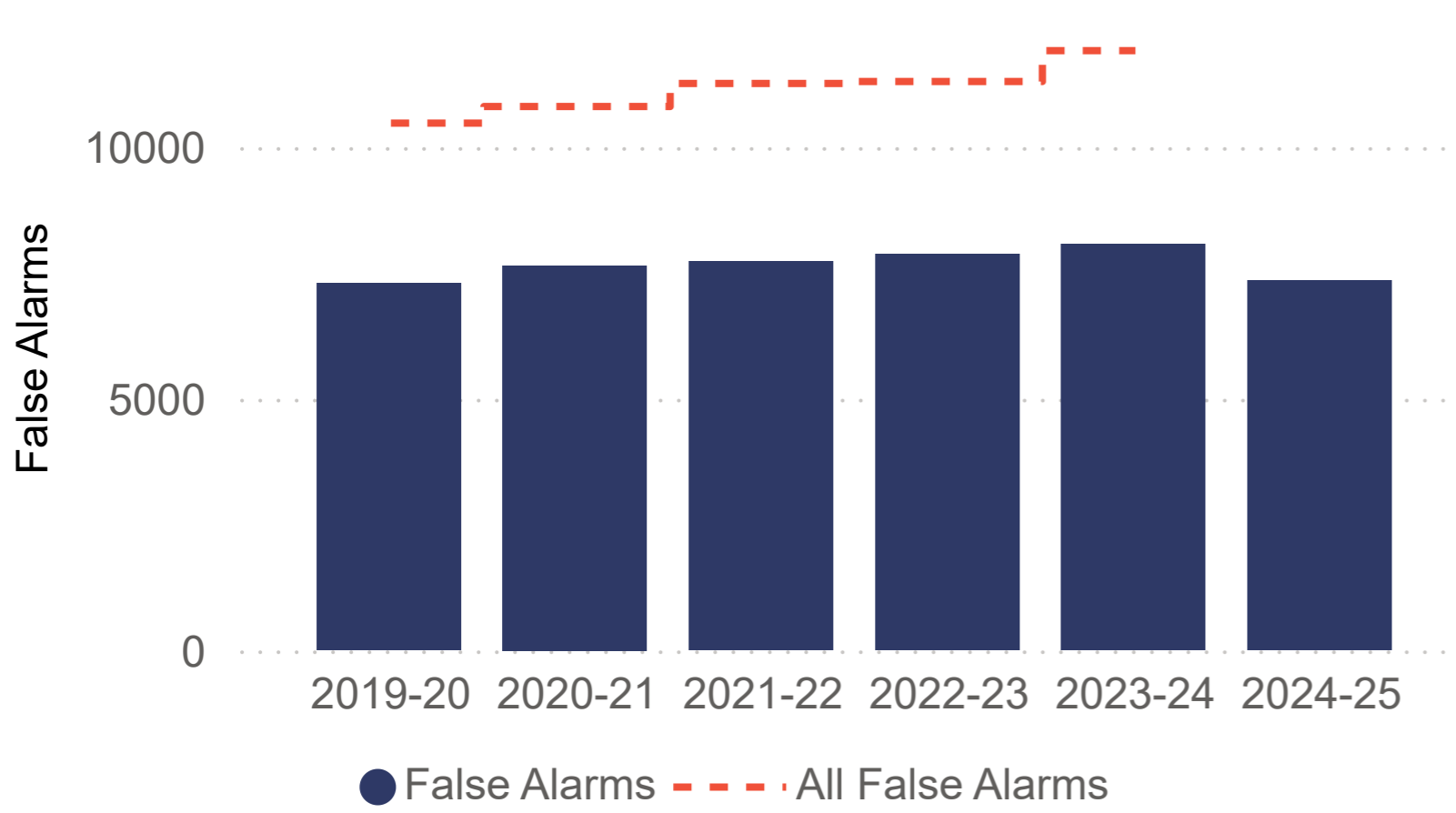
| | |
|---|----|
| Deliberate - others property - Heat source and combustibles brought together deliberately | 68 |
| Accidental - Faulty fuel supply - electricity | 23 |
| Accidental - Fault in equipment or appliance | 20 |
| Accidental - Accumulation of flammable material | 11 |
| Accidental - Overheating, unknown cause | 11 |

False Alarms

01 April 2024

01 December 2024

False Alarms by Financial Year



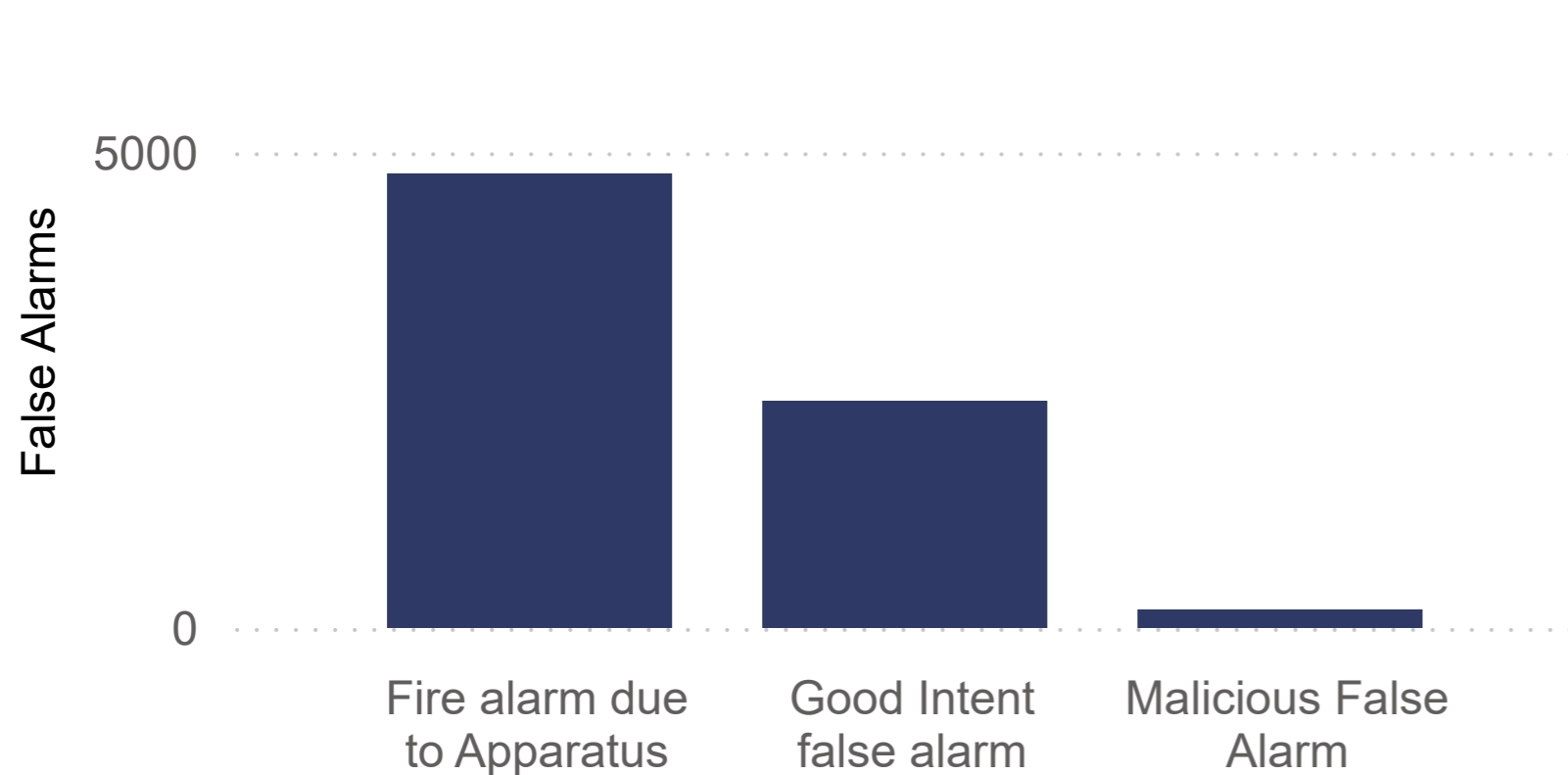
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

False Alarms Previous Year To Date Comparison

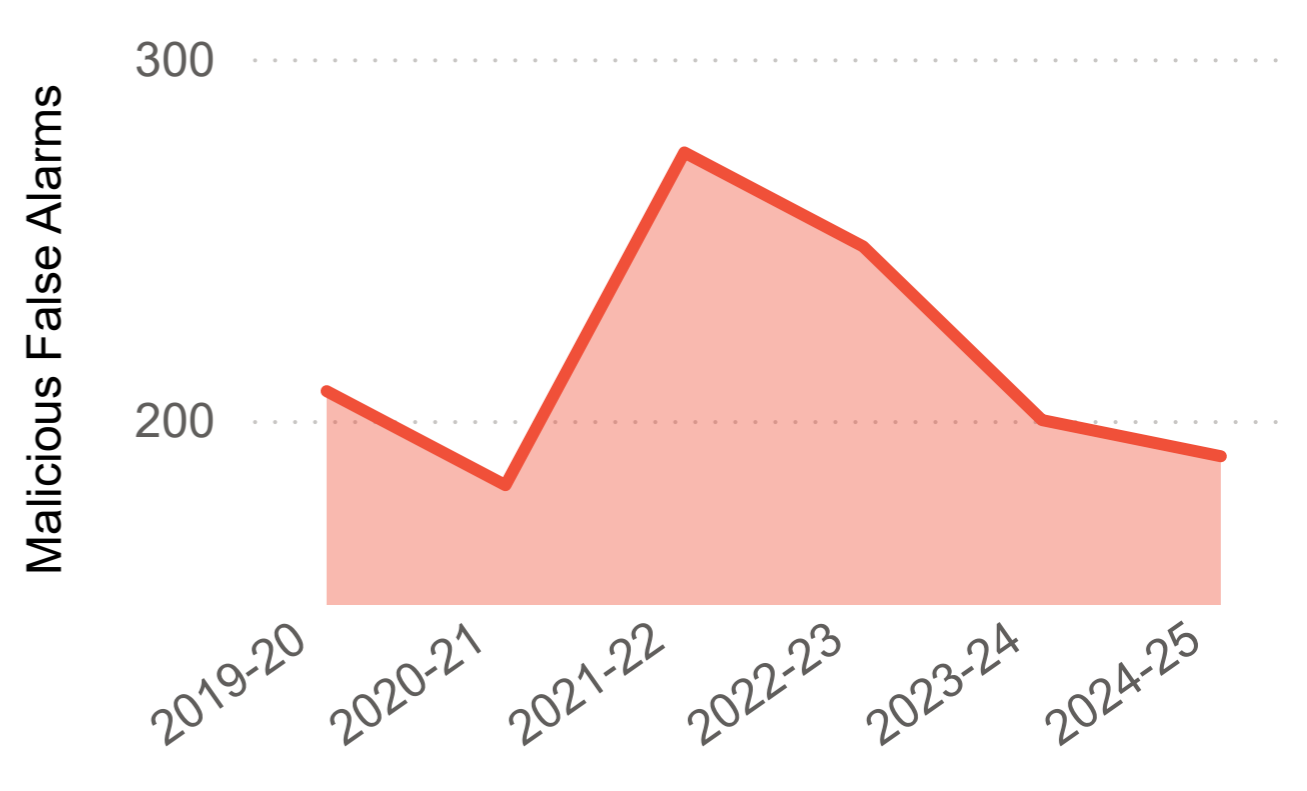
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 6% | ▲ |
| Calderdale | -10% | ▼ |
| Kirklees | -15% | ▼ |
| Leeds | -11% | ▼ |
| Wakefield | -23% | ▼ |

3 year average indicator shows if current number of False Alarms this financial year is an increase/decrease of False Alarms against the 3 year average. Looking at only the comparison range.

