



Minutes

Full Authority

Date: 20 September 2019

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor T Austin (in the Chair), M Akhtar, G Almas, C Anderson, S Benton, R Downes, J Fenton-Glynn, R Grahame, P Harrand, L Holmes, R Hunt, D Jenkins, N Mohammed, M Pervaiz, M Pollard, K Renshaw, F Shaheen, A Tait, S Tulley and A Wenham

In Attendance: None

Apologies: Councillors D O'Donovan and J Sunderland

27 Chair's announcements

Resignation of Councillor L Holmes

It was reported that Councillor Holmes had submitted her resignation from the West Yorkshire Fire and Rescue Authority with effect from 30 September 2019.

On behalf of the Authority Councillor Austin thanked Councillor Holmes for her service and commitment both to the Authority and to the communities of West Yorkshire during her 7 years of membership.

Retirement of Assistant Chief Officer Ian Bitcon

Members were advised that Assistant Chief Officer Ian Bitcon had retired from the West Yorkshire Fire and Rescue Service with effect from 20 September 2019. Members asked that their best wishes be forwarded to Ian Bitcon in his absence and that he be thanked for his time and commitment during his time with West Yorkshire Fire and Rescue Service and to the Fire Service in general.

It was reported that Nick Smith would replace him as Assistant Chief Officer / Director of Service Support.

28 Admission of the public

There were no items which required the exclusion of the public and press.

29 Urgent items

Membership of the Authority and appointment to Committees

Consequent upon the retirement of Councillor Holmes it was reported that Councillor David Hall (Kirklees – Conservative) would be appointed to the Fire Authority with effect from 1 October 2019. Consideration was given to the allocation of committee places.

RESOLVED

- a) That the appointment of Councillor David Hall with effect from 1 October 2019 be noted; and
- b) That the appointment of Councillor Hall to the Finance & Resources and the Community Safety Committee and that of Councillor Harrand to the Finance & Resources pre-meeting briefing group be approved.

30 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

31 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 27 June 2019 be signed by the Chair as a correct record.

32 Matters arising

There were no matters arising from the Minutes of the previous meeting.

33 Minutes of the Human Resources Committee

RESOLVED

That the Minutes of the Human Resources Committee at a meeting held on 5 July 2019 be received.

34 Minutes of the Local Pension Board

RESOLVED

That the Minutes of the Local Pension Board at a meeting held on 5 July 2019 be received.

35 Minutes of the Community Safety Committee

RESOLVED

That the Minutes of the Community Safety Committee at a meeting held on 12 July 2019 be received.

36 Minutes of the Finance and Resources Committee

RESOLVED

That the Minutes of the Finance and Resources Committee at a meeting held on 19 July 2019 be received.

37 Minutes of the Audit Committee

RESOLVED

That the Minutes of the Audit Committee at a meeting held on 26 July 2019 be received.

38 Minutes of the Executive Committee

RESOLVED

That the Minutes of the Executive Committee at meetings held on 15 July and 12 August 2019 be received.

39 Minutes of the Tri-Service Collaboration Board

Comment was made with regard to the importance of employee support in incidences of Post-Traumatic Stress Disorder (PTSD).

RESOLVED

That the Minutes of the Tri-Service Collaboration Board at a meeting held on 11 July 2019 be noted.

40 Minutes of the Local Government Association

RESOLVED

That the Minutes of the Fire Commission and the Fire Services Management Committee at meetings held on 24 May and 28 June 2019 respectively be noted.

41 Performance Management report – 1 April – 30 June 2019

Consideration was given to a report of the Chief Legal and Governance Officer which advised of the Authority's performance against key performance indicators for the period 1 April – 30 June 2019.

Members commented on the following issues;

- Actual rescue figures – these included those incidents where there had been forced entry resulting from a cause of concern by other agencies. It was noted that these figures would be adjusted subsequent upon the results of the forced entry pilot scheme in order that Members may be able to better identify the difference between the different types of rescue.
- Dwelling fires – were these to continue on the same trajectory, the 2019 final figures would be the lowest on record for West Yorkshire Fire and Rescue Service
- Fires where no smoke alarm was activated – this did cause concern and demonstrated the increasing need for targeted intervention
- The proportion of properties without alarms fitted which were tenanted – it was hoped that new legislation requiring properties to have a working smoke alarm on each floor would have a positive impact on these figures
- Water rescues
- Fire-related injuries
- Capacity to undertake Operational Risk Visits and related timescales (in cases of the identification of high risk individuals / properties). Focus of ORV visits to commercial premises
- Secondary fires – weather dependent, recording protocols
- Special service calls

Additional information was circulated at the meeting which advised Members of the current most up to date figures to better facilitate comparison and timeliness of reporting.

RESOLVED

That the report be noted.

42 Programme of change 2019 – 20 – update

The Director of Service Support submitted a report which updated Members on the progress in relation to the Programme of Change 2019 – 20. It was reported that all projects had either been completed or were on track for completion.

RESOLVED

That the report be noted.

43 Statement of Assurance 2018 – 19

Members considered a joint report of the Director of Service Support and the Chief Legal and Governance Officer which sought approval for the Statement of Assurance 2018 - 19 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance.

The Statement, a requirement of the revised National Framework, was statutorily required to be signed off and published in the current financial year.

RESOLVED

That the West Yorkshire Fire and Rescue Authority Statement of Assurance 2018 - 19 be signed and approved for publication.

44 Integrated Risk Management Plan 2020 – 21

A report of the Director of Service Support was considered by Members which sought approval for a 10-week formal consultation period on four new proposals for inclusion in the Integrated Risk Management Plan 2020 – 21 as follows;

- A review and modification of the Day Crew (Close Call) Duty system
- A reduction of aerial appliances from five to four
- The reduction of the resilience fleet from 11 to 5 engines
- A review of the Fire Protection team to identify opportunities to increase capacity

It was reported that the 10-week period would end on 29 November 2019 and feedback would be presented to the 13 December meeting of the Authority. A copy of the Communications Plan which set out the mechanisms through which the public consultation would be achieved was attached as an annex to the report now submitted.

RESOLVED

- a) That the content of the business cases be noted, and;
- b) That approval be given to the 10-week period of formal consultation on the four business cases for inclusion in the Integrated Risk Management Plan 2020 – 21.

44 Appointment of the Vice chair

Members were advised that Councillor Tracey Austin would step down as Vice chair of the Fire Authority with immediate effect and it was,

RESOLVED

- a) That Councillor Steve Tulley be appointed Vice chair of the West Yorkshire Fire and Rescue Authority with immediate effect; and
- b) That Councillor Tulley be appointed to the Executive Committee to replace Councillor Austin with immediate effect.

Chair



Minutes

Executive Committee

Date: 20 September 2019

Time: 11.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor S Tulley (in the chair), G Almas (as substitute for Councillor D O'Donovan), R Downes, R Grahame, P Harrand and A Tait

In Attendance: None

Apologies: Councillor D O'Donovan and J Sunderland

12 Minutes of the last meeting

RESOLVED

That the Minutes of the last meeting held on 12 August 2019 be signed by the Chair as a correct record.

13 Urgent items

None.

14 Admission of the public

There were no items which required the exclusion of the public and press.

15 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

16 West Yorkshire Fire and Rescue Service – collaboration update

Consideration was given to a report of the Director of Service Support which updated the Committee on current and future collaboration initiatives.

A prioritised list of collaborative opportunities had been approved by the Tri-Service Collaboration Board at a meeting on 14 February 2019 and detail of progress made in each area was included in the report now submitted as follows;

- Shared fuel – a national contract for the purchase of fuel had previously been entered into by West Yorkshire Police which was not available to West Yorkshire Fire and Rescue Service (WYFRS). It was proposed that work on this issue be not progressed.
- Occupational Health – work had been scoped on the Employee Assistance programme (EAP) but would be unlikely to progress due to required security arrangements and the confidential nature of policing – the resolution of which would incur additional cost to the Authority. It was proposed that no further collaboration be undertaken on this workstream.
- Shared training venues and training provision – work had been suspended pending the appointment of a new Head of Operational Training but it was reported that the identification of opportunities to collaborate in areas such as training facilities, training course, equipment and training staff had since commenced.
- Driver training – collaboration had been in place for 12 months and was currently being reviewed to assess its effectiveness, value and benefits realisation. Ongoing dialogue continued with a view to identifying any new areas for collaboration.
- Community engagement – Members were advised that a 999 Academy was currently being developed to offer an 18-month course to 16 – 18 year olds with a view to the development of skills and attributes to become inclusive and supportive members of the community. The Community Volunteers programme operated within a shared database and joint efforts would be undertaken to recruit more volunteers to assist with community events and community engagement for which a Service Level Agreement was being drafted. This would complement the existing WYFRS Community Engagement strategy.
- Shared estates – WYFRS were undertaking feasibility study across its estate and opportunities for collaboration would be considered during this process.

It was reported that a small investment of £5,000 had been made in the 999 Volunteers programme to cover start-up costs. Collaboration with the programme would require a time commitment from WYFRS staff. No other significant cost implications had been identified at this stage but any changes to costs or benefits realisations would be reported back to the Committee as appropriate.

Members were advised that new opportunities for collaboration would be identified by the Tri-Service Executive Committee and scoped prior to the development of a new programme of opportunities.

RESOLVED

That the report be noted.

17 Memorandum of understanding – forced entry cause for concern

The Director of Service Support submitted a report which sought approval for a continuation of the 'Forced entry cause for concern' protocol pending the outcome of a review and submission of a valuation report following the expiry of the current six-month trial period.

It was reported that the trial had commenced on 6 May 2019 and was due to cease on 6 November 2019. Approval had been given previously by this Committee for the six-month trial period. It was proposed that the period be extended to allow continuation of operation of the protocol whilst a post-trial review was undertaken. Initial indications were that the protocol had been very beneficial to the community and people requiring assistance and the effectiveness and efficiency of our partners (West Yorkshire Police and the Yorkshire Ambulance Service) had been improved with minimal impact upon West Yorkshire Fire and Rescue Service.

The full evaluation report, including any financial implications, would be submitted to a future meeting of this Committee for consideration.

RESOLVED

- a) That the 'Forced entry cause for concern protocol' six-month trial between West Yorkshire Fire and Rescue Service, West Yorkshire Police and the Yorkshire Ambulance service be extended pending the outcome of a review and submission of an evaluation report; and
- b) That the final evaluation report be produced as soon as practicable after 6 November 2019.

18 West Yorkshire Tri-service Collaboration – unmanned aerial vehicles

Members considered a report of the Director of Service Support which sought approval for the signing of the Unmanned Aerial Vehicle (UAV) Memorandum of Understanding (MoU) by the Chief Fire Officer which enabled the shared use and operation of Unmanned Aerial Vehicle capabilities by West Yorkshire Fire and Rescue Service (WYFRS), the West Yorkshire Police (WYP) and the Yorkshire Ambulance Service (YAS).

Members were advised that WYFRS and WYP had their own UAV capability and, under the MoU, YAS would be able to utilise the provision from either of the other services.

It was reported that each party would bear its own costs and expenses incurred in conducting training and assessment with regard to the UAV capability and all parties should remain liable for any losses or liabilities incurred due to their own or their own employees' actions. Under the terms of the MoU no party would be liable for any loss suffered by another party as a result of the shared capability.

Members were further reminded that WYFRS had two UAVs and, as they were not a firefighting / rescue resource, should it be that both were unavailable, it would not be detrimental to the resolution of an incident. WYFRS would not incur any significant costs as a result of the implementation of the MoU.

RESOLVED

That approval be given to the signing of the Memorandum of Understanding – Unmanned Aerial Vehicles by the Chief Fire Officer subject to all legal elements being agreed.

Chair



Minutes

Human Resources Committee

Date: 04 October 2019

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor A Wenham (in the Chair), M Akhtar, C Anderson (for agenda items 1 – 11 only Min nos. 15 - 25 refer), S Benton (for agenda items 1 – 7 only Min nos. 15 - 7 refer), R Downes (as substitute for Councillor J Sunderland), J Fenton-Glynn (for agenda items 1 – 11 only Min nos. 15 – 25 refer), R Hunt (for agenda items 1 – 6 only Min nos.15 - 20 refer), D Jenkins, N Mohammed (for agenda items 1 – 11 only Min nos. 15 – 25 refer), F Shaheen and S Tulley.

In Attendance: None

Apologies: Councillor J Sunderland

15 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 5 July 2019 be signed by the Chair as a correct record.

16 Matters arising

None.

17 Urgent items – Firefighters and the risk of cancers

Members were provided with an update on the issue that had been the subject of recent news broadcasts and articles concerning the possible increased risk of cancer among firefighters due to contamination.

They were advised that, whilst it was a fact that the act of combustion created carcinogens, nothing had been found in a study undertaken by the National Fire Chiefs' Council (NFCC), published in March 2018, which would prove or disprove the direct link between that and the incidence of cancer in firefighters.

There was a recommendation in the NFCC report for further investigation which was currently ongoing with the inclusion of West Yorkshire Fire and Rescue Service, together with other Brigades, on a voluntary basis. It was evident that more could be done on a practical level to reduce cross-contamination and Members were advised that there had been two internal campaigns to this effect.

Until such time as the NFCC made national recommendations on measures which had to be taken to reduce the cross-contamination, it was reported that West Yorkshire would continue to promote safe methods of working with the support of the Trade Unions.

RESOLVED

That the advice and update on the increased risk of cancers in firefighters be noted.

[The Chair had agreed to the inclusion of the item on an urgent basis due to the timing of the recent articles in the national press which had occurred after the compilation of the agenda for this meeting].

18 Admission of the public

There were no items which required the exclusion of the public and press.

19 Declarations of interest

No declarations of disclosable pecuniary interest were made in any matter under consideration at the meeting.

20 Staff wellbeing and support – presentation

Members received a presentation from the Occupational Health and Safety Manager which advised of the work that was being done within the Brigade with regard to Staff Wellbeing and Support which focused on;

- mental health and the support that was in place for individuals to access
- general health screening
- Employee Assistant Programme, and
- Physiotherapy

21 Your Voice staff survey 2019 – presentation

The Chief Employment Services Officer provided Members with the results from the third and most recent staff survey.

The following areas received the most positive responses:

- Team performance;
- Understanding of role and expected standards;
- Equality of opportunity;
- Safety at work;
- Job satisfaction;
- Satisfaction with watch manager/immediate supervisor.

Aspects which needed the most improvement were as follows;

- Change management;
- Bureaucracy;
- Being fairly paid;
- Feeling valued by the service
- PDR process

It was agreed Members would receive a six-monthly update with regard to the work being done in direct response to the Staff Survey results 2019.

22 Human Resources activity report

Consideration was given to a report of the Chief Employment Services Officer which advised of the establishment, staff profile and strength of West Yorkshire Fire and Rescue Service together with directorate / departmental sickness absence and personnel activity to the end of June 2019.

Members were provided with a breakdown of statistics relating to grievances which had been reported as part of the activity report. Members were advised that they could be categorised as follows;

- Recruitment processes
- Financial loss eg detached duty system
- Compulsory moves, and
- miscellaneous

RESOLVED

That the report be noted.

23 Group Manager duty system – outcome of review

The Chief Employment Services Officer submitted a report which advised of the outcome of a trialled duty system for Group Managers that had been in operation for nine months to date.

Members were advised that approval had been given at the 5 October 2018 meeting of the Committee to a trial revised duty system for Group Managers. Following a review of the trial, it was proposed that this be implemented on a permanent basis due to its success in achieving increased productivity and flexibility whilst making significant savings of approximately £200k per annum. It was further reported that, following initial concerns from Group Managers, they considered that the revised duty system had brought about significant benefits in terms of increased flexibility.

The trial had allowed a reduction in the number of Group Managers from 12 to 10 and, following the conclusion of some special project work, a further reduction from 10 to 9 would be made in 2020.

RESOLVED

That the trialled Duty System for Group Managers be implemented as a substantive duty system.

24 Work experience programme – results of pilot project

Members received a report of the Chief Employment Services Officer which provided feedback on the trial work experience programme that had operated 1 – 5 April 2019 for 25 students, aged 16 – 19 years from across the county.

It was reported that the overwhelming feedback from the participants and participating colleges was positive and it was now proposed that, subsequent upon a number of minor amendments, the work experience programme be introduced on a twice-yearly basis. Costs associated with the project would be met from within current budgetary provision.

RESOLVED

- a) That the feedback on the pilot work experience programme be noted; and
- b) That a one-week work experience programme be implemented on a twice-yearly basis (April and November).

25 Operations Support - restructure

The Director of Service Support submitted a report which sought approval for a restructure of the Operations Support department to better meet the Team's priorities and to address future demands.

Members were advised that the restructure would be at an additional cost of £118,441 per annum which would be financed by a permanent transfer from the contingency budget to revenue.

RESOLVED

That the Operations Support department be restructured as detailed in the report now submitted.

26 Procurement Team - restructure

Consideration was given to a report of the Chief Finance and Procurement Officer which sought approval for a restructure of the procurement team in order to implement a new operating model which had been developed subsequent upon the recommendations of a Local Government Association peer review of the procurement processes.

It was reported that the review of procurement was well advanced and had resulted in amendments to the Authority's Constitution as approved in June 2019. The restructure was now proposed to implement the further changes recommended by the review.

Members were advised that two new posts would be created, one of the two existing part-time posts within the Supplies team would be deleted and the second would be transferred elsewhere within the Finance team structure. The proposals would require growth of £92,328 which would be met by a permanent transfer from the contingency budget.

RESOLVED

That the restructure of the Procurement team be approved as detailed in the report now submitted.

27 Urban Search and Rescue (USAR) instructor post

Members considered a report of the Director of Service Delivery which sought approval for a fixed-term USAR instructor post to be made permanent.

Business requirements associated with the National Resilience team required that the previous fixed-term contract arrangements for the instructor post were no longer appropriate and it was proposed that it be added to the establishment on a permanent basis. Full cost recovery of £22,114 (including oncosts) would be made through Merseyside Fire and Rescue Service as the coordinating service for all National Resilience training.

RESOLVED

That the temporary post of Urban Search and Rescue (USAR) instructor be made permanent as detailed in the report now submitted.

28 Yorkshire and Humberside Employers' Association Minutes – 4 July 2019

RESOLVED

That the Minutes of the Yorkshire and Humberside Employers' Association at a meeting held on 4 July 2019 be received.

Chair



Minutes

Finance & Resources Committee

Date: 11 October 2019

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor A Tait (in the chair), J Fenton-Glynn, P Harrand, N Mohammed, D O'Donovan, F Shaheen, J Sunderland (as substitute for Councillor R Downes for agenda items 6 – E11 only Min nos. 16 – 21 refer) and S Tulley

In Attendance: None

Apologies: Councillors C Anderson, R Downes, J Fenton-Glynn, R Grahame and D Hall

10 Chair's announcements – Councillor Gerald Wilkinson

Members stood in silent tribute in memory of Councillor Gerald Wilkinson who had passed away on 4 October 2019. Councillor Wilkinson had been a Member of the Fire Authority between 2006 – 2008 and again in 2012 – 2015.

11 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 19 July 2019 be signed by the Chair as a correct record.

12 Matters arising

There were no matters arising from the previous Minutes.

13 Urgent items

None.

14 Admission of the public

RESOLVED

That the public and press be excluded from the meeting during consideration of the item of business specified below as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this item, there would be disclosure to them of exempt information of the descriptions specified

AGENDA ITEM NO.	TITLE OF REPORT	MINUTE NUMBER (to be added)	Description of exempt information by reference to the paragraph number in Schedule 12a of the Local Government Act 1972
E11	Boiler replacements – stores and transport building, FSHQ	21	Paragraph 3 – financial or business affairs

15 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

16 Quarterly financial review

Consideration was given to a report of the Chief Finance and Procurement Officer which presented a quarterly financial review of the financial position of the Authority over the first five months of the current financial year.

Members were advised that a number of adjustments had been made to the contingencies budget since the date of the last meeting as detailed in the report and this, coupled with additional revenue savings of £499,000, had increased the general fund balance year-end estimate to £5.503m. The Chief Finance and Procurement Officer took the opportunity to advise that, since the papers were issued, there had been two further transfers from the contingency budgets - £800k for the Grey Book pay award and £224k for support staff posts as approved at the 4 October meeting of the Human Resources Committee. Members were advised that this would result in a revised contingency budget of £1.308m.

It was further reported that 41% of the capital plan (including actual payment and commitments) had been used whilst recognising the fact that the largest proportion of capital spend occurred in the latter part of the financial year due to extended procurement processes. An adjustment to the capital plan of £30,000 was also reported together with virements totalling £112,500 approved by Management Board in accordance with the Authority's Constitution.

No new borrowing had been made since the last meeting and one capital receipt of £24,500 was reported in respect of the sale in August 2019 of a Combined Aerial Rescue Platform (CARP).

Members raised the following issues;

- Government grant for the installation of electric vehicle charging points
- Likely percentage of the capital plan that would not be complete at the year end, and
- The proportion of outstanding debt which could be related to special service charges

RESOLVED

- a) That the report be noted;
- b) That the revised capital plan be approved; and
- c) The transfer of budget to contingencies be approved.

17 Reserves Strategy

The Chief Finance and Procurement Officer submitted a report which sought endorsement of the Authority's Reserves Strategy 2019 / 20 – 2022 / 23 which was attached to the report now submitted together with the transfer of reserves from the General Fund to Earmarked Reserves.

It was reported that, due to an underspend in the revenue budget in 2018 – 19, £0.117m had been transferred from the General Fund to the Service Support Earmarked Reserves to fund projects and initiatives which would generate savings over the longer term. Members were advised that the transfer had been necessary in order to maintain the General Fund balance at £5m which represented the minimum amount required to support the Authority's risk register. Detail of the planned use of earmarked reserves was included in Reserves Strategy document.

Evidence from a recent survey by the National Fire Chiefs' Council under the guidance of the Fire Finance Network had revealed that that majority of Fire Authorities were in very similar positions with regard to the level and use of reserves.

RESOLVED

- a) That the Reserves Strategy 2019 / 20 – 2022 / 23 be approved; and
- b) That the transfer of £0.117m from the General Fund to Earmarked Reserves be approved.

18 Procurement Review – update

Members received a report of the Chief Finance and Procurement Officer which advised of progress to date with the review of procurement.

Approval for the review was given at the December 2018 meeting of the Executive Committee and Members were now advised of the progress to date including detail of a number of tasks which were in-progress. Implementation of the review recommendations was on schedule and due for completion by December 2019.

The cost of the appointment on a 1-year contract of the interim Procurement Manager (£60k) had been met from Earmarked Reserves and it was anticipated that improvements to procurement practice would realise efficiencies in the longer term.

RESOLVED

That the report be noted.

19 Review of standing list of conferences

The Chief Legal and Governance Officer submitted a report which invited consideration of the current list of standing conferences attended by Members.

The list, last approved in October 2016, comprised the following conferences;

- LGA Fire Conference (on a 1:1:1 basis)
- LGA Annual Conference (on a 1:1:1 basis)
- LGA Fire Leadership Academy (funded by the Local Government Association)

RESOLVED

a) That the standing list of conferences be approved as follows;

- LGA Fire Conference
- LGA Annual Conference
- LGA Fire Leadership Academy

b) That relevant allowances be payable to attending Members as appropriate; and

c) That the standing list of conferences be reviewed in September 2022.

20 Replacement of ICT training facilities

Consideration was given to a report of the Director of Service Support which sought approval for the purchase of replacement ICT training facilities both on-station and at Headquarters.

It was reported that the current equipment had limited functionality and was coming to the end of useful life. Members were advised that the proposed replacement equipment, included in the approved capital plan, would be procured through the existing NHS framework agreement and would provide enhanced and more intuitive training facilities.

RESOLVED

That the purchase of replacement ICT training facilities equipment be approved as detailed in the report now submitted.

21 Boiler replacement – stores and transport building, Fire and Rescue Service Headquarters

(This item was considered exempt information under Schedule 12A (3) of the Local Government Act 1972 – information relating to financial or business affairs)

The Director of Service Support submitted a report which, due to the unexpected failure of the current central heating boiler system, sought approval for a new capital expenditure scheme to purchase a new upgraded replacement boiler installation in the stores and transport building at Headquarters.

RESOLVED

That capital expenditure on a new boiler system be approved at a cost detailed in the report now submitted.

Chair



Minutes

Audit Committee

Date: 18 October 2019

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor R Grahame (in the Chair), R Downes, P Harrand and K Renshaw

In Attendance: P Hewitson – Deloitte (external audit)
C Jamieson – Deloitte (external audit)
S Straker – Kirklees MC (internal audit)

Apologies: Councillor G Almas

11 Minutes of the last meeting

RESOLVED

That the Minutes of the meeting held on 26 July 2019 be signed by the Chair as a correct record.

12 Matters arising

There were no matters arising from the previous Minutes.

13 Urgent items

None.

14 Admission of the public

RESOLVED

That the public and press be excluded from the meeting during consideration of the item of business specified below as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this item, there would be disclosure to them of exempt information of the description specified.

AGENDA ITEM NO.	TITLE OF REPORT	MINUTE NUBMER	Description of exempt information by reference to the paragraph number in Schedule 12a of the Local Government Act 1972
E12	Risk Management and Business Continuity annual report	22	Paragraph 3 – financial and business affairs

15 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

16 Internal Audit quarterly review

The Chief Finance and Procurement Officer submitted a report which presented the internal audit activity for the period July to September 2019.

Members were advised that five audit plans had been completed and two remained outstanding. From the five completed audits it was reported that the Bank Reconciliation audit (key financial systems) had been completed with substantial assurance and, at the Chair's request, full detail of that audit had been circulated to Members in advance of the meeting.

It was further reported that reassurance had been provided that, whilst the current audit programme was behind schedule, work on the audit plan would be completed within the financial year.

RESOLVED

That the report be noted.

17 ICT strategy programme review

Consideration was given to a report of the Director of Service Support which provided a review of the third year of the ICT strategy programme.

It was reported that the strategy had been revised and a new version had been approved by the Finance and Resources Committee at its October 2019 meeting. Project updates for the new strategy would be reported to the Full Authority as part of the programme of change report.

Members were advised that work on the following projects was in progress;

- HR & rostering
- Sharepoint upgrade

- Protection and risk information database
- Voice over internet telephony protocol
- Vehicle CCTV
- Tranman fleet management system
- Hydrant management, and
- Rich media management solution

RESOLVED

That the report be noted.

18 Abridged performance management report

The Chief Legal and Governance Officer submitted a report which advised Members of the performance against key performance indicators where targets were not being achieved as follows;

- Actual rescues
- Accidental dwelling fire deaths
- Fire-related deaths

A copy of updated figures to date had been circulated at the meeting.

In response to a comment about the reduction in arson figures, Members were advised that the peak the previous year was due in a large part to the moorland fires and environmental factors.

As advised at the previous meeting, no formal record was reported on issues related to the Regulation of Investigatory Powers Act (RIPA) 2000, as this was no longer a statutory requirement of Fire and Rescue Services.

RESOLVED

That the report be noted.

19 Service assurance update

Members received a report of the Director of Service Support which provided an overview of progress with the following;

- Service assurance
- Operational assurance framework, and
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

RESOLVED

That the report be noted.

20 External audit action plan

The Chief Finance and Procurement Officer submitted a report which presented the recommendations and action plan consequent upon the external audit of the Statement of Accounts 2018 – 19.

Members were advised that the ISA 260 report had been submitted to the July meeting of this Committee and the current report set out a detailed action plan which had been implemented to address the recommendations therein.

It was reported to Members that there would be an additional £15,000 charge for the external audit of the Statement of Accounts 2018 – 19 in addition to the previously agreed £27,782 fee.

RESOLVED

- a) That the report be noted, and
- b) That future external audit action plan reports be made available to Members at the earliest opportunity after the 31 July statutory deadline for submission of the Statement of Accounts.

21 Annual Audit Letter 2018 – 19

Consideration was given to the content of the Annual Audit Letter 2018 – 19 provided by Deloitte, the external auditors.

RESOLVED

That the report be noted.

22 Risk Management and Business Continuity annual report

(This item was considered as exempt information under Schedule 12(A) of the Local Government Act 1972 – relating to financial or business affairs)

Members received a report of the Chief Legal and Governance Officer which advised of the arrangements and work undertaken to ensure the effective delivery of the risk and business continuity policies during 2018 – 19 and in the current municipal year to date together with detail of the Risk Management Matrix.

RESOLVED

- a) That the report be noted; and
- b) That the current Risk Management Matrix be approved.

Chair



Minutes

Community Safety Committee

Date: 25 October 2019

Time: 10.30 am

Venue: Fire and Rescue Headquarters, Birkenshaw

Present: Councillor G Almas (in the chair), M Akhtar, S Benton, P Harrand (as substitute for Councillor R Hunt), D Hall, D Jenkins, M Pervaiz, M Pollard, K Renshaw, F Shaheen (as substitute for Councillor T Austin) and A Tait

In Attendance: None

Apologies: Councillors T Austin and R Hunt

10 Chair's announcements

The Chair took the opportunity to welcome Councillor David Hall to the meeting as this was his first Fire Authority meeting since being appointed on 1 October 2019.

11 Minutes of the last meeting

RESOLVED

That the Minutes of the last meeting held on 12 July 2019 be signed by the Chair as a correct record.

12 Matters arising

None.

13 Urgent items

None.

14 Admission of the public

There were not items which required the exclusion of the public and press.

15 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

16 Bonfire Plan 2019

Members were provided with a verbal update on the Bonfire Plan for 2019.

It was reported that work on bonfire planning had commenced over the mid-summer period with the assistance of West Yorkshire Police, local district councils and other community / voluntary partners.

The planning revolved around the following issues;

- Protection – safe and regulated sale of fireworks (ca. 40 new applications in 2019)
- Prevention – local prevention plans at community level lead by the District and Station Commanders, focussed on multi-agency working and advice in schools, litter clearance and bonfire management advice
- Response – an enhanced planned response had been put in place both over, and immediately prior, to the Bonfire period, increased deployment of fire cars and additional resources
- Conflict management – staff training to minimise the potential for attack, enhanced police reporting systems, increased media presence and social media messaging

The following specific issues were raised;

- Fly tipping / environmental audits
- Additional police units on patrol
- Community events and organised bonfires
- Commitment to share RSPCA messages relating to bonfire safety and animals

RESOLVED

- a) That the report be noted; and
- b) That an update report be submitted to the December 2019 meeting of the Full Authority.

17 District Action Plans 2019 – 20 – six monthly update

The Director of Service Delivery and Deputy Chief Fire Officer submitted a report which updated Members on the District Action Plans 2019 – 20.

Members sought further clarification on the following issues;

- Methods for partnership (eg. NHS) and self-referrals for projects and interventions aimed at decreasing risk and improving health and wellbeing
- Action on hoarding
- Enhanced foam training at Teesside airport
- Management and monitoring of waste sites

RESOLVED

That the report be noted.

18 Quality of Service surveys 2018 – 19

Members received an annual report of the Chief Legal and Governance Officer which advised of the feedback received with regard to service delivery during 2018 – 19 in respect of the following;

- After the Incident (quality of service survey) - 98% satisfaction from both domestic properties and from commercial premises
- Home Fire Safety checks (subsequently replaced by Safe and Well visits) – 99% satisfaction
- School Fire Safety visits – 100% satisfaction

In response to concerns about the relevance of all the information in the survey documents, Members were advised that the current reporting system was used to some extent in other Brigades and that alternative methods of recording / reporting quality of service would be assessed in terms of their viability for use by this Authority.

RESOLVED

That the report be noted.

19 Youth Interventions team - annual report

The Director of Service Delivery and Deputy Chief Fire Officer submitted a report which detailed the progress made and work undertaken by the Youth Interventions Team during the 2018 – 19 academic year.

It was reported that the portfolio of interventions had expanded during the course of the year to include the successful delivery of the Prince's Trust team programme targeted at young people aged 16 – 25 years who were not in education, employment or training (NEETs).

Interventions had been delivered to 1,050 young people during the year, including 119 high risk firesetters and the team continued to collaborate with other partners in the delivery of personal and employability programmes.

Detail of the progress made against the priorities for the 2018 – 19 year were included in the report now submitted and Members were advised of the priorities that had been set for the current academic year as follows;

- continued development of a specialist team through targeted training programmes
- continued expansion of the Prince's Trust programme delivery
- maintain quality of service delivery

- completion of the office move with minimal impact on service delivery

It was further noted that, as the team developed, there was increasing reliance on securing external funding and, therefore, the team was becoming less able to tackle its dependency on a cost recovery model.

Further information was sought by Members on the following;

- firesetter referrals and categorisation, and
- targeted audiences (including looked after children)

RESOLVED

That the report be noted.

20 Performance against PMI (performance monitoring indicators) targets 2019 – 20

Members considered a report of the Director of Service Delivery and Deputy Chief Fire Officer which advised of performance against the 2019 – 20 performance outcome targets. Updated data was circulated at the meeting for Members' consideration.