False Alarm by Reason



Malicious False Alarms by Financial Year



Top Dwelling Properties

Purpose Built
Flat/Maisonette - multiple occupancy

Top Other Residential Buildings Properties

Residential Home

Top Non-Residential Building

Education

Top Dwelling Reason

Faulty

Top Other Residential Building Reason

Faulty

Top Non-Residential Reason

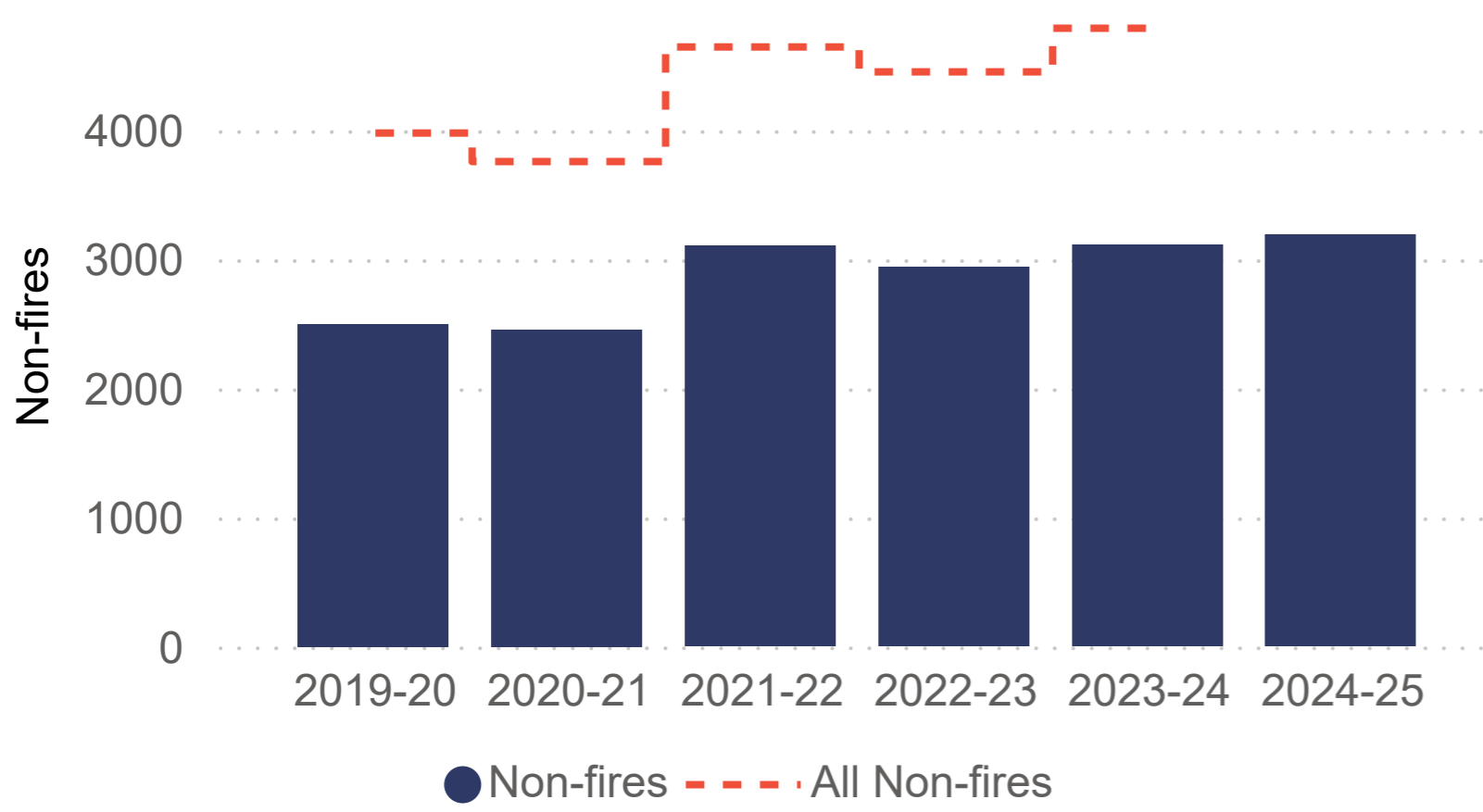
Faulty

Non-fires

01 April 2024

01 December 2024

Non-fires by Financial Year



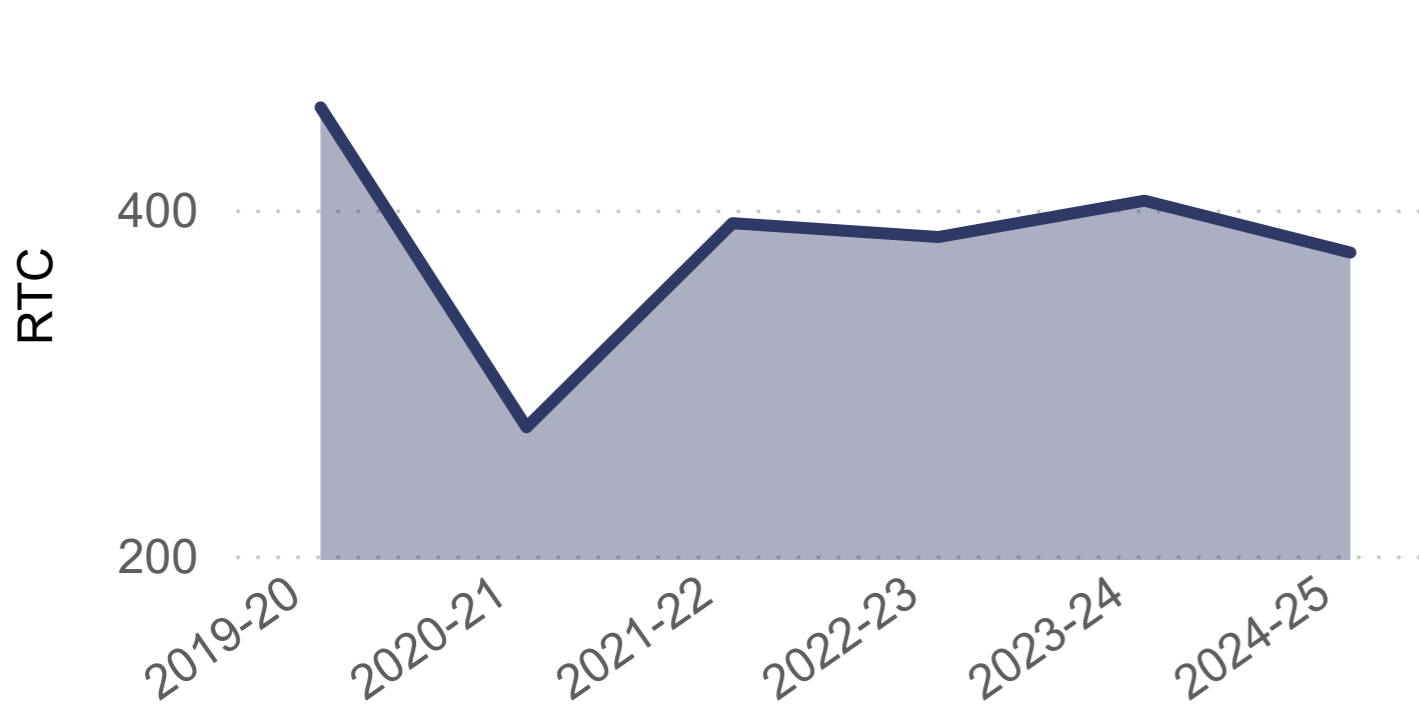
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Non-fires Previous Year To Date Comparison

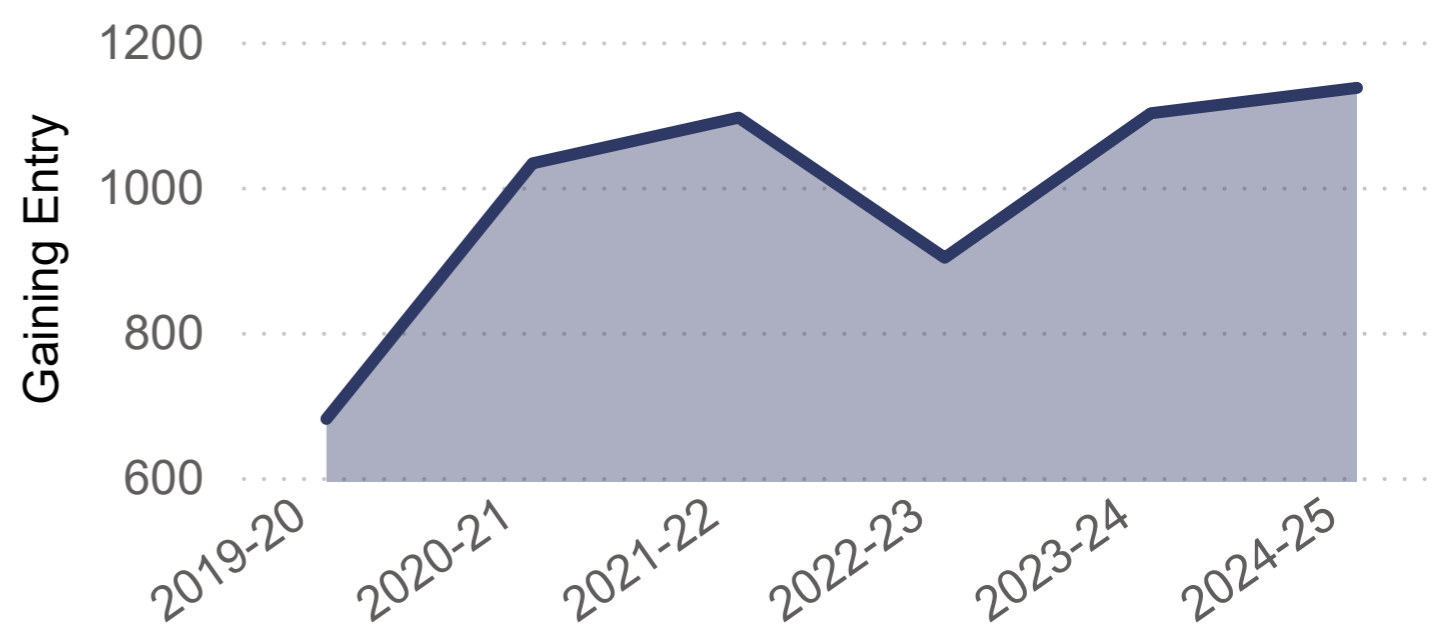
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | -3% | ↑ |
| Calderdale | 13% | ↑ |
| Kirklees | -6% | ↓ |
| Leeds | 7% | ↑ |
| Wakefield | 4% | ↑ |

3 Year average indicator shows if current number of Non-fires this financial year is an increase/decrease of Non-fires against the 3 year average. Looking at only the comparison range.

Road Traffic Collisions by Financial Year



Gaining Entry Cause for Concern by Financial Year



Top 5 Non-fire Types

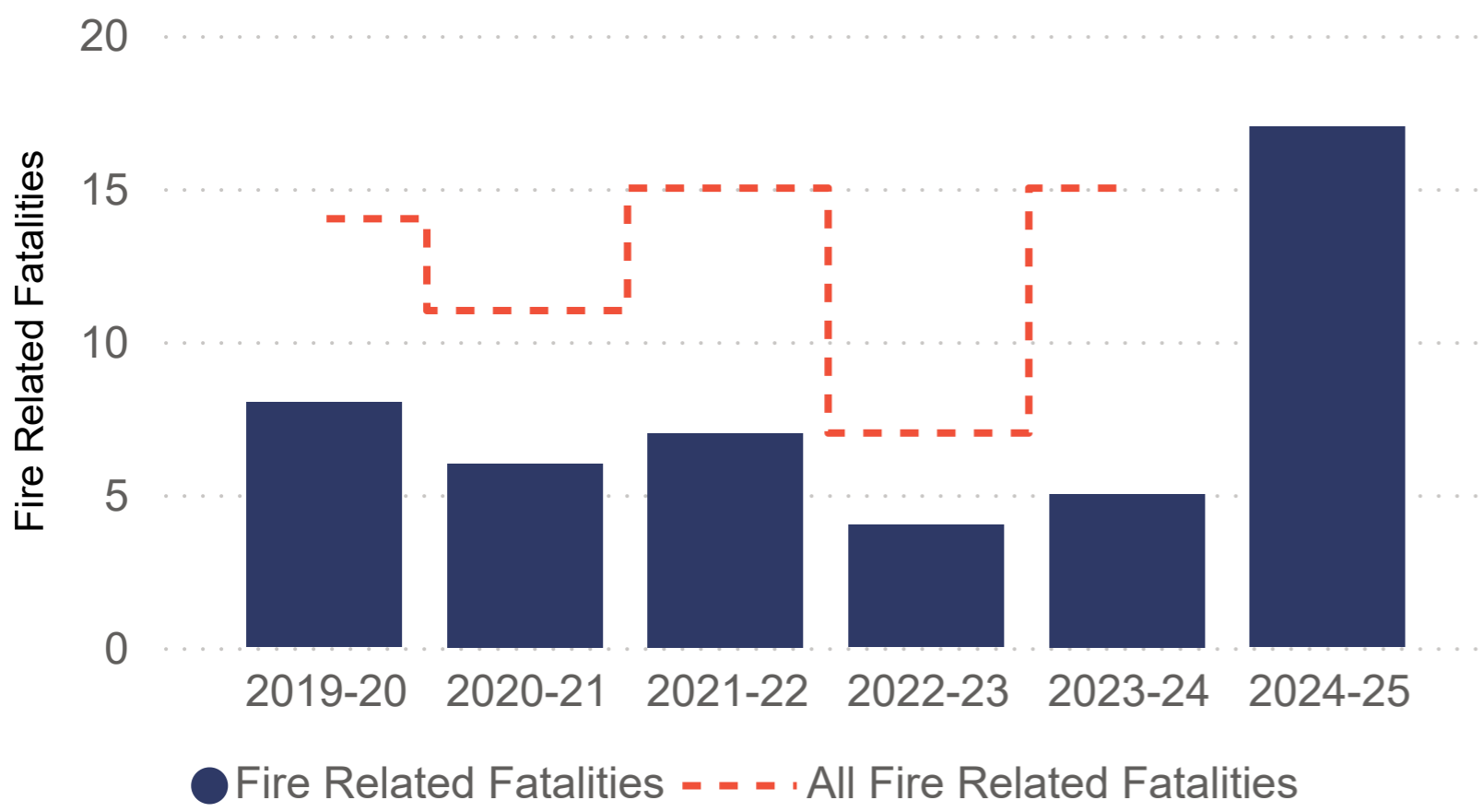
| Non-fire Type | Count |
|---------------------------------|-------|
| Effecting entry/exit | 1059 |
| Assist other agencies | 477 |
| RTC | 379 |
| No action (not false alarm) | 204 |
| Other rescue/release of persons | 160 |