It was reported that current mid-year projections had indicated that performance was set to meet or exceed target for the following incident types;

- arson (32% reduction to date)
- dwelling fires (on target to achieve the lowest incidence rate since the introduction of the new recording system)
- false alarms
- fire-related injuries
- malicious false alarms

Members were advised of the areas that were projected not to be within target at the year end and explanations for each was given to the Committee;

- non-domestic building fires, and
- total activity (current mid-year figures indicate a 17% reduction on 2018 – 19 results)
- actual rescues (detailed breakdown of figures would be available through the District Commanders), and
- road traffic collisions (including reference to concerns about Smart motorways)

RESOLVED

- a) That the report be noted; and
- b) That a presentation be made at the next subsequent meeting of the Community Safety Committee on the Incident Reporting System (IRS).

21 Service Delivery - Spotlight On case studies

The Director of Service Delivery and Deputy Chief Fire Officer submitted a report which provided examples of the following areas of work which were being undertaken to meet the needs of the communities of West Yorkshire in the delivery of prevention, protection and response activity;

- Moortown Social Isolation project
- North Byland Day of Action
- Isolated homes and impassable roads

RESOLVED

That the report be noted.

22 Community Engagement Strategy

Consideration was given to a report of the Director of Service Delivery and Deputy Chief Fire Officer which sought approval for the introduction of a Community Engagement Strategy.

It was reported that the Strategy set out how community engagement would be delivered with a view to achieving the goals and priorities of the service, to whom it would be delivered and how it would be monitored. Members were advised that it was also proposed to develop guidance for members of staff to successfully deliver the strategy.

RESOLVED

That approval be given to the introduction of the Community Engagement Strategy as detailed in the report now submitted.

Chair



TRI SERVICE EXECUTIVE BOARD

Thursday 24th October 2019 – 10:00 hours

Function Room, West Yorkshire Fire & Rescue Service Headquarters

Minutes of meeting

In attendance:

Office of the Police & Crime Commissioner

Mark Burns-Williamson (PCC)

Jayne Sykes (Interim CE)

West Yorkshire Fire & Rescue

Darren O'Donovan (Chair)

John Roberts (CFO)

Nick Smith (ACFO)

Angela Twigg (minute taker)

West Yorkshire Police

John Robins (CC)

Karen Hathaway-Hogg (Project Manager)

Yorkshire Ambulance Service

Rod Barnes (CE)

Dave Jones (999 Academy)

Ruth Crabtree (Public Health Lead)

1 Apologies for absence

Kathryn Lavery (YAS)

2 Conflict of interest declaration

No declaration of interest declared.

3 Minutes of the last meeting held on 11th July 2019

Item 4 – Terms of Reference and Collaboration Agreement

J Sykes advised that this will be brought back to a future meeting for sign off.

The minutes of the last meeting held on 11th July 2019 were accepted as a true record.

National Wellbeing Service

D O'Donovan referred to the work of the South West Yorkshire Mental Health Trust IAPT team in Kirklees with regard to mental health services. The trust is wanting more individuals to self refer.

J Robins said he would take this on-board and look at it being a possible additional resource for WY Police.

4 Notes from the Tri Service Delivery Steering Group meeting held on 11th October 2019

The notes of the Tri Service Delivery Steering Group meeting held on 11th October 2019 were tabled for information. TSEB noted the minutes.

5 Unmanned Aerial Vehicles MoU

The memorandum of understanding has been signed off by the Fire and Police legal teams. R Barnes agreed at the meeting that the MoU could be signed by YAS. With all parties agreeing, the MoU was signed at the meeting.

6 Gaining Entry Briefing

The current protocol is due to end on 6th November. This is operating well and therefore there is a request for an agreement to extend the protocol beyond 6th November while an evaluation is carried out. There have been 458 mobilisations to date, an average of 91 calls per month, providing a financial saving and reducing the burden on WY Police. The evaluation will also look at improving the ways of working, ie, securing property.

All agreed to the protocol being extended, and all agreed that this is evidence of the professional relationship between the tri services and collaboration working at its best.

7 Checkpoint Report

The checkpoint report was presented by K Hathaway-Hogg. Of note is the Demand Management milestone, the triage start date is delayed due to YAS awaiting the implementation of their new comms system.

Driver Training – the Delivery Group to look at opportunities for sharing some driver training facilities with WYP.

8 999 Academy

Dave Jones, from YAS, attended the meeting and delivered a presentation on the 999 Academy. The Academy, which is being supported with Violence Reduction Unit funding, is in its early days. Discussion centred around its aims, objectives, content of the course, who it is aimed at etc. Dave is available to speak with teams if requested.

9 Future Scoping Workshop

The Delivery Group will host a workshop on Monday 2nd December 2019 to revisit the set of workstreams to ensure we have a robust agenda going forward. The TSDG will report back to the next Board meeting in January.

10 Regional Prevention Concordat

Ruth Crabtree, YAS Public Health Lead, attended the meeting to talk about the Regional Prevention Concordat that was signed a couple of years ago by the tri services. However, since the signing of the document, little has been gained and we now need to re-energise this agreement. Discussion took place on how we re-enforce our relationship with the local authorities' health and wellbeing boards.

Following discussion, the following points/actions are agreed:

- what did we sign up to
- is it still fit for purpose
- we need to get on the agenda of the LA Health & Wellbeing Boards – what their role is, what are their terms of reference
- disseminate learning associated with data sharing

N Smith advised that this could be discussed at the workshop in December. Ruth will provide a copy of the concordat to the Board members. Ruth will be invited to attend the workshop in December.

11 Any other business

No further business was tabled.

12 2020 meetings

The dates for next year are confirmed below and will be held at Fire Headquarters:

Wednesday 29th January

Monday 23rd March

Wednesday 8th July

Wednesday 21st October

Minutes of the last Fire Commission meeting

Title:	Fire Commission
Date:	Friday 20 September 2019
Venue:	Bevin Hall, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

An attendance list is attached as **Appendix A** to this note

Item	Decisions and actions	Action
1	<p>Chair's Welcome, Apologies, Declarations of Interest</p> <p>The Chair welcomed members to the meeting.</p> <p>The Chair said he had a list of apologies for the meeting and asked for any further apologies from the floor. There were no further apologies.</p> <p>There were no declarations of interest.</p> <p>He said that a new format was being tried for the meeting with cabaret style seating rather than theatre style to try and facilitate discussion amongst Commission members, particularly during item 5.</p> <p>The Chair pointed out the flip chart at the back of the room and asked members to write down on it any ideas they had for the Fire Conference in March.</p> <p>The Chair highlighted the lunchtime session on the Matzak case and encouraged members to stay on for this important item. He also urged members to look at the sector-led improvement leaflets that were distributed on the tables.</p>	
2	<p>Fire Standards Board</p> <p>The Chair welcomed Suzanne McCarthy, Chair of the Fire Standards Board, to the meeting and asked her to update members of the Commission on the work of the Board.</p> <p>Suzanne explained that the Fire Standards Board was established by the Home Office in January to create a suite of professional standards which would support the continuous improvement of services delivered by fire & rescue services across England. This in turn would achieve greater transparency and lead to enhanced public confidence in fire services. She stressed that the Board is not a regulator and doesn't have the power to enforce the standards. She said that the board comprises seven members with her as the independent chair, and an independent vice chair, Alison</p>	

Sansome, who was also in attendance. She added that the Board has been given five years to establish the standards but she was optimistic that it could be done more quickly than this.

Suzanne went on to explain what the Board had been doing since it was set up in January:

- She reported that the Board had now met three times, agreeing a governance process and a process for developing individual standards.
- She stressed the importance of the Board not working in isolation and that they were seeking views of stakeholders in the process. To this end, she explained that a Strategic Engagement Forum had been established.
- Work had started on creating a standard template. Suzanne stressed that this must be short, concise and written in plain English so that fire & rescue services are clear what is expected of them.
- Scoping of a full suite of standards would take place at the Board's next meeting in November.

Suzanne explained that the Board was working very closely with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) over the development of the standards and the two organisations were currently in the process of agreeing a Memorandum of Understanding.

Suzanne explained that the Board was going to pilot two standards in the first instance, to determine how well the process works, and that they aimed to get the first of these officially in place during 2020.

Suzanne stressed the importance of communicating what the Board was doing and flagged up the Board's new website – www.firestandards.org. She asked members of the Commission to make use of it and to spread the word to other colleagues and stakeholders.

Suzanne concluded by saying that she wanted the Board to remain in regular dialogue with the LGA to make the process of developing and introducing the standards as efficient and effective as possible.

Following Suzanne's presentation, members asked the following questions:

- How would success be measured against the standards? Suzanne said that they would be reporting annually to the Home Office.
- Wouldn't it have been more sensible for the standards to have been set before the HMICFRS started work? Assurance was sought that the new standards were being led by the independent Board and not by the Inspectorate. Suzanne repeated that they are working closely with the Inspectorate but that they are separate independent bodies.
- Within each standard, how high would the bar be set? Suzanne said that a basic standard would need to be reached but that support should also be provided to help and encourage Fire &

Rescue Services to go beyond that standard.

The Chair thanked Suzanne for her presentation.

Decision

The Commission noted the presentation.

3 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services

The Chair welcomed Zoe Billingham, HM Inspector of Fire & Rescue Services, to the meeting.

Zoe updated members on emerging findings from the tranche 1 & 2 Inspections of fire & rescue services and some initial observations from tranche 3:

- The emergency response function was generally very good.
- Understanding of risk, and development of Integrated Risk Management Plans, was patchy.
- Protection measures were generally a concern.
- Response to national incidents needed to be looked at much more thoroughly in future inspection rounds.
- Efficiency – fire and rescue services were struggling financially much more in tranche 2 compared to tranche 1.
- Modernisation and transformation of the way services are delivered also needed greater attention in the second round of inspections, in particular, learning from best practice.
- Values – diversity, inclusion, leadership and treatment of staff were all major concerns in tranches 1 and 2.
- No significant surprises have emerged from tranche 3.

Zoe said that HMICFRS had made 2 recommendations as a result of the inspections so far:

- Consistent standards regarding performance in key areas (identification and determination of risk, and consistency of definitions related to emergency responses and high-rise buildings) should be established for fire and rescue services.
- At the next spending review, the Home Office should address the deficit in the fire sector's national capacity and capability to support change.

Zoe explained that tranche 3 reports would be published in December 2019 alongside the Inspectorate's first State of Fire and Rescue report which would summarise the key national themes. These would include:

- National infrastructure
- Standard of Leadership
- Consistency of approach – tackling the 'postcode lottery' including financial disparity
- Barriers to delivering a fire service for the future.
- NJC negotiating machinery as a barrier to change
- Complexity of resourcing rural areas

Zoe explained that the next cycle of inspections of the 45 fire & rescue authorities would start sometime between April and September 2020. She said that they would be broadly similar to the first cycle but a Direction of Travel Statement may be introduced. She added that the Inspectorate may use smaller tranches of inspections which would lead to faster publication of the results.

Zoe said that she was anxious to get more expertise in for the next cycle of inspections and, to that end, she would be looking to recruit secondees from the fire & rescue services on a longer term basis than had been done for the first inspections.

Zoe concluded her presentation by stating that the Inspectorate was in the process of updating methods for corporate governance inspections and until this work had been completed, there would be no inspections of this aspect of fire & rescue authorities' work.

The following comments and questions were raised by members:

- It was vital that the Government recognised the serious financial difficulties being faced by fire & rescue authorities. Extra resources were being directed at the Police service and the NHS but not at fire services. Zoe said that they had only found two authorities that were in serious financial difficulty during their inspections but funding was a political issue and not within the Inspectorate's remit to lobby Government on.
- In respect of modernisation of services, the Inspectorate needed to be sensitive to the difficult decisions that would need to be made by authorities that might have very specific issues. Zoe agreed with this comment.
- When would the data gathering phase start for the next cycle of inspections? Zoe said that it was difficult to say until she had been given a firm date for the start of the second phase but she would let authorities know as soon as she knew.
- Would it be possible to move to a five-year cycle for inspections? Was it necessary to inspect all authorities on such a regular basis as is currently happening? Zoe said that it was likely after the second cycle that they would move towards more of a risk-based system and concentrate inspections on the poorer performing authorities.
- Could the Inspectorate look at how effective different duty systems were as some authorities struggle to recruit staff for the retained system? Zoe said that she wasn't aware of other viable alternatives at the present time.
- Does the Inspectorate recommend a preferred method of governance? Zoe said that they look at each authority and how effective its individual governance arrangements were but don't recommend a particular model.
- There seems to be a misunderstanding in the Home Office that Fire & Rescue Authorities can spend capital funding on revenue.

The Chair thanked Zoe for her presentation.

Decision

Members of the Commission noted the presentation.

4 NFCC People Programme Inclusion Strategy

The Chair welcomed Ann Millington, NFCC People Lead, to the meeting.

Ann introduced the NFCC's People Programme Inclusion Strategy and said that it had six main objectives which would help create an inclusive and positive workplace:

1. Strengthen Leadership and Line Management to support organisational change and improved community outcomes.
2. Develop cultural values and behaviours which would make the Fire & Rescue Service a great place to work for all our people.
3. Ways of working that are able to respond to service needs.
4. Provide excellent training and education to ensure continuous improvement of services to the public.
5. Continue to support the Health and Well-being of all our people.
6. Strengthen our ability to provide good service by diversifying our staff and creating a fair & equal place to work.

Ann said that an Action Plan was being drafted to accompany the Strategy and she urged colleagues in the room to comment on it when it comes out.

Ann stressed to Commission members the importance of inclusion and diversity – it was core to service delivery and should be at the heart of the activity of every fire & rescue authority, not just a tick box add-on. Bad behaviour, especially towards women needed to be challenged more. She added that inclusion was also now a legal requirement and it was vitally important that effective Equality Impact Assessments were carried out by Fire & Rescue Authorities.

Ann cited the example of people able to self-rescue from an incident and pointed out that people unable to self-rescue were potentially at greater risk. There are a variety of reasons people may be unable to self-rescue including pregnancy, disabilities, mental health issues, and learning difficulties. She said that Equality Impact Assessments and prevention plans must take this sort of thing into account, otherwise authorities could be vulnerable to legal challenge, with services getting considerable value from engaging with their communities on these issues.

Ann concluded by making a plea to Commission members about authorities' commercial work, and in particular, procurement. She said that some authorities needed to be much better at managing contracts and entering into joint procurement arrangements with other local authorities. She added that there was lots of money to be saved by doing these things more efficiently and the Home Office would want to see evidence of this before contemplating increases in central funding for Fire & Rescue Authorities.

The following comments and questions were raised by members:

- Inclusion needed to be part of regional meetings and should be a key part of the Fire Commission's work.
- Inclusion was too often not seen as a priority and whilst organisations were signed up, it was just to tick the box. A commitment to diversity and inclusion should also be a key part of

the recruitment process for new Chief Fire Officers.

- What could the Fire Services Management Committee and the Fire Commission do to help deliver change in attitude and practice at fire & rescue authorities? Ann said that the LGA needed to be clear that some of the existing bad practices wouldn't be tolerated.
- Good practice needed to be shared more widely to enable others to learn from the best.

The Chair thanked Ann for her presentation.

Decision

Members of the Commission noted the presentation.

5 Discussion session - national picture and future priorities

The Chair asked Gary Hughes and John Tench from the LGA to introduce the discussion session on the national picture and future priorities.

Gary introduced the session by giving a brief update on the LGA & NFCC Peer Support Framework and explained how the process could be of benefit to fire & rescue authorities.

Following this introduction, John asked Commission members to discuss the following questions and to record the key points to help officers set future priorities:

1. What are you most concerned about in your area? What are your key priorities?
2. What are you most proud of in your area? How can we share that notable/best practice?
3. What else can the LGA do to help support you? And as a result of this discussion is there anything missing from the draft priorities paper?

The session concluded by members providing brief feedback from their tables.

The Chair thanked Gary and John for facilitating the session.

6 Fire Commission and Fire Services Management Committee Priorities 2019-20

The Chair asked Lucy Ellender from the LGA to introduce the report. Lucy thanked Commission members for their input over the previous discussion session and said that the feedback would be collated and used to update the priorities set out in the paper. Lucy asked members to e-mail her if they had any further comments.

The Chair thanked Lucy for her presentation.

Decision

Members of the Commission noted the report.

7 Workforce update

The Chair tabled the Workforce Update report which was noted by members without discussion.

8 Fire Commission update paper

The Chair tabled the Fire Commission Update report which was noted by members without discussion.

9 National Fire Chiefs' Council update

The Chair tabled the National Fire Chiefs' Council update report which was noted by members without discussion.

10 Building safety update

The Chair tabled the Building Safety Update report which was noted by members without discussion.

11 Minutes of the previous meeting

The minutes of the meeting held on 24 May 2019 were agreed.

12 Workforce (EU Working Time Directive, Matzak case)

A presentation on the Matzak case was given over lunchtime by Philip Bundy from the LGA.

Decision

Members of the Commission noted the presentation.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman		
Vice-Chairman		
Deputy-chairman		
Members	Cllr Peter Lewis MBE Cllr Roger Price Ms Fiona Twycross AM Cllr Carol Theobald Cllr Keith Aspden Cllr Steven Lambert Cllr Carolyn Lambert	Conwy County Borough Council Hampshire Fire and Rescue Authority Greater London Authority East Sussex Fire and Rescue Authority North Yorkshire Fire & Rescue Service Buckinghamshire & Milton Keynes FRA East Sussex Fire and Rescue Authority

Roy Wilsher
Steven Adams
Alison Sansome (FSB)
Cllr Carol Purnell
Cllr Roz Chadd
Paul Bullen
CFO Chris Blacksell

National Fire Chiefs Council
National Fire Chiefs Council
Fire Standards Board
West Sussex Fire County Council
Hampshire Fire and Rescue Authority

Humberside Fire and Rescue Service

Apologies

Cllr Byron Quayle
Cllr Michael Payne
Cllr Jan Curtice
Cllr Tina McKenzie-Boyle
Cllr Tony Taylor
Cllr Darren O'Donovan
Cllr John Robinson JP

Dorset and Wiltshire Fire Authority
Nottinghamshire County Council
Swansea City and County Council
Bracknell Forest Borough Council
Sunderland City Council
Kirklees Metropolitan Council
County Durham and Darlington Fire & Rescue Authority

Cllr Brian Kenny
Cllr Christopher Carter
Cllr David Norman MBE
Cllr Nick Chard
Cllr Nicholas Rushton

Wirral Metropolitan Borough Council
Hampshire Fire and Rescue Authority
Gloucestershire County Council
Kent and Medway Fire and Rescue Authority
Leicester, Leicestershire & Rutland Combined Fire Authority

Cllr Peter Hogarth MBE
Cllr Judith Heathcoat
Cllr Eric Carter
Cllr Peter Harrand
Cllr Kevin Reynolds

Solihull Metropolitan Borough Council
Oxfordshire County Council
Telford and Wrekin Council
West Yorkshire Fire and Rescue Authority
Cambridgeshire and Peterborough Fire Authority

Cllr Bob Rudd
Cllr Janet Willis
Cllr Leigh Redman

Cheshire Fire & Rescue Service
Cumbria County Council
Devon and Somerset Fire and Rescue Authority

Cllr Colleen Atkins MBE
Cllr Kevin Dodds
Cllr Shaun O'Neill
Cllr Steve Marshall-Clarke
Cllr Fran Oborski MBE

Bedfordshire Combined Fire Authority
Gateshead Council
Rochdale Metropolitan Borough Council
Derbyshire Fire and Rescue Authority
Hereford and Worcester Fire and Rescue Authority

Cllr Val Smith
Cllr Rachel Bailey
Cllr David Cannon
Cllr Linda Taylor
Cllr Jason Zadrozny

South Wales Fire Authority
Cheshire East Council
Berkshire FRA
Cornwall Council
Ashfield District Council

In Attendance

LGA Officers

Note of last Fire Services Management Committee meeting

Title:	Fire Services Management Committee
Date:	Friday 11 October 2019
Venue:	Smith Square 1&2, Ground Floor, 18 Smith Square, London, SW1P 3HZ

Attendance

An attendance list is attached as **Appendix A** to this note

Item	Decisions and actions	Action
1	Welcome, Apologies and Declarations of Interest The Chair welcomed members to the meeting and, as this was the first meeting of the new LGA year, asked everyone to introduce themselves. The following apologies were received: Fiona Twycross AM, Roger Hirst, Cllr Carole Burdis, Cllr John Robinson JP and Cllr Cleo Lake. Cllr Greg Brackenridge was substituting for Fiona Twycross AM There were no declarations of interest.	
2	Membership, terms of reference and outside bodies Mark Norris introduced the report and explained that as this was the first meeting of the year, the Committee were required to confirm its new membership, Terms of Reference, future meeting dates and representation on outside bodies. He also asked whether members wished to reappoint a diversity and inclusion champion, currently Fiona Twycross AM. Mark suggested that any members who were interested in being on an outside body should contact their Lead Member outside of the meeting and that Lead Members then co-ordinate filling the places. This was agreed although several members expressed concern that some of the outside bodies rarely seemed to meet. Mark said that officers had conducted a short survey of members of outside bodies to determine if it was still useful for the LGA to be represented on all of them. He said that based on this feedback, several bodies had been taken off the list.	

Decisions

Fire Services Management Committee:

1. agreed its Terms of Reference set out in **Appendix A**;
2. formally noted the membership for 2019/20 set out in **Appendix B**;
3. noted the future meeting dates for 2019/20 set out in **Appendix C**;

4. agreed that Lead Members coordinate and finalise the Board's nominations to the outside bodies set out in **Appendix D**.
5. agreed that Fiona Twycross AM be reappointed diversity and inclusion champion.

Actions

Lead Members to finalise the Board's nominations to the outside bodies set out in Appendix D.

3 Community Risk Programme

The Chair asked Phil Loach, vice-chair of the National Fire Chiefs' Council (NFCC) and West Midlands Chief Fire Officer, to update the Committee on progress with the NFCC's Community Risk Programme (CRP).

Phil explained the rationale behind, and the aims of, the CRP. He said that these were:

- Fulfilling the NFCC's commitment to improving community risk management;
- Providing a community risk management toolkit that is accessible, quality assured and maintained;
- Providing a standardised approach to community risk management across the UK;
- Developing tools to enable consistent identification, assessment and mitigation strategies for community risks; and
- Developing data and digital solutions.

Phil went on to talk about the NFCC commissioned research by Nottingham Trent University on the approach to risk management by Fire & Rescue Services (FRS). He said that 43 FRS's took part in the research as well as 30 international organisations. He added that the final report made 8 recommendations on what was required for UK FRS's to move towards a more consistent risk assessment, planning and evaluation process. Phil then spoke about the findings on risk assessment from the first two tranches of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections. These found significant variation in definitions and standards of risk assessment across FRS's and that greater consistency would bring immediate benefits to the public.

Phil talked about some of the CRP projects that had been put in place to address the issues around lack of consistency, and the governance structures and organisations that had been helping to shape the programme. These included the Technical Working Group, the devolved administrations, the FRS's, the Strategic Engagement Forum, NFCC Committees, HMICFRS and the independent Fire Standards Board.

Phil then went on to explain how the NFCC would work with and engage its various stakeholders over the further development and implementation of the CRP including through the internet and social media, briefings, publications and the Strategic Engagement Forum.

Phil then concluded his presentation by outlining the next steps in the process and said that the first projects started in September. He said that he was happy to come back to the FSMC and update members at a future meeting.

In the discussion that ensued, the following comments and questions were raised by members:

- Managing risk effectively should be central to the work of all FRS's and so getting uniformity across the country was very important. It was suggested that a briefing and/or training on the CRP be provided at the LGA Fire Conference next March. Phil said that it was still a bit early in the process to be offering training.
- Having a 360 degree planning tool would be extremely useful for FRS's but they needed to be prepared for kick back from the Inspectorate about national standards.
- What was the timetable for programme implementation? Phil said that outputs from the final four projects should be on the shelf from April 2020.
- Were elected members involved in the international symposium in September? Phil said that they weren't as it was more of an expert technical event.

The Chair thanked Phil for his update.

Decision

FSMC noted the report and presentation.

4 Senior Sector Group and Home Office update

The Chair asked Emma Lawrence, from the Home Office Fire Funding Policy Team, to update the Committee on the work of the Senior Sector Group and other funding issues.

Emma said that the Home Office had found the Senior Sector Group useful in helping to inform their discussions with the Treasury around the 1 year Spending Round and had put them in a good position given the short timescales involved this time. She said that they will start working in earnest on the 3 or 4 year Spending Review after the local government finance settlement on 5 December.

Emma said that she felt that the Spending Round had delivered a good outcome overall for the sector although the issue of whether the increase in the Home Office Spending Round settlement includes provision for continuing to pay the Fire Pensions Grant had yet to be resolved. She acknowledged that this was a key issue for Fire & Rescue Authorities and promised to let members know as soon as there was an outcome to these Home Office discussions.

In the discussion that ensued, the following comments and questions were raised by members:

- The Senior Sector Group was generally welcomed by members who thought that it should continue.

- The outcome of the consultation on what the referendum limit on council tax precept increases for Fire and Rescue Authorities will be next year was felt to be crucial by members. It was considered that the limit should be set at £5 on a band D property rather than a percentage increase as this would both raise greater revenue and would be fairer for local authority areas with a lower council tax base. This would also bring FRA's in line with Police & Crime Commissioners. It was felt that these higher increases could be justified to residents on the grounds of improving fire prevention and responding to the findings of both the Hackitt Review and the Grenfell Inquiry.
- County fire authorities were felt to be under even greater financial pressure as they already had huge service pressure in areas such as social care and homelessness.
- It was considered that there was a need to look at different ways of raising revenue as too much of the burden was now falling on council tax, especially with reductions in Government grants.
- Clarification was sought from the Home Office on what FRA's were allowed to spend capital and revenue funding on.

In response, Emma confirmed that a £5 precept increase threshold would raise £70 million nationally compared to £35 million with a 2% increase. However, she pointed out that for county authorities, the Home Office could not force them to ring-fence this revenue for fire related activity.

Emma concluded by saying that whichever position the sector took on the council tax precept, it needed to be united. If different authorities were making different arguments, it would make it harder for the Home Secretary to make the case to the Treasury.

The Chair thanked Emma for her update.

Decision

FSMC noted the report and presentation.

5 Fire Services Management Committee priorities for 2019/20

The Chair asked Lucy Ellender, LGA Senior Adviser, to introduce the report on the FSMC's priorities for 2019/20.

Lucy explained the process by which the priorities in the report had been decided. She said that at the FSMC meeting in June, members had highlighted the HMICFRS State of the Nation report and the Phase one report from the Grenfell Inquiry, both expected to be published shortly, to provide the key focus of work for the FSMC moving forwards. She said that officers had decided to add another main priority – Inclusion – following discussions at September's Fire Commission meeting where members expressed the view that this was integral to delivering successful fire and rescue services in the future. Lucy said that in addition to these three main priorities, members had also identified 4 other issues for the FSMC to add to its work plan – funding and the Spending Review; transparency and standards; governance; and workforce development.

In the discussion that ensued, the following comments and questions were raised by members:

- Greater clarity was sought over the role of the Fire Protection Board and where members and officers fit into this, following the Hackitt review.
- It was felt that the environment, and climate change in particular, should be included as a golden thread, running through the work of the Committee, just like inclusion. It was considered to be critical for the Community Risk Programme and the risks should be quantified financially so that proper planning could be built into budgets of FRAs.
- It was requested that a specific work programme for the coming year be produced.

Decision

FSMC agreed the draft priorities for 2019/20 subject to the comments above.

Actions

- Officers to add an item to the agenda of the next Lead Member meeting on joint working with other LGA Boards over climate change impacts on Fire & Rescue Services.
- Officers to produce a work programme for 2019/20

6 Fire vision

The Chair asked Lucy Ellender, LGA Senior Adviser, to introduce the report on the Fire Vision 2024.

Lucy explained that at the FSMC meeting in June, it had been agreed that the Fire Vision required refreshing in the light of the forthcoming HMICFRS State of the Nation Report and the Phase 1 report of the Grenfell Inquiry. At the Lead Member meeting in September, it was suggested that a benchmarking exercise should be undertaken by officers to provide a baseline for the refresh. In particular, Lead members were keen to see if progress had been made by FRS's in terms of increasing both the gender and ethnic diversity of their workforces.

Lucy said that officers proposed to bring back a report to the FSMC meeting in March 2021 to allow time for the Grenfell Inquiry and State of the Nation reports to be properly analysed. This report would identify what new ambitions a refreshed Fire Vision should include.

In the discussion that ensued, the following comments and questions were raised by members:

- It was considered that there needed to be a degree of realism in relation to diversity in recruitment. Particular areas have different ethnic mixes and this should be reflected.

- The diversity targets should be non-negotiable. This issue was considered to be crucial to the effective running of FRS's.
- It was pointed out that the gender balance of FRS's across the country is already around 50:50.
- It was felt that the LGA should take responsibility for helping the poorer performing FRS's to achieve acceptable standards of performance. More use should be made of robust and independent peer challenge.
- It was suggested that more progress needed to be made on intelligent green procurement, particularly with the climate change agenda coming to the fore.

Decision

FSMC noted the report and agreed to review the ambitions in the Fire Vision 2024.

Action

Officers to report back to members at the FSMC meeting on 9 March 2021.

7 LGA Fire Conference 2020

The Chair asked Jess Norman, LGA Adviser, to introduce the report on the LGA Fire Conference and Exhibition 2020.

Jess explained that officers had put together a draft agenda for the conference based partly on feedback received after this year's event and partly after conducting a blank paper exercise. She said that currently 6 bids had been received from the sector for workshop sessions and that the bidding process closed on 18 October. Jess asked FSMC for comments and suggestions on the draft agenda.

Members made the following comments:

- It was suggested that a session on community risk programmes and the implications and responsibilities for members would be helpful.
- It was suggested that some kind of instant digital feedback platform should be used as people often don't get around to filling in feedback forms after the event. Jess said that she was looking into this.
- It was considered that more time was needed to be given over to Q&A sessions at the end of presentations.

Decision

FSMC noted the report and agreed the proposals for the Fire Conference agenda subject to the comments above.

8 Workforce update

There were no comments from members on the update.

Decision

Members noted the contents of the report.

9 Building safety update

The Chair asked Mark Norris, LGA Principal Policy Adviser, and Charles Loft, LGA Senior Adviser, to introduce the Building Safety update report.

Mark updated members on the establishment of a new building safety regulatory framework. He said that 3 potential models were being considered – (i) a new central regulator established to carry out all reforms recommended by the Hackitt Review; (ii) local delivery by local regulators with a central body co-ordinating a consistent approach; and (iii) a hybrid of (i) and (ii).

Mark said that the LGA was pressing for a national regulator (including members from local government) that sits as a coordinating body, setting standards and ensuring consistency, but also holding powers which could be exercised by fire service personnel, local authority Environmental Health / building control officers and Health and Safety Executive inspectors. He said that a shadow regulator was due to be set up in the next couple of months but that legislation formally to establish it was unlikely to be passed until 2021.

Charles updated members on current progress with remediation work on residential blocks with dangerous cladding. He said that the Government had now provided details of the £200 million funding made available for replacement of dangerous Aluminium Composite Material (ACM) cladding on privately owned high rise blocks. He added that the Government expected enforcement action to be taken against owners who didn't apply for the funding and carry out works. He said that the MHCLG had asked councils to identify cladding and insulation material on all residential buildings of 18 metres or over in their areas and had provided £4 million to help support this work. He added that nationally, there were around 11,000 buildings that came into this category so it would be a huge undertaking. Charles said the LGA retained serious concerns about the safety and testing of other cladding materials and had called on the Government to provide funding for removal of these. In addition, concern remained about the focus on the 18 metre threshold as two recent fires – at Barking and Worcester Park – involved buildings just below this level.

Charles went on to brief members on the establishment of the new Fire Protection Board, chaired by Roy Wilsher, whose initial priority would be to provide assurance around the interim fire safety measures put in place in buildings with dangerous ACM cladding. He said that the Board

represented a good opportunity for the sector to put forward its concerns to the Home Office.

Charles concluded by stating that the Government's priority must be to remove dangerous cladding from all residential buildings without delay and to ensure that the failings of the building safety system that had led to the current crisis were corrected at the earliest opportunity.

In the discussion that ensued, the following comments and questions were raised by members:

- It was stated that there wasn't the capacity and expertise in the system in terms of qualified and experienced fire safety inspectors, to carry out all the inspections and remedial works required. This was particularly the case in FRA's with less high rise blocks. Charles agreed, saying that the provision of specialist fire safety inspectors could not suddenly be significantly increased as the role required 3 years training – urgent investment was therefore required. He added that FRS's had to balance the need to inspect these buildings against the need to inspect other high-risk premises.
- It was queried whether the £200 million was to be match funded by FRAs? Charles said that it wasn't, but the funding was specifically for ACM cladding and there may be other underlying problems that needed funding separately.
- Where was the £10 million funding for the Fire Standards Board coming from? Charles said that it was part of the recent Government Spending Round and that the Home Office would be bringing a paper to the next Board meeting explaining how the money would be spent. Charles agreed to circulate this to Lead Members.
- It was suggested that there should be elected member representation on the Fire Standards Board. Mark said that there would come a point when this was needed given the prevalence of high rise buildings in local authority areas.
- Were there any potential liabilities for local councils and councillors in this process?
- Given the serious concerns raised around the whole inspection and remediation process, it was agreed that the Chair would write to the Fire Minister outlining these.