Fire Related Fatalities

01 April 2024

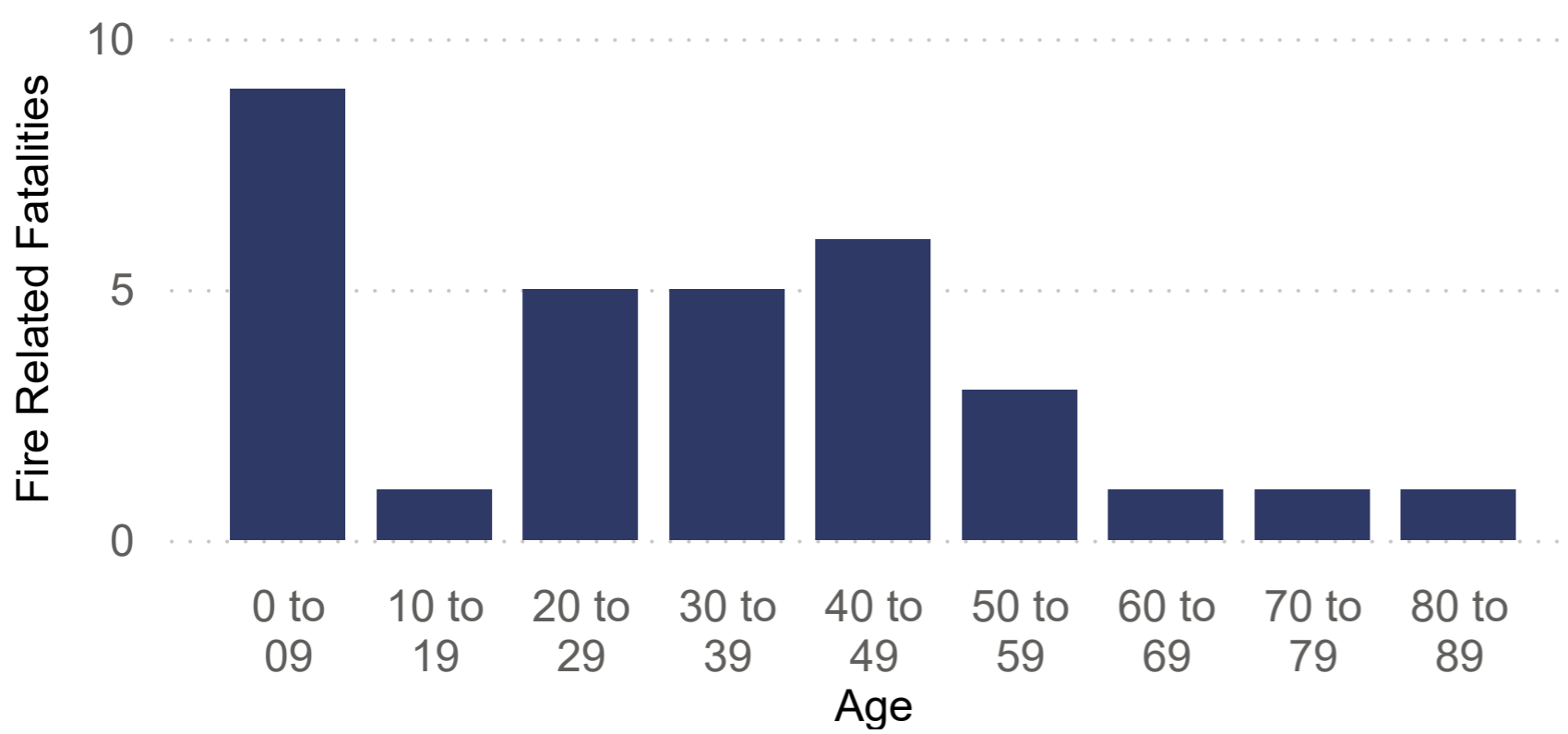
01 December 2024

Fire Related Fatalities by Financial Year

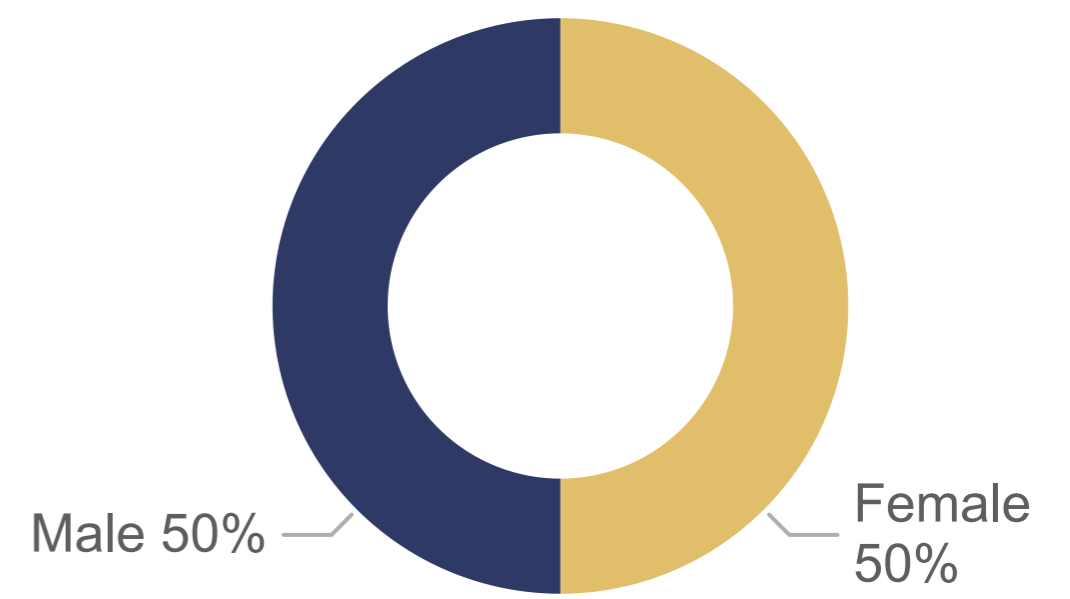


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

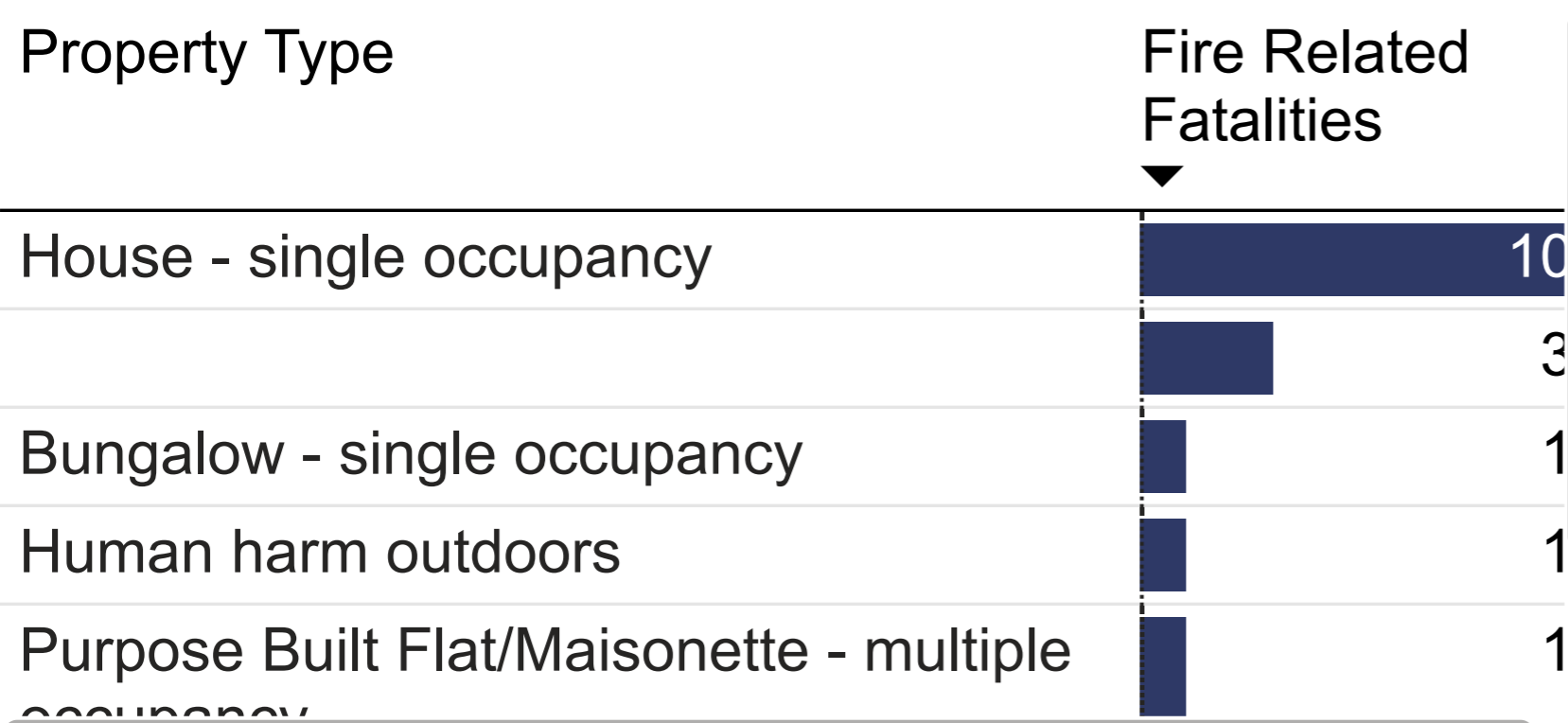
Fire Related Fatalities by Age



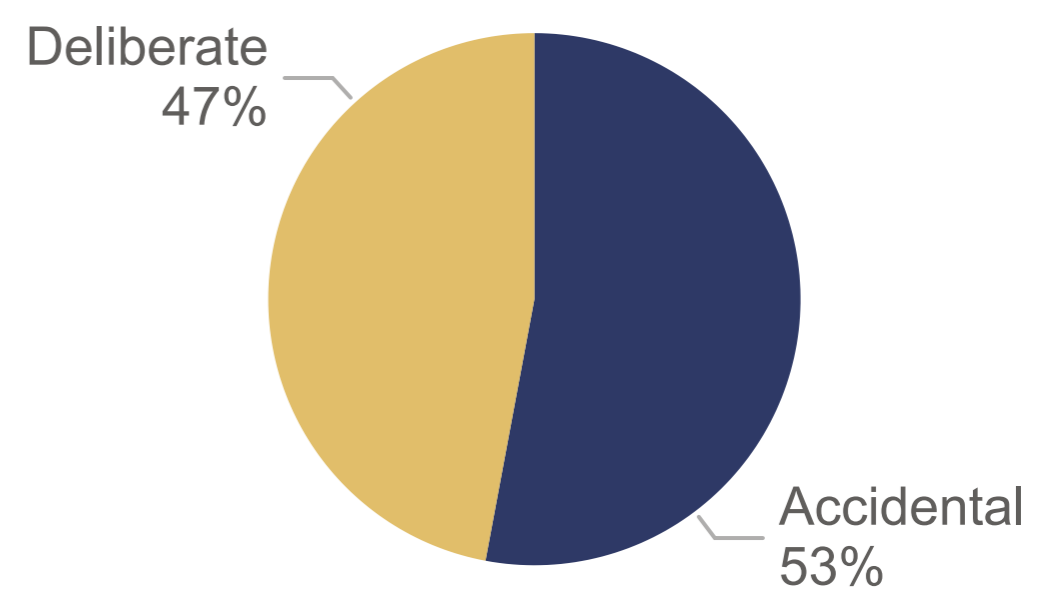
Fire Related Fatalities by Gender



Fire Related Fatalities by Property Type



Fire Related Fatalities by Accidental or Deliberate Fires

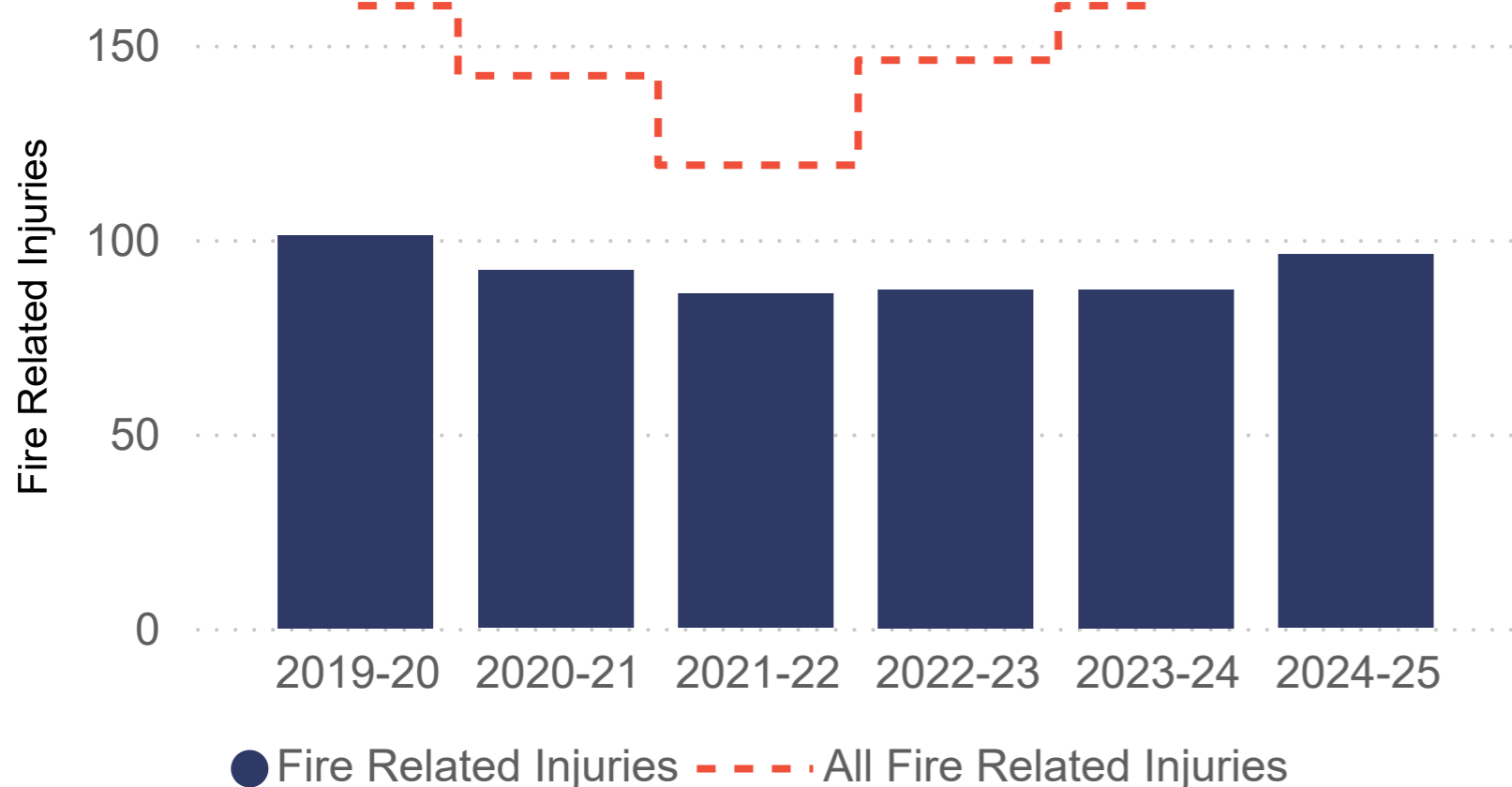


Fire Related Injuries

01 April 2024

01 December 2024

Fire Related Injuries by Financial Year



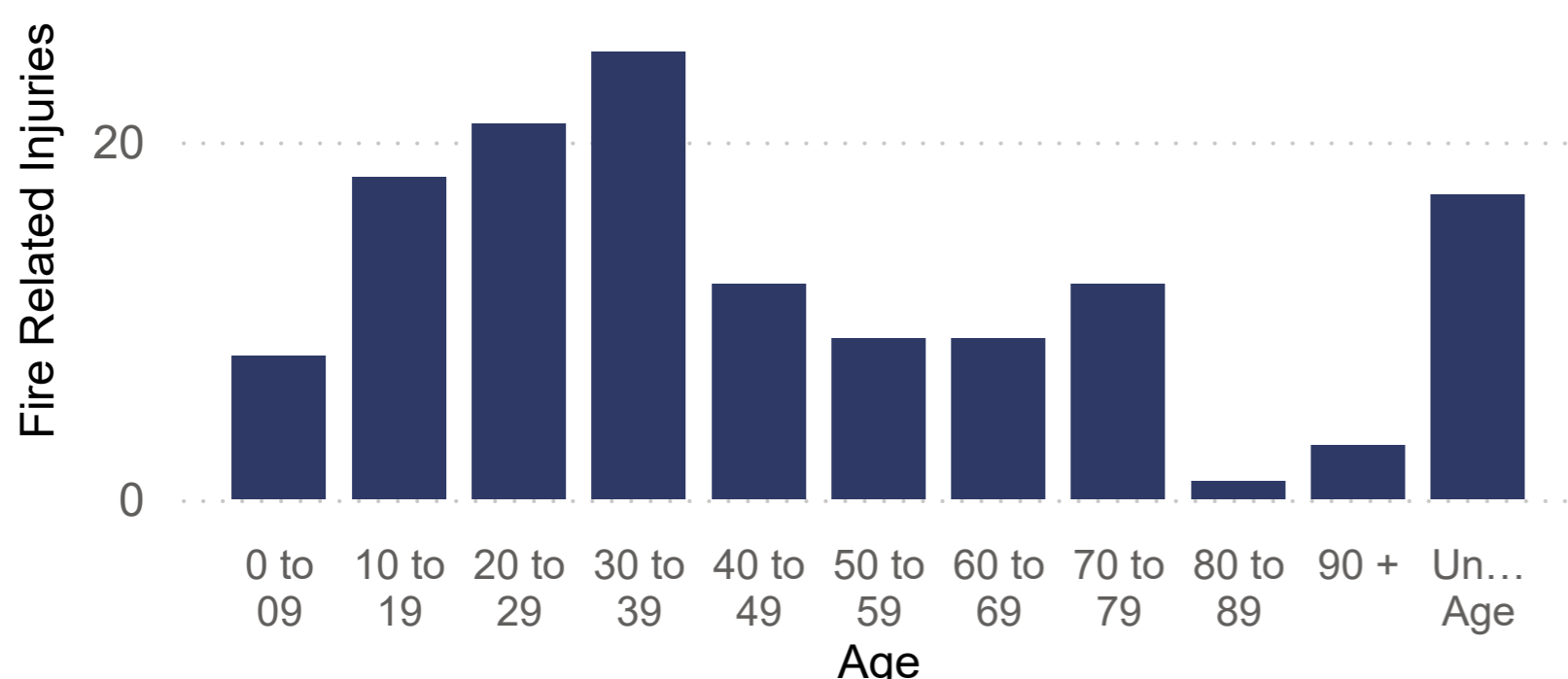
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Fire Related Injuries Previous Year To Date Comparison