Decision

FSMC noted the contents of the update report

Actions

- Officers to draft a letter to the Fire Minister outlining the Committee's concerns.
- Charles to circulate Home Office paper on Fire Standards Board funding to Lead Members.

10 Fire Services Management Committee update

There were no comments from members on the update.

Decision

Members noted the contents of the report.

11 National Fire Chiefs Council update

There were no comments from members on the update.

Decision

Members noted the contents of the report.

12 Minutes of the previous meeting

Decision

The minutes of the meeting held on 28 June 2019 were agreed.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chairman	Cllr Ian Stephens	Isle of Wight Council
Vice-Chairman		
Deputy-chairman	Cllr Nick Chard Cllr Keith Aspden	Kent and Medway Fire and Rescue Authority North Yorkshire Fire & Rescue Service
Members	Cllr Eric Carter Cllr Mark Healey MBE Cllr Rebecca Knox Cllr Nikki Hennessy Cllr Karen Kilgour Cllr Les Byrom CBE Cllr Carolyn Lambert Cllr Greg Brackenridge	Shropshire and Telford Fire and Rescue Authority Devon and Somerset Fire and Rescue Authority Dorset and Wiltshire Fire and Rescue Service Lancashire Fire & Rescue Authority Tyne and Wear Fire & Rescue Authority Merseyside Fire and Rescue Authority East Sussex Fire Authority West Midlands Fire & Rescue Authority
Apologies	Roger Hirst Ms Fiona Twycross AM Cllr Carole Burdis Cllr Cleo Lake	Essex Police, Fire & Crime Commissioner Greater London Authority Tyne and Wear Fire & Rescue Authority Avon Fire & Rescue Authority
In Attendance	Phil Loach Steven Adams	National Fire Chiefs' Council National Fire Chiefs' Council
LGA Officers	Mark Norris	

Lucy Ellender
Jessica Norman
Gill Gittens
Clair Alcock
Naomi Cooke
Charles Loft
Jonathan Bryant



OFFICIAL

Programme of meetings 2019 - 20 - amendment

Full Authority

Date: 13 December 2019

Agenda Item:

14

Submitted By: Chief Legal and Governance Officer

- Purpose** To consider an amendment to the approved programme of meetings for 2019 – 20.
- Recommendations** That the revised programme of meetings 2019 – 20 be approved as detailed in Annex A to the report.
- Summary** The annual programme of meetings is agreed at the February meeting of the Authority each year. Since that meeting, and in discussion with the Chair of the Local Pension Board, it has become apparent that an amendment is required in respect of the Local Pension Board to facilitate the attendance of the Scheme Manager in respect of some of the issues that are to be considered at the January 2020 meeting.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicola Houseman, Committee Services Manager
E: nicky.houseman@westyorksfire.gov.uk
T: 01274 655740

Background papers open to inspection: None

Annexes: Programme of meetings 2019 – 20 (Amended)

1 Introduction

- 1.1 The programme of meetings for the current municipal year was approved at the February 2019 meeting of the Full Authority. Since that time it has become apparent that a change is required in respect of the Local Pension Board meeting in January 2020.

2 Information

- 2.1 The items to be considered at the January 2020 meeting of the Local Pension Board require the attendance of the Scheme Manager (Chief Employment Services Officer) in order that Members of the Board are able to receive formal and timely advice on a number of key issues on the agenda.
- 2.2 The next meeting of the Board is currently scheduled for 10 January 2020 for which the Chief Employment Services Officer has sent his apologies. In discussion with the Chair of the Board (Councillor Harrand) it is, therefore, proposed that the meeting be moved to 31 January 2020.

3 Financial Implications

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

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and diversity implications

- 5.1 There are no human resources and diversity implications arising directly from this report.

6 Health, safety and wellbeing implications

- 6.1 There are no health and safety implications arising directly from this report.

7 Environmental implications

- 7.1 There are no environmental implications arising directly from this report.

8 Your Fire and Rescue Service priorities

- 8.1 The proposed change to the programme of meetings reflects the Authority's priority for 2019 – 22 as follows;

- work smarter throughout the service

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

PROGRAMME OF MEETINGS 2019 / 2020

FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE	FRIDAY 11.30AM LOCAL PENSION BOARD	FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE	FRIDAY 10.30 AM AUDIT COMMITTEE	FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE	FRIDAY 10.30AM AUTHORITY
5 July 2019	5 July 2019	19 July 2019	26 July 2019	12 July 2019	20 September 2019
4 October 2019	-	11 October 2019	18 October 2019	25 October 2019	13 December 2019
10 January 2020	31 January 2020	7 February 2020	31 January 2020	24 January 2020	21 February 2020
27 March 2020	-	17 April 2020	24 April 2020	3 April 2020	25 June 2020 (Thursday - AGM)



OFFICIAL

Performance Management report

Full Authority

Date: 13 December 2019

Agenda Item:

15

Submitted By: Chief Legal and Governance Officer

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

Contact Officer: Alison Davey
Corporate Services Manager
Tel. 01274 655801
alison.davey@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Performance Management Report
1 April 2019 – 30 September 2019

1 Introduction

- 1.1 The attached Performance Management and Activity Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance against targets.
- 1.2 The report shows a summary of the cumulative performance for the year 2019/20 to date against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored quarterly by Management Team and the Full Authority.
- 1.4 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.
- 1.5 A traffic light system is used to provide a clear visual indicator of performance against each of the indicators compared to the position at the same time in the previous year.
- 1.6 Other performance and activity information is also included within the report.

2 Financial Implications

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

3 Legal Implications

- 3.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

4 Human Resources and Diversity Implications

- 4.1 Measurement against key indicators on human resources and diversity are included in the Performance Management Reports.

5 Health and Safety Implications

- 5.1 There are no health and safety implications arising from this report.

6 Environmental Implications

- 6.1 There are no environmental implications arising from this report.

7 Your Fire and Rescue Service 2019 -2022 Priorities

- 7.1 This report links to all of the 'Your Fire & Rescue Service 2019 – 2022' priorities as the Performance Management Report covers all areas of performance of WYFRS.

8 Conclusions

- 8.1 That Members note the report.



West Yorkshire
Fire & Rescue Service

Performance Management and Activity Report 2019/20

Period covered: 1 April – 30 September 2019
Date Issued: 28 October 2019



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1. Introduction/Summary

The purpose of this report is to provide information regarding the performance of West Yorkshire Fire and Rescue Service against selected national and local targets to enable the Authority to measure, monitor and evaluate performance.

In this report, monthly statistics have been utilised to identify trends in performance. Information regarding a selection of local performance targets has also been provided in this report and comparisons have been made with the previous year's performance.

All data, unless specified, is for the reporting period 1 April – 30 September 2019.

A traffic light system has been employed to provide a straightforward visual indicator of performance against each of the FRS indicators.

Graphical representation of the performance of West Yorkshire Fire and Rescue Service is available through the Performance Management Information System (PMIS), which is accessed via the Service's intranet site.

2. Service Delivery Targets

	Not achieving target (by more than 10%)
	Satisfactory performance (within 10% of target)
	Achieving or exceeding target

This data 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 or have been opened for amendment.

	Three Year Average Target (2016/19)	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Actual Data to date		Performance Against Three Year Average (2019/20)	End of Year Projection (2019/20)
		2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20		
Arson	6811	1976	1845	3007	1545					4983	3390	-0.7%	6761
Actual Rescues	775	226	241	179	283					405	524	34.9%	1045
Total Activity	23646	6667	6130	8400	6453					15067	12583	6.1%	25097
Dwelling Fires	1145	297	270	300	279					597	549	-4.4%	1095
Non-Domestic Building Fires	438	110	108	101	124					211	232	-5.6%	463
Prevalence of False Alarms	11306	2655	2384	2935	2956					5590	5340	-5.8%	10651
Fire-Related Injuries	198	58	47	39	46					97	93	-6.3%	185
Road Traffic Collisions	618	139	167	147	183					286	350	13.0%	698
Malicious False Alarms	361	96	73	85	78					181	151	-16.6%	301

Service Delivery Indicators

Description	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Cumulative	
	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20	2018-19	2019-20
Accidental Dwelling Fires (per 10,000 dwellings)	2.49	2.34	2.37	2.31					4.86	4.65
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.00	0.04	0.09	0.09					0.09	0.13
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.04	0.13	0.04	0.04					0.09	0.17
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.69	1.26	0.91	1.13					2.60	2.38
(a) Number of Serious Injuries(per 100,000 population)	0.17	0.04	0.04	0.04					0.22	0.09
(b) Number of Slight Injuries (per 100,000 population)	1.52	1.21	0.87	1.08					2.38	2.30
The percentage of dwelling fires attended where there was a working smoke alarm which activated	50.17%	52.24%	54.33%	57.80%					52.26%	55.07%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	18.18%	16.30%	22.33%	20.57%					20.27%	18.48%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	7.74%	5.19%	3.33%	4.61%					5.53%	4.89%
The percentage of dwelling fires attended where no smoke alarm was fitted	23.91%	26.30%	20.00%	17.02%					21.94%	21.56%
Number of calls to malicious false alarms (per 1000 population) – attended	0.04	0.03	0.04	0.03					0.08	0.07
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	8.16	8.10	9.30	11.21					17.46	19.31

False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	1.01	0.92	0.99	1.17					2.00	2.08
Fires in non-domestic premises (per 1000 non-domestic premises)	1.30	1.28	1.20	1.49					2.50	2.78
Number of Primary Fires (per 100,000 population)	39.06	35.20	42.26	35.89					81.32	71.09
Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	2.47	1.82	1.56	1.91					4.03	3.73
Arson Incidents – All Deliberate Fires (per 10,000 population)	8.57	8.00	13.03	6.70					21.60	14.70
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	1.66	1.49	2.11	1.55					3.78	3.04
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	6.90	6.51	10.92	5.15					17.82	11.66

3. Operational Risk Visits (including Fire Safety)

Below is a summary of operational risk visits (ORV) in 2019/20. These visits were issued in the transitional period of introducing the new Premises Risk Database (PRDX). The visits were generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area. The new PRDX went live on 5th February 2018 this now identifies the higher risk premises that will form the Operational Risk Visits Programme (ORVP). The PRDX uses a recalculated risk matrix for each premises type based on national guidance and Provision of Operational Risk Information System (PORIS).

The Operational Risk Visits (ORVs) are allocated to each District which are then allocated to stations/watches. The total numbers have not been finalised but based on previous calculations it is predicted that there will be approximately 1000 ORVs per year across five districts within the organisation.

The ORMT centrally auditing 100 percent of all ORVs has been successful at standardising the risk information captured on the operational risk visit.

The training and familiarisation of the system with operational crews is still progressing and we are continuing to complete joint visits with crews to ensure the correct information is captured.

	Apr	May	Jun	Jul	Aug	Sep							Total
Completed	91	152	152	184	162	121							862

4. Safe and Well Checks

The home Safe and Well Check 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. The ability to risk filter online and over the telephone has improved with a simple risk filtering survey that results in the requester being informed if they qualify for a home visit.

People who are assessed as being very low and low risk will not be offered a home visit but they will have the opportunity to access advice and information on home fire safety through our website or posted leaflets.

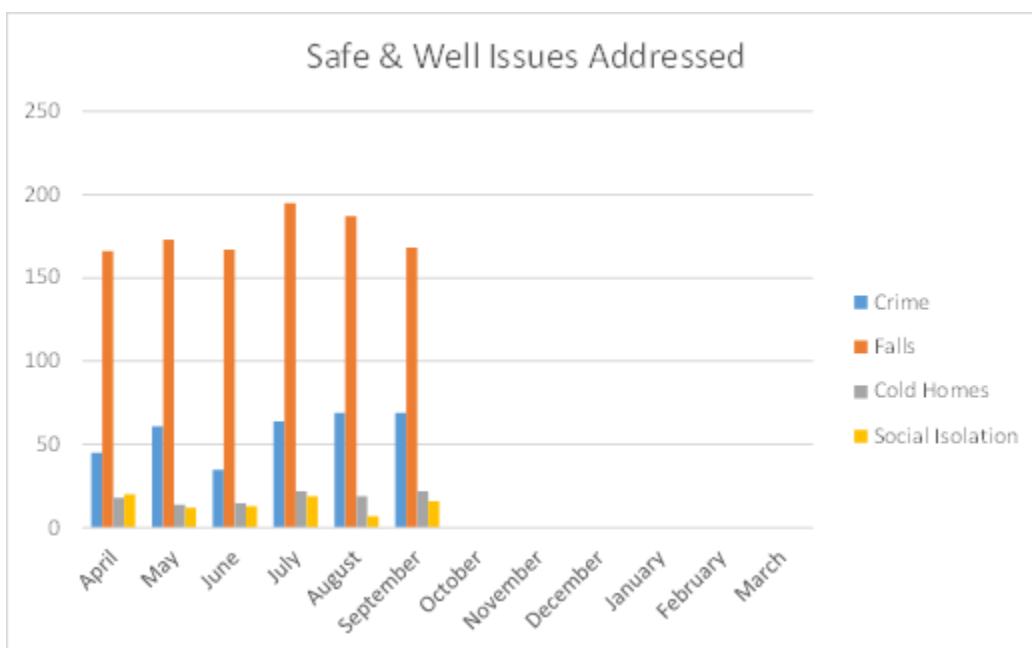
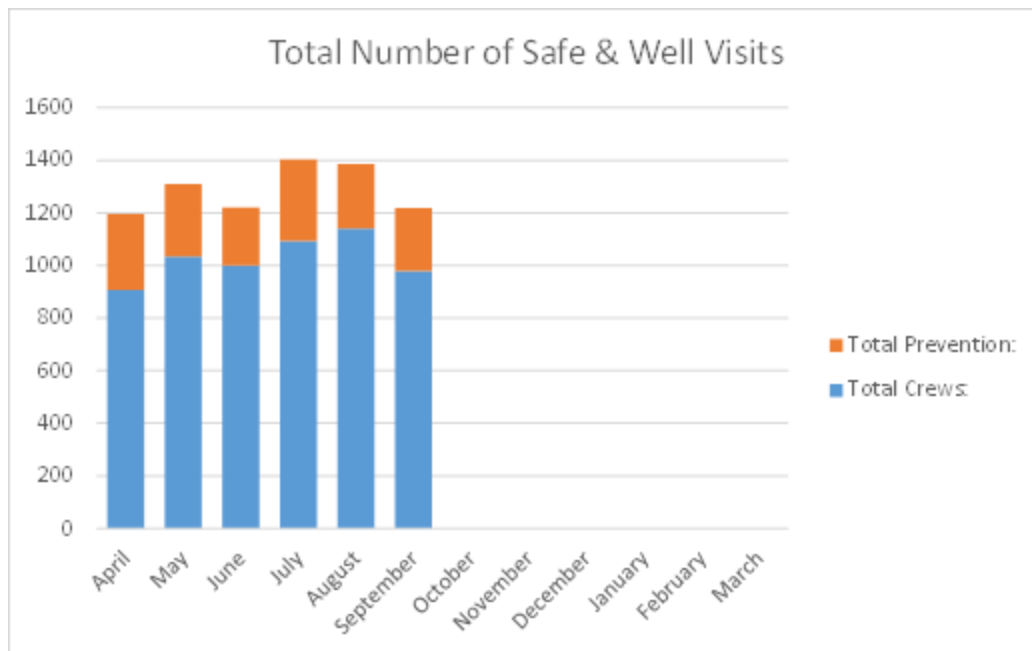
We may also signpost people or refer them on for additional support from other agencies. People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents. For those who qualify for a Safe and Well Check, a visit will be arranged at a mutually convenient time and this involves an assessment of fire risk within the property with appropriate advice and safety equipment delivered at the point of the visit. It also covers a broader assessment of vulnerability against a number of other elements, including:

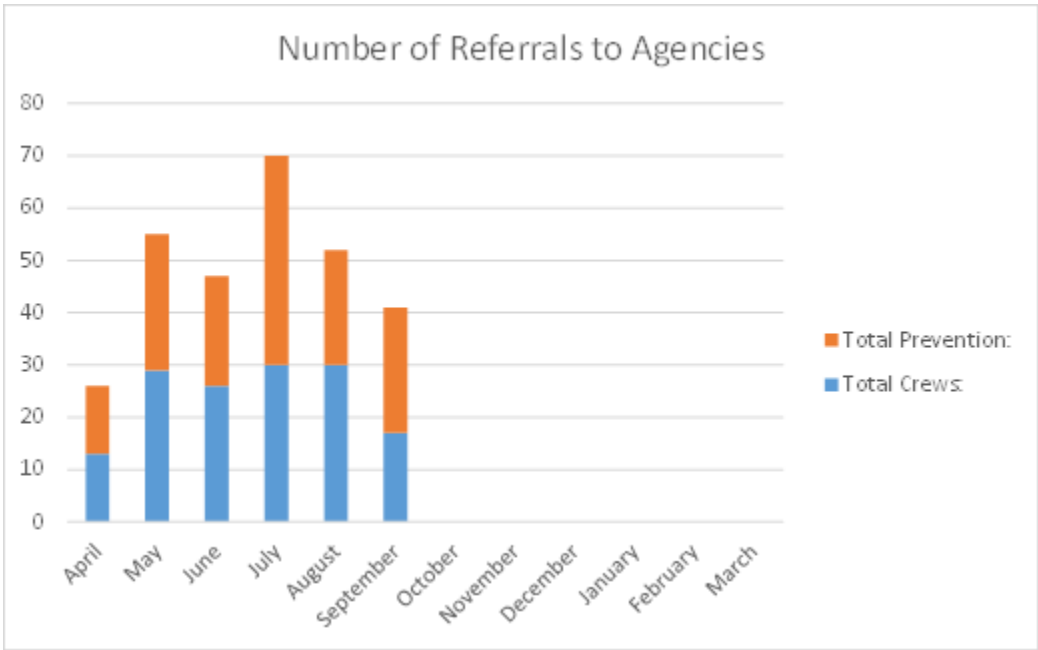
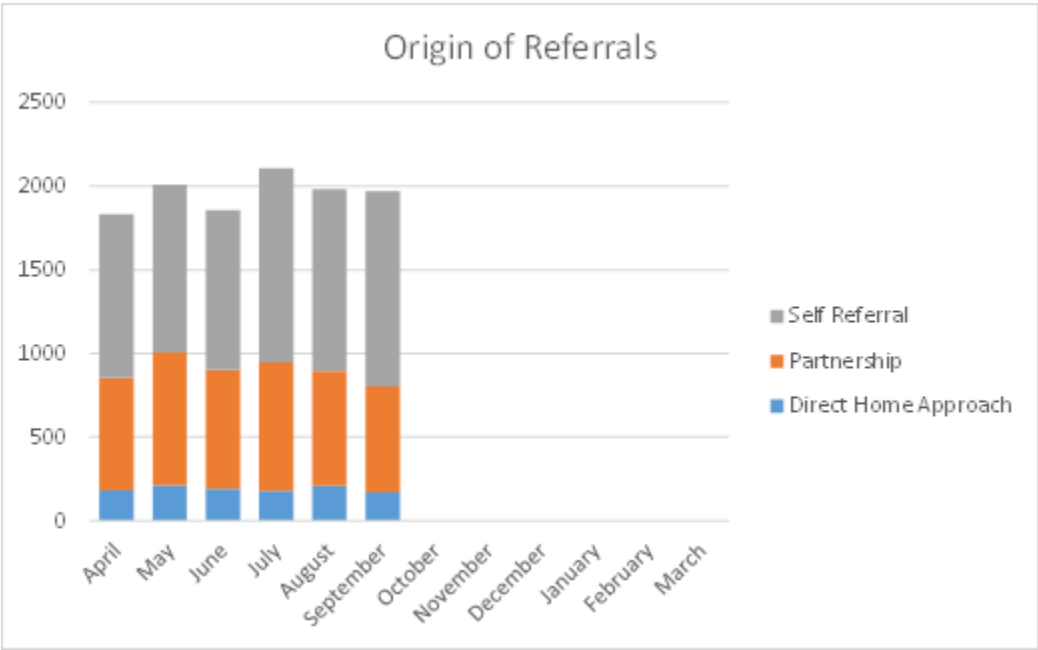
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking.

When someone is identified as being vulnerable to any of the factors above, our teams deliver basic education and advice with the option of signposting or referring people to specialist support services across the districts.

Performance

The following graphs present a breakdown of performance in respect of prevention and early intervention activity over the reporting period:



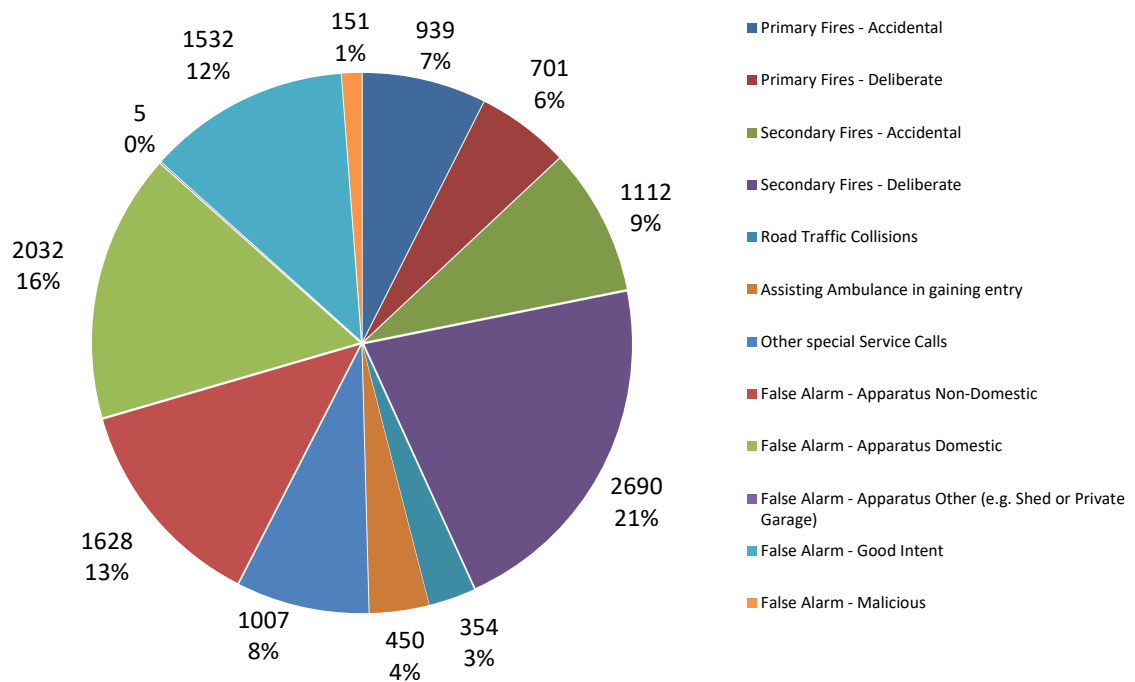


5. Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year so far (1 April – 30 September 2019) categorised by incident type.

NOTE: The data on page 3 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. The data below is based on all incident reports which have been started at the time of compiling this report.

Incident Category	Number	Percentage
Primary Fires - Accidental	939	7.5%
Primary Fires - Deliberate	701	5.6%
Secondary Fires - Accidental	1,112	8.8%
Secondary Fires - Deliberate	2,690	21.3%
Road Traffic Collisions	354	2.8%
Assisting Ambulance in gaining entry	450	3.6%
Other special Service Calls	1,007	8.0%
False Alarm - Apparatus Non-Domestic	1,628	12.9%
False Alarm - Apparatus Domestic	2,032	16.1%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	5	0.0%
False Alarm - Good Intent	1,532	12.2%
False Alarm - Malicious	151	1.2%
Total	12,601	100%



The table below shows the total number of incidents ten years ago, five years ago, and last year.

Incident Category	Number of incidents 1 April 2009 to 31 March 2010	Percentage	Number of incidents 1 April 2014 to 31 March 2015	Percentage	Number of incidents 1 April 2018 to 31 March 2019	Percentage
Primary Fires - Accidental	2,238	6.5%	1,847	8.6%	1,930	7.5%
Primary Fires - Deliberate	2,146	6.3%	1,079	5.0%	1,538	6.0%
Secondary Fires - Accidental	1,237	3.6%	1,201	5.6%	2,852	11.1%
Secondary Fires - Deliberate	8,772	25.6%	4,420	20.6%	6,197	24.1%
Road Traffic Collisions	1,068	3.1%	642	3.0%	616	2.4%
Special Service Calls	2,102	6.1%	1,569	7.3%	2,020	7.9%
False Alarm - Apparatus	11,956	34.8%	7,311	34.2%	6,664	26.0%
False Alarm - Good Intent	4,096	11.9%	3,009	14.1%	3,506	13.7%
False Alarm - Malicious	713	2.1%	329	1.5%	352	1.4%
Total	34,328	100.0%	21,407	100.0%	25,675	100.0%

Comments on Fatal Fires

Woodside Drive, Cottingley, Bingley

31 July 2019 15:42

The deceased male was 50 years old. With the evidence provided it was concluded that the cause of the fire was the deliberate ignition of a substance with a similar odour to that of white spirit in the garage of the property.

Holme House Road, Todmorden

19 August 2019 23:50

The deceased female was 67 years old and lived alone in a back to back semi-detached house. The fire has originated near to the centre of the living room and is believed to have been caused by a halogen heater which has either fallen over or has been placed too close to combustible items.

Francis Lane House, Horse Fair, Pontefract

14 September 2019 01:42

The deceased female was 52 years old and lived alone in a first floor flat. The room of origin was the living room and the cause has been ascertained to be a naked flame, however due to the severity of the fire and the damage it has not been possible to determine the cause of the fire.

- NB Some incidents may still be awaiting Criminal/Coroner proceedings and if any new evidence or further information is made available it may be necessary to re-evaluate the conclusions.

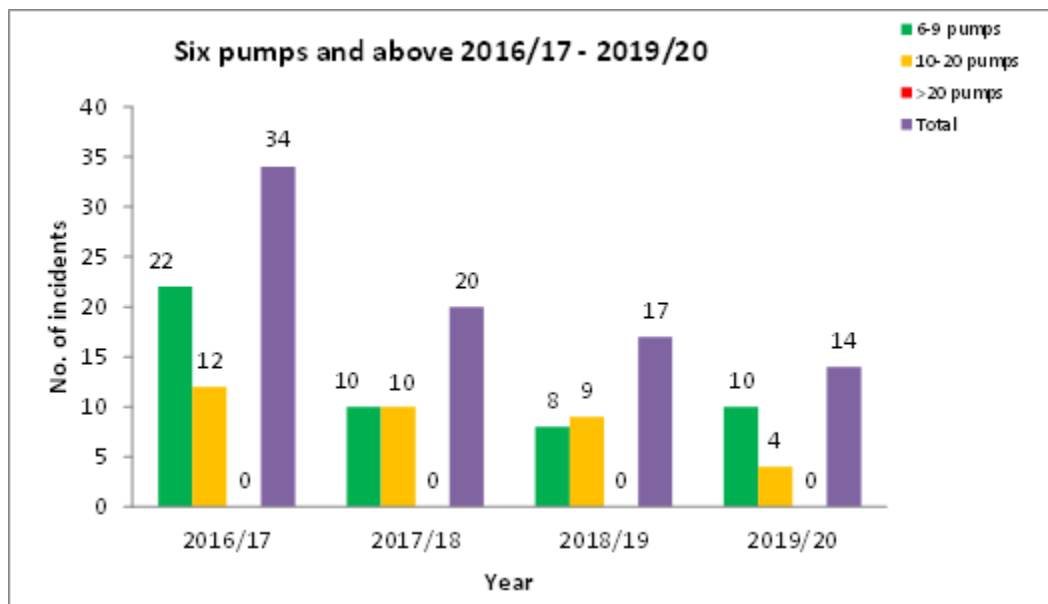
6. Fire-Related Incidents attended by Six Pumps and Above

General Commentary

UK fire and rescue services determine the size of a fire by the final number of pumps mobilised to deal with it.

A number of additional pumping appliances and special appliances are often mobilised to these types of incidents to undertake supporting activities. These are described as support and specials.

The following chart details the numbers and severity of such incidents over the last few years up to 30 September 2019:



Fire-related incidents of this type require the attendance of a fire investigation officer to determine the cause of the fire. The cause is included in the table. For fires identified as deliberate, we work in accordance with a regionally agreed Memorandum of Understanding with the police, who are responsible for the investigation of all deliberate fires.

New incidents added to the table are shaded in white.

Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
Saturday 18/05/2019 09:50	Hangingsstone Road Ilkley	Moorland	Ilkley	Deliberate	10 Pumps 4 Support 6 Specials	68 Ffs 4 Officers
Friday 24/05/2019 13:29	The Gallopers Wakefield Road Bradford	Derelict public house	Bradford	Deliberate	6 Pumps 2 Support 2 Specials	36 Ffs 5 Officers
Wednesday 29/05/2019 03:10	Square Road Halifax	Gym	Halifax	Sauna	6 Pumps 2 Support 5 Specials	42 Ffs 5 Officers
Sunday 14/07/2019 12:51	Moorside Community Primary School Keighley Road Illingworth	Derelict school	Illingworth	Deliberate	7 pumps 1 support 1 special	34 Ffs 4 Officers
Thursday 18/07/2019 19:04	Biffa Waste Low Mills Low Mills Lane Ravensthorpe	Household waste site	Dewsbury	Natural Occurrence	6 Pumps 1 Support 3 Specials	34 Ffs 5 Officers
Friday 19/07/2019 04:00	The Gatehaus Leeds Road Bradford	High-rise flat	Bradford	Deliberate	6 Pumps 1 Support 3 Specials	34 Ffs 5 Officers
Thursday 01/08/2019 17:34	Walkleys Clogs Burnley Road Mytholmroyd	Derelict mill	Mytholmroyd	Not known	15 Pumps 2 Support 5 Specials	78 Ffs 4 Officers
Friday 02/08/2019 23:18	Currys Great Northern Retail Park, Leeds Road Huddersfield	Commercial	Huddersfield	Electric Appliance	6 Pumps 1 Support 4 Specials	36 Ffs 5 Officers
Sunday 25/08/2019 08:11	Omega Proteins Erlings Works Half Acre Road Denholme, Bradford	Industrial	Illingworth	Cooking	8 Pumps 2 Support 5 Specials	50 Ffs 5 Officers
Thursday 29/08/2019 21:25	Unit B Spectrum Park 8 Whitehouse Street Hunslet, Leeds	Warehouse	Hunslet	Electric Appliance	10 Pumps 4 Support 4 Specials	64 Ffs 4 Specials
Tuesday 03/09/2019 03:51	Ryburn Mills Ryburn Terrace Halifax	Industrial	Halifax	Faulty electricity supply	10 Pumps 4 Support 7 Specials	70 Ffs 7 Officers

Monday 09/09/2019 01:50	New Ings Mills Field Lane Batley	Industrial	Dewsbury	Deliberate	6 Pumps 2 Support 4 Specials	40 Ffs 5 Officers
Sunday 15/09/2019 02:49	Barras Place Upper Wortley Leeds	Industrial	Leeds	Electrical heater	6 Pumps 1 Support 4 Specials	36 Ffs 5 Officers
Friday 27/09/2019 01:10	Kemp Waste Management Balkram Edge Recycling Centre Wainstalls Halifax	Waste Recycling Centre	Halifax	Not known	8 Pumps 2 Support 3 Specials	46 Ffs 5 Officers

Further detail on recent six pumps and above fire-related incidents:

Moorside County Primary School, Illingworth

The incident occurred in Illingworth station area and involved a disused primary school. There was a delay in access into the building due to doors/other security measures.

The initial pre-determined attendance was 2 pumps from Illingworth and Fairweather Green, an additional 2 pumps were mobilised from Odsal and Cleckheaton. At the height of the incident a make pumps 6 message was received by Control and pumps from Huddersfield and Bradford were mobilised.

The following support appliances were also mobilised: Command Unit from Featherstone with Assistants from Keighley and the CARP from Halifax.

Officers mobilised due to the size of the incident were as follows: Station Manager Kovacs was the Incident Commander, Station Manager Goldwater was the Operational Assurance Officer, Station Manager Bairstow was the Breathing Apparatus Officer and Station Manager Holt was the Command Support Officer.

The time of call for this incident was 12:51 on 14th July 2019 and the stop message was received by Control on 14th July 2019 17:16. The incident was closed on 14th July 2019 17:44.

The cause of this fire is thought to be deliberate ignition.

Biffa Waste Services Ltd, Ravensthorpe

The incident occurred in Dewsbury station area and involved a household waste site.

The initial pre-determined attendance was 2 pumps from Dewsbury, this was increased to 3 pumps and a pump from Cleckheaton was mobilised. At the height of the incident a make pumps 6 message was received by Control and pumps from Mirfield, Hunslet and Rastrick were mobilised.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, the Command Unit from Featherstone with Support from Killingbeck and the Hose Laying Unit from Otley.