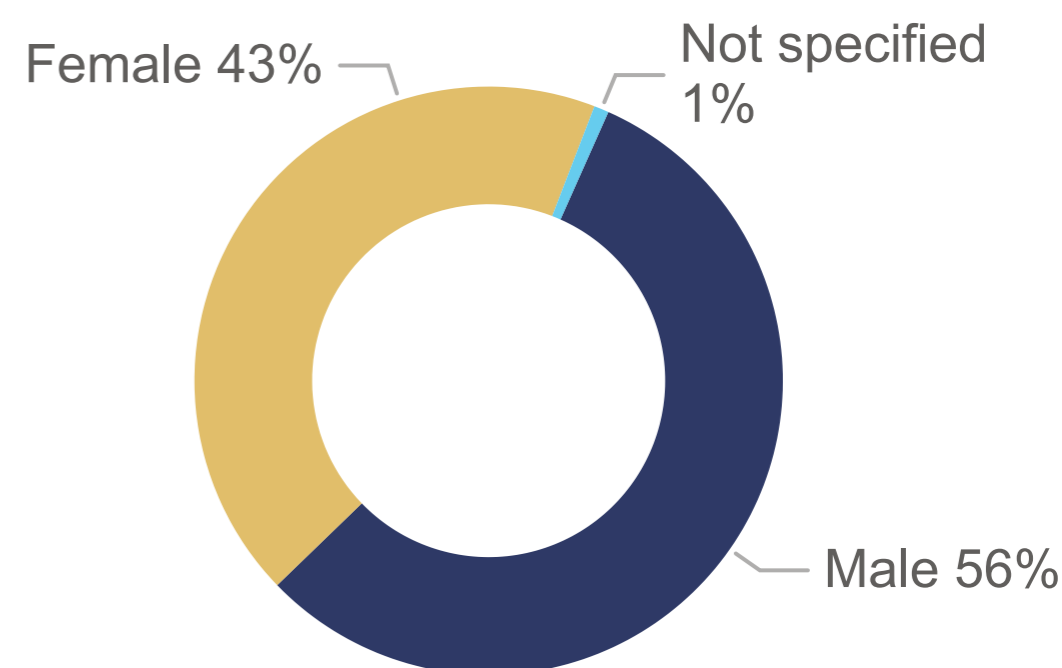
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 24% | ↑ |
| Calderdale | -62% | ↓ |
| Kirklees | 50% | ↑ |
| Leeds | 12% | ↓ |
| Wakefield | 9% | ↑ |

3 Year average indicator shows if current number of Fire Related Injuries this financial year is an increase/decrease of Fire Related Injuries against the 3 year average. Looking at only the comparison range.

Fire Related Injuries by Age



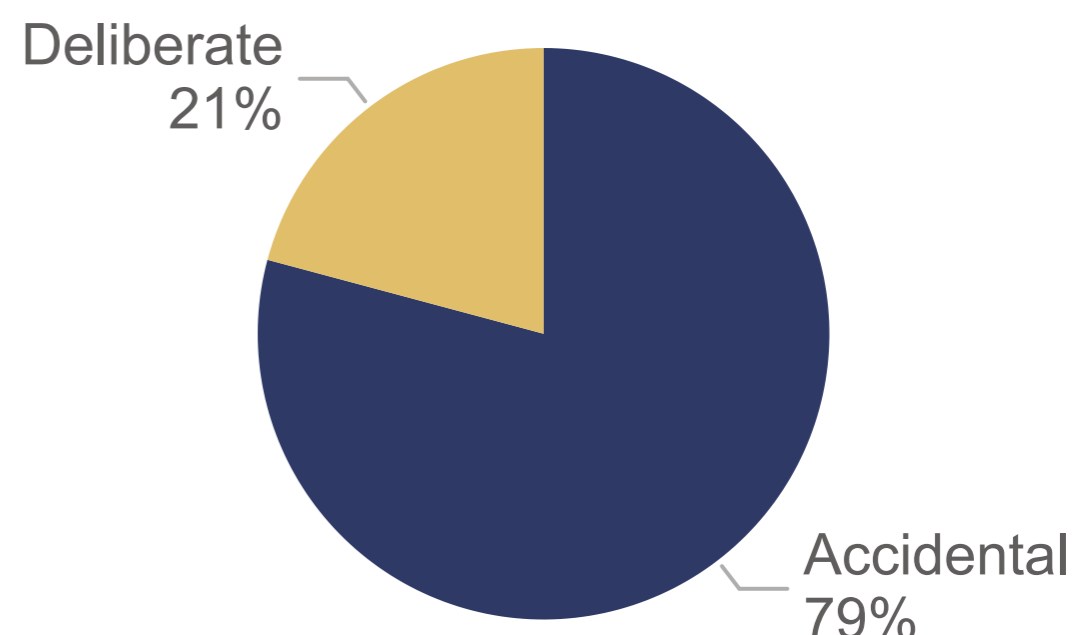
Fire Related Injuries by Gender



Fire Related Injuries by Severity

| Severity of Injury | Fire Related Injuries |
|--|-----------------------|
| Victim went to hospital, injuries appear to be Slight | 83 |
| Victim went to hospital, injuries appear to be Serious | 19 |
| Precautionary check recommended | 10 |
| First aid given at scene | 2 |

Fire Related Injuries by Accidental or Deliberate Fires



Top Property Type

House - single occupancy

Top Fire Cause

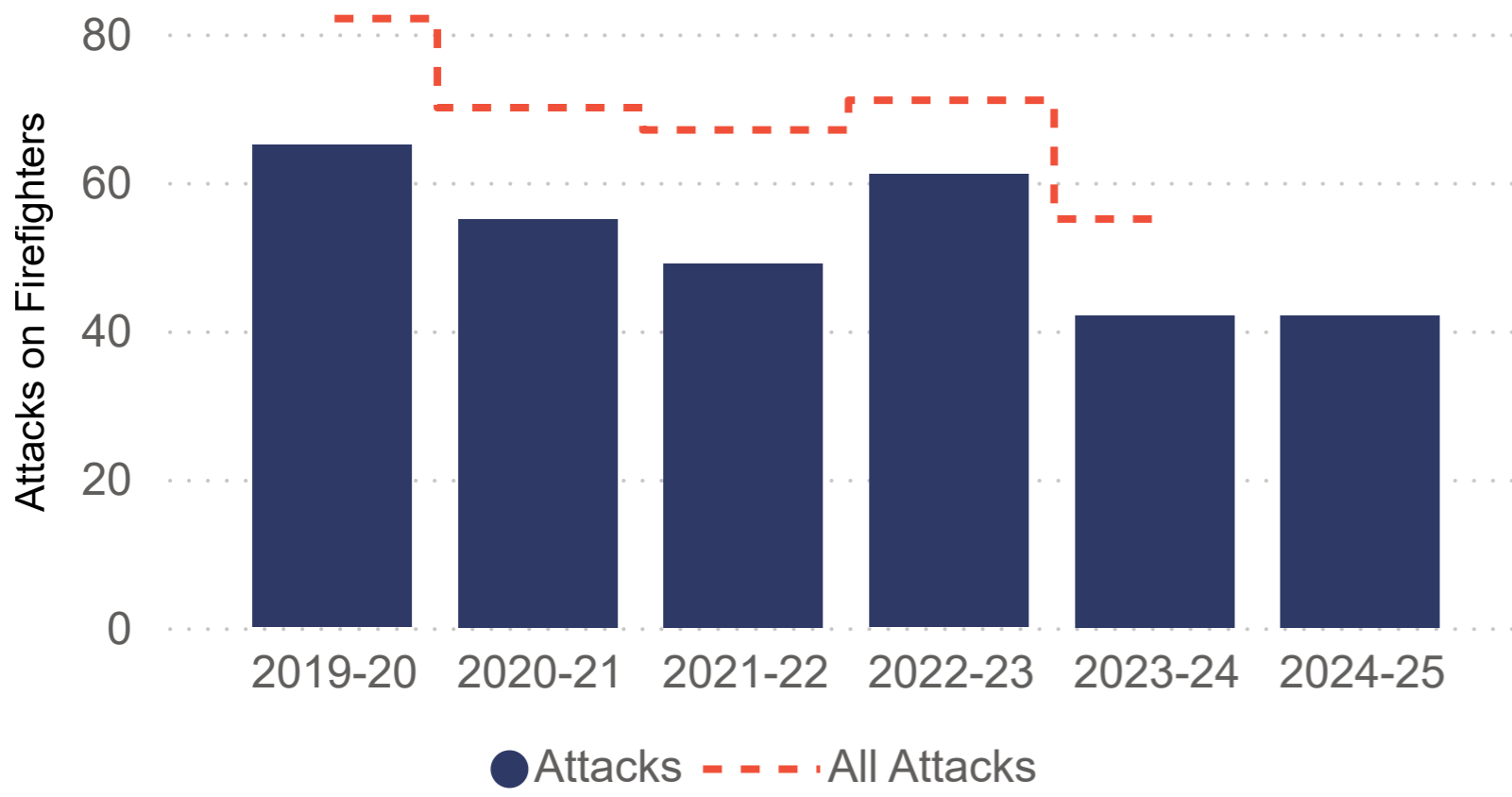
Accidental - Fault in equipment or appliance

Attacks on Firefighters

01 April 2024

01 December 2024

Attacks on Firefighters by Financial Year



All Attacks on Firefighters (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Attacks on Firefighters Previous Year To Date Comparison

| District | Current period | Previous year | % increase/decrease on previous year | 3 Year Average |
|------------|----------------|---------------|--------------------------------------|----------------|
| Bradford | 22 | 22 | 0% | ↓ |
| Calderdale | 3 | 2 | 50% | ↑ |
| Kirklees | 5 | 6 | -17% | ↓ |
| Leeds | 9 | 6 | 50% | ↓ |
| Wakefield | 3 | 6 | -50% | ↓ |

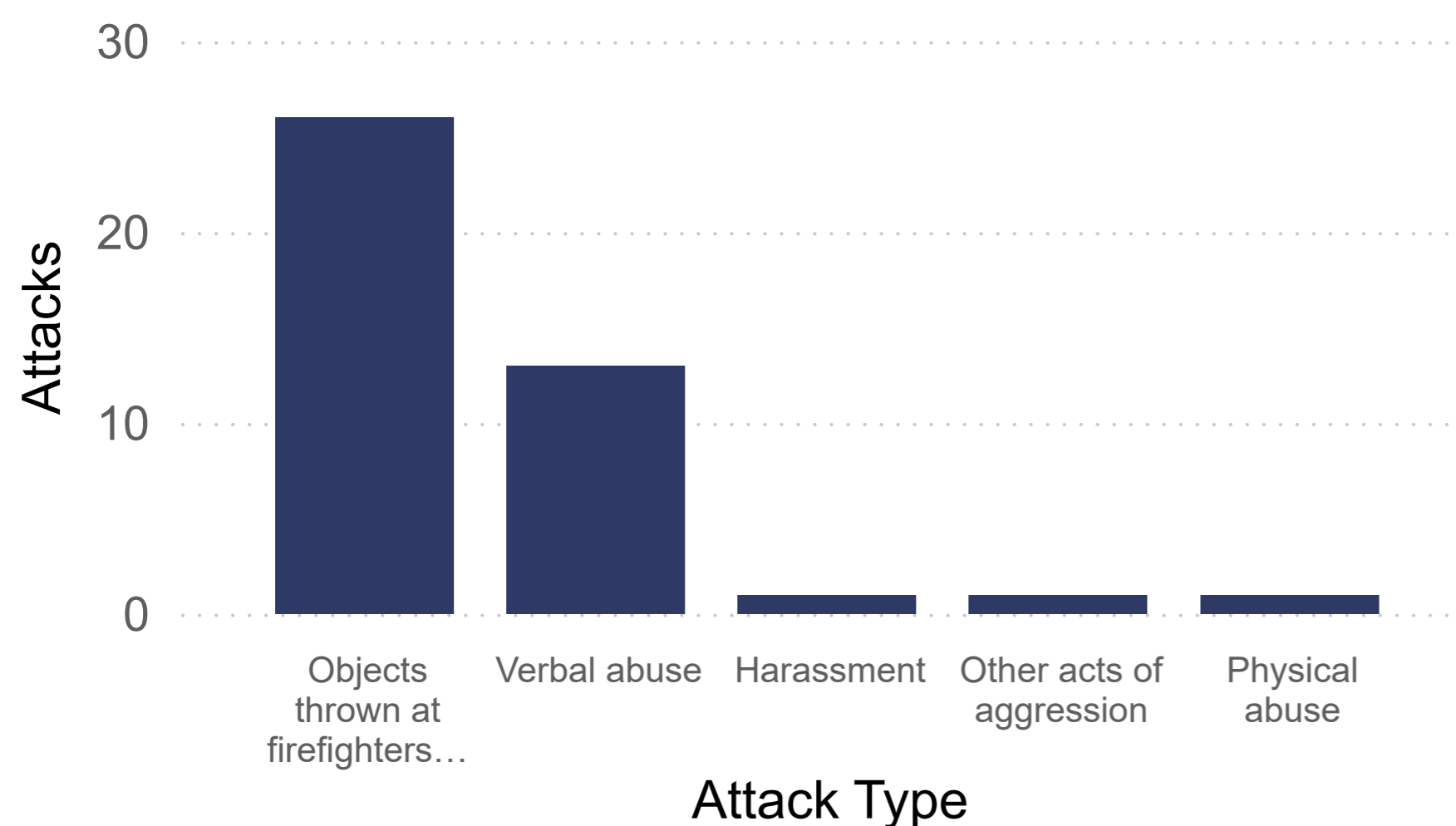
3 Year average indicator shows if current number of Attacks on Firefighters this financial year is an increase/decrease of Attacks on Firefighters against the 3 year average. Looking at only the comparison range.

Attacks on Firefighters by Severity



Visual may be blank if no slight and serious injuries are recorded for the date range.

Attacks on Firefighters by Attack Type



Percentage of incidents with an attack

| District | % Attacks at district total incidents |
|------------|---------------------------------------|
| Bradford | 0.47% |
| Kirklees | 0.20% |
| Calderdale | 0.19% |
| Leeds | 0.15% |
| Wakefield | 0.14% |

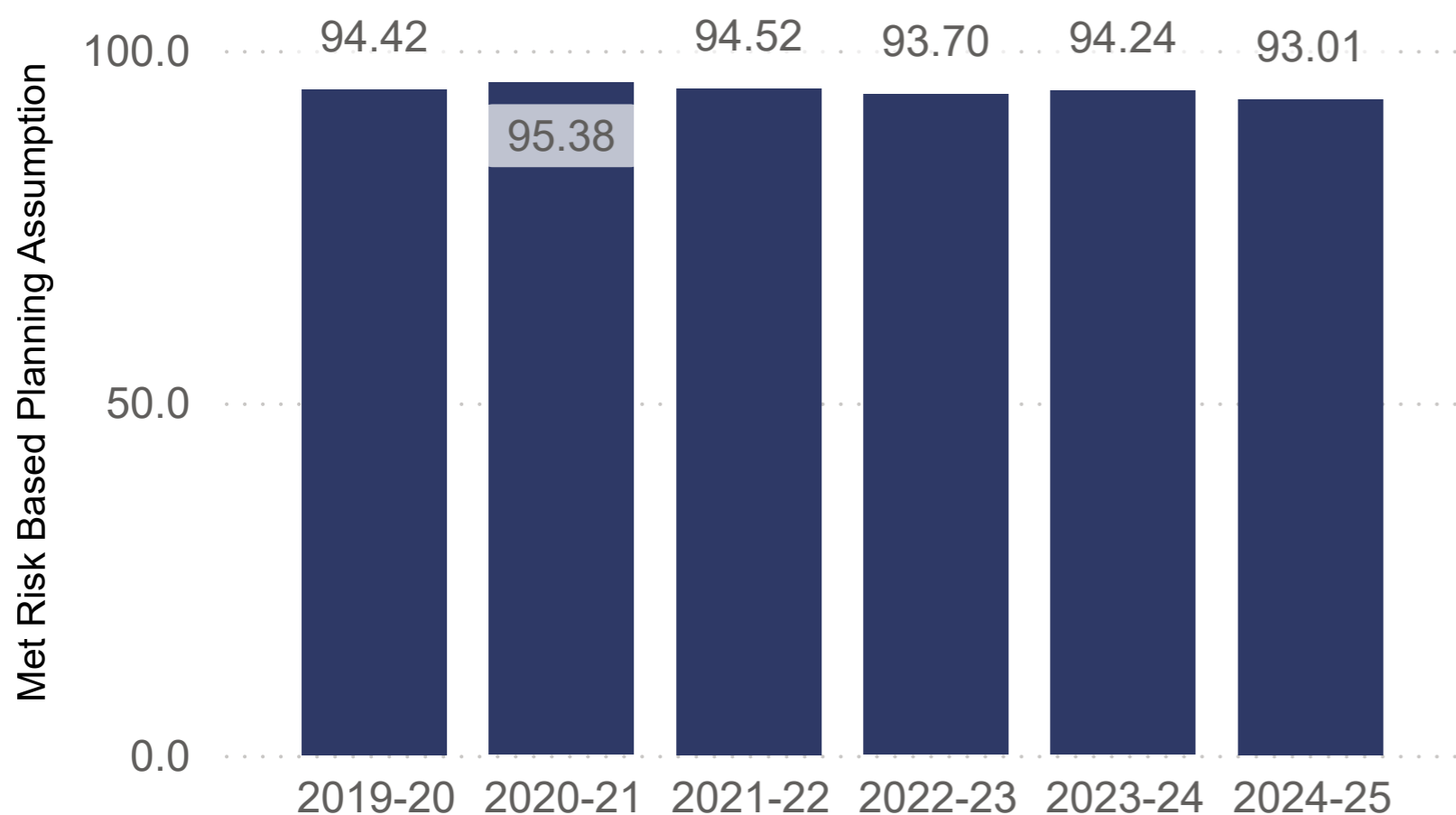
Percentage of attacks based on number of incidents per district.