Officers mobilised due to the size of the incident. They were as follows: Station Manager Earl was the Incident Commander, Station Manager Holt was the Operational Assurance Officer, Station Manager England was Command Support, Station Manager Naylor was Hazardous Materials and Environmental Protection Officer and Watch Manager Griffiths was Fire Investigation.

The time of call for this incident was 19:04 on 18th July 2019 and the stop message was received by Control on 18th July 2019 21:09. The incident was closed on 18th July 2019 22:41.

The cause of this fire is thought to be reflected sunlight onto glass, which ignited a large pile of refuse for recycling.

The Gatehaus, Bradford

The incident occurred in Bradford station area and involved a high-rise domestic dwelling building. Rapid fire growth was due to flammable liquids and combustibles brought together.

The initial pre-determined attendance was 4 pumps from Bradford, Shipley, and Odsal, and 1 aerial from Leeds. At the height of the incident a make pumps 6 message was received by Control and pumps from Fairweather Green and Stanningley were mobilised:

The following support appliances were also mobilised: Personnel Welfare Unit from Ilkley, Command Unit from Featherstone with Assistants from Hunslet and the Hose Laying Unit from Otley.

Officers were mobilised due to the size of the incident were as follows: Station Manager Earl was Incident Commander, Station Manager England was Operational Assurance Officer, Station Manager Holt was Command Support, Station Manager Houldsworth was Hazardous Materials and Environmental Protection Officer and Watch Manager Griffiths was Fire Investigation.

The time of call for this incident was 04:00 on 19th July 2019 and the stop message was received by Control on 19th July 2019 06:12. The incident was closed on 19th July 2019 09:32.

The cause of this fire is thought to be deliberate.

Walkleys Clogs, Mytholmroyd

This incident occurred in Mytholmroyd station area and involved a derelict mill.

The initial pre-determined attendance was 2 pumps from Todmorden and Halifax, subsequently increased to 4 pumps from Illingworth and Keighley and an aerial from Huddersfield. At the height of the incident a make pumps 15 message was received by control and pumps from the following stations were mobilised: Dewsbury, Hunslet, Odsal, Rastrick, Huddersfield, Fairweather Green, Bingley, Cleckheaton, Rochdale, Littleborough and Bacup.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, Command Unit from Featherstone and assistants from Shipley, Command Unit Sector Support from Castleford, the Hose Laying Unit from Mirfield and an aerial from Bradford.

Officers were mobilised due to the size of the incident. They were as follows: Area Manager Kirby, Station Manager Daly was Incident Commander, Station Manager Cookson was Operational Assurance Officer, Station Manager Miller was Command Support and Station Manager Houldsworth was Hazardous Materials and Environmental Protection Officer. After discussions with Area Manager Kirby and Station Manager Daly, there was a decision to reduce the number of appliances required to deal with the incident and Station Manager Daly remained as the Incident Commander.

The time of call for this incident was 17:34 on 1st August 2019 and the stop message was received by Control on 2nd August 2019 12:21. The incident was closed on 3rd August 2019 11:59.

The cause of the fire could not be determined due to the structural instability of the premises therefore a full investigation could not be carried out.

Currys, Leeds Road, Huddersfield

This incident occurred in Huddersfield station area and involved a commercial shopping warehouse.

The initial pre-determined attendance was 1 pump from Huddersfield. At the height of the incident a make pumps 6 message was received by Control and pumps from the following stations were mobilised: Rastrick, Mirfield, Cleckheaton, Halifax and Odsal.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, Command Unit assistants from Dewsbury, Hose Laying Unit from Mirfield, Aerial from Huddersfield and the Technical Rescue Unit from Cleckheaton.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Gardiner was Incident Commander, Station Manager Fox was Operational Assurance Officer, Station Manager Kovacs was Command Support, Station

Manager Bell was Hazardous Materials and Environmental Protection Officer and Station Manager Cookson was Fire Investigation.

The time of call for this incident was 23:18 on 2nd August 2019 and the stop message was received by Control on 3rd August 2019 03:36. The incident was closed on 3rd August 2019 04:26.

The cause of this fire is thought to be due to a faulty battery suddenly discharging and spreading hot deposits around the technical area. A developing fire can then be seen on CCTV spreading from that area. Smoke damage was apparent in adjoining premises.

Omega Proteins Ltd, Denholme, Bradford

This incident occurred in Illingworth station area and involved a large animal waste processing site. On arrival 50% of the building was involved. There was a delay in accessing the building due to security.

The initial pre-determined attendance was 2 pumps from Illingworth and Fairweather Green. At the height of the incident a make pumps 8 message was received by Control and pumps from the following stations were mobilised: Bingley, Keighley, Halifax, Rastrick, Stanningley and Bradford.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, the Command Unit from Pontefract, Hose Laying Unit from Featherstone, aerials from Bradford and Huddersfield and Command Unit assistants from Pontefract and Killingbeck.

Officers were mobilised due to the size of the incident. They were as follows: Group Manager Brown was Incident Commander, Station Manager Archer was Command Support Officer, Station Manager Goldwater was Operational Assurance Officer, Station Manager Daly was Hazardous Materials and Environmental Protection Officer and Station Manager Hudson was a Working Officer.

The time of call for this incident was 08:11 on 25th August 2019 and the stop message was received by Control on 25th August 2019 21:20. The incident was closed on 25th August 2019 21:38.

The cause of this fire is thought to be due to an oven used for animal carcass incineration.

Unit B, Spectrum Park, Hunslet

This incident occurred in Hunslet station area and involved a warehouse. There was a delay in accessing the building due to security.

The initial pre-determined attendance was 2 pumps from Hunslet. At the height of the incident a make pumps 10 message was received by Control and pumps from the following stations were mobilised: Rothwell, Killingbeck, Morley, Moortown, Stanningley, Leeds and Killingbeck.

The following support appliances were also mobilised: Aerials from Bradford and Wakefield, the Hose Laying Unit from Mirfield, Command Units and assistants from Featherstone and Pontefract, the Personnel Welfare Unit from Skelmanthorpe, and the Technical Rescue Unit and support from Cleckheaton.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Kovacs was Incident Commander initially then it became Group Manager Donegan, Station Manager Goodall was Command Support Officer with Station Manager Clark shadowing, Station Manager Earl was Operational Assurance Officer, Station Manager Bell was Hazardous Materials and Environmental Protection Officer, and Station Manager Hudson was a Working Officer

The time of call for this incident was 21:25 on 29th August 2019 and the stop message was received by control on 30th August 2019 00:48. The incident was closed on 30th August 2019 02:16.

The cause of this fire is thought to be a faulty extractor fan.

Ryburn Mills, Halifax

This incident occurred in Halifax station area. There was no delay in accessing the building.

The initial pre-determined attendance was 2 pumps from Illingworth and Halifax. At the height of the incident a make pumps 10 message was received by Control and pumps from the following stations were mobilised: Bingley, Rastrick, Stanningley, Bradford, Cleckheaton, Odsal, Huddersfield and Dewsbury.

The following support appliances were also mobilised: Personnel Welfare Unit from Skelmanthorpe, Command unit from Pontefract with assistants from Pontefract and Killingbeck, Hose Laying Unit from Featherstone, Aerial from Bradford, High Expansion Foam and Foam Support from Hunslet, Sector Support from Castleford and the Technical Rescue Unit from Cleckheaton

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Bairstow was the Officer in Charge, Station Manager Kovacs was Command Support with Station Manager Clark shadowing, Station Manager Hill was Operational Assurance Officer, Station Manager Bell was Hazardous Materials and Environmental Protection Officer, Station Manager Goodall was Breathing Apparatus Officer and Watch Manager Firth was Fire Investigation.

The time of call for this incident was 03:51 on 3rd September 2019 and the stop message was received by Control on 3rd September 2019 14:01. The incident was closed on 3rd September 2019 17:49.

The cause of this fire is thought to be due to faulty wiring, following tampering with the electricity supply.

New Ings Mills, Batley

This incident occurred in Dewsbury station area and involved a factory.

The initial pre-determined attendance was 2 pumps from Dewsbury. At the height of the incident a make pumps 6 message was received by Control and appliances from the following station were mobilised: Morley, Hunslet, Cleckheaton, and Ossett.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, Command Unit from Featherstone with assistants from Rothwell, Hose Laying Unit from Mirfield and an Aerial from Wakefield.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Fox was Incident Commander, Station Manager Gardiner was Operational Assurance Officer, Group Manager Donegan was Hazardous Materials and Environmental Protection Officer and Station Manager England was Command Support.

The time of call for this incident was 01:50 on 9th September 2019 and the stop message was received by control on 9th September 2019 04:19. The incident was closed on 9th September 2019 07:14.

The cause of this fire was thought to be deliberate.

Barras Place, Upper Wortley, Leeds

This incident occurred in Leeds station area and involved an industrial processing building. There was a delay accessing the building due to security doors.

The initial pre-determined attendance was 2 pumps from Leeds and was increased to 4 pumps from Stanningley and Hunslet. At the height of the incident a make pumps 6 message was received by Control and pumps from Hunslet and Killingbeck were mobilised.

The following support appliances were also mobilised: The Personnel Welfare Unit from Ilkley, Command Unit and assistants from Featherstone, Hose Laying Unit from Mirfield and an Aerial from Bradford.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager was Incident Commander with Station Manager Thornton shadowing, Station Manager Hill was Operational Assurance Officer, Station Manager Swallow was Hazardous Materials and Environmental Protection Officer, Station Manager Earl was Command Support and Watch Manager Griffiths was Fire Investigation.

The time of call for this incident was 02:49 on 15th September 2019 and the stop message was received by control on 15th September 2019 08:40. The incident was closed on 15th September 2019 10:29.

The cause of this fire is thought to be a switch to heater element which failed, causing the heater element to stay on. This then overheated and set fire to combustibles around it.

Kemp Waste Management, Wainstalls

This incident occurred in Illingworth station area and involved an industrial processing recycling building.

The initial pre-determined attendance was 2 pumps from Halifax and Illingworth; this was increased to 6 pumps from Rastrick, Fairweather Green, Odsal, and Bingley. At the height of the incident a make pumps 8 message was received by Control and pumps from Dewsbury and Bradford were mobilised.

The following support appliances were also mobilised: The Personnel Welfare Unit from Skelmanthorpe, Command Unit from Pontefract and assistants from Pontefract and Killingbeck and the Hose Laying Unit from Mirfield.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Rose was the initial Incident Commander with Group Manager Miller taking over, Station Manager Bairstow was Operational Assurance Officer, Station Manager Houldsworth was Hazardous Materials and Environmental Protection Officer and Station Manager Earl was Command Support.

The time of call for this incident was 01:10 on 27th September 2019 and the stop message was received by Control on 29th September 2019 16:04. The incident was closed on 29th September 2019 17:50.

The cause of this fire is not known.

7. Violence at Work

Attacks on Personnel

There have been 41 incidents reported by West Yorkshire FRS in this financial year so far.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Attacks on Firefighters	77	40	76	64	60	87	92	75	41

The table below summarises the events reported by firefighters and other staff. Where stations have not reported any incidents, they are not shown within this table.

For clarification, 'stoning' and 'firework' cover any thrown object identified respectively as a stone or firework; and 'missile' covers any other object used as a projectile.

Attacks on Firefighters as a Percentage of Turnouts										
District / Station	No.of Turnouts	Physical Assault	Weapon Brandished	Missile Thrown	Firework Thrown	Stoning	Aggressive Behaviour	Verbal Abuse	Total	Percentage
Bradford District										
Bradford District FP										
Bradford	1546		1	1			1	3	6	0.39%
FWG	586			1		1			2	0.34%
Keighley	376			1			1	1	3	0.80%
Odsal	627			1			1	4	6	0.96%
ShIPLEY	663						2		2	0.30%
District Total	4091	0	1	4	0	1	5	8	19	0.46%
Calderdale District										
Halifax	509						1	1	2	0.39%
Ilkley	400			1				2	3	0.75%
District Total	1396	0	0	1	0	0	1	3	5	0.36%
Kirklees District										
Dewsbury	906					1		3	4	0.44%
District Total	2781	0	0	0	0	1	0	3	4	0.14%
Leeds District										
Hunslet	1176						1	1	2	0.17%
Rawdon	264						1		1	0.38%
Stanningley	417			1					1	0.24%
Killingbeck	1019			1		1		2	4	0.39%
District Total	6016	0	0	2	0	1	2	3	8	0.13%
Wakefield District										
Wakefield	459		1						1	0.22%
Osssett	359							1	1	0.28%
Pontefract	301						1	2	3	1.00%
District Total	1872	0	1	0	0	0	1	3	5	0.27%
Totals	16235	0	2	7	0	3	9	20	41	0.25%

The above table shows the number of incidents in which firefighters were subjected to violence as a percentage of attendance, by station and by district (0.25% overall). Some stations might appear to suffer a relatively high percentage of attacks, but this is largely due to the number of incidents attended from such stations.

The Chief Fire Officer re-emphasises that even one attack is one too many and that every assistance and encouragement will be given to the police to bring offenders to

court. Work is continuing with a variety of agencies from the police and district councils to community groups and youth leaders to address these issues.

District Actions to Address Violence

All districts are undertaking the following actions:

- Communicating a positive image of the Fire Service in the community
- Taking part in community events to support this image
- Asking questions to firefighters at Performance Monitoring Visits (PMVs) regarding the e-learning package that was sent out in relation to reading the body language of persons and diffusing certain situations
- Encouraging all staff to use the SCIP when intelligence or other information is received for risk issues
- Encouraging any watch who place the information on SCIP to email other local stations to alert them to the fact that the address has been added and to make sure that they then view the SCIP for the details
- Consistently promoting the knowledge of Silent Witness cameras with crews and to the public at events etc. to discourage anti-social behaviour
- Where incidents do occur, publicising through the media any arrests made by the police and any sentences given by the courts
- There is a working group established to look at ways of addressing the issues we have experienced over past years in relation to violence to staff and in particular attacks on firefighters. This group will report progress to the Community Safety Committee

Bradford

In Bradford there were 19 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters during these attacks however there was damage caused to an appliance at two of these instances.

Calderdale

In Calderdale there were five attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.

Kirklees

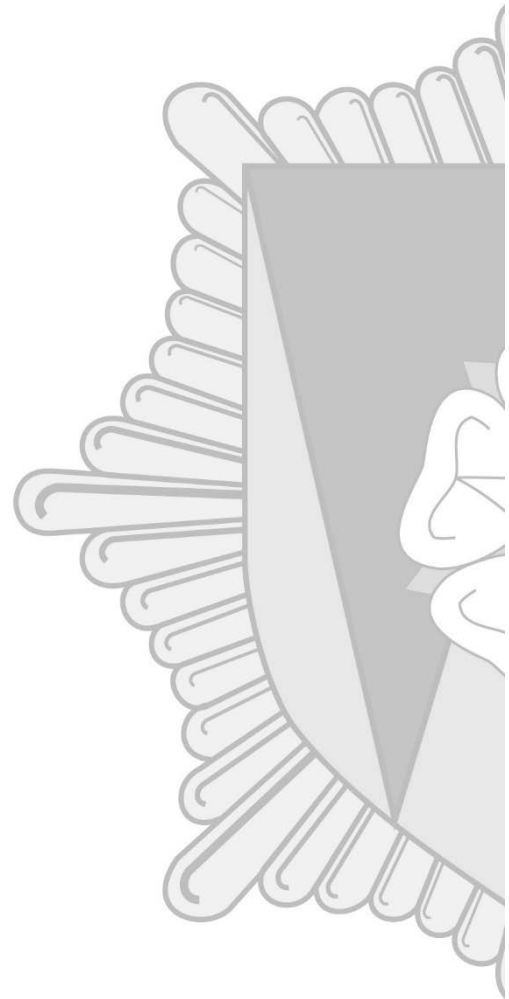
In Kirklees there were four attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.

Leeds

In Leeds there were eight attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.

Wakefield

In Wakefield there were five attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.



West Yorkshire Fire and Rescue Service
Oakroyd Hall
Birkenshaw
Bradford BD11 2DY



OFFICIAL

Programme of change 2019 - 20 update

Full Authority

Date: 13 December 2019

Agenda Item:

16

Submitted By: Director of Service Support

Purpose	To update Members of the progress in relation to the Programme of Change 2019/2020
Recommendations	That Members note the report
Summary	This report is to update Members of the progress against the Programme of Change 2019-2020

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: ACFO Nick Smith - Director of Service Support
T: 01274 655703
E: nick.smith@westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: Programme of change 2019 - 20

1 Introduction

- 1.1 At the Full Authority meeting held on 21 February 2019 Members approved the format for reporting the progress against the Integrated Risk Management Plan Programme of Change.

2 Information

- 2.1 Progress on the implementation of the programme is reported to each Full Authority meeting and the attached is the latest update.

3 Financial Implications

- 3.1 Financial implications of each of the actions are incorporated within each project as appropriate.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 Human resources and diversity implications are incorporated within each project as appropriate.

6 Health, Safety and Wellbeing Implications

- 6.1 Health, safety and wellbeing implications are incorporated within each project as appropriate.

7 Environmental Implications

- 7.1 The environmental implications of each project within the programme are considered individually.

8 Your Fire and Rescue Service Priorities

- 8.1 This report details the activities undertaken in meeting our Priorities as detailed in Your Fire and Rescue Service 2019-2022.



Programme of Change 19/20

Report Date

03/12/2019

Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	Timeline Last Updated	Project Completion %
Halifax Feasibility Study	Complete	Nick Smith	Noel Rodriguez		01/04/2019	31/11/2019		🚩	29/11/2019	100
Aerial Review -Undertake a review of the aerial provision across West Yorkshire in relation to risk	On Track	Nick Smith	Mat Walker	Scott Donegan	01/04/2019	13/12/2019		🚩	01/10/2019	80
Mobile Working Phase 2, Safe & Well applications on mobile tablets for Operational Crews	On Track	Dave Walton	Chris Kirby	Sarah Laidlow Moore	31/12/2018	07/03/2020	06/10/2019	🚩	19/11/2019	70
Huddersfield Feasibility Study	Complete	Nick Smith	Noel Rodriguez		01/04/2019	30/09/2019		🚩	29/11/2019	100
Procurement Review	On Track	Alison Wood	Michael Wood	Michael Wood	07/01/2019	31/12/2019		🚩	Local monitoring	65
Lean Programme - Process reviews identifying more efficient and effective ways of working	Behind schedule	Nick Smith	Mat Walker	Tbc	03/10/2017	31/12/2019		🚩	28/11/2019	40
Sharepoint 2016 - Update software for corporate intranet and document management system	Overdue	Nick Smith	Gayle Seekins	Rebecca Hayes	03/01/2017	31/12/2019	31/03/2018	🚩	21/11/2019	80
HR & Rostering - provide effective management of our people	Behind schedule	Ian Brandwood	Graham Ambler	Chris Kovacs	01/07/2016	17/01/2020	31/03/2018	🚩	29/07/2019	65
Performance Management Framework incl. dashboard development	On Track	Nick Smith	Mat Walker	Scott Donegan	01/04/2019	15/02/2020	01/09/2019	🚩	21/11/2019	5
Wakefield Fire Station new build Project - To deliver a new build two bay fire station at the existing Wakefield site	On Track	Dave Walton	Chris Kirby	Dave Teggart	01/01/2018	31/12/2020		🚩	14/11/2019	30
Leadership Strategy	On Track	Ian Brandwood	N/A	Ian Stone	01/03/2018	31/03/2021		🚩	01/10/2019	15
Occupational Health, Safety and Wellbeing Strategy 2019-2021	On Track	Ian Brandwood	Mark Dixon	Mussarat Suleman	02/10/2018	31/03/2021		🚩	19/11/2019	60
VOIP Project - Voice over internet protocol. Enabling telephone calls via our network.	On Track	Gayle Seekins	Gayle Seekins	Martin Brown	01/01/2019	31/03/2021		🚩	14/11/2019	45
CLM - Improving flexibility and responsibility of WC at stations	On Track	Dave Walton	Chris Kirby	Scott Donegan	19/12/2018	30/06/2021		🚩	27/11/2019	50



OFFICIAL

Integrated Risk Management Plan 2020-21 Outcome of Consultation

Full Authority

Date: 13 December 2019

Agenda Item:

17

Submitted By: Director of Service Support

Purpose

To provide an overview of the consultation we have undertaken and present the feedback that we have received on the Integrated Risk Management Plan (IRMP) 2020 - 21 proposals.

Recommendations

It is recommended that the Authority note the contents of this report.

Summary

West Yorkshire Fire and Rescue Service (WYFRS) has undertaken a ten week consultation to seek feedback from internal and external stakeholders on the proposals that make up our IRMP 2020 - 21. This report outlines the approach and activity we have undertaken and presents the responses received to our proposals.

Local Government (Access to information) Act 1972

Exemption Category:

None

Contact Officer:

ACO Nick Smith. Director of Service Support

E: Nick.Smith@westyorksfire.gov.uk

T: 01274 655703

Background papers open to inspection: None

Annexes:

Appendix 1 - Representative Body responses

Appendix 2 - Schedule of meetings, internal & external communications

1 Introduction

- 1.1 The Integrated Risk Management Plan 2020 – 21 is centred on improving the service delivered to the communities of West Yorkshire, identifying opportunities to become more effective and where necessary increasing our capacity to reflect increasing risk.
- 1.2 On 20 September 2019, West Yorkshire Fire & Rescue Authority gave approval to undertake a ten week consultation on the Integrated Risk Management Plan 2020-21 Proposals.
- 1.3 The four proposals are:
- Review and modify the Day Crew Close Call (DCCC) Duty System
 - To reduce the operational aerial establishment from 5 to 4
 - To reduce the resilience fleet from 11 to 5 fire appliances
 - To review of the Fire Protection Team to identify opportunities to increase capacity
- 1.4 The Consultation Strategy adopted was aligned to the Governments' Consultation Principles 2018. The objectives of the strategy were:
- To inform WYFRS staff and members of the public of the proposed changes to the service which is provided by West Yorkshire Fire and Rescue Service
 - To deliver the information in a clear and transparent format
 - Provide the opportunity to feedback

2 Consultation Process

- 2.1 A delivery plan was developed that included the following methods:
- Face-to-face briefings with staff
 - Direct approach to Representative Bodies
 - Direct approach to Local Authority Chief Executives
 - Publication on West Yorkshire Fire and Rescue Service internet site
 - Advertisement on social media networks (Twitter, Facebook, Instagram)
 - Open public consultation events
 - Awareness / Drop-in sessions for members of the public to attend
 - Attendance at local council meetings and ward forums
 - An internal intranet IRMP consultation page
 - An external internet IRMP consultation page

Full details of appointments, meetings, communications and timetables can be found within Appendix 2.

2.2 Channels available for questions and feedback were:

- A dedicated survey
- A dedicated email address
- By post
- Through social media
- In person at awareness / drop-in events
- In person at local fire stations
- By phone

3 Consultation Review

3.1 The consultation was more successful than previous years in attracting responses and engaging with the communities and staff who stand to be the most affected by our plans.

44.72% of all respondents were from the local areas around South Kirkby (14.72%), Normanton (6.94%), Castleford (4.17%), Halifax (14.72%) and Todmorden (5.56%) Fire Stations.

3.2 A bespoke webpage was created for the consultation including an overview of the consultation, descriptions of each of the potential changes and a link to the survey.

3.3 During the consultation period the webpage was viewed 7058 times.

3.4 Press releases were circulated in the Halifax Courier and Inyourarea.co.uk at the beginning of the consultation and 2 weeks prior to the end of the consultation. These have a combined readership of over 250k people.

Social Media

3.5 The value added by using targeted social media is recognised and it is recommended that targeted social media communications should be seen as good practice when consulting in future.

3.6 Responses from the survey indicate awareness of the proposals was generated by:

- Facebook 63%
- Twitter 11%
- Website 9%

3.7 To accurately target certain areas and demographics we used paid for Facebook adverts. We saw a direct correlation between running Facebook adverts and completed survey results. The Facebook adverts successfully increased survey completions from target areas including South Kirby, Halifax, Normanton and Todmorden.

- Total Reach: 19,796
- Total Link Clicks: 929
- 4.69% Engagement rate

As well as paid-for Facebook adverts, we also promoted the consultation via standard posts on the WYFRS Facebook page. These posts reached over 23,600 people, of which, 703 people engaged with the posts, giving us a 2.97% engagement rate.

3.8 Using Twitter, our messages reached 27,381 people, of this audience, 402 people engaged with the posts or 1.5% of the audience.

3.9 In order to compile results from a younger demographic, we supported the campaign using Instagram stories. This had a reach of 2127 people.

Consultation Survey

3.10 A 19 question survey was developed provide respondents the opportunity to feedback on the four proposals which form the IRMP. The results of this survey are available on request.

3.11 337 people began the survey, 197 respondents (58%) chose to answer the questions on the first proposal and a similar number (196) answered the second proposal.

3.12 People exited the survey at various points so it is difficult to say what caused them to leave. 177 respondents (52%) progressed beyond the questions regarding our proposals and then chose to exit the survey at the point of questions relating to disability, age and ethnicity.

3.13 Respondents were asked if they understood each of the proposals. Regarding the proposal to review and modify the Day Crew Close Call Duty System, 187 people said that they understood the proposal and 10 stated that they did not understand the proposal.

3.14 When we looked at the comments made in response to this proposal there were 59 comments, of which it was clear that 31 of the respondents did not understand the proposal. These comments generally referred to cuts in numbers of firefighters. This proposal does not result in a reduction of firefighter numbers.

3.15 Regarding the DCCC proposal, we asked the respondents what their strength of feeling was regarding the proposal. 196 people responded to this question, of which, 129 (66%) agreed with the proposal. 67 (34%) stated that they disagreed with the proposal.

3.16 Regarding the proposal to reduce the aerial establishment from 5 to 4. We asked the respondents what their strength of feeling was regarding the proposal. 171 people responded to this question, of which, 99 (57.9%) agreed with the proposal. 72 (42.1%) stated that they disagreed with the proposal.

- 3.17 The two other proposals regarding the reduction of resilience appliances and the proposed growth within Fire Protection were open for internal consultation only. 26 individuals from within our organisation responded to the survey.
- 3.18 Regarding the proposal to reduce the provision of resilience appliances, we asked the respondents what their strength of feeling was regarding the proposal. 24 people responded to this question, of which, 23 (95.8%) agreed with the proposal. One person (4.2%) stated that they disagreed with the proposal.
- 3.19 Regarding the proposal to increase the staffing within Fire Protection, we asked the respondents what their strength of feeling was regarding the proposal. 24 people responded to this question, of which, 22 individuals (91.7%) agreed with the proposal. Two people (8.3%) stated that they disagreed with the proposal however no comments were made as to why they disagreed.

Internal Consultation

- 3.20 Although the numbers of employees who completed the survey were limited, we engaged with them face to face via a series of meetings. No significant concerns were raised during these meetings and no further communications were received following them. During the discussions there were two recurring considerations which the teams asked be given further consideration, these are:
- The staff at Halifax Fire Station requested a new specialist reference if the aerial capability is removed.
 - Frequently throughout the consultation, we were asked if there would be opportunity for grey-book watch managers to work within Fire Protection.
- 3.21 Regarding the review of the Day Crewed duty system, staff at DC and DCCC stations frequently expressed an interest in what the terms of pensionable payments, allowances, remuneration would be. They were informed that these aspects would be negotiated with representative bodies if the proposal was approved for implementation by the Fire Authority.
- 3.22 Staff at Normanton, Castleford and South Kirkby want to continue operating the DCCC shift system, however understand the rationale behind the IRMP proposal.
- 3.23 The consultation attempted to engage with local councils and ward forums however the majority of meetings were quarterly and were held in September and December. This fell outside of the consultation period.

Public Consultation

- 3.24 As part of this consultation, members of the public were invited to meetings in Castleford, Normanton, South Kirkby and Halifax. There were no attendees at any of the public meetings.
- 3.25 This limited level of engagement is reflected in the small number of comments received and poor attendance at the drop-in events.
- 3.26 Normanton Town Council invited us to present our proposals to them. We attended on the 18th November 2019. There were no concerns raised at the time or following the meeting.

- 3.27 This consultation coincided with a period of Purdah following the government's decision to enter into an election period.

Representative Body Consultation

- 3.28 We held consultation meetings with the representative bodies; Fire Brigades Union, Fire Officers Association and Unison. The consultation responses from the representative bodies is available in Appendix 1.

4 Financial Implications

- 4.1 The cost of this consultation process was £1,584.38. These costs are attributed to production of the promotional materials (leaflets, posters and banners) as well as paid-for social media advertising.
- 4.2 Internal consultation costs have been absorbed into existing budgets.

5 Legal Implications

- 5.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

6 Human Resource and Diversity Implications

- 6.1 Consultation meetings were held with groups, departments and individuals; considering different work patterns, shifts and protected characteristics providing opportunity for every member of staff to feedback on the plan.
- 6.2 The survey included questions regarding the respondents age, disability status and diversity. This allowed us to monitor our success at reaching a wide demographic and be reactive to try and address any shortfalls prior to the end of the survey. For example, we identified that the age group 16-35 was not responding to our communications.

In order to try and engage with them more, targeted promotion of our proposals and survey was paid for within social media. We also put on a drop-in public consultation session adjacent to the Wakefield Academy in Castleford.

7 Health, Safety and Wellbeing Implications

- 7.1 There were no health and safety implications arising directly from the consultation process.

8 Environmental Implications

8.1 There are no environmental impacts resulting from this consultation process.

9 Your Fire and Rescue Service Priorities

9.1 The Integrated Risk Management Plan is critical to the delivery of our ambition of “Making West Yorkshire Safer”. These proposals will help achieve our priorities of:

- Reduce the risks to the communities of West Yorkshire
- Continue to keep our firefighters safe
- Maintain our current 40 fire stations and 46 fire engines
- Work smarter throughout the service
- Make better use of technology and innovate where possible
- Be more efficient across all areas of the service to make savings
- Identify options to make further savings beyond 2020
- Support, develop and enable our people to be at their best
- Manage recruitment to avoid compulsory redundancies wherever possible

10 Conclusions

10.1 It is clear from this consultation that it would be beneficial to make improvements to the approach WYFRS takes towards community engagement.

10.2 No significant issues have been highlighted during the consultation on these proposals. The feedback received has been used to make minor amendments to the proposals. These amendments are detailed in the following Fire Authority report.

Appendix 1 – Representative body responses.

1 Response from Fire Officers Association (FOA).



**Fire Officers' Association
London Road
Moreton-in-Marsh
Gloucestershire
GL56 0RH**

Telephone: 01608 652023

Email: foa@fireofficers.org.uk
Website: www.fireofficers.org.uk

David Boothroyd
WYFRS FOA Chair
Normanton Fire Station
Normanton
West Yorkshire
WF6 1FB

Date 29/11/2019

Dear GM Donegan,
Please see below as an official response to the 2020/21 IRMP from the FOA.

DAY CREWING (CLOSE CALL)

Although WYFRS are hoping to negotiate a new DC duty system for all 9 DC/DCCC stations, the FOA are disappointed that WYFRS are considering removing the DCCC duty system (in its currently format) as this is a very popular duty system and considers its ultimate removal to be a backward step. Many other FRS' have, and continue, to use their version of this system and will robustly defend their position if there is any form of challenge brought by a third party. Some fire and rescue services can see no good reason to stop using the duty system as this will result in a potential loss of income for staff and potential loss of fire cover (in West Yorkshire) from 17:00 - 08:00 for local communities.

Nationally the FOA members who work the DCCC duty system are happy to continue to work this duty system. The FOA have also made it clear to the CFO of WYFRS that we would be willing to enter in to a collective agreement to support the continuation of the DCCC system should this be necessary.

AERIAL APPLIANCES

Having seen the business case and preferred option for the reduction of aerials from 5 (4 + 1 in use spare) to 4 (3 + 1 in use spare) the FOA have no real concerns regarding this reduction. It is also good to hear that WYFRS are listening to the crews at Halifax regarding their desire to keep a specialist attribute when the aerial goes and are looking in to further options for Halifax.

Cont.

RESILIENCE APPLIANCES

Again, having looked at the business case for the reduction in resilience appliances the FOA have no concerns. However, we would like to make note that 'potential efficiencies in the transport department' as stated will not lead to future job losses.

FIRE PROTECTION

The increase in Fire Protection staff and support roles is obviously a positive move and one which the FOA fully support and have no objection to.

Overall the 2020/21 IRMP is refreshing in the fact that there are no job losses or further financial austerity which seems to have been the 'norm' over recent years. Our concerns highlight not only local issues but those that are happening nationally.

Our continued support for our members through consultation and negotiation with management is always welcome.

'About People, Not Politics'

Yours sincerely,
David Boothroyd.

2 Response from Unison

UNISON is concerned about the present challenges of retaining and recruiting fire protection inspectors and the impact this has on the fire protection team and welcomes efforts to address the issue via the IRMP Consultation, however, to ensure that the concerns of the fire protection team are addressed as plans develop, UNISON insists on continuing input via negotiation/consultation.

Regards

Chris Gray

UNISON Chief Steward”



**THE PROFESSIONAL VOICE
OF YOUR FIREFIGHTERS**

**West Yorkshire Fire and Rescue
Service**

**Integrated Risk Management Plan
2020-21**

Fire Brigades Union Response

Proposal 1- Review and Modify the Day Crewing Duty System

The Day Crewing (Close Call) duty system is operated at three fire stations, South Kirkby, Normanton and Castleford. These fire stations are located in Wakefield District. The existing duty system provides an immediate response 24 hours a day. To maintain this response, staff at these stations work daytime 'positive' hours (0800-1900) and standby hours (1900-0800).

Positive hours are worked on the fire station and in the community. Standby hours are provided from accommodation located close to the fire station. Whilst on duty firefighters must remain within the station curtilage to be available for immediate response to any emergencies.

Why change?

Day Crewed (Close Call) is not recognised within a firefighter's conditions of service and operates outside of the Working Time Regulations.

Removing the Close Call element of the duty system will align it with the nationally accepted Day Crewing duty system.

The Day Crewing duty system is a long standing crewing model and is currently in place at six of our fire stations. The system provides an immediate response between 08:00 and 17:00 and a maximum 3.5 minute increase to response times between the standby hours of 17:00 and 08:00.

When undertaking standby hours firefighters must remain within 5 minutes of the fire station.

Benefits

- Day Crewing is recognised within a firefighter's conditions of service and we have a collective agreement in place for this duty system with the Fire Brigade's Union.
- We believe that through consultation with staff that the improved flexibility in their standby hours would improve the recruitment and retention of staff at these stations.
- No current members of staff will be required to move from their current position.
- West Yorkshire Fire & Rescue are in the process of implementing a new Command, Leadership and Management model (CLM) at its whole-time stations. This is a way of allowing our Commanders to work flexibly in order to respond smarter, more effectively and enable them to manage their own time when carrying out important tasks.

The implementation of the Day Crewing duty system at these stations would also enable us to explore the option of implementing CLM on those stations.

- The Day Crewing duty system is already in operation at six other stations within West Yorkshire. If the three stations at Normanton, Castleford and South Kirkby also operated on the Day Crewing duty system it would provide improved resilience and inter-operability across those nine stations.
- The emergency response provided will be consistent with areas across the county which have similar risk profiles.
- By consulting with staff we hope to implement a duty system which appeals to staff and provides an effective emergency response to the communities of West Yorkshire.

Impacts

- Adopting the Day Crewing duty system at South Kirby, Castleford and Normanton would lead to no change in performance between 08:00 and 17:00.
- Between 17:00 and 08:00 the firefighters at these stations would be on a five minute delayed 'turn in' to the fire station. This would result in a maximum increase in response times of 3 minutes 30 seconds compared with the current staffing model.

Costs

- Changing the three stations duty shifts from Close Call to the Day Crewing duty system will not incur any significant costs or lead to savings.

FBU Response to Proposal 1

The Day Crewed (Close Call) duty system is not a recognised duty system within the 'Grey Book' and following an Employment tribunal in South Yorkshire was deemed to be unlawful. The type of Duty Systems worked by Firefighters form an important part of their employment as they are designed to deliver effective fire cover to the public as well as provide organised and adequate hours for training, community safety and all the other forms of duties that Firefighters undertake. There are several different types of duty systems in the Fire & Rescue Service, all of which have been developed to properly organise the many different types of work that individuals in the service undertake. Duty systems form an important part of a Firefighters contract as they have to ensure that they meet all the legislative requirements required under employment law, working time directives, health & safety laws and other areas developed over times to protect workers in a frontline emergency service.

In order to meet these requirements, and to ensure consistency and fairness, the duty systems for the UK Fire & Rescue Service have been negotiated and agreed at national level by Employers representatives and the Fire Brigades Union. This has been done at the National Joint Council for Fire & Rescue Services (the NJC). These agreements are contained within the Grey Book which, in turn, forms a key part of a Firefighters contract of employment.

If a Fire & Rescue Service wants to introduce a new and different duty system it must meet certain requirements. These requirements are set out in the Grey Book and are as follows:

1. ***Basic working hours should average forty-two per week (inclusive of three hours of meal breaks in every twenty-four hours) for full-time employees. Hours of duty should be pro-rata for part-time employees.***
2. ***There should be at least two periods of twenty-four hours free from duty each week.***
3. ***It should comply with relevant United Kingdom and European law, including the Working Time Regulations 1998, and Health, Safety and Welfare at Work legislation.***
4. ***It should have regard to the special circumstances of individual employees and be family friendly.***

Within the Grey book further detail regarding the Day Crewing duty system is as follows:-

Day-crewing duty system

8. The hours of duty of full-time employees on this system shall be an average of Forty-two per week. The hours of duty of part-time employees shall be pro-rata. The rota will be based on the following principles:

- (1) An average of thirty-five hours per week shall be worked at the station.
- (2) An average of seven hours per week shall be on standby at home. Employees

are required to respond to any emergency call received during this standby period.

(3) Employees on this system may be requested to undertake retained duties outside the hours at (1) and (2).

(4) There shall be at least two complete periods of twenty-four hours free from any duty each week.

(5) One hour per day shall be specified as a meal break. Account shall be taken of meal breaks interrupted by emergency calls.

'Grey Book' 6th Edition (updated 2009)

As long as the proposed changes to the Day Crewing (close call) stations follow these principles then it would be deemed to be compliant with the Grey Book and therefore an accepted shift system.

There are two main issues of concern with regard this proposal:-

- Any changes should not detrimentally effect staff who agreed to work the current Close Call system in good faith.
- The current Close call system means that crews can mobilise to incidents day and night within similar times to that of a whole time station (approximately 1 minute 30 seconds). With Day crewing mobilising during the day will remain the same however at night the staff would have 5 minutes to get from home or another location in the station area which will effect response times.

If those response times at night are going to detrimentally affect fire cover then other options should be explored such as changing one of the stations South Kirkby back to whole time 2/2/4 station. This should be done without causing a detriment to the staff there through pay protection especially given the retirement profile of staff across the 3 stations.

Proposal 2 -Reducing the operational aerial establishment from 5 to 4

WYFRS have a fleet of five operationally ready Aerial Appliances; these are based at Bradford, Leeds, Huddersfield, Wakefield and Halifax. We are proposing that the aerial appliance at Halifax is not replaced when the current appliance reaches the end of its service life in 2023.

A full time emergency fire engine will continue to be operated from Halifax Fire Station.

Why?

- The operational demand on aerial appliances can be met by a fleet of four appliances.
- Reducing the fleet at this time informs the procurement strategy for future aerals.

Benefits

- This is a more efficient way of operating aerial appliances which is proportionate to risk.

Impacts

When required WYFRS aim to have an aerial appliance attend an incident within 20 minutes, this is achieved 96.3% of the time. This will be reduced to 96.0% of the time if this proposal is approved.

- There would be a negligible increase on the demand placed on the aerial appliances at Bradford and Huddersfield stations, this is within the capacity of both stations.

Costs

- A replacement aerial appliance would cost approximately £750k. Not replacing the appliance would save this over the 15 year lifespan of an appliance.
- In addition there would be further revenue savings amounting to £9,000 every year in relation to insurance and maintenance costs.

FBU Response to Proposal 2

We acknowledge that the Brigade has previously assessed that four aerial appliances should be maintained and available and that they see the Fifth aerial appliance as effectively the spare, but available to respond instead of being stored away somewhere.

We also acknowledge that whilst this proposal does not lead to any cuts in personnel, it is the loss of a potentially lifesaving asset from Calderdale which will then be reliant on neighbouring districts for its aerial capability.

Therefore this proposal does raise several issues of concern:-

Calderdale has been particularly hard hit by reductions caused by the austerity cuts over the last ten years:-

- Closure of Elland and Brighouse stations that had one fire appliance at each replaced by a new Fire Station at Rastrick containing one fire appliance.
- Loss of Halifax's second primary crewed appliance

Prior to those Austerity cuts we have also seen in the preceding two decades other reductions:-

- Change of Todmorden station from a whole time to a day Crewing staffing model (2005)
- Closure of Hebden Bridge RDS on call fire Station(2006)
- Closure of Sowerby Bridge whole time fire station(1993)

Within the full integrated risk management plan it is stated that after the removal of the Calderdale aerial appliance the brigade will still be able to get an aerial response in 20 minutes to all parts of the county other than parts of Calderdale past Mytholmroyd, parts of Bradford beyond Keighley and parts of Leeds near Wetherby and Ilkley.

This may have been the case when our aerial capability was made up of five Combined Aerial Rescue Pump's (pictured Below) where the brigade have met this response time for 96.3% of incidents over the period stated with five CARP type aerial appliances.



The CARP type of vehicle combines an aerial capacity with the capability of a standard fire appliance and is either on station with the crew of 4 or 5 or is being staffed by the crew carrying out work or training away from the station and is therefore immediately available to respond to incidents either as an aerial appliance or as a standard fire appliance. These are based at Halifax, Wakefield, Huddersfield and Bradford.

The brigade is moving away from this type of combined fire appliance to new aerial appliances as and when each of the CARP's are replaced (due to reliability issues with the CARP's this move towards reliable dedicated aerials is welcome but this comes with issues with regards how they are crewed). These appliances are Aerial Ladder Platform's (pictured below) which have a much better track record for reliability.



This type of appliance is a dedicated aerial appliance with a working at height rescue platform and has a crew of two. There is currently one of these in the Brigade based at Leeds Fire station.

This appliance is currently staffed by being cross jumped/Jump crewed/dual crewed which in simplified terms means you have more appliances than you have personnel for so staff are crewing more than one vehicle and respond to incidents on either one depending on what is required. Unless all the staff and all the vehicles are in the same place at all times it would not be possible to guarantee an immediate mobilisation as you can with the CARP's which may impact on the ability to guarantee to get an aerial appliance to most parts of the county within 20 minutes especially if operating with one less aerial appliance.

We have identified the following circumstances under which delays may be caused:-

- The crews are away from the station doing off site training or community fire safety work whilst staffing the standard fire appliances leaving the ALP back on station with no crew so if it was necessary to mobilise this appliance the crew would have to return to station and swap vehicles before responding.
- The crews from the station are mobilised to an incident on the standard fire appliances but on arrival find they need an aerial appliance so either have to send a crew back which they may not be able to do immediately depending on the type of incident until further appliances arrive or they send for a neighbouring districts aerial appliance which of course will take longer to arrive and if this is also an ALP may be even longer due to the circumstances described above.

We would therefore want to see dedicated aerial appliances primary staffed with a crew of two so they would be ready for immediate mobilisation at all times.

As Halifax is scheduled to keep its aerial appliance until 2023 we would want to see regular reviews of the mobilisation and use of Aerial appliances between now and then to ascertain whether it is appropriate to not replace this appliance with another aerial appliance at that time especially given the challenging geography and road network in Calderdale.

Proposal 3 - Reduction of the resilience fleet from 11 to 5 fire engines

Key points

- This proposal will support efficient management of our operational fleet.
- This proposal will have no impact on staffing numbers.
- This proposal will not reduce fire cover or the number of immediately available fire engines.
- This proposal will have no impact on prevention, protection or response activities.
- National resilience arrangements are established and can be requested to provide support at more serious emergencies.

FBU Response to Proposal 3

The FBU do accept that with regard to short notice recall the brigade have been unable to get the numbers of personnel required to staff more than five resilience appliances and although have used up to seven to provide pre-planned bonfire period cover the Brigade did not see the expected rise in activity .

We therefore have no issues with this proposal but would like to see proper funding of the Fire and Rescue service and future investment in reinstating some of the whole time fully staffed Fire appliances lost over the last 10 or more years so that resilience can be built in and guaranteed.

West Yorkshire Jobs lost since 2010

Year	Wholetime	Retained	Control	Total
2010	1476	185	59	1720
2011	1415	168	56	1639
2012	1358	166	52	1576
2013	1273	160	50	1483
2014	1201	165	47	1413
2015	1147	140	41	1328
2016	1053	133	41	1227
2017	979	139	49	1167
2018	965	136	47	1148
2019	952	141	45	1138
Change since 2010:	-524 (-35%)	-44 (-24%)	-14 (-23%)	-582 (-34%)

Response times, primary fires:

1999/00	2004/05	2009/10	2014/15	2017/18
6m 22s	6m 45s	7m 24s	8m 23s	8m 28s

Two minutes slower than 1999 (20 years ago)

Source: Home Office, FIRE STATISTICS TABLE 1101: Staff in post employed by fire and rescue authorities by headcount & TABLE 1001: Average response times by location and fire and rescue authority/geographical category, England
<https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables>

Proposal 4 - Review of the Fire protection team to identify Opportunities to increase Capacity.

Key points

- There is a lack of capacity to deal with existing workload within the Fire protection Team.
- It is anticipated that additional fire safety responsibilities will be placed on fire and rescue services.
- Her Majesty's inspectorate of Constabulary and Fire and Rescue Services have raised concerns regarding the under resourcing of fire protection nationally
- This proposal provides us with the opportunity to develop the relationship between Response and the Fire protection Team.

FBU Response to Proposal 4

As stated in the integrated Risk Management Plan 2020 – 2021 under resourcing of Fire protection has been widely criticised nationally by HMICFRS.

We therefore welcome a review and investment in the Fire Protection department but this should not be to the detriment of other departments and needs proper funding from Central Government as highlighted in this extract from a House of Commons committee report:-

House of Commons Housing, Communities and Local Government Committee

Building regulations and fire safety: consultation response and connected issues

Seventeenth Report of Session 2017–19 Report,

Funding implications of the Government's proposals

90. The Government estimates that the total aggregate cost for the policy proposals put forward in its consultation to be between £312 million and £570 million per year (99). The benefits of the building safety programme were estimated to be £190 million to £380 million per year.

91. Both the LGA and the NHF called on the Government to ensure that sufficient funding will be made available for the implementation of the new regime. In a recent press release, the NHF said, "The Government needs to ensure the implementation of the new system is fully funded so that housing associations can ensure existing residents are safe in their homes, and continue their other essential work to tackle the housing crisis."(100)

Similarly, Lord Porter warned:

We have not seen all the costs that are likely to be necessary to implement it in the way the Government want, but the risks of it not being sufficient are great, because generally, when central Government regulate local government, we get a lot of wish list and not a lot of cash. If you are not prepared to pay for it, do not clear your conscience by wishing that we did it. The Treasury has to be prepared to write the cheque for whatever is necessary. If the Government are going to be serious about it, it is not going to be a cheap solution (101).

92. Similarly, Roy Wilsher warned that fire and rescue authorities would need additional funding to meet the new responsibilities set out in the consultation, particularly prior to Gateway One:

[...] We are concerned about some of the resource implications. We have been subject to austerity, the same as everyone else, but we have not had any protection over 10 years. We have lost 40% of our inspecting officers in 10 years. We are playing catch-up on the current regulations, let alone the new responsibilities that will come. The Home Office recognises that and we are in discussions about how we might resource that in the future (102)

93. The proposals that the Government has put forward are likely to be expensive to implement, particularly for councils and fire and rescue authorities. *The Government must ensure that new burdens funding is made available where it expects public bodies to take on new responsibilities.*

99 Building a safer future: proposals for reform of the building safety regulatory system, Ministry of Housing, Communities and Local Government, 6 June 2019, Annex A: Analytical Overview, para 2

100 National Housing Federation responds to the Government consultation on building safety, National Housing Federation, 6 June 2019

101 Q599 (Lord Porter, Local Government Association)

102 Q623 (Roy Wilsher, National Fire Chiefs Council)

The following extracts from an article in The Guardian newspaper also shows the scale of the problem facing UKFRS to rebuild Fire safety departments after years of underfunding by central government.

England's fire services suffer 25% cut to safety officers numbers

Fire services in England have lost more than a quarter of their specialist fire safety staff since 2011. Fire safety officers carry out inspections of high-risk buildings to ensure they comply with safety legislation and take action against landlords where buildings are found to be unsafe.

The number of specialist staff in 26 fire services had fallen from 924 to 680, a loss of 244 officers between 2011 and 2017.

Between 2011 and 2016, the government reduced its funding for fire services by between 26% and 39%, according to the National Audit Office, which in turn resulted in a 17% average real-terms reduction in spending power.

Warren Spencer, a fire safety lawyer, said the figures showed a “clear culture of complacency” about fire safety.

“The government has tended to take the view that fewer people are dying in fires, fires occur less frequently, and therefore there’s no need to invest in fire prevention. So there’s been a total brain drain in fire safety knowledge and many experienced specialist officers have left the force,” he said.

“But fire safety officers have been saying to me for years that one day, there would be a big fire in a multiple occupancy building, which would make everyone sit up and take notice of the lack of fire safety provision. Tragically, that’s what happened at Grenfell Tower.”

David Sibert, a national fire safety adviser at the Fire Brigades Union (FBU), said the figures demonstrated the need for an urgent review of fire safety enforcement.

“The government’s current approach to fire safety is business-friendly and very soft-touch. We are saying that this is wrong, and that we should be enforcing safety legislation on behalf of the

people who live and work in these buildings, not on behalf of those who are making money out of them,” said Sibert.

Services in Gloucestershire, Cumbria, Avon, County Durham and Darlington are among the worst affected; staffing has been cut by more than half.

The figures come after the government’s announcement of an independent review of building regulations and fire safety after the Grenfell Tower disaster “Grenfell showed us that our system of building and fire safety regulation is broken. And fixing this system requires more money, more officers and more inspections to catch out landlords who are trying to cut corners,” Sibert said.

The fall in the staffing in fire services has been mirrored by a decrease in the number of inspections and enforcement notices, which are issued when a building violates safety regulations.

In 2010-11, there were 84,575 audits in England, compared with 63,201 in 2015-2016 (a drop of 25%). The number of enforcement notices fell at a much faster rate, with fire services reporting a 45% reduction over the same period, according to Home Office figures.

The Surrey branch of the FBU has previously passed a motion of no confidence in the county council over funding cuts to the fire service .The motion highlighted the 66% reduction in fire safety audits carried out by Surrey and that they have also lost 17% of their fire safety officers since 2010 as evidence that the cuts were “putting lives at risk”..

Richard Jones, an FBU representative for the south-east region, said: “We brought the motion to the council because the service has been cut to the bone – way beyond the bone; in fact, it’s losing its limbs. We have to jump through so many hoops to enforce safety regulations, and it’s incredibly expensive to take someone to task. Certainly, there are a lot of violations which will simply never be tackled because we just don’t have the funds to do it.

“If we find buildings that have major problems we will pursue landlords, all the way to court if necessary. But with the smaller things, we find it’s just not economical, and that’s a real problem.”

(Extract from article published in The Guardian newspaper 29/08/17 by Niamh McIntyre)



Appendix 2 - Consultation Schedule

1. Consultation – Internal Appointments

South Kirkby Fire Station

Red	23/10/19	10:00 – 11:30
Blue	30/10/19	10:00 – 11:30

Castleford Fire Station

Red	24/10/19	13:00 – 14:30
White	29/10/19	10:00 – 11:30

Normanton Fire Station

Red	28/10/19	13:00 – 14:30
Blue	30/10/19	13:00 – 14:30

Halifax Fire Station

White	26/09/19	09:00 – 10:30
Blue	02/10/19	15:30 – 17:00
Green	10/10/19	19:30 – 21:00
Red	15/10/19	09:00 – 10:30

Day Crewed Fire Stations

Station	Watch	Date	Time
Garforth	Red	26/09/2019	13:00 – 14:30
	Blue	08/10/2019	10:00 – 11:30
Rothwell	Red	30/09/2019	10:00 – 11:30
	Blue	03/10/2019	13:00 – 14:30
Rawdon	Red	10/10/2019	10:00 – 11:30
	Blue	21/10/2019	13:00 – 14:30

Todmorden	Red	08/10/2019	14:00 – 15:30
	Blue	18/10/2019	10:00 – 11:30
Wetherby	Red	01/10/2019	10:00 – 11:30
	Blue	03/10/2019	10:00 – 11:30
Morley	Red	14/10/2019	10:00 – 11:30
	Blue	03/10/2019	15:00 – 16:30

Heads of Departments

Chris Kemp (Fire Protection)	06/11/19	08:30 – 10:00
Chris Kemp (Fire Protection)	07/11/19	14:30 – 15:30

Staff Forums

Forum	Dates
Watch Manager Forum	01/10/2019 02/10/2019 04/10/2019 29/11/2019
Station Manager Forum	02/10/2019 15/10/2019
Group Manager Forum	15/10/2019

2. Consultation – External Appointments

Supermarket drop-in events

Location	Date	Time
Asda – South Kirkby	23/10/2019	13:00 – 15:00
Asda – Castleford	24/10/2019	10:00 – 12:00
Asda – Normanton	28/10/2019	10:00 – 12:00

Open public meetings

Location	Date	Time
South Kirkby Fire Station	13/11/2019	18:30 Start
Castleford Fire Station	14/11/2019	18:30 Start
Normanton Fire Station	20/11/2019	18:30 Start
Halifax Fire Station	22/11/2019	18:30 Start

3. Consultation – Representative bodies

Rep Body	Date	Time
Fire Brigades Union	12/11/2019	14:00 – 15:30
Fire Officers Association	13/11/2019	09:30 – 11:00
Unison	20/11/2019	13:30 – 15:00
Unison (follow-up requested by Unison)	27/11/2019	13:00 – 14:00

4. Consultation – Communications

Letters were sent to inform and open consultation with the following:

- Chief Exec & Leader of Wakefield Council
- Chief Exec & Leader of Calderdale Council
- Craig Whittaker MP
- Holly Lynch MP
- Jon Trickett MP
- Yvette Cooper MP
- Mary Creagh MP

Normanton Town Council invited us to their meeting to present our proposals to them. We attended on the 18th November 2019.



OFFICIAL

Integrated Risk Management Plan 2020 - 21 - Amended Proposals

Full Authority

Date: 13 December 2019

Agenda Item:

18

Submitted By: Director of Service Support

Purpose

To present the final Integrated Risk Management Plan proposals to the Authority and request approval to implement the recommendations.

Recommendations

It is recommended that the Authority approve the following proposals:

- 1a) The implementation of a Day Crewing duty system at Castleford, Normanton and South Kirkby
- 1b) The implementation of command, leadership and management at all Day Crewing fire stations starting in January 2020
- 2) The reduction of the aerial establishment from 5 to 4
- 3) The reduction of the resilience fleet from 11 to 5
- 4) The restructure and increase of establishment in the Fire Protection Team
- 5) The operational establishment of 900 personnel in Appendix 1

Summary

Following a ten-week consultation, the proposals for IRMP 2020 - 21 have been updated where required, amended to reflect the feedback received. The final business cases are presented to the Authority for approval.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Appendix 1. Proposed Operational Establishment 2020 - 21
IRMP 2020 – 21 Business Cases 1 – 4.

1 Introduction

- 1.1 On 20 September 2019, West Yorkshire Fire and Rescue Authority approved the four proposals, which form the Integrated Risk Management Plan for 2020 - 21, for a ten-week consultation exercise. The consultation concluded on 29 November 2019. This report provides an overview of the proposals and where we have used the consultation feedback to improve the business cases.

2 Background

- 2.1 Public services have faced significant financial constraints over the past ten years; this has presented West Yorkshire Fire and Rescue Authority with significant challenges. Since 2010, the Authority has seen a substantial reduction in government funding in the region of £26m. The requirement to make savings alongside a changing risk profile has driven a redesign of how our service is delivered.
- 2.2 Since 2010, a series of Integrated Risk Management Plans (IRMPs) have been implemented. The aim of these IRMPs has been to realise financial savings whilst aligning resources to risk across the county. This has been achieved by:
- a reduction in the firefighter establishment from 1600 to 900
 - fire station mergers and closures
 - the removal of second appliances
 - the implementation of different staffing models
 - more efficient ways of working

3 Information

- 3.1 The Fire and Rescue Services National Framework 2018 sets out the requirement for the Authority to produce an Integrated Risk Management Plan. The Government introduced this localised approach to risk management in 2004 to replace national standards of fire cover.
- 3.2 In December 2018, the Authority approved the publication of 'Your Fire and Rescue Service 2019-2022'. This document is West Yorkshire Fire and Rescue Service's overarching integrated risk management plan and details how, as a fire and rescue service; we will "Make West Yorkshire Safer" and deliver a service which is efficient, effective and proportionate to risk.
- 3.3 So far, this plan has led to the implementation of the Command, Leadership and Management (CLM) operating model, improved our understanding of the underlying risk of fire through the new Integrated Risk Management Model and led to the development of an IRMP Framework which defines how WYFRS manages risk using Prevention, Protection, Response and Resilience activities.
- 3.4 This Plan has put the service in a strong position to respond to risk whilst achieving a balanced budget.

- 3.5 The Integrated Risk Management Plan for 2020-21 is centred on improving the service delivered to the communities of West Yorkshire, identifying opportunities to become more effective and, where necessary, increasing capacity to reflect increasing risk.
- 3.6 The four proposals which have been developed are:
1. Review and modification of the Day Crewing (Close Call) Duty System
 2. Reduction of the operational aerial establishment from 5 to 4
 3. Reduction of the resilience fleet from 11 to 5 fire appliances
 4. Review of the Fire Protection Team to identify opportunities to increase capacity
- 3.7 On 20 September 2019 the Fire Authority gave approval to consult on these proposals. A separate report has been submitted to the Authority presenting the outcomes of the consultation process.
- 3.8 The feedback from the internal and external consultation has been incorporated into the proposals, which were presented to the Full Authority on 20 September 2019.
- 3.9 The business cases that support these proposals are available as annexes 1 – 4.
- 3.10 The amended proposals and recommendations are summarised below.
- 3.11 The operational establishment for West Yorkshire Fire and Rescue Service will be 900 wholetime operational personnel. The distribution of roles can be seen in Appendix One.

4 The Proposals

4.1 Recommendations for Proposal 1 – Review and Modify the Day Crewing (Close Call) Duty System

- 4.1.1 The business case for this proposal can be seen in annex 18a.
- 4.1.2 This proposal is to modify the Day Crewing (Close Call) duty system which is used to staff fire stations in Castleford, Normanton and South Kirkby. The Day Crewing (Close Call) duty system is not recognised within a firefighter's conditions of service and we have committed to review this duty system.
- 4.1.3 A thorough risk assessment has been undertaken which demonstrates that the Day Crewing duty system would provide a response proportionate to risk for these three stations. The Day Crewing duty system is a long-standing crewing model and is currently in place at six of our fire stations. It provides an immediate response between 08:00 and 17:00 and a maximum 3.5 minute increase to response between the standby hours of 17:00 and 08:00.
- 4.1.4 Internal consultation with staff based at our Day Crewing (Close Call) stations has demonstrated that they are well informed and understand the background to this proposal. The firefighters have indicated that they support the implementation of a Day Crewing duty system at Normanton, Castleford and South Kirkby.

- 4.1.5 The consultation has identified a number of barriers which impede the recruitment and retention of staff to a number of our existing Day Crewing fire stations. The issues centre around the affordability of accommodation in areas served by Day Crewing fire stations and the allowances provided.
- 4.1.6 The consultation has highlighted the opportunity to work with the representative bodies to redefine how we operate the Day Crewing model to overcome some of these issues. This includes the provision of accommodation at some Day Crewing stations as well as a review of the allowances paid. We believe this can be achieved in a way which supports the service provided, is cost neutral and attractive to firefighters, helping with recruitment and retention of staff at these stations.
- 4.1.7 In December 2018, the Authority approved the implementation of the Command, Leadership and Management (CLM) at fire stations which operate the 224 duty system. During the consultation, firefighters at Day Crewing and Day Crewing (Close Call) stations have expressed an interest in adopting the CLM operating model. CLM is a more effective way of working and, implementing the model at Day Crewing stations would provide a more consistent response model across the county.
- 4.1.8 Based on the feedback received during the consultation it is recommended that the Authority:
- approves the introduction of a Day Crewing duty system which will replace the Day Crewing (Close Call) duty system currently operated at Castleford, Normanton and South Kirkby and negotiate this duty system across all existing Day Crewing fire stations to improve recruitment and retention.
 - approves the implementation of CLM at Day Crewing fire stations starting in January 2020. To support the effective implementation of CLM at these stations an additional post will be created to bring the establishment up to 13 at each station.

4.2 Recommendation for Proposal 2 – Reduce the Operational Aerial Establishment from 5 to 4

- 4.2.1 The business case for this proposal can be seen in annex 18b.
- 4.2.2 West Yorkshire Fire and Rescue Service currently operates five aerial appliances that are based in Leeds, Bradford, Wakefield, Huddersfield and Halifax.
- 4.2.3 Aerial appliances have three main capabilities:
- provide a capacity for water jets at height (water tower) for firefighting
 - provide a safe platform to work at height
 - provide a platform for rescues at height
- 4.2.4 Since 2011, the demand on aerial appliances has been consistent with approximately 100 mobilisations per year. We believe this demand can be safely met with four appliances.

- 4.2.5 This proposal will have a slight impact on some very low risk areas on the periphery of the county.
- 4.2.6 This proposal will not reduce the fire cover provided in Calderdale and will not lead to a reduction in firefighter numbers.
- 4.2.7 Following feedback from the Fire Brigades Union, if the proposal is approved, we will undertake further consultation with the workforce to inform decision-making over future mobilisation, staffing, type and location of aerial appliances when operating with four.
- 4.2.8 The internal consultation has demonstrated support for the proposal with staff understanding that the demand and risk profile no longer requires a provision of five aerial appliances.
- 4.2.9 If approved, the firefighters based at Halifax Fire Station have requested a specialist reference to replace the skill set they will lose if the aerial appliance is removed. Due to the rural risk profile in Calderdale this would likely be aligned to wildfire response or wide-area flooding.
- 4.2.10 Based on the feedback received during the consultation it is recommended that the Authority:
- approves the reduction of the aerial establishment from five to four. This would be achieved by not replacing the aerial appliance based at Halifax when it comes to the end of its life in 2023.

4.3 Recommendation for Proposal 3 – Reduction of the Resilience Fleet from 11 to 5 Fire Appliances

- 4.3.1 The business case for this proposal can be seen in annex 18c.
- 4.3.2 WYFRS currently operate 11 resilience appliances to support the frontline fleet of appliances and maintain fire cover during large incidents and high operational activity. These appliances are only staffed when required on a recall to duty basis.
- 4.3.3 The internal consultation has not highlighted any concerns regarding the proposal to reduce the number of resilience appliances from 11 to 5. The business case for this proposal is unchanged.
- 4.3.4 The proposal will have no impact on fire cover or the service delivered by our front-line firefighters.
- 4.3.5 If approved, the reduction of resilience appliances will be managed through the fleet management strategy.
- 4.3.6 Based on the feedback received during the consultation it is recommended that the Fire Authority:
- approves the reduction of the resilience fleet from 11 to 5.

4.4 Recommendation for Proposal 4 - Review of the Fire Protection Team to Identify Opportunities to Increase Capacity

4.4.1 The business case for this proposal can be seen in annex 18d.

4.4.2 West Yorkshire Fire and Rescue Authority has a statutory requirement to:

- enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005 (by means of advice, enforcement, prohibition and prosecution)
- enforce certain provisions within the Health and Safety at Work etc. Act 1974 including the licencing of explosives sites and the certification of the storage of Petroleum-Spirit
- act as statutory consultee under the Building Regulations 2010 (in relation to fire safety and facilities for firefighters)
- provide fire safety advice
- carry out inspections under the Notification and Marking of Sites Regulations (NAMOS) and the British Agrochemical Safety Inspection Scheme (BASIS)
- provide historical data upon request on the storage of Petroleum-Spirit under the Environmental Information Regulations 2004

4.4.3 It is becoming increasingly difficult to meet the demand with our existing resources and ways of working. The lack of capacity is down to three main issues:

- demand on the team has increased significantly
- recruitment and retention of staff
- national standards which result in long development periods for new inspectors

4.4.4 The internal consultation has identified opportunities to resolve these issues which, if approved, will enable West Yorkshire Fire and Rescue Service to continue delivering its protection duties efficiently and effectively.

4.4.5 The consultation has led to the development of the following proposals.

- undertake a pay review to improve retention and fill existing vacancies
- the creation of a Deputy Senior Fire Protection Manager post
- the creation of up to 10 full-time inspector positions for Watch Managers
- the training of up to 24 operational Watch Managers to undertake lower risk fire safety work as part of their current roles
- the recruitment of up to 10 new FRS staff and train them to become inspectors

4.4.6 The ongoing reviews of the building and fire safety regulations such as Hackitt and Grenfell will require WYFRS to revisit this option in the near future.

4.4.7 Based on the feedback received during the consultation it is recommended that the Fire Authority:

- approves the outcomes of the Fire Protection review listed in section 4.4.5

5 Financial Information

5.1 A Central Government comprehensive spending review was expected in the autumn of 2019. This was not undertaken and has resulted in funding being maintained at the same level as that in 2019/20. This means the Authority has a balanced budget for 2020/21. We are currently working with National Fire Chiefs' Council and Central Government to secure a future funding settlement which will allow us to continue to realise our ambition of "Making West Yorkshire Safer".