Response Times

01 April 2024

01 December 2024

Percentage of Met Risk Based Planning Assumption Response Times by Financial Year



Percentage of Met Risk Based Planning Assumption Response Time

| District | % Met |
|------------|-------|
| Leeds | 94.94 |
| Bradford | 93.98 |
| Calderdale | 91.10 |
| Kirklees | 90.34 |
| Wakefield | 90.07 |

Average Response Time by LSOA Risk Score and Severity

| Risk Score | Life | Property | Other | Total |
|--------------|-----------------|-----------------|-----------------|-----------------|
| Very High | 00:05:39 | 00:07:29 | 00:06:50 | 00:06:46 |
| High | 00:06:29 | 00:07:15 | 00:06:59 | 00:06:57 |
| Medium | 00:06:41 | 00:07:37 | 00:07:17 | 00:07:14 |
| Low | 00:07:03 | 00:07:55 | 00:07:32 | 00:07:30 |
| Very Low | 00:08:18 | 00:10:14 | 00:08:58 | 00:08:57 |
| Total | 00:07:12 | 00:08:22 | 00:07:40 | 00:07:39 |

Average Response Time Targets

| Risk Score | Life | Property | Other |
|------------|-------|----------|-------|
| Very High | 7.00 | 9.00 | 15.00 |
| High | 8.00 | 10.00 | 15.00 |
| Medium | 9.00 | 11.00 | 15.00 |
| Low | 10.00 | 12.00 | 15.00 |
| Very Low | 11.00 | 13.00 | 15.00 |

LSOA: Lower Super Output Area.

The Risk Based Planning Assumptions (RBPA) utilised by WYFRS place greatest emphasis on the likelihood of incidents occurring where there is a risk to people. Three different classifications of incidents are utilised, these being:

Life – Potential for incidents to involve rescues, injuries or fatalities including private dwellings, or other sleeping risks.

Property – Incidents occurring in properties other than those included within the Life risk.

Other – All other incidents not included within the descriptors for Life and Property risk including secondary fires, false alarms and non-fire related incidents where there is no risk to human life.

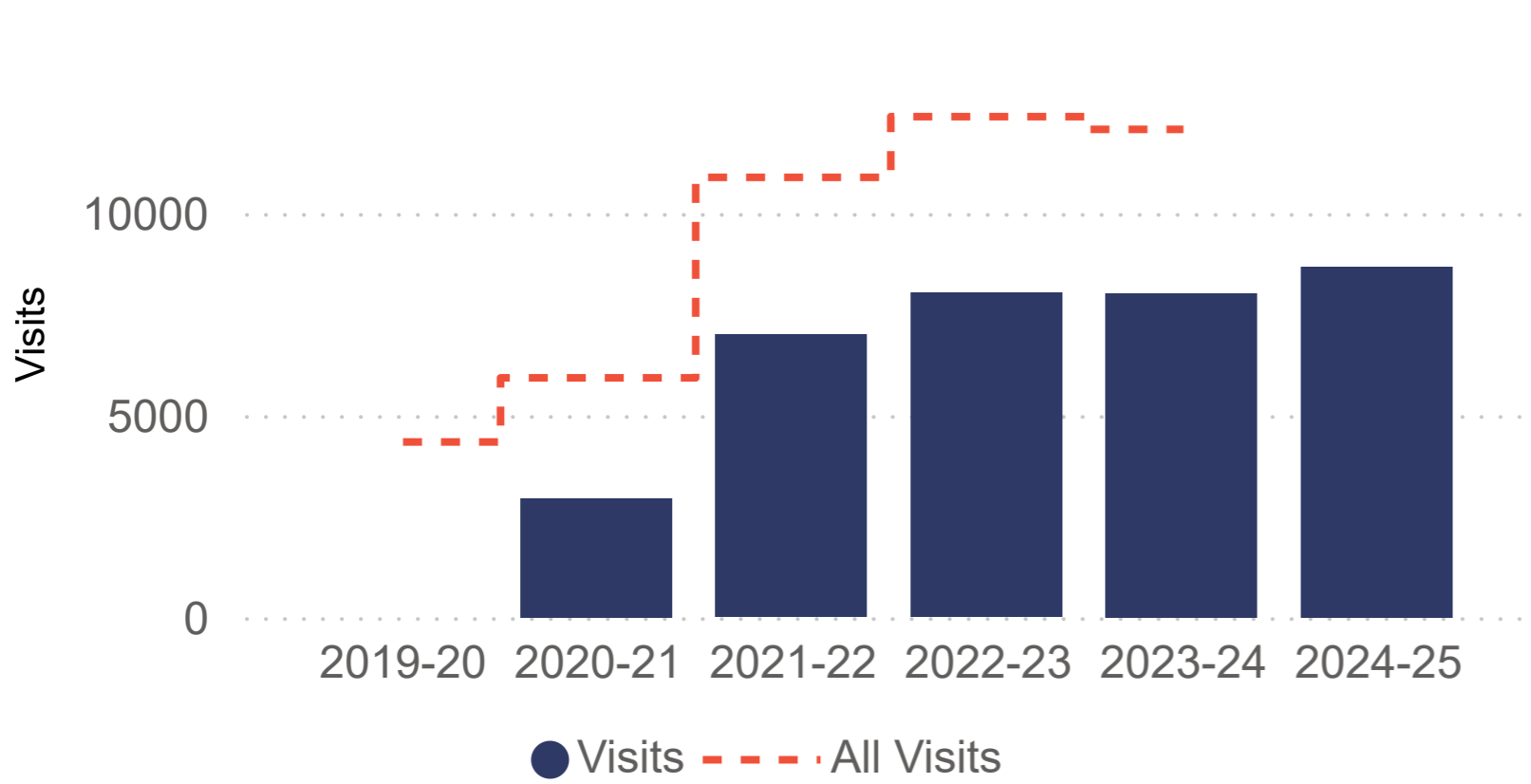
The RBPA's are underpinned by a comprehensive risk assessment for WYFRS.

Safe and Wells and High Risk Interventions

01 April 2024

01 December 2024

Completed Safe and Well and High Risk Intervention Visits by Financial Year



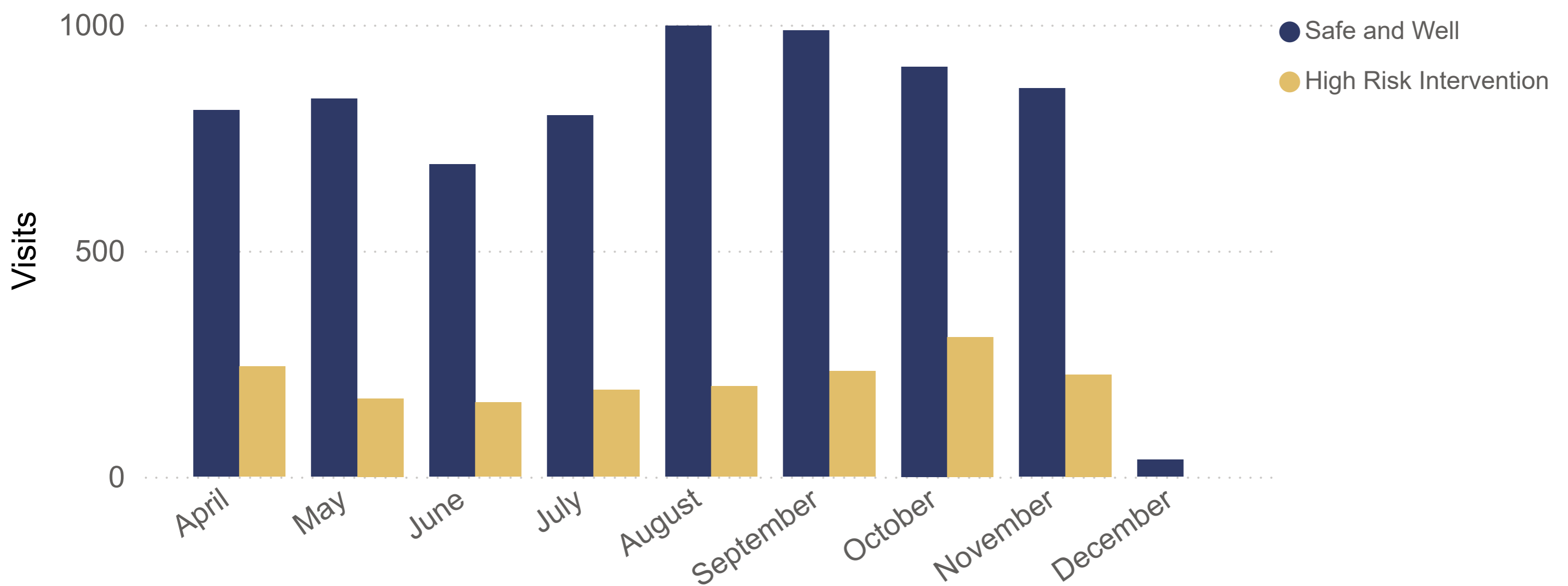
Completed Safe and Well Visits Previous Year To Date Comparison

| District | % increase/decrease on previous year |
|------------|--------------------------------------|
| Bradford | 6% |
| Calderdale | -6% |
| Kirklees | 6% |
| Leeds | 15% |
| Wakefield | 16% |

All Visits (red dotted line) shows the total figure for the financial year.