5.2 Funding cut scenarios were presented to the Full Authority on 21 February 2019 which outlined funding shortfalls between 0% and 10% which the Authority may face at the end of the current spending period in April 2020. In the worst-case scenario of a 10% reduction in central government funding, an additional £7.3m of ongoing savings would need to be found. In this situation proposals to meet the funding gap would need to be brought to Members for consideration.

Although funding for 2020/21 is at the same level as 2019/20, funding from April 2021 is uncertain and the funding shortfall scenarios presented to Members in February 2019 will be of the same magnitude.

5.3 Rather than delivering large financial savings, the main focus in this programme of change is striving towards delivering a more effective service proportionate to risk whilst also ensuring compliance with our statutory duties. Taking all of the financial implications of the IRMP proposals into account will require the Authority to commit additional revenue resources of £443k in 2020/21 rising to £607k in 2023/24. These will be included in the 2020/21 revenue budget which will be brought to Authority in February 2020 for approval. The savings from proposals 2 and 3 are from the associated reductions to the capital plan.

5.4 These proposals do not increase the operational establishment above the current approved level of 900 wholetime firefighters.

5.5 Costs if approved:

Proposal 1 – Day Crewing (Close Call)

The negotiated duty pattern allowances would be within the current cost envelope of the Day Crewing and Day Crewing (Close Call) costs.

Proposal 2 – Aerial Appliances

This would realise savings of approximately £750k in 2023 if the aerial is not replaced.

Proposal 3 – Resilience Appliances

The fleet management strategy would be updated to bring the number down from 18 to 11. This would realise savings when the vehicles are not replaced at the end of their serviceable life.

Proposal 4 – Fire Protection

The overall annual cost increase resulting from the Fire Protection proposal if approved will be in the region of:

Year	Cost (£)
2020 / 21	456,970
2021 / 22	505,950
2022 / 23	577,000
2023 /24	717,000

- 5.6 If additional Central Government funding is not received, the cost of implementing proposal 4 will have to be met by further internal efficiencies.

6 Legal Implications

- 6.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

7 Human Resource and Diversity Implications

- 7.1 Following feedback received through the consultation Equality Impact Assessments have been updated for the proposed changes outlined in the business cases.
- 7.2 No adverse impacts have been identified for staff or the public. It is likely that there will be improved working conditions for staff working at South Kirkby, Castleford and Normanton due to the increased freedom of movement provided by the transition from a Day Crewing (Close Call) duty system to a Day Crewing duty system.
- 7.3 It is likely that the creation of posts within the Fire Protection team will provide alternative staffing models which may be more suited to an individual's circumstances compared to the traditional fire service duty systems. External recruitment into the team will provide the opportunity to develop a more diverse workforce.
- 7.4 To deliver the operational model presented within this report, a review of the operational establishment has been completed and concludes that the IRMP proposals can be achieved within the approved operational establishment of 900. The distribution of this establishment is detailed within appendix 1.

8 Health and Safety Implications

- 8.1 The proposed changes within this Integrated Risk Management Plan will have a negligible impact both on the fire cover provided to the communities within West Yorkshire and on the health and safety of West Yorkshire Fire and Rescue Service staff.
- 8.2 As requested by the Fire Brigades' Union during the consultation we will continue to consult with staff regarding the operational deployment of aerial appliances.
- 8.3 Increasing the capacity of the Fire Protection team will reduce the risk within our existing and proposed built environment. This will have a positive effect on both fire service employees and members of the public.
- 8.4 The use of operation personnel within the fire protection function will provide an operational interface which will benefit the delivery of fire protection and will support decision-making when responding to fires.
- 8.5 West Yorkshire Fire and Rescue Service recognises the impact that changing ways of working can have on those involved. If these proposals are approved West Yorkshire Fire and Rescue Services is committed to working with the representative bodies to maintain the health and wellbeing of our staff.

9 Your Fire and Rescue Service Priorities

- Maintain our current 40 fire stations and 46 fire engines
- Continue to keep our firefighters safe
- Reduce the risks to the communities of West Yorkshire
- Support, develop and enable our people to be at their best
- Work smarter throughout the service
- Be more efficient across all areas of the service to make savings

10 Conclusion

- 10.1 On 20 September 2019 the Authority approved consultation for the four proposals which form the Integrated Risk Management Plan for 2020–21. Feedback during this consultation has been used to amend business cases. The Authority are asked to consider this feedback, the amended business cases and approve the following recommendations:

1a) The introduction of a Day Crewing system which will replace the Day Crew (Close Call) duty system currently operated at Castleford, Normanton and South Kirkby.

1b) The implementation of CLM at Day Crewing Fire Stations starting in January 2020.

2) The reduction of the aerial establishment from five to four.

3) The reduction of the resilience fleet from 11 to 5.

4) The restructure and increase of establishment in the Fire Protection Team

5) The operational establishment presented in appendix one.

Appendix One – WYFRS Proposed Operational Establishment 2020 - 21

Role		Number
Principal Officer		3
Area Manager		3
Group Manager		10
Station Manager		35
Watch Manager	Station Based	77
	Other	34
Crew Manager	Station Based	172
	Other	28
Firefighter		538
Total		900



West Yorkshire
Fire & Rescue Service

IRMP 2020 / 21

Review and Modify the Day Crew (Close Call) Duty System Business Case

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Proposal - Review and modify the duty pattern operated at our three Day Crewing (Close Call) Stations.

Key Points

1. This proposal will not reduce staffing numbers
2. Modifying this duty system will make us compliant with national legislation
3. This proposal affects firefighters based at three fire stations in West Yorkshire who currently work the Day Crewing Close Call duty system
4. This proposal provides an opportunity to incorporate the Command, Leadership and Management (CLM) model at Day Crewing Close Call duty stations and Day Crewing duty stations
5. This proposal will have a limited impact on the emergency response in some areas against our risk based planning assumptions
6. This proposal will also provide the opportunity to review the Day Crewing duty system operated at six fire stations across West Yorkshire

1. Overview

The Day Crewing Close Call duty system is operated at three fire stations, South Kirkby, Normanton and Castleford. These are all located within Wakefield District and operate in a system known as the Day Crewing Close Call cluster. The cluster supports each other to maintain staffing through positive and standby hours.

Day Crewing Close Call was introduced in 2010 as part of a county-wide review of operational efficiency and risk. The duty system requires firefighters to work a combination of positive and standby hours over a 24 hour period.

Positive hours are worked on the fire station and in the community. Standby hours are provided from accommodation located close to the fire station. Firefighters must remain within close-call of the station and they have no freedom of movement.

This arrangement of positive and standby hours enables staff members to provide a response equivalent to a 224 fire station.

Personnel transfer onto the Day Crewing Close Call duty system on a voluntary basis.

The Day Crewing Close Call duty system does not comply with the Working Time Regulations, as there is no collective agreement in place with the Trade Unions and is not recognised within a firefighter's condition of service, this presents risk of legal challenge. We do have a collective agreement in place with regards to a pilot of the Day Crewing Close Call duty system at these three stations; and we have committed to review it.

We will work with the representative bodies to ensure the duty system operated at South Kirkby, Castleford and Normanton is subject to a collective agreement.

Removing the close call element of the duty system will align it with the nationally accepted Day Crewing duty system.

The Day Crewing duty system is a long standing crewing model and is currently in place at six of our fire stations. It provides an immediate response between 08:00 and 17:00 and a maximum 3.5 minute increase to response between the standby hours of 17:00 and 08:00.

Day Crewing is recognised within a firefighter's conditions of service and we have a collective agreement in place for this duty system with the Fire Brigade's Union. This makes it compliant with the Working Time Regulations and removes the risk of a legal challenge.

2. Community Impact Assessment

Response to Emergencies

The table below shows the average number of emergency incidents attended in each station area per year since 2016.

Table 1. Day Crewed Close Call Station Incident Rates

Station	Average Incidents in Area per Year
South Kirkby	531
Castleford	454
Normanton	202

The table below is a comparison with our Day Crewed stations over the same period:

Table 2. Day Crewed Station Incident Rates

Station	Average Incidents in area per year
Morley	480
Rawdon	393
Rothwell	470
Garforth	279
Wetherby	227
Todmorden	138

It can be seen that the incident rates at South Kirkby and Castleford are very similar to our busiest Day Crewing stations. Normanton is performing at the level of some of our less busy Day Crewing stations.

This comparison of operational demand demonstrates that the application of the Day Crewing model to our Day Crewing Close Call stations would provide a level of operational response which is consistent with other areas of West Yorkshire.

Response to Risk

Our risk management model allows us to assess the risk of fire across West Yorkshire.

We provide a speed and weight of response which is proportionate to this risk, banded from very high to very low. This is known as our Risk Based Planning Assumptions and shows how we aim for a very high risk area to receive an emergency response to a life risk incident within seven minutes of the call being received at a fire station.

Table 3. WYFRS Risk Based Planning Assumptions

Risk Band	Emergency Type		
	Life Risk	Property Risk	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

For planning purposes, West Yorkshire has been split into small areas called Lower Super Output Areas (LSOA). Each of these LSOA contains approximately 1500 households. Each LSOA is given a risk band based on the underlying risk present.

Impact on Performance

Performance is how frequently our fire engines respond to emergencies within the response time stated in our risk based planning assumptions.

The time between receiving an emergency call on a fire station and the fire engine leaving the station at Day Crewing Close Call stations is the same as at our 224 stations. This is due to them being located on site during their standby hours. The average delay between receiving an emergency call on station and the fire engine leaving the fire station is approx. 90 seconds.

Adopting the Day Crewed duty system at South Kirkby, Castleford and Normanton would lead to no change in performance between 08:00 and 17:00 as the firefighters are immediately available to respond.

Between 17:00 and 08:00 the firefighters at these stations would be on a five minute delayed 'turn in' to the fire station. This would result in a maximum increase in response times of 3 minutes 30 seconds.

By factoring this delay, we are able to model the impact on response times for emergencies occurring within South Kirkby, Castleford and Normanton if the Day Crewing duty system is implemented.

Table 1. Modelled Day Crewed Response Times for LSOAs in South Kirkby, Castleford and Normanton

LSOA Risk	Number of LSOAs Affected	Agreed Risk Based Planning Assumption	Modelled Average Response Time	Effect on current performance	Within Risk Based Planning Assumption
Very High, High	10	7 – 8 mins	5 m 30 s	1 m 30 slower	Yes
Medium, Low, Very Low	74	9 – 11 mins	6 m 06 s	1 m 37 slower	Yes

Modelling the impact on response times to life risk emergencies only in those LSOAs adversely affected during the night-time period.

Table 2 Modelled Response to Life Risk Incidents in South Kirby, Castleford and Normanton

LSOA Risk	No of incidents per year	Proposed Average Time	Within Risk Based Planning Assumption
Very High	2	7 m 02 s	Missed by 2 seconds
High	2	7 m 55 s	Yes
Medium	9	8 m 25 s	Yes
Low	7	8 m 50 s	Yes
Very Low	11	8 m 55 s	Yes

Managing Risk

We will continue to drive down community risk in these areas through prevention and protection activities. The success of our community safety programme has resulted in a significant decrease in the number of fire related incidents and a dramatic increase in the number of homes with fitted smoke detectors.

Our ability to target the highest risk and most vulnerable members of our communities is key to preventing fires and reducing fire related injuries and deaths. The table below shows the number of safe & well checks we have completed in the areas covered by the three stations over the past three years:

Table 3. Safe and Well Visits Since 2016

Station	Safe & Well checks completed (01/04/2016 – 01/04/2019)
South Kirby	1228
Castleford	923
Normanton	916

Adopting a Day Crewing duty system will allow us to continue delivering the same level of prevention and protection work provided by firefighters based at South Kirby, Castleford and Normanton.

3. Impact across West Yorkshire and Resilience

If approved, this proposal will have a minimal impact on service wide operational resilience.

From a resilience point of view the Day Crewing Close Call and Day Crewing duty system provide the same level of fire cover. Both the Day Crewing Close Call and Day Crewing duty system present similar issues in terms of resilience as the balance between welfare and operational requirement has to be met.

This proposal will maintain 40 fire stations and 46 front line fire engines.

4. Firefighter Safety Impact Assessment

This proposal will lead to increased response times compared to the current staffing model. This has the potential to result in firefighters attending more developed fires.

The Day Crewing duty system is currently operated safely at six fire stations across West Yorkshire. The training, supervision and equipment provided to firefighters will continue to maintain a safe operational response.

Due to South Kirkby's remote location in the county, it has been highlighted they would benefit from a fire appliance with a larger 1800L water tank.

5. Organisational Impact Assessment

The firefighters at these three stations will receive a revised payment package, within the current cost envelope, due to the change in their duty system and related allowances. This will be consistent with all Day Crewing stations.

Changes to the Day Crewing Close Call duty system will form the basis for a revision of the current Day Crewing duty system operated at six fire stations. The aim of the revision will be to improve the recruitment and retention of firefighters to the Day Crewing duty system.

Where appropriate, protection will be provided to staff that see a change in their pay and conditions.

This proposal also provides the opportunity to implement the CLM system at our Day Crewed stations. This will lead to a more consistent emergency response across West Yorkshire. Implementing the CLM model at South Kirby, Normanton and Castleford would support the redesign of the system and introduce a more flexible way of working.

The introduction of CLM at Day Crewing and Day Crewing Close Call stations will lead to a change in the establishment of 13 posts comprising of:

- One Watch Manager per station
- Two watches of six

6. Financial Information

The intention is that, through negotiation, we will aim to maintain an overall cost neutral position on this proposal.

7. Equality Impact Assessment

The findings of the EIA are that this proposal will not lead to any changes in the delivery of prevention and protection services and consequently there will be no anticipated impact upon under-represented groups. The majority of all emergency responses will continue to be made within our agreed response standards.

There will be a positive impact on staff currently working Day Crewed Close Call duty system. By removing the close call element of the duty system we will give increased freedom of movement and the possibility of living at home when providing their standby cover.

8. Environmental Impact

Modifying the staffing model operated at South Kirkby, Castleford and Normanton will not result in a significant change to our current ways of working and therefore will not have a detrimental effect on the environment.

9. Recommendation

The implementation of a revised Day Crewing duty system allows WYFRS to continue delivering prevention and protection activities from these stations whilst also maintaining a level of emergency response which is comparable to other areas of West Yorkshire with a similar risk profile.

This proposal will remove the risk of legal challenge over the Day Crewing Close Call duty system. The revision of the Day Crewing duty system will allow us to consult with the workforce over options to improve the recruitment and retention of firefighters on the Day Crewing duty system across the county.

In addition, this proposal will support the implementation of the CLM model at South Kirkby, Castleford and Normanton along with the other six Day Crewing duty system stations

It is recommended that the Authority approve the proposal to introduce the Day Crewing duty system at South Kirby, Castleford and Normanton. It is also recommended that the Fire Authority approve the implementation of the CLM model at all stations operating the Day Crewing duty system.



West Yorkshire
Fire & Rescue Service

2020/21

Reduction of Aerial Appliances from 5 to 4 Business Case

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Proposal – To reduce the number of frontline aerial appliances from five to four. This would be achieved by removing a Combined Aerial Rescue Pump (CARP) from Halifax Fire Station.

Key Points

- This proposal will have no impact on staffing numbers
- This proposal will have a slight improvement on the fire cover provided in the Halifax area. A whole-time fire engine would continue to provide fire cover from Halifax Fire Station
- This proposal will have a very low impact on the aerial attendance time to some low risk areas of the county
- Arrangements are in place with our neighbouring fire and rescue services which allow us to request additional aerial appliances if required

1. Overview

Currently we maintain a provision of five aerial appliances. An aerial appliance is a vehicle, which has a telescopic platform that can be extended to reach heights around 30m.

The capability provided by aerial appliances is:

- Provide a capacity for water jets at height (water tower) for firefighting
- Provide a safe platform to work at height
- Provide a platform for rescues at height

We currently operate two different types of frontline aerial appliances:

- Combined Aerial Rescue Pumps (CARPS) – These are a multi-use frontline appliance capable of both operating as a standard fire appliance as well as a working-at-height and rescue platform. They are based at Huddersfield, Bradford, Wakefield and Halifax.
- Aerial Ladder Platforms (ALP) – A dedicated aerial appliance with a working-at-height, rescue platform. Currently based at Leeds with a second ALP entering service at Bradford in early 2020.

Aerial appliances currently operated by WYFRS.

Figure 1 – WYFRS Aerial Appliances

Station	Model	End of Service
Halifax	CARP	2020
Bradford	CARP	2023
Huddersfield	CARP	2023
Wakefield	CARP	2026
Leeds	ALP	2034

The CARP currently based at Halifax Fire Station will be removed from service in 2020 and replaced by the CARP from Bradford Fire Station when Bradford receives the new ALP in spring 2020.

The next two CARP appliances to reach the end of service will be in 2023 at Halifax and Huddersfield.

If this proposal is approved a frontline aerial appliance will be removed from service at Halifax in 2023. Approval is being sought at this time to inform the aerial procurement project which will start in 2020

2. Impact on Risk

Aerial Usage

In the three year period up to April 2011 aerial appliances were used or requested 363 times. When we compare this to the three year period up to April 2019 they were used 327 times. We can see that there is a consistent demand on this resource.

Since 2016 there have been 90 incidents that have required the deployment of two aerial appliances.

Since 2016 there have been two incidents in which three aerial appliances have been in use simultaneously.

Since 2016 there have been no incidents that have required the deployment of more than three aerial appliances.

Between 2009 and 2018 there were 12 rescues using an aerial appliance at fire related incidents.

No rescues were carried out from high-rise premises.

Since 2009 there have been 119 rescues by aerial appliances at special service incidents. These special service incidents include the likes of rescues from scaffolding and the roofs of domestic properties.

Aerial appliances are rarely utilised for life saving interventions at high-rise incidents.

Aerial appliances are more likely to be used as water towers or safe working platforms.

Issues such as limited access restrict the ability of aerial appliances to operate, particularly within city centres and around high-rise buildings that provide living accommodation. It is unusual for an aerial appliance to be able to access all sides and floors of a high-rise building.

Nationally there is no agreed response standard for aerial appliances; however, we plan to have an aerial appliance to areas identified as high risk within 20 minutes.

The map below shows the geographical coverage provided the five aerial appliances within a 20 minute response time.

There are areas that do not currently receive an aerial appliance within 20 minutes. These areas are considered to be very low risk from fire.

Figure 2. Aerial Appliance Coverage Provided by Five Aerials

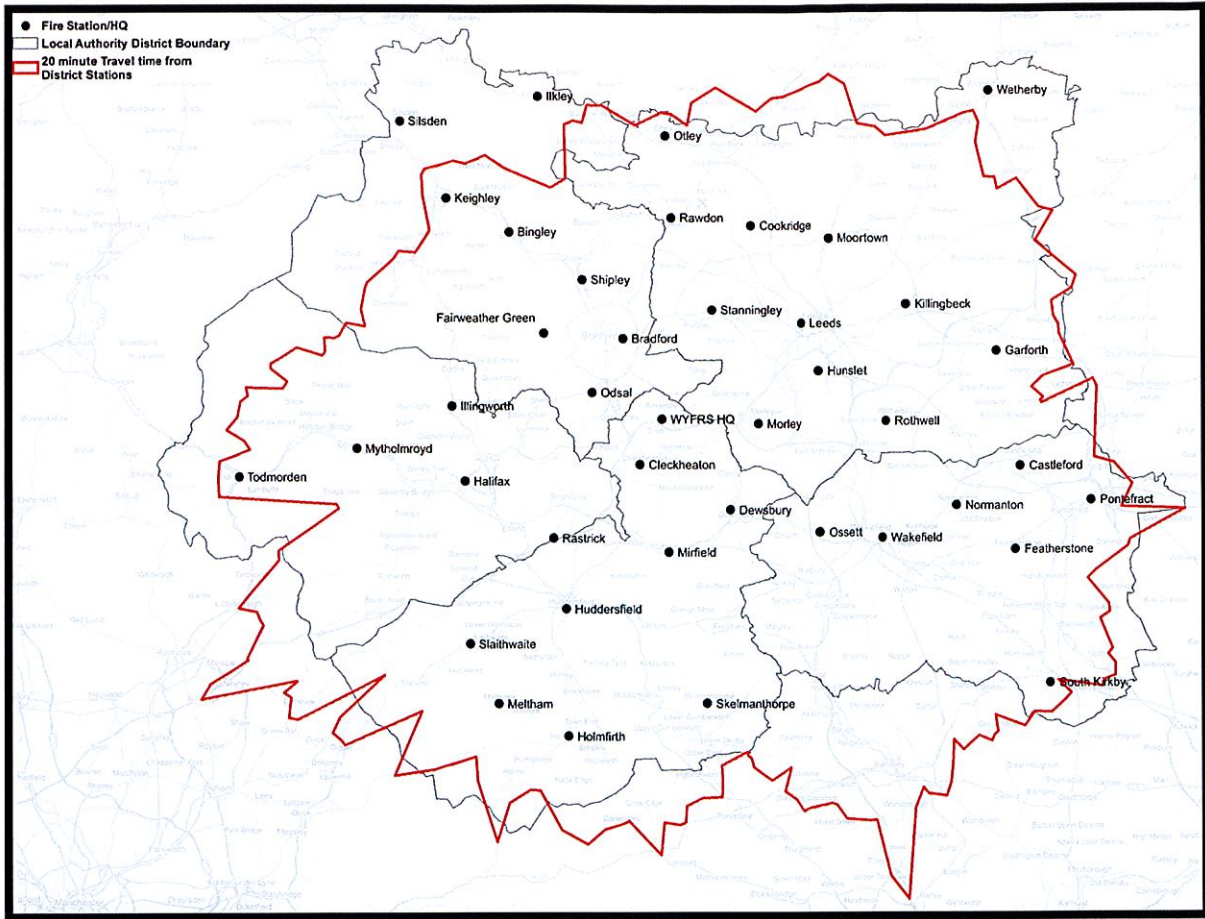
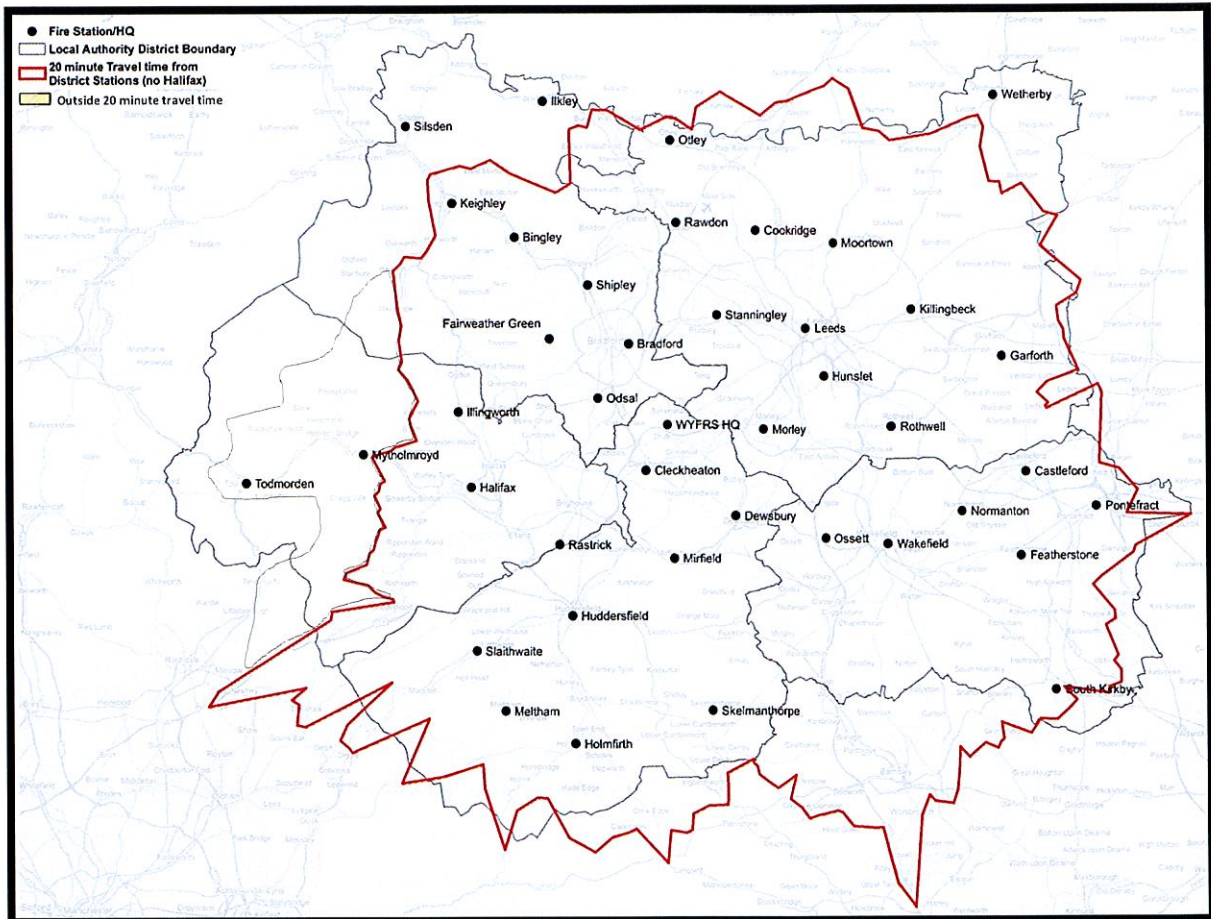


Figure 3. Aerial Appliance Coverage Provided by Four Aerials



Localities that would no longer be within a 20 minute travel time for an aerial appliance include Todmorden, Hebden Bridge and parts of Mytholmroyd.

These areas are considered to be at low and very low risk of fire. In these localities there are 34 premises which are above 18m in height.

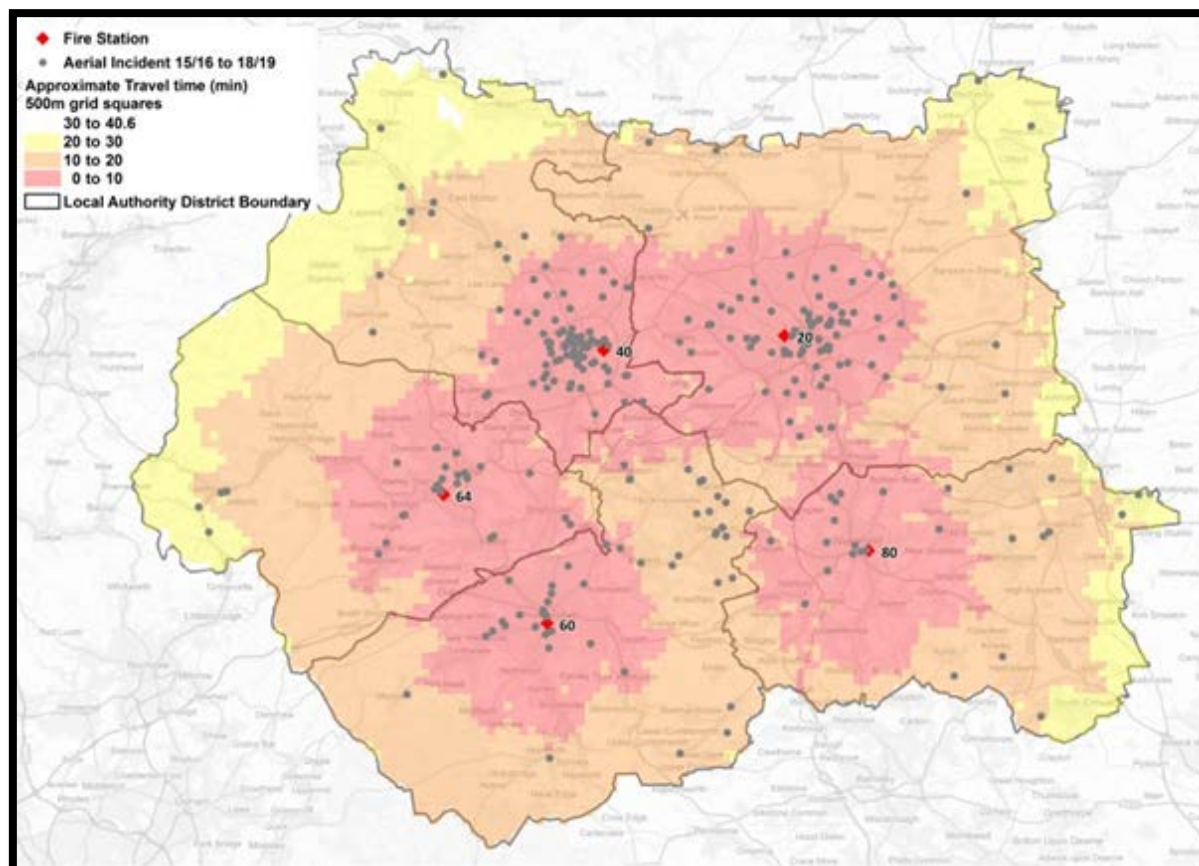
Figure 4. Property Types over 18m Tall outside 20 Minute Aerial Response

Property Type	Number
Terraced / Detached housing	9
Lock-Up Garage / Garage Court	5
Workshop / Light Industrial	4
Property Shell	3
Warehouse / Store / Storage Depot / Factory/Manufacturing	4
Secondary School / Infant School / Primary School	3
Restaurant / Cafeteria / Shop / Showroom / Public House	3
Self-Contained Flat (Includes Maisonette / Apartment)	1
Activity / Leisure / Sports Centre	1
Town Hall	1

Performance against Response Standards

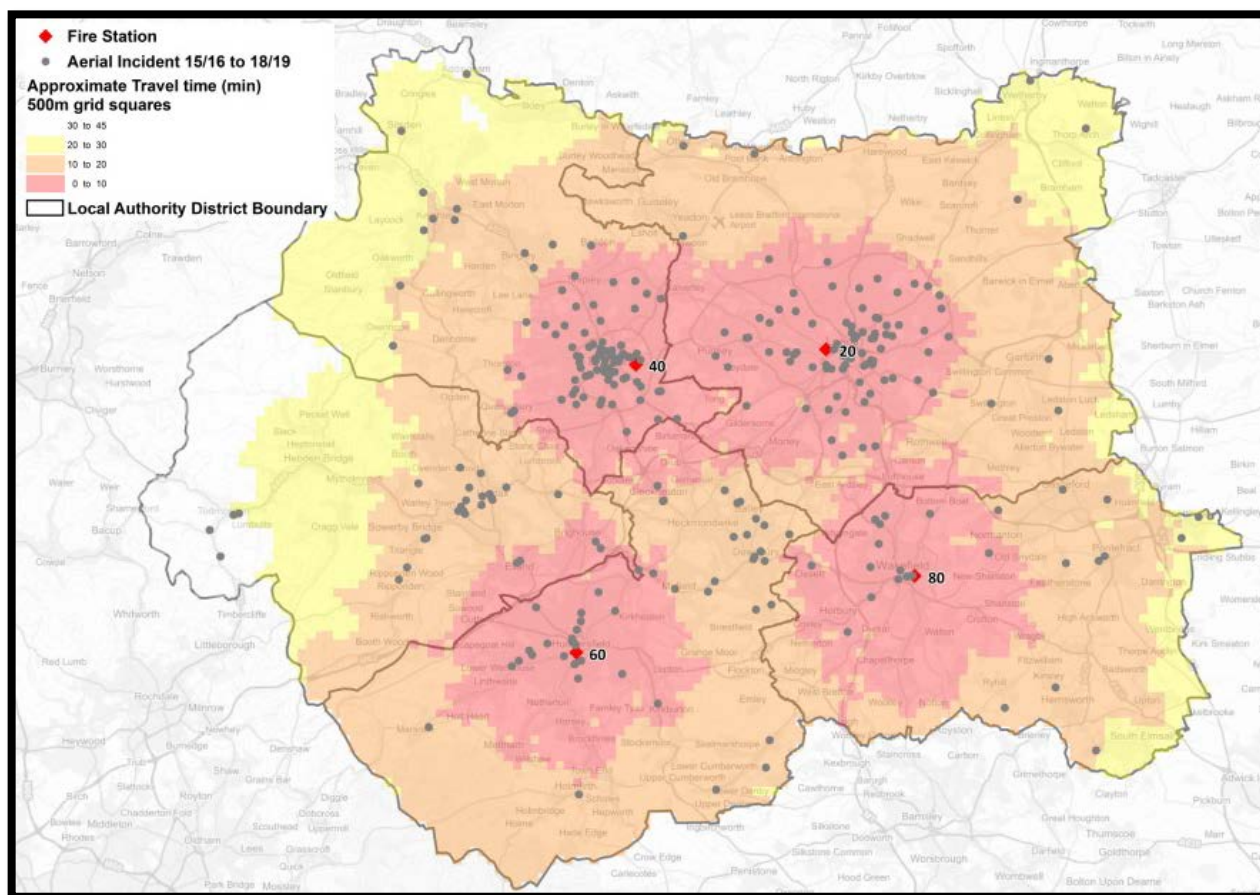
Incident data shows that WYFRS have met the 20 minute guide response time for 96.3% of incidents over this period.

Figure 5. Incident Location and Coverage with Five Appliances



Modelling based upon the same data set without the aerial provision at Halifax demonstrates there would have been a response within 20 minutes for 96.0% of incidents.

Figure 6. Travel Times with Four Aerial Appliances



Operating with four aerial appliances would lead to a 0.3% reduction in overall performance.

Removing the aerial appliance from Halifax will result in an increased response time to low risk and very low risk areas located within Calderdale.

A response from the neighbouring aerial appliances will be made to the high-risk areas in Calderdale within the 20 minute guide response time.

3. Impact on Resilience

If approved, aerial appliances will continue to be mobilised to all incidents when part of the pre-determined attendances or as requested by firefighters on their attendance at the emergency.

For incidents occurring in Calderdale this response would predominantly be provided by the aerial appliances based at Huddersfield or Bradford.

There would be a negligible increase on the demand placed on these stations but not to a level which disrupts the service delivered by these stations.

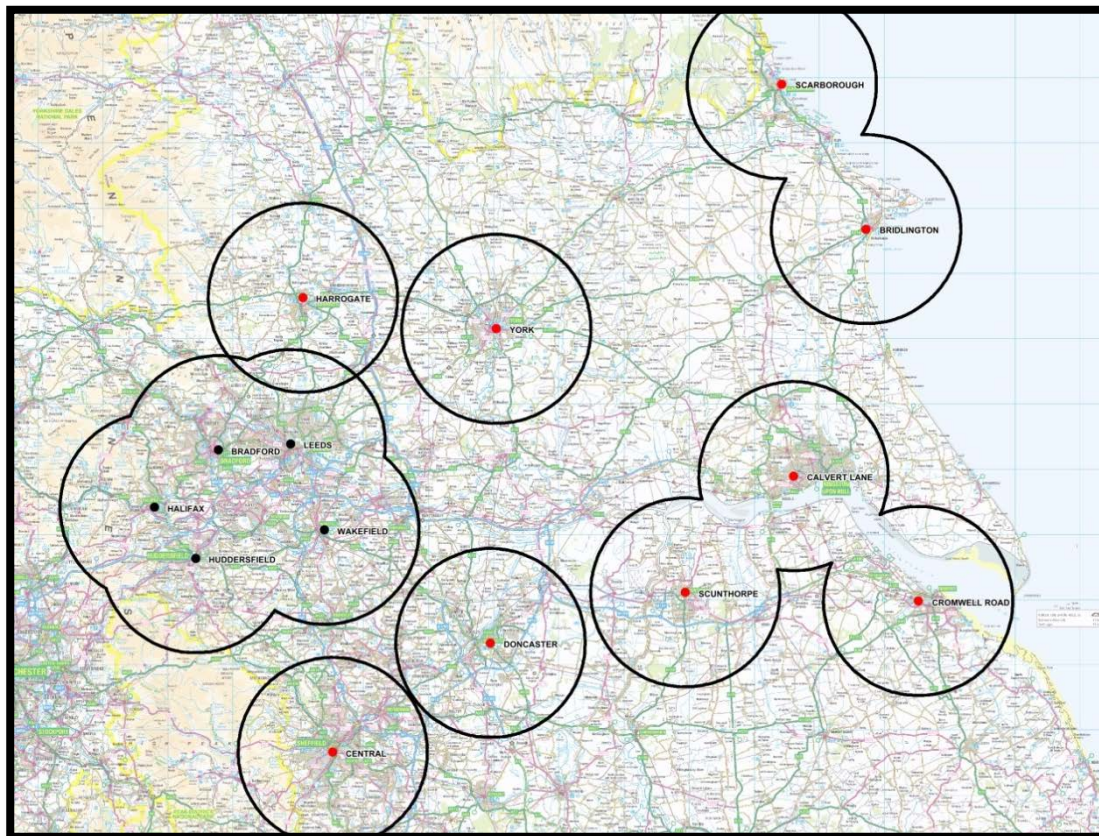
Emergencies which require the attendance of two or more aerial appliances are infrequent, occurring on average 27 times per year.

We will manage routine maintenance and servicing to maximise the availability of the aerial fleet.

WYFRS have resilience arrangements in the form of a 'Memorandum of Understanding' between WYFRS, North Yorkshire FRS, South Yorkshire FRS and Humberside FRS which enables the sharing of regional aerial appliances.

The distribution of neighbouring aerial appliances can be seen below.

Figure 7. Aerial Cover across the Region



4. Firefighter Safety Impact Assessment

Aerial appliances perform three primary functions as discussed in the overview of this document:

- Provide a capacity for water at height (water tower)
- Provide a platform for safe working at height
- Provide a platform for rescues using the cage or stretcher capability

Incident commanders are trained to consider the deployment of aerial appliances in the early stages of any emergency. The use of aerial appliances often means that firefighters do not have to be committed into buildings and can more effectively protect life and properties from fire with less risk to themselves.

By maintaining four frontline aerial appliances the ability to maintain firefighter safety will not be compromised.

Due to the low operational demand, limited likelihood of simultaneous aerial activity and resilience arrangements it is unlikely an aerial appliance would not be available if requested.

5. Financial Information

If approved the Authority would not have to replace an aerial appliance, the cost of which is approximately £750k. Although this cost would be a saving on the capital plan there would be revenue savings in the form of capital financing charges equating to around £68k per annum over the life of the asset.

In addition, there would be further revenue savings amounting to £9k in relation to insurance and maintenance costs. These savings would not be realised until 2023.

6. Equality Impact Assessment

The findings of the equality impact assessment are that this proposal will not lead to any discrimination or unfairly affect any group or individuals by virtue of their age, race, religion, gender, sexuality or disability.

7. Environmental Impact Assessment

This proposal will lead to a reduction in the number of operational appliances operated by WYFRS and related emissions. There will be a reduction in the consumables required to maintain the road worthiness of the vehicles if the fleet is reduced by one.

8. Recommendation

It is recommended that the aerial appliance based at Halifax is not replaced in 2023. This would result in a provision of four aerial appliances based at Leeds, Bradford, Wakefield and Huddersfield. Four aerial appliances will continue to provide a safe and effective level of cover based on risk across the county.

To support this, we will continue to consult with the workforce, to inform decision making over future mobilising, staffing, type and location of aerial appliances.

We will work with staff at Halifax to support their request for a new specialism, this could be Wildfire or Wide Area Flooding, as these risks are prevalent in the Calderdale District.



West Yorkshire
Fire & Rescue Service

2020/21

Reduction of the Resilience Fleet from 11 to 5 Fire Engines Business Case

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Proposal – To reduce the number of maintained resilience fire engines from 11 to 5.

Key Points

- This proposal will support efficient management of our operational fleet.
- This proposal will have no impact on staffing numbers.
- This proposal will not reduce fire cover or the number of immediately available fire engines.
- This proposal will have no impact on Prevention, Protection or Response activities.
- Mutual aid and National Resilience arrangements are established and can be requested to provide support at the more serious emergencies.

1. Overview

A resilience fire engine is a fully equipped fire engine that is available to be used at short notice. The primary use of resilience pumps is to provide additional fire cover during periods of high operational demand.

Resilience fire engines are also used to provide support for pre-planned events such as the bonfire period and large training exercises.

Resilience fire engines are not permanently staffed. Resilience fire engines are staffed on a voluntary recall to duty basis.

Resilience appliances were brought into service during the programme of fire station mergers starting in 2012.

We have 11 resilience fire engines of which six are immediately available and the remainder are available within four hours.

An evaluation of the use of resilience fire engines has shown the size of resilience fleet is greater than our need and that staffing resilience fire engines at short notice is often difficult to achieve.

Table 1. Use of resilience fire engines in 2017/18 and 2018/19

Reason	Date	Information	Number made available	Number requested
Short notice	07/07/2018	Large building fire	0	3
Short notice	22/04/2019	Wildfires	3	5
Short notice	23/04/2019	Wildfires	3	5
Short notice	16/06/2019	Cover for out of county deployment	1	1
Pre-planned	24/10/2017	Exercise cover	4	4
Pre-planned	3-5/11/2017	Bonfire period	6	6
Pre-planned	07/03/2018	Exercise cover	4	4
Pre-planned	04/07/2018	Exercise	3	4
Pre-planned	2-5/11/2018	Bonfire plan	7	7
Pre-planned	2-5/11/2019	Bonfire plan	5	5

There were two occasions in which more than 5 resilience appliances were stood up for pre-planned events. This was to provide additional fire cover during the bonfire period when we expect an increase in operational demand. However, on both of these occasions, the operational demand did not materialise, leaving several of the resilience appliances under-utilised.

2. Community Impact Assessment

We maintain 46 front line fire engines. Our operational planning assumption is based on our ability to maintain an appropriate level of fire cover whilst also dealing with an incident that requires 20 fire engines.

Modelling demonstrates that our ability to meet our risk based planning assumptions falls below 90% when we have less than 30 fire engines available.

We therefore propose to maintain 46 frontline fire engines across West Yorkshire and one resilience fire engine in each of the five operational districts.

This would ensure 31 fire engines are available to respond to our own day to day fire calls whilst an incident requiring 20 fire engines is ongoing (including those required for support).

Reducing the resilience fleet from 11 to 5 will have no impact on the immediate response provided by our 46 frontline fire engines. The proposal will have no impact on fire prevention and protection work undertaken by the service.

This proposal will not change the staffing arrangements at any of our 40 fire stations.

3. Impact across West Yorkshire and Resilience

As a service we have never staffed more than 5 resilience appliances at short notice during an emergency response.

Should they be required, long-standing arrangements are in place to manage increased operational demand that would have a significant impact on our ability to respond to emergencies.

- 13/16 agreements with our neighbouring Fire and Rescue Services – This is a legislative and reciprocal agreement which allows us to request support from our neighbouring services. This is used to cover short term periods of high demand.
- Specialist support can be accessed through the Fire Service National Resilience Team. This team is able to access resources from all fire and rescue services to provide additional fire engines and specialist equipment at short notice for prolonged periods of time for larger scale emergencies.
- At larger emergencies it is often additional firefighters that are required and not additional fire engines. Our new CLM operating model will support this requirement by providing additional blue light vehicles to transport additional firefighters who have been recalled to duty to support an emergency. Therefore further reducing the demand on our resilience appliances.

4. Firefighter Safety Impact Assessment

This proposal will have a minimal impact on firefighter safety.

Robust welfare arrangements including crew rotation and rest periods are well established. This ensures firefighters are fit to undertake operational activities at the largest incidents.

We will continue to maintain 5 resilience engines which can be used to supplement these arrangements as necessary.

5. Organisational Impact Assessment

This proposal will reduce the availability of fire engines for pre-planned events which may lead to a very negligible increase in demand on our frontline engines.

Pre-planned events are infrequent and the increased demand during these pre-planned events would be managed by the standing operational fleet, however, the use of resilience appliances does allow greater flexibility, hence the proposal to maintain 5 resilience appliances.

6. Financial Information

We will reduce the number of resilience fire engines by six. This will lead to savings of approximately £66,000 per year due to reduced maintenance, insurance and capital financing costs by 2031/32.

Reducing the overall fleet would lead to non-replacement savings from six fire engines. The cost of a fire engine with no equipment is approximately £200,000

7. Equality Impact Assessment

An Equality Impact Assessment has been completed in respect of this proposal to ensure that it does not negatively, disproportionately, or unfairly affect any group or individuals by virtue of any protected characteristic.

8. Environmental Impact Assessment

This proposal will lead to a reduction in the overall size of our fire engine fleet and will also lead to a reduction in the consumables required to maintain their road worthiness such as tyres, batteries, and engine parts.

9. Recommendation

That West Yorkshire Fire and Rescue Authority approve the proposal to reduce the number of resilience fire engines we maintain in West Yorkshire from 11 to 5.



West Yorkshire
Fire & Rescue Service

IRMP 2020 / 21

Review of the Fire Protection Team to Identify Opportunities to Increase Capacity

Business Case

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Proposal - Review of the Fire Protection Team to Identify Opportunities to Increase Capacity.

Key Points

- The existing capacity within the Fire Protection Team is insufficient to deal with the ongoing demands and workload within Fire Protection
- It is anticipated that additional fire safety responsibilities will be placed on Fire and Rescue Services following the Grenfell Public Inquiry and Hackitt review
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service have raised concerns regarding the under resourcing of fire protection nationally and within West Yorkshire
- This proposal provides us with the opportunity to address these areas whilst developing the relationship between operational staff and the Fire Protection Team

1. Overview

The Fire Protection Team plays a key role in delivering West Yorkshire Fire and Rescue Service's statutory duties.

The purpose of the Fire Protection Team is to ensure that businesses and the public places where people go are safe from fire. This is achieved through the enforcement of the law but also by supporting businesses wherever possible by providing advice.

West Yorkshire Fire and Rescue Authority have a statutory requirement to:

- Enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005 (by means of advice, enforcement, prohibition and prosecution)
- Enforce certain provisions within the Health and Safety at Work etc. Act 1974 including the licencing of explosives sites and the licencing of the storage of Petroleum-Spirit
- Act as statutory consultee under the Building Regulations 2010 (in relation to Fire Safety and Facilities for Fire-Fighters)
- Provide fire safety advice
- Carry out inspections under the Notification and Marking of Sites Regulations (NAMOS) and the British Agrochemical Safety Inspection Scheme (BASIS)
- Provide historical data upon request on the storage of Petroleum-Spirit under the Environmental Information Regulations 2004

The Fire Protection Team adopt a risk based inspection programme which is intelligence led. Fire safety information about premises is received from members of the public, other agencies and our own personnel. This allows us to identify premises that are not compliant with fire safety legislation.

The current demand on our service means that inspectors are directed to these non-compliant premises on a priority basis, this is because we know that failure to comply with fire safety legislation puts people at a significantly higher risk should a fire occur.

Depending on the intelligence received, our inspectors can have a number of premises awaiting a visit in a prioritised queue. Premises at the bottom of these queues can often be superseded by new intelligence and may not be visited within prescribed timescales.

In addition to the fulfilling of these statutory duties, the Fire Protection Team also:

- Works with businesses to reduce the occurrence of false alarms and administrates a cost recovery process for persistent attendance to false alarms by of our crews
- Supports and advises Local Authorities on aspects such as schools, high rise accommodation, and houses in multiple occupation

- Provides training to firefighters in relation to the fire protection work they are required to do as part of an Operational Risk Visit (ORV)
- Provides training and development for new and existing inspecting officers
- Works with the National Fire Chiefs Council to direct national guidance and promote the importance of Fire Protection work
- Advise Local Authorities through safety advisory groups for sports stadia and events

It is becoming increasingly more difficult to meet the demand with our existing resources and ways of working.

This lack of capacity is down to three main elements:

1. Demand on the team has increased significantly

The number of requests for advice, fire safety complaints and referrals to fire safety inspectors from operational crews has increased significantly. On top of this increased workload, it is anticipated that additional fire safety responsibilities will be placed on Fire and Rescue Services nationally.

2. Recruitment and retention of staff

A large private sector recruitment drive following the Grenfell tragedy has seen a number of inspectors leave West Yorkshire Fire and Rescue for increased salaries.

It has also proved difficult to encourage inspectors to move into managerial posts within the service due to the existing pay structure.

3. The national standards for qualification of inspectors results in long development periods for new staff.

New inspectors employed by West Yorkshire Fire and Rescue Service undertake a two year development programme before they are approved as competent in role. In order to ensure we are able to meet the future requirements of the service any increase in resources would need to take place quickly.

In order to address these issues WYFRS propose to:

- Improve recruitment and retention of Fire Protection staff

To improve the recruitment and retention of staff we will undertake a pay review for inspecting officers to improve recruitment into the posts. This will make the roles more competitive with similar roles in the private sector. This should enable the current vacancies within the team to be filled.

Historically it has been difficult to fill managerial roles within the Protection Team. Therefore, a pay review for these management roles will also take place to improve recruitment into the posts, provide a route for career progression and reflect the responsibility that the role requires.

- Establish a Deputy Senior Fire Protection Manager role

The increasing demand on the team and WYFRS involvement in regional and national fire protection forums has significantly increased the workload placed on the Senior Fire Protection Manager (SFPM). In order to address this, it is proposed that a Deputy Senior Fire Protection Manager post will be created.

This post will support the SFPM in the day to day management of the protection function and build in managerial resilience proportionate to the increased Protection Team establishment being proposed.

- The integration of operational staff in the protection team as full-time inspectors

Within West Yorkshire Fire and Rescue Service there are currently no operational Fire Protection Inspectors. The implementation of Command Leadership and Management (CLM) model has highlighted an opportunity to create up to ten posts within the Protection Team for operational watch managers.

This development would provide the Protection Team with additional operational Fire Protection Inspectors and will lead to:

- An increase in the number of fire safety audits completed
- An improved relationship between Fire Protection team and operational staff to improve how risk within the built environment is shared and understood. This will develop a strong relationship between those enforcing our statutory duties and those likely to respond to incidents.

- Use of operational watch managers to undertake the lower risk fire protection work

A significant proportion of the Protection Team time is responding to requests for advice and the monitoring of prohibition notices. Operational watch managers are experienced and skilled risk assessors who possess the necessary attributes to be able to support full time protection inspectors.

Watch managers working flexibly under the CLM model will be used to resolve the lower risk enquiries and monitor ongoing compliance with prohibition notices. Sufficient training and where necessary qualification will be provided to these watch managers.

- A phased recruitment of new staff to become Fire Protection Inspectors

The review of the Protection Team has found that additional inspectors are required across the three functional areas of Support and Performance, Technical Services and Enforcement.

The proposals set out in this report look to maintain our current working procedures and ways of working. When the recommendations from the Grenfell Public Inquiry and Hackitt reports

bring in new legislation and we better understand the impact upon Fire and Rescue Authorities, it will be necessary for further work to be conducted and this will very likely require additional investment in the Protection Team. Therefore, once we have a better understanding of this, a further report will be brought back to the Authority.

2. Community Impact Assessment

Risk in the built environment is assessed in relation to compliance with the Regulatory Reform (Fire Safety) Order 2005. Buildings which comply fully with the order are deemed low risk as they have provisions in place to reasonably ensure the safety of the occupants.

Buildings which are non-compliant are considered as high risk. Therefore, the level of compliance informs the level of risk.

By increasing the establishment of the Protection Team and providing additional staff who can undertake fire protection work we will increase our ability to inspect more premises, follow up on complaints promptly and provide fire safety guidance. This will lead to a reduction in risk across the county.

3. Organisational Impact Assessment

Under resourcing of fire protection has been widely criticised nationally by HMICFRS.

A fundamental element of integrated risk management planning is the understanding of risk. An increased fire protection capacity would provide a better picture of the building risk across West Yorkshire.

Buildings which are compliant with the Regulatory Reform (Fire Safety) Order 2005 are less likely to become involved in fire, those which do experience a fire, tend to have less severe fires requiring fewer resources.

The integration of operational staff into the fire protection team, and additional training for watch managers working the CLM operating model will enhance the knowledge of risks in the built environment. These changes will lead to improvements to the services response and protection activities as well as the out of hour's delivery for fire protection.

4. Firefighter Safety Impact Assessment

By ensuring that businesses within West Yorkshire are compliant with fire safety legislation we can be more confident that when our firefighters attend incidents they will have information relating to risks in the building and can predict how a fire will behave. This will support the formulation of plans to resolve the emergency whilst maximising the safety of firefighters.

Increasing the knowledge of our operational staff in terms of fire protection and compliance will improve performance when dealing with emergencies leading to a safe and swift conclusion with minimal loss to life and property.

Operational staff would also be used to deliver fire protection awareness training to those likely to respond to incidents.

5. Impact across West Yorkshire and Resilience

It is likely that any increase in fire protection resources would incorporate the utilisation of operational staff together with an increase in dedicated fire protection personnel. This will lead to a larger number of people with an improved fire protection knowledge base who can contribute to reducing the risk in West Yorkshire.

6. Financial Information

The Senior Fire Protection Manager has undertaken an initial resource evaluation which has estimated that the pay review for inspectors and managers will cost in the region of £100k per year.

A job description will be created for the Deputy Senior Fire Protection Manager role. This role will be graded with an expected salary including on-cost circa £60,000.

Transferring watch managers into Fire Protection will be cost neutral in terms of staffing cost in years 1 to 4. This is because we will not increase the overall establishment of watch managers.

The figures below are based on up to 10 watch managers. The final numbers will not be known until a robust recruitment and selection process is carried out.

The training and assessment costs for a fire protection inspector is £16k per person. This would lead to an overall cost of £160k if ten watch managers became new inspectors.

Equipment costs for new inspectors would be an initial cost of £9,420 for ICT with an annual cost of £1,200 for connections to the mobile network. To support the proposed increase in inspector numbers, 5 additional vehicles suitable for fire protection work would cost in the region of £18,500 in revenue costs per year. The number of vehicles and equipment will need to be reviewed dependent upon the number of watch managers who undertake the role.

Due to the expected changes in professional accreditation required by operational staff after the Grenfell Inquiry phase 2 there will be an additional cost of £4,000 to obtain the Level 3 Fire Safety Certificate per candidate. This will lead to a cost of £98k to train 24 CLM WM at two pump stations, where the majority of fires in the built environment occur. This will be reviewed and evaluated after staff have completed the course and in line with regulatory changes within the Fire Protection sector nationally. This investment will support CLM watch managers to manage lower level fire protection risk.

This is a significant investment in our watch managers and demonstrates the value we place on the role and Fire Protection.

The growth in non-operational inspector posts in Fire Protection will be spread across the years 1 to 4. The 10 additional inspector posts are broken down to three in year 1, four in year 3 and three in year 4. The cost of training 10 non-operational staff is £160,000 over the 4 year period and ICT equipment and vehicles are the same as the watch managers costs above.

Overall Annual Cost Increase

Cost	Year 1 (£)	Year 2 (£)	Year (3)	Year 4 (£)
	20-21	21-22	22-23	23-24
Market Supplement & Inspector Review	100,000	103,000	106,000	109,000
Deputy Senior Fire Protection Manager	60,000	62,000	63,500	65,500
Training for 10 WMs	80,000	80,000	-	-
Training of CLM WMs	-	98,000	-	-
Vehicle provision for FP WMs	18,500	18,500	18,500	18,500
ICT equipment for FP WMs	9,420	1,200	1,200	1,200
Increase in non-operational establishment	129,000	134,000	320,000	472,000
Training for non-operational establishment	48,000		64,000	48,000
Vehicle provision for non-operational establishment	9,250	9,250	-	-
ICT equipment for non-operational establishment	2,800	-	3,800	2,800
Total	456,970	505,950	577,000	717,000

7. Equality Impact Assessment

An Equality Impact Assessment (EIA) has been completed in respect of this proposal to ensure that it does not negatively, disproportionately, or unfairly affect any group or individuals by virtue of any protected characteristic.

The creation of operational posts within Fire Protection will provide alternative staffing models that may be more suited to an individual's circumstances compared to the traditional fire service shift systems.

We are an equal opportunities employer and would welcome applications from candidates from all backgrounds. We would particularly welcome applications from sections of the community that are currently under-represented at WYFRS, including women, BAME and applicants with disabilities.

8. Recommendation

Increasing the capacity of the Fire Protection Team will allow the service to meet its current demands and statutory duties.

This proposal provides an opportunity for closer working and sharing of skills between operational and non-operational personnel which will provide benefits within Prevention, Protection and Response across our service and for the communities of West Yorkshire.

If approved this proposal would lead to growth within the Fire Protection Team and increased capacity, enabling West Yorkshire Fire and Rescue Service to fulfil its statutory obligations and contribute to 'Making West Yorkshire Safer'.

The ongoing reviews of the building and fire safety regulations such as Hackitt and Grenfell will require WYFRS to revisit this option in the near future.

It is recommended that the proposals below should be approved for implementation:

- Carry out a pay review to improve retention and fill existing vacancies
- Create a Deputy Senior Fire Protection manager
- Create up to 10 full time inspector positions for watch managers
- Train up to 24 operational watch managers to undertake lower risk fire safety work as part of their current roles
- Recruit up to 10 new FRS staff and train them to become inspectors.



OFFICIAL

Grenfell Tower Inquiry: Phase 1 Report

Full Authority

Date: 13 December 2019

Agenda Item:

19

Submitted By: Director of Service Support

Purpose	To update Members of the Fire Authority on the actions taken by West Yorkshire Fire and Rescue Service (WYFRS) following the release of the Grenfell Tower Inquiry: Phase 1 Report.
Recommendations	That Members of the Fire Authority note the content of this report and approve the creation of the Grenfell Programme.
Summary	This paper provides information on the work being undertaken locally within West Yorkshire and nationally following the publication of the Grenfell Tower Inquiry: Phase 1 report which considered the circumstances surrounding the tragic fire at Grenfell Tower in London on 14 June 2017.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: List of the recommendations within the Phase 1 report.

1 Introduction

- 1.1 On 14 June 2017 the tragic fire occurred at Grenfell Tower, London which resulted in the loss of 72 lives. The impact of the fire continues to have a devastating and long-lasting effect on the victims' families, survivors, local communities and the firefighters and other agencies that responded to it.
- 1.2 The Grenfell Tower Inquiry is an independent public inquiry, set up to examine the circumstances leading up to and surrounding the fire at Grenfell Tower. Phase 1 of the Inquiry sat for 123 days of hearings, heard from over 140 witnesses and received over 500,000 documents and concluded on 12 December 2018.
- 1.3 The fire was first reported in a 4th floor kitchen at the 24-storey residential high-rise block in North Kensington, West London at 00:54 on 14 June 2017. The block contained 120 flats. The incident was attended by 40 pumps and supporting appliances with more than 200 firefighters tackling the blaze.
- 1.4 The Phase 1 report was released on 30 October 2019 and identifies a variety of findings along with 46 recommendations to London Fire Brigade, HM Government, wider FRS and other Services in relation to the findings within the report.
- 1.5 Report is divided into six parts over approx. 1000 pages:
 - Part I – Introduction to the events of 14 June 2017
 - Part II – Contains a detailed narrative account of the fire
 - Part III – Contains conclusions about the origin and development
 - Part IV – Summary of the tributes to those that died
 - Part V – Contains recommendations
 - Part VI – Looks ahead to Phase 2
- 1.6 This report aims to provide Members of the Fire Authority with an update of the work that has been ongoing since the original fire and more recently, following the publication of the Phase 1 report.

2 Information

- 2.1 Since the devastating fire, West Yorkshire Fire and Rescue Service (WYFRS) has undertaken a significant amount of work with local authorities, housing providers and private landlords to support them in maintaining the safety of residents in their premises.
- 2.2 WYFRS have met with all Local Authorities and are continuing to work with both local authorities and housing associations to provide support, advice and reassurance to people living in high rise buildings across West Yorkshire.
- 2.3 A massive amount of communication has been sent across the fire sector through the National Fire Chiefs' Council (NFCC). WYFRS have also been liaising frequently with local authorities. WYFRS continue to share data with the local authorities in relation to high-rise residential premises within West Yorkshire.
- 2.4 WYFRS have attended a number of public meetings and held a series of events for residents of high-rise blocks. This provided an opportunity to deliver simple fire safety messages.
- 2.5 All local authorities have issued guidance and advice on building and fire safety to residents and WYFRS have supported this by producing advice leaflets specially targeted

to residents of high-rise blocks. This leaflet has been distributed across our fire stations for operational crews and prevention staff to issue if they are carrying out prevention visits in high-rise blocks.

- 2.6 An easy-read version of the booklet was also produced to add to the suite of leaflets we can use during our Prevention visits. WYFRS have published prevention messages on our website and through the use of social media.
- 2.7 If we receive notification of a cladding failure, then we carry out an immediate fire protection inspection, within 24 hours. This is then followed up by increasing the awareness of the local operational crews so they become more familiar with the structure, internal layout, access arrangements and firefighting facilities.
- 2.8 Where we have had confirmation cladding has failed a test, our pre-determined attendance is increased to six pumps and two aerial appliances.
- 2.9 Operational guidance was produced about buildings with external cladding, which provided additional information for commanders to consider at an operational incident, including the move from Stay Put to Get Out.
- 2.10 Advice and information was issued to operational crews to provide additional guidance on operational risk visits (ORV's) for high-rise blocks and additional support was given for crews using a guidance document from Fire Protection so that consistent responses could be given to questions raised by concerned residents.
- 2.11 A number of visits to high rise blocks were undertaken by WYFRS operational crews and dedicated fire protection teams both as proactive measures and also in response to a cladding failure notification.
- 2.12 Operational crews have increased the visits to high rise accommodation for familiarisation and training purposes and continue to maintain their knowledge and readiness to respond to high-rise incidents across the county.
- 2.13 The risk information contained within the Premises Risk Database is available to commanders during any incident through the Mobile Data Terminals.
- 2.14 Local water supplies have been wet tested to ensure they are adequate and this has been supported by Yorkshire Water.

High Rise Buildings in West Yorkshire

- 2.15 Whilst this incident has understandably caused us to reflect on our current arrangements it must be remembered that we train extensively for high rise fires as they are some of the most challenging incidents we face. Our procedures are both robust and well exercised.
- 2.16 The 'Stay Put' policy has once again come under scrutiny nationally but it remains the view of both WYFRS and the NFCC that, for the overwhelming majority of cases, this is the safest approach for both Firefighters and residents. Incident Commanders are, however, trained to dynamically assess every incident and, if required, they have the discretion to amend this guidance.
- 2.17 WYFRS define a high rise building as "a building with a floor that is 18 metres above the fire service access level which equates to approximately 6 storeys and above".

- 2.18 Within West Yorkshire, we have records of 689 high rise blocks broken down into districts:
- Leeds 409
 - Bradford 154
 - Kirklees 50
 - Calderdale 47
 - Wakefield 29
- 2.19 There are currently 15 high-rise buildings WYFRS have been made aware of that have failed cladding remaining on them.

Grenfell Tower Phase 1 Report

- 2.20 The Phase 1 report considered what happened on the night of the incident, how the fire started, how it escaped from the flat and how it spread over the building, along with the actions of London Fire Brigade and the other emergency services.
- 2.21 It found that the fire started in a fridge freezer in Flat 16, and once it broke out of the kitchen and into the cladding it spread rapidly due to the flammable material in the cladding. Due to this, Sir Martin found the cladding did not comply with building regulations.
- 2.22 Whilst the fire spread externally the report also found a failure of internal compartmentation contributed to the fire and smoke spread.
- 2.23 The London Fire Brigade (LFB) was also criticised, saying their planning and preparation was gravely inadequate and as an institution it was at risk of not learning the lessons from the fire. Sir Martin praises the courage of individual firefighters, however, he found that the actions of the incident commanders contributed to the loss of life by continuing to fight the fire rather ordering an evacuation of the building sooner.
- 2.24 The 46 recommendations within the Phase 1 report can be found at Annex 1 of this report.

WYFRS Grenfell Programme

- 2.25 WYFRS have undertaken an initial review of the report, and, whilst many of the findings and recommendations within the report are specific to one agency or another, there are many areas that WYFRS will need to consider.
- 2.26 The initial scoping has identified a number of areas that WYFRS will need to analyse further. To do this a dedicated team will be created with 2 non establishment posts initially for a minimum of 2 years. Their remit will be to consider how WYFRS' current systems, policies and training can be adapted to address any identified gaps and areas for improvement.
- 2.27 This detailed work is expected to take some time, and some areas will be dependent on the changes in legislation and production of national guidance.

- 2.28 It should also be noted that there are other types of cladding systems that are beginning to be tested and failing. We recently saw the fire at The Cube, Bolton which is cladded in High Pressure Laminate (HPL) and showed similar signs to that of Grenfell Tower.
- 2.29 It should also be noted that there are many buildings below the 18 metre high rise threshold that have cladding. If this cladding was to act as we saw at Grenfell Tower or The Cube, they would create significant issues for the WYFRS.
- 2.30 A WYFRS Action Plan will be produced, identifying the areas of improvement, with the recommendations and the responsible owners.
- 2.31 Where the recommendations require changes to existing legislation or new legislation to be enacted or changes to national guidance and policy, we will be bound by the timescales involved in this. However, changes that can be introduced locally will be done so at the earliest possible opportunity.
- 2.32 The Grenfell programme team will report directly to the Chief Fire Officer (CFO) and will report regularly to Management Team, Management Board and the Fire Authority and/or Committees.
- 2.33 Some areas of change may require additional investment by WYFRS and once identified/known, these will be brought back to the Authority.

Wider FRS Implications

- 2.34 The NFCC are considering the recommendations and looking to coordinate a number of areas of work to ensure a consistent approach across FRS'. WYFRS will work closely with the NFCC and other FRS'.
- 2.35 The LGA's Fire Services Management Committee (FSMC) will be considering the recommendations at an extended meeting on 24 January 2020 and will respond to the Phase One report and findings relevant for fire and rescue authorities.