The bars show the value for selected date range.

Completed Visits by Month



The Safe and Well programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most.

People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents.

It also covers a broader assessment of vulnerability against a number of other elements, including:

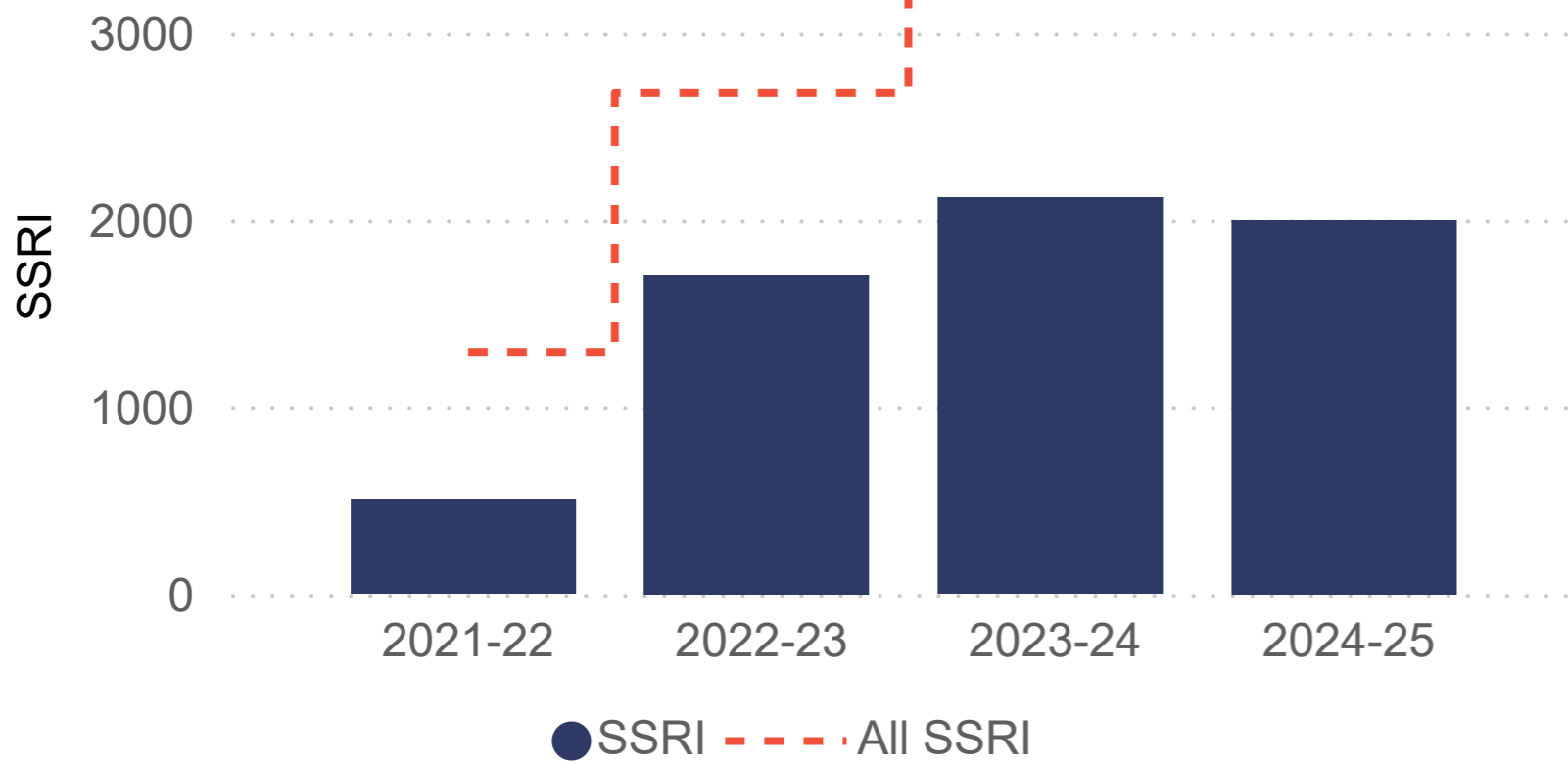
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking

Site Specific Risk Inspections (SSRI)

01 April 2024

01 December 2024

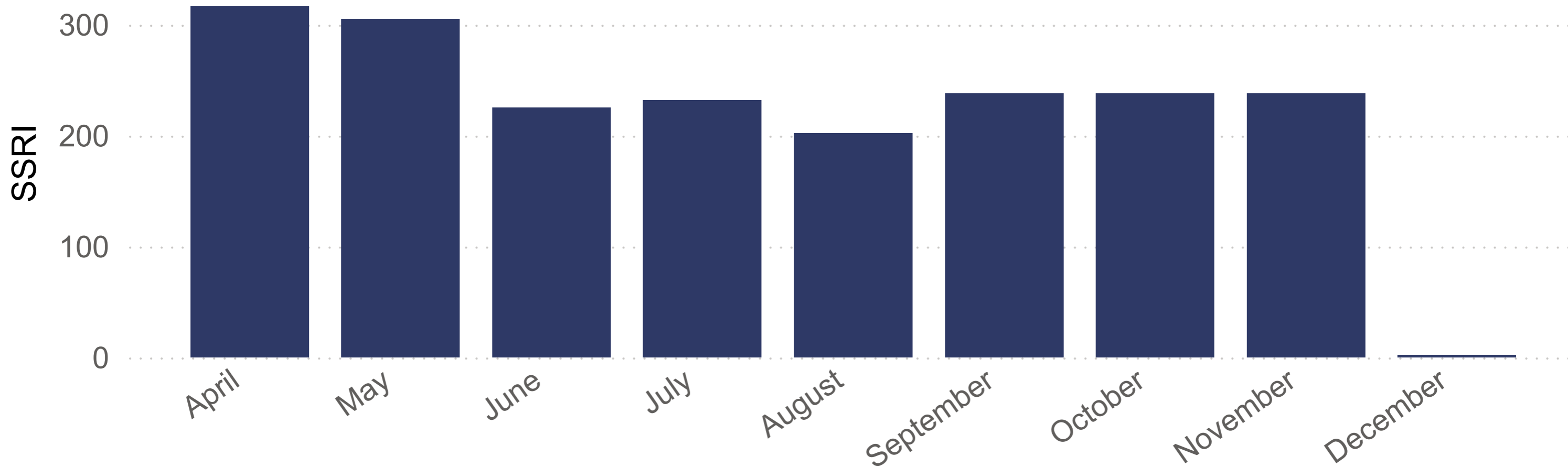
SSRI by Financial Year



All SSRI (red dotted line) shows the total figure for the financial year.

The bars show the value for selected date range.

SSRI by Month



SSRIs are generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area.

SSRIs are allocated to each District which are then allocated to stations/watches.

The Operational Risk Management Team centrally audit 100 percent of all SSRIs. This ensures a standard approach to the recording and understanding of risk which in turn underpins the safety of operational crews when responding to premises considered higher risk.

OFFICIAL

Agenda item: 12

Programme of Change Update

Full Authority

| | |
|-------------------------|---|
| Date: | 13 December 2024 |
| Submitted by: | Director of Service Support |
| Purpose: | To update members of the progress of the Programme of Change 2024/25. |
| Recommendations: | That members note the report. |
| Summary: | The report highlights progress against the Programme of Change 2024/25. |

Local Government (Access to information) Act 1972

| | |
|--|--|
| Exemption Category: | None |
| Contact Officer: | Toby May, Service Support AM Toby.May01@westyorkshire.gov.uk |
| Background papers open to inspection: | None |
| Annexes: | Annex 1 – 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 programme's implementation is reported to each Full Authority. Annex 1 shows the status of current projects.
- 2.2 Out of the 16 projects; 11 projects are on track, 2 are behind schedule, 1 is in evaluation and 2 are on hold.
- 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 The Strategic Review Workshop took place on October 9th and is a key part of the organisational planning process. Prior to the main workshop, preliminary sessions were conducted that focused on "what underpins good governance" to help prepare for the event. The day included multiple presentations and workshop activities, as well as keynote speakers.
- 2.6 The discussions on core principles of good governance highlighted several critical points. Key elements identified included the importance of having a clear organisational structure with defined roles, implementing effective risk management strategies, and ensuring robust leadership.
- 2.7 Following the internal review of the Portfolio Management Office (PMO), several recommendations have been identified. These include the implementation of Portfolio, Programme, and Project software, the establishment of a benefits management framework, the review and update of the project management framework, and the creation of a true Project Portfolio Management Office (PPMO). A business case is being developed to provide more detailed information about these recommendations.

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.

10.2 The status of each project can be seen in Annex 1.

11. Annex 1 – Programme of Change 2023/24

Data as of 20/11/2024.

| Project / Initiative | Project / Initiative Description | Target Completion Date | Strategic Alignment | Project Status | % Complete |
|----------------------|---|------------------------|---------------------|----------------|------------|
| FSHQ Programme | Deliver a modern, energy-efficient Headquarters with a purpose-built training arena. 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. Maximise space within the site to provide a new outdoor RTC training facility | 02/01/2025 | 38 | On track | 95% |
| OneView Programme | Performance management programme to provide a transparent, timely and flexible method of sharing performance data with our colleagues, partners, and the communities. | 17/05/2025 | 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 | 65% |

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| | 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 | 31/10/2024 | 30 | Evaluation | 90% |
| Keighley Fire Station | The construction of a new fire station on the existing site to replace an oversized and outdated fire station | 31/3/2025 | 28 | Behind schedule | 45% |
| Command Support Software | Implement Airbox Mosaic command support software. | 31/08/2024 | 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. | 31/07/2025 | | On track | 95% |
| 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 | |

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| 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 | 5% |
| 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 | 22 | On track | 10% |
| 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 Deliver | tbc | 20 | On track | 85% |
| 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 | 01/10/2025 | 18 | On track | 5% |

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| | <p>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.</p> | | | | |
| 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. | tbc | 23 | On track | 90% |

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| | <ul style="list-style-type: none"> Transition of Organisational Training to a crew-based training model. <p>Review of organisational/duty system attribute requirements.</p> | | | | |
| 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. | 30/06/2025 | | On track | 20% |
| 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 | | Behind schedule | 15% |