3 Financial Implications

- 3.1 Initially a team of two staff are to be seconded into the Grenfell programme to undertake the detailed scoping work, this will include an Area Manager and a Station Manager. The financial implications of this are £12,000 per annum.
- 3.2 It is anticipated that the programme team will increase in size following the scoping process to allow for the delivery of the various work streams. The detail of which will be communicated in later updates to the Authority.
- 3.3 A revenue contingency budget of £63,000 has been allocated to the programme, this includes known/expected costs of:
- £3,360 – Travel/accommodation
 - £2,000 – Communications (internal and external)
 - £22,000 – Smoke Hoods (2 per appliance)
 - £35,400 – Increased capacity/duration BA sets

- 3.4 The capital plan will be increased by £75,000 to allow for the National Police Air Service video feed on both Command Units and in Control.
- 3.5 There is already £100,000 in the capital plan for 21/22 for Command Support hardware and software, this may need to be brought forward into 20/21.

4 Legal Implications

- 4.1 The Chief Legal & Governance Officer has considered this report and has no observations to make at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by members for legal advice made at the meeting.

5 Human Resource and Diversity Implications

- 5.1 The Grenfell programme will pull resources from existing teams, which will likely impact on their current outputs. Organisational priorities and demands will be managed closely to ensure this does not place undue stress on these teams and individuals.
- 5.2 Where possible team members positions will be backfilled to reduce the impact of staff moves into the Grenfell programme.
- 5.3 The Grenfell programme will consider the impacts of the changes required/proposed by completing equality impact assessments where necessary. However, no adverse impacts have currently been identified.

6 Health, Safety and Wellbeing Implications

- 6.1 A fire such as that seen at Grenfell Tower fire and more recently at The Cube, Bolton, show there is the potential for cladded building fires throughout the UK.
- 6.2 The proposed changes within this report are intended to assure WYFRS and the Authority that we have plans in place to mitigate the risks to ourselves, our staff and the public of West Yorkshire.
- 6.3 Any proposed changes to policy/procedure will be undertaken in consultation with representative bodies.
- 6.4 Increasing the knowledge and understanding of fires in the built environment, particularly around high rise and cladded buildings will reduce the risk to all. This will have a positive effect on both fire service employees and members of the public.

7 Environmental implications

- 7.1 There are limited environmental implications to do with this report.

8 Your Fire and Rescue Service Priorities

- Reduce the risks to the communities of West Yorkshire
- Continue to keep our firefighters safe
- Support, develop and enable our people to be at their best
- Work smarter throughout the service
- Make better use of technology and innovate where possible

9 Conclusions

- 9.1 The Grenfell Tower inquiry is unprecedented both in terms of the operational demands that it placed on London Fire Brigade and also in the wider national implications it has had for Fire and Rescue Services, Local Authorities, the Private Housing Sector and residents.
- 9.2 The Phase 1 report now provides HM Government, WYFRS, the wider FRS and other emergency services with a direction of travel. WYFRS will produce an Action Plan capturing the Grenfell programme of work and provide WYFRS and the Authority with assurance against the recommendations within the Phase 1 report.
- 9.3 The resources that are required to fulfil the requirements of the report are initially relatively small (2 non establishment posts). As the programme scoping moves to implementation, it is likely the team size will increase.
- 9.4 There are currently known costs of £238,000 with regards to this report:
- £175,000 of this is within the capital plan
 - £63,000 in the revenue contingency budget

Annex 1 - Grenfell Tower Inquiry: Phase 1 Report Recommendations

The owner and manager of every high-rise residential building be required by law to provide their local fire and rescue service with information about the design of its external walls together with details of the materials of which they are constructed and to inform the fire and rescue service of any material changes made to them.

All fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.

The LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2.

The LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.

The owner and manager of every high-rise residential building are to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems.

The owner and manager of every high-rise residential building are to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services.

All fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.

The owner and manager of every high-rise residential building be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such inspections to their local fire and rescue service at monthly intervals.

The owner and manager of every high-rise residential building be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.

That the LFB review its policies on communications between the control room and the incident commander.

That all officers who may be expected to act as incident commanders (i.e. all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room.

That all Control Room Operators (CROs) of Assistant Operations Manager rank and above receive training directed to the specific requirements of communication with the incident commander.

That a dedicated communication link be provided between the senior officer in the control room and the incident commander.

That the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing.

That the LFB provide regular and more effective refresher training to CROs at all levels, including supervisors.

That all fire and rescue services develop policies for handling a large number of FSG calls simultaneously.

That electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units.

That policies be developed for managing a transition from “stay put” to “get out”.

That control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.

Steps be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room.

That the London Ambulance Service (LAS) and the Metropolitan Police Service (MPS) review their protocols and policies to ensure that their operators can identify FSG calls (as defined by the LFB) and pass them to the LFB as soon as possible.

That the LFB develop policies and training to ensure better control of deployments and the use of resources.

That the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediately to the incident commander (and thereafter to the command units and the control room).

That the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.

That the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.

The LFB urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings.

The LFB take urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.

The government develop national guidelines for carrying out partial or total evacuations of high-rise residential buildings, such guidelines to include the means of protecting fire exit routes and procedures for evacuating persons who are unable to use the stairs in an emergency, or who may require assistance (such as disabled people, older people and young children).

Fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them.

The owner and manager of every high-rise residential building be required by law to draw up and keep under regular review evacuation plans, copies of which are to be provided in electronic and paper form to their local fire and rescue service and placed in an information box on the premises.

All high-rise residential buildings (both those already in existence and those built in the future) be equipped with facilities for use by the fire and rescue services enabling them to send an

evacuation signal to the whole or a selected part of the building by means of sounders or similar devices.

The owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to self-evacuate may be compromised (such as persons with reduced mobility or cognition).

The owner and manager of every high-rise residential building be required by law to include up-to-date information about persons with reduced mobility and their associated PEEPs in the premises information box.

All fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.

All high-rise buildings floor numbers be clearly marked on each landing within the stairways and in a prominent place in all lobbies in such a way as to be visible both in normal conditions and in low lighting or smoky conditions.

The owner and manager of every residential building containing separate dwellings (whether or not it is a high-rise building) be required by law to provide fire safety instructions (including instructions for evacuation) in a form that the occupants of the building can reasonably be expected to understand, taking into account the nature of the building and their knowledge of the occupants.

The owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) carry out an urgent inspection of all fire doors to ensure that they comply with applicable legislative standards.

The owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) be required by law to carry out checks at not less than three-monthly intervals to ensure that all fire doors are fitted with effective self-closing devices in working order.

All those who have responsibility in whatever capacity for the condition of the entrance doors to individual flats in high-rise residential buildings, whose external walls incorporate unsafe cladding, be required by law to ensure that such doors comply with current standards.

Each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible.

On the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services.

A single point of contact should be designated within each control room to facilitate communication between emergency services.

A "METHANE" message should be sent as soon as possible by the emergency service declaring a Major Incident.

Steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three emergency services' systems to read each other's messages.

Steps be taken to ensure that the airborne datalink system on every National Police Air Service (NPAS) helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.

The LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.



OFFICIAL

Bonfire Review 2019

Full Authority

Date: 13 December 2019

Agenda Item:

20

Submitted By: Deputy Chief Fire Officer and Director of Service Delivery

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

Recommendations That Members note the content of this 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. This year 5 November was a Tuesday night, which focused activity over a four day period. Some inclement weather over the weekend and Monday did result in a steady state of calls and a reduction in mobilisations. The majority of the firefighter attacks came on Bonfire night where there was an increase in calls and mobilisations.

This report provides an overview of the work that was carried out leading up to the bonfire period, including all the pre-planning with partner agencies and the broad spectrum of prevention initiatives carried out. It also covers the main activity that occurred over the four day period and the effectiveness of the response plan.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: WYFRS – Operational Response Plan

Annexes: None

1 Introduction

- 1.1 Over the bonfire period, WYFRS operational response had to be dynamic and resilient reflecting the changes in demand and the increased risk to both firefighters and the communities we serve. In order to achieve this, operational response, fire prevention and fire protection have worked collaboratively with blue-light and other partner agencies. The aim being to provide a safe and effective emergency response, prevent firefighter attacks and to lower the number of fire related incidents attended.
- 1.2 The main prevention strategy, cohesively implemented at all levels was joint working and multi-agency community engagement. Influential community members, faith groups and youth services were used prior to the weekend to educate the community, create diversionary events and helped reduce tensions in high risk areas on all four nights, using varied tactics.
- 1.3 The bonfire response plan covered Saturday 2nd, Sunday 3rd, Monday 4th and Tuesday 5th November. In relation to 2018, there was a significant decrease in incident attendance; from 482 in 2018 to 270 in 2019, although firefighter attacks remained at 4 (further detail in sections four and five). The decrease in incident attendance may be accountable to the inclement weather over the Saturday and Monday evenings. However, we cannot understate the impact of our multi-agency prevention strategy that has evolved and grown over a number of years. Part of this multi-agency work involved community calmers working over the period which has also had a positive impact.
- 1.4 Specific planning for the bonfire period started towards the end of the summer, but much of the prevention work builds on the educational themes, initiatives and prevention work completed throughout the course of the year. Our success relies heavily on strong links and collaborative working that has developed over a number of years with schools, community/faith groups, local authorities and the other blue light partners.

2 Prevention Activity

- 2.1 The aim of the prevention work was; West Yorkshire Fire and Rescue (WYFRS) will undertake a variety of methods in ensuring safe and enjoyable Bonfire celebrations to the residents of West Yorkshire. WYFRS personnel will communicate safety messages through a number of activities across the county, some of which will be supported through partnerships and others WYFRS led.
- 2.2 Each district carried out a range of prevention activities prior to, and during, the bonfire period. The activities varied slightly in each district due to the different levels of risk and demographic makeup. The following activities have taken place throughout West Yorkshire with the aim to reduce bonfire related activity and anti-social behaviour.
- 2.3 **Community Awareness Initiatives** - Engagement with the local community was a key factor and different activities were targeted at communities that sit within identified 'risk areas'. These areas are centred onto Local Authority Wards and are determined by a number of factors. Areas which experienced higher levels of attacks and disruption in 2018 were further resourced and concentrated upon this year.

- i. **Bradford District.**

A number of local mosques came on board with awareness initiatives and delivered our key messages about Bonfire Safety and anti-social behaviour (ASB). These talks were supported by West Yorkshire Police (WYP) and WYFRS operational staff at Friday

prayers. A working group was setup early between WYP, WYFRS, Local Councillors and Community Champions / Volunteers. The aim of this group was to work closely together to reduce nuisance bonfires and attacks on emergency services. Each stakeholder was briefed fully on expectations and in particular the importance of their safety and welfare during the Bonfire Period. On 5 November the group organised two events within the Bradford West Ward. The idea behind setting up the events was to attract local youths to attend and carry out activities such as football. This was a diversionary tactic which attracted a large number of youths. WYFRS attend this event and it was a good opportunity to engage and educate.

ii. Calderdale District

The Calderdale Community Safety Partnership worked collaboratively throughout the Bonfire Night period. The various partners delivered a series of initiatives to help reduce the risk of fires and ASB. These initiatives included Neighbourhood Policing Teams visiting licensed firework distributors to ensure fireworks were being sold responsibly. Council Wardens providing a presence in areas of known high activity. Clean-up teams increasing their presence in the Park Ward. A joint press release and Ward walkabouts.

iii. Kirklees District

The focus leading up to the bonfire period has been around anti-social behaviour and the management of waste. A robust partnership plan was put in place focusing on joint environmental audits in areas of known fly tipping activity. Council Environmental Support Officers (CESO's) have been proactively working in known areas of anti-social behaviour engaging with youths.

iv. Leeds District

The primary focus of Leeds district was to be one of the lead influencing partners in the development of a number of multi-agency bonfire planning forums throughout the city. These forums in Outer West, Inner West and South Leeds followed the successful framework that had previously been implemented in East Leeds the previous year. The aim of these forums was to bring key partners together and use positive and proactive community engagement methods as a tool to reduce ASB and improve bonfire safety.

v. Wakefield District

The District undertook collaborative working with partner agencies across the district to raise awareness of the safe use of fireworks and the consequences of ASB. Anti-social behaviour leaflets and bonfire and firework posters were delivered to communities/ groups and schools in targeted hotspot areas. Targeted schools were also visited within the hot spot areas across Wakefield District delivering Year 5, 7 and 9 firework safety presentations. Planned meetings with West Yorkshire Police across all the Ward areas and both fire and ASB hotspots were disseminated to all staff. Co-ordinated visits in each Ward area and visits to ASB and Fire Hotspots provided a targeted intelligence which led to early intervention and prevention and showed a united presence to deter "would-be" offenders.

2.4 **Youth Education Provision** - In addition to the normal year five school talks, high risk areas were identified and prioritised across West Yorkshire to enable the delivery of a specific bonfire learning programme. Prevention staff and operational crews engaged with young people in both primary and secondary schools, focusing on Years 5 through to 11. The aim of

the programme was to encourage young people to have a safe and sensible approach to the bonfire period. It focused on highlighting the hazards and risks involved in bonfires and the inappropriate use of fireworks. The impact of anti-social behaviour towards the fire service and the consequences offenders face was a major part of the programme. Youth groups in areas of known significant anti-social behaviour were also a focus for engagement with operational crews and prevention staff. Youth education was not just delivered in schools, safety and prevention messages were delivered to local parent forums, and youth groups, religious gatherings, police camps and stay safe events.

i. Bradford District.

Carried out a number of initiatives prior to and during the bonfire period. Key areas covered were; bonfire talks were carried out with the support of West Yorkshire Police at schools and places of worship. The school talks were delivered to pupils ranging from Year 5 to Year 11. Approximately 33 school talks were delivered between West Yorkshire Police and West Yorkshire Fire personnel.

ii. Calderdale District

Education has been delivered on 11 occasions in some of the higher risk schools in the area – these were mainly through school assemblies. Prevention has delivered three sessions of education into Park Ward Mosques – feedback has been excellent from the community following these. Halifax Red Watch complemented the input given by Prevention Assistants by visiting Year 6 students at local schools. They delivered a number of “anti-social behaviour” talks to highlight the dangers, and safety precautions for bonfires and the impact of anti-social behaviour.

iii. Kirklees District

Along with the Year 5 school talks programme, crews have completed a number of bonfire talks in schools across the District covering Years 7, 8 and 9. The talks were there to allow crews to engage with pupils to highlight the dangers associated with bonfires and fireworks but also to ensure that they had an understanding that these events can be fun provided that they adhere to the safety rules. Crews have partnered up with Huddersfield Town Foundation to help deliver bonfire safety talks to Years 3 and 4. Year 5 children from deprived areas have received bonfire safety training through the Safety Ranger programme.

iv. Leeds District

A number of priority Primary and Secondary Schools were identified as high risk of ASB and disorder from last year’s Bonfire Debrief. Communication and planning with these schools started in May and were delivered in September through to November. Bonfire talks were targeted at Year 5, 7 or 9 students. This was delivered by the District Prevention team.

v. The Bonfire Train-the-Trainer package delivered to West Yorkshire Police Safer Schools Officers and PCSO’s across the city. These officers were asked to deliver inputs in their allocated primary and secondary schools if not targeted by WYFRS. Operational teams have supported the District Prevention Team and West Yorkshire Police by also delivering inputs in schools that fall outside of the primary focus.

vi. Wakefield District

Over and above the Year 5, 7 and 9 Bonfire Delivery within local schools the District linked in with the Youth Intervention Team (YIT). Targeted Intervention Days were carried out in areas of high service demand – 5 dates – providing information to the YIT as to the ASB Hotspots from the previous year and current hotspots for 2019. Targeted Intervention Days were provided for those schools whose pupils provided high service demand. A number of Career and Aspirational Days within local Academies within Wakefield were also utilised to spread the fire safety messages; Airedale Academy; Kettlethorpe Academy and De Lacey Academy, Knottingley.

2.5 **Youth Intervention Team** - The team have not delivered to the same extent as last year, this is mainly down to the reduced capacity in the team. The team have had to staff existing commitments and bookings for Core Interventions instead of delivering additional bonfire sessions. In September, funding was awarded from the Police and Crime Commissioner to deliver 5 x Action Strike Back Targeted Intervention Days across West Yorkshire in the year ahead. Two of these sessions were delivered to young people involved with ASB in Bradford and Halifax districts following Bonfire night – on 7 November at Keighley Fire Station and 19 November at Halifax Fire Station.

2.6 **Environmental visual audits (EVA)** - In known areas where fly tipping occurred and where waste materials could be potentially ignited to cause a nuisance fire, district crews and prevention teams formulated 'drive round' plans. In collaboration with the local authority clean up teams, the waste materials were removed minimising the opportunity for unwanted fires. In addition, crews identified the potential for unofficial bonfires or poorly organised events. Crews risk-assessed these bonfires/events gave safety advice and reported them to partner agencies. Staff proactively monitored vulnerable empty properties, and where necessary arranged the securing of the property and combustible materials removed. The presence of crews (during daylight hours) enabled them to identify potential arson targets but to also provide arson prevention advice to local businesses and the public during safe and well visits.

i. Bradford District

Crews worked with teams from the council and carried out visual audits of the local area leading up to Bonfire and during the night. They identified fly tipping and reported to the council teams for its removal, prior to it being set alight. This appeared to work as fire loading was reduced which in turn reduced fire calls. Community volunteers and local councillors walked the streets and reported any fly tipping directly to the clean team. The enforcement team also worked closely with the team in identifying fly tippers and issuing those identified with a penalty.

ii. Calderdale District

Fire crews were visible in local areas during the Bonfire Night period. They followed a series of drive round routes within the Halifax and Illingworth Work Allocation Areas. These are predominantly located in the Park, Mixenden, Ovenden and Boothtown Wards. A daylight presence assisted in identifying areas at risk of arson and provided opportunities to engage with local businesses regarding fire safety. Crews recorded Environmental Visual Audits (EVAs) on the Prevention Database.

iii. Kirklees District

Partnership meetings took place and areas of concern were identified through both historic data and recent trends. A plan of EVA's was put in place for both crews and Council Support Officers prior to and during the bonfire period. A process was put in place with the Council Waste Management teams to allow for waste to be collected promptly.

iv. Leeds District

New partnership links were established with the local authority to improve and simplify WYFRS referral pathways for issues of concern, which included a single-point of contact. Operational teams were encouraged to analyse their local risk profile / trends and subsequently increase patrols. The planning forums placed additional responsibility on the Cleaner Neighbourhoods team to respond to areas of concern.

v. Wakefield District

An intelligence led approach was taken by Wakefield District. Fire Data relating to Hotspots across the District for both Fire and ASB were exchanged with partners within the Council; Wakefield District Housing (WDH); West Yorkshire Police; Street scene; Environmental Crime Team. This enabled partner agencies to visit areas well ahead of the Bonfire period and not only clear the streets of potential fuel but to deter would be arsonists. Organised and unplanned bonfire sites were visited. Advice was given or the bonfire was cleared away if it was felt to be unsafe. This was carried out by both the Council and WDH Street Teams. Derelict properties were targeted by all operational crews to ensure that security was in place to prevent buildings being breached and utilised as a means of fuel. Station drive round areas were tasked across all Wakefield crews with the mechanism for recording refuse and fly tipping embedded across all our partnerships.

2.7 **Intelligence sharing** - The planning process has taken into account previous years activities, current Police intelligence and anticipated activity for West Yorkshire. West Yorkshire Police (WYP) and WYFRS gathered and shared information/intelligence leading up to and throughout the bonfire period. This was shared with Yorkshire Ambulance Service (YAS) and other partner agencies, therefore all relevant parties were aware of the high-risk areas where attacks to emergency services were taking place. This was relayed to all staff via the intranet on the Safety Critical Information Point and a full update given at a daily briefing to those involved in the response plan. The operational resilience team utilised Resilience Direct mapping to highlight attack and high-risk areas so the information could be clearly interpreted in pictorial form; this was shared internally and with all partners prior to and during the response. It data was kept live; therefore attacks were plotted as they happened, ensuring that intelligence was immediately shared.

2.8 **Response- Community Engagement** – Crews engaged with community safety teams and groups through the bonfire period across West Yorkshire. A number of diversionary activities were planned to engage with and to remove youths from the streets in higher risk areas. Talks were given to local youth groups and safety messages given out to local religious/community leaders.

i. Bradford District

Community Engagement was one element that was key to the success of a safe Bonfire period. A media campaign was designed by the working group and distributed in the Bradford District; this included a powerful clip from the local Imams on the impact of ASB. A leaflet was also designed and distributed throughout the Bradford District on general bonfire safety.

ii. Calderdale District

Crews are actively engaged with the community after attending incidents to reassure and gain information if required. A variety of diversionary events and activities took place during the bonfire period. Queens Road Neighbourhood Centre organised these activities. The events included; trips to local recreation centres and organised bonfires. These helped to keep younger people occupied during the Bonfire period.

iii. Kirklees District

Council Environmental Support Officers have been into areas of heightened anti-social behaviour to engage with the local community. The Operational Response at Kirklees District had established a daily (Morning) video conference briefing with Police and key partners to identify theme's and issues building a picture around community tensions and areas of concern. The information from such briefings is then disseminated to all District staff for their awareness. Any issues of note (there haven't been any) are reported through to Ops Resilience.

iv. Leeds District

Leeds District committed resources to attend a number of planned diversionary activities across key hot-spot areas facilitated by our planning partners. All partners worked proactively to engage with the local community to reduce anti-social behaviour and disorder. A morning district debrief for the period of Monday 28th October to Tuesday November 5th has been introduced between WYFRS and WYP. Contact details of Single Points of Contact (SPOCs) at both organisations have been circulated. Intelligence gathered is shared throughout WYFRS (Stations, Fire Control and Ops Resilience) and through our wider partners within the community.

v. Wakefield District

Community Engagement was high on the radar within Wakefield District. Parks and other recreational areas were visited on regular drive rounds to interact with young people and deter ASB and Fire Behaviour – Newmillerdam; Purston Park; Thornes Park; Green Park Ossett and Outwood Grange Park. Local Groups; Community Forums visited with Fire Safety Messages. Display stands in local libraries across Wakefield raising awareness as to our new ways of working and safety messages for Bonfire Period. Use of the Police Motor Cycle Team – Operation Matrix – across the district to act as a trouble shooting team to visit Hotspot areas of Fire and ASB. Crews communicated with district via e mail, allowing the reporting mechanism of Bonfire intelligence and risk sharing of information and a co-ordinated information.

2.9 Bonfire night saw people fly tipping and then setting fire to items. WYP will use any CCTV footage which could potentially allow the Local Authority to pursue a prosecution.

- 2.10 The facts and figures below from West Yorkshire Police demonstrate the efforts joint working has made together this year to prevent anti-social behaviour in Bradford alone. Similar work was replicated in police districts across West Yorkshire.
- 2.11 **Selling of Fireworks**– Fire protection staff visited a number of premises including large and small retail premises that were selling fireworks. This was to ensure that they were complying with the law around safe storage. The Authority’s Explosives inspector carried out joint visits with WY Trading Standards Inspector’s that were intelligence led to check that the fireworks sold had the appropriate CE markings and were stored legally. As a result the Authority are currently considering the revocation of two explosives licenses.
- 2.12 **Organised Events** – A key safety message was to encourage the public to attend safe, organised firework and bonfire events. Leading by example, WYFRS hosted a bonfire and firework extravaganza on Saturday 2nd November 2019. Thousands of people attended raising a substantial amount of money for three charities.
- 2.13 **Corporate Communications campaign** - This year the Corporate Communications team delivered the ‘Let’s all have a Bangin’ Bonfire’ campaign. This new campaign ran up to and over the bonfire period with the aim of raising public awareness of the dangers of fireworks and bonfires, promote safety messages and reducing callouts and nuisance calls.



The key campaign activities were:

New campaign graphics featuring the campaign’s key messages around fake fireworks, prank calls, attending an organised event and personal safety were created.





Social Media

A social media campaign was delivered across our social media platforms including @WYFRS Twitter, Facebook & Instagram. The campaign used the key messages, graphics and campaign gifs.

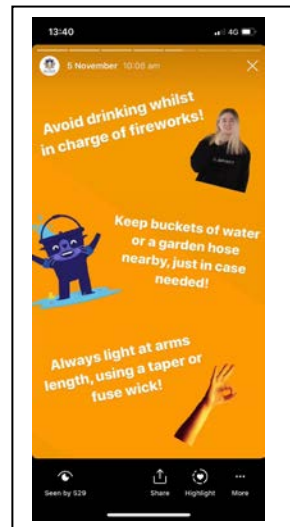
The corporate communications team supported districts, stations and individuals in circulating the campaign messages on their social media accounts including providing graphics and messages while encouraging the use of the Bonfire hashtag #BanginBonfire. The campaign was supported from a variety of partner and community accounts including local authorities, blue lights and community groups.

Total reach across social media for #BanginBonfire, including partners, was **1,528,000**.

Facebook - On Facebook alone, our messages reached **64,400** people. Of this audience, **2,783** people engaged with the posts. That's **4.32%** of the audience.

Twitter - On Twitter, our messages reached **70,408** people. Of this audience, **1,144** people engaged with the posts. That's **1.6%** of the audience.

Instagram – We also supported the campaign using Instagram Stories. These stories reached **7,147** people in the immediate run up to Bonfire Night.



Website

A new dedicated section was created for Bonfire night on our external WYFRS website. This section included a variety of information on bonfire and fireworks safety plus information and links to organised events/displays. It was the top viewed section in the run up to Bonfire and unusually knocked the incidents page off the top spot.

A web banner on the home page of our website directed people to the section plus information on Facebook, Twitter and Instagram and in the press releases, signposted people to the site for more information.

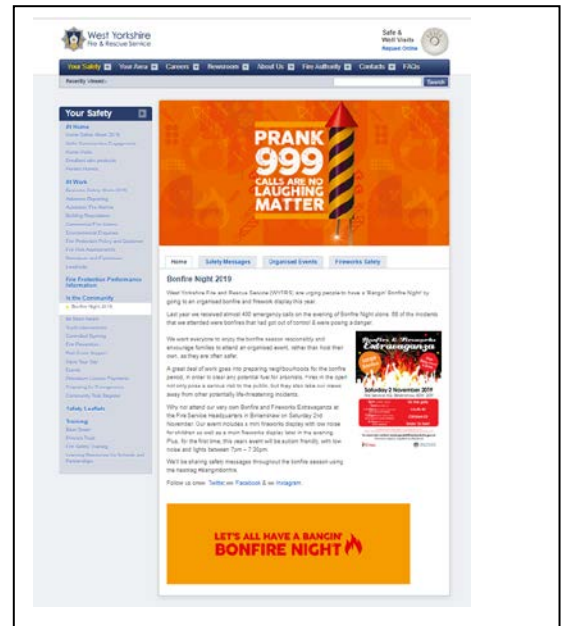
Website - Between 1 October 2019 & 7 November 2019, the Bonfire Night webpage had **16,533** views, making it the second highest viewed webpage.

In the week before Bonfire Night, 29 October – 5 November, the page had **12,272** views, making it the highest viewed webpage that week.

Print

A range of print items were created for use by the prevention teams and partner organisations. These included posters, leaflets, adverts, vinyl banners and pull up banners.

As part of the campaign the Corporate Communications Team worked with the Prevention Team around promoting the bonfire safety messages with the local community adding information into community publications, providing information for a local youth charity making bonfire safety films and working with Leeds United to get free advertising in the 2 November match programme and on their match screens.



All items were shared with partner and stakeholder organisations including blue light services, local authorities and community groups.

Following on from their use in 2018, 'We are bonfire safe' wristbands were produced and given to young people in Kirklees as a marker of their pledge to stay safe.

Public Relations (PR) and Media engagement

The campaign also featured PR and media updates. Press releases were circulated prior to Bonfire night with safety information. The PR team also worked with Bradford Council to produce a joint press release during the Bonfire period.

The PR team arranged for BBC Look North to be present at Control on the 5 November to provide coverage of the evening plus an interview live on the evening news bulletin. Pre-bonfire interviews were arranged with Radio Aire, Greatest Hits, BBC Leeds and BBC Look North with a **total viewership of 824k**.

A reactive press release was circulated on the 6 November with details of calls and incidents over the bonfire period. The press release was picked up by Heart Yorkshire, Capital Yorkshire, Keighley News, Telegraph and Argus, Halifax Courier, Yorkshire Evening Post EP, Yorkshire Post, Leeds Live and BBC Look North with a **total viewership of 3.5 million**.

Firework and Bonfire Information

The Corporate Communications team also delivered general information about bonfire and fireworks safety to the public. This included the promotion of attending an organised event and the firework code. The team also promoted the Fireworks Extravaganza at Headquarters as a safe event for people to attend. The Facebook event itself reached **45,000** people, of which over **1,500** marked themselves as either 'Going' or 'Interested'. Supporting posts also reached over **30,000** people. Bonfire at FSHQ press release was run in the Spenborough Guardian, Telegraph and Argus, Yorkshire Reporter and Kirklees Together which have a **564.3k total reach**.

3. Operational Response

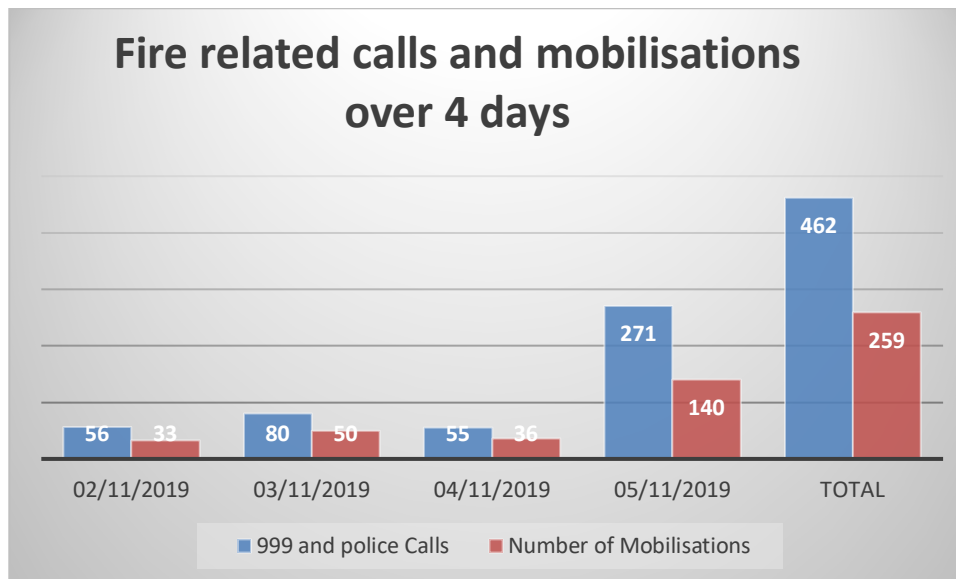
- 3.1 WYFRS Operational Resilience and Emergency Planning team worked collaboratively with blue light partners on a regular basis, resulting in a positive and effective working relationship. Early planning at both strategic and tactical levels focusing on information sharing and resource requirements which aided a safe and efficient bonfire response. However, pre-planning starts at a local district level, utilising the knowledge and risk understanding of the district managers, their prevention staff and operational crews. In conjunction with local police partners, via intelligence sharing/analysis of the high activity areas for anti-social behaviour, the district 'blue light' team will determine the level of response required for the bonfire period.
- 3.2 The key elements of the response plan included additional resources and fire appliances being utilised over the four nights. Extra Flexi Duty System (FDS) officers were utilised to fulfil the command and control responsibilities of a tactical fire command model based at Service Delivery Centre, working closely with our Control room.
- 3.3 Following the firefighter attacks over the bonfire period in 2017, particularly in Bradford and in Leeds in 2018, the response plan was weighted and resourced to Bradford and Leeds areas. Bradford District Commander, Ben Bush worked in conjunction with the WYP counterpart Chief Inspector Mark Adams. A robust response plan was formulated in an attempt to reduce the number of attacks to emergency service personnel over this period. In Leeds a SOR was in operation over the bonfire period. The collaborative working between WYFRS and WYP was replicated across West Yorkshire.
- 3.4 WYP provided 10 'fire cars' that were marked police vehicles. A WYP driver and Sergeant accompanied by a WYFRS Watch Manager staffed the car. The officers were selected due to the extensive knowledge of the local area and community. Fire Car provision was;

- 4 in Bradford – Odsal, Fairweather Green, Bradford and Keighley
- 3 in Leeds – Killingbeck, Hunslet, Stanningley
- 2 in Kirklees – Dewsbury and Huddersfield
- 1 in Calderdale - Halifax

Their principal role was to carry out a fast on scene risk assessment in terms of whether a fire appliance was required or not. Following a thorough risk assessment, a fire with no risk of spreading to any property or risk to the public was allowed to burn out or be left with a responsible person. This ensured that WYFRS and WYP had minimal personnel within a potential risk area with the clear intention of reducing attacks to firefighters, officers and appliances. The marked police vehicle in conjunction with a Police Sergeant provided the authority to direct individuals who may be causing a public nuisance and to provide a deterrent. The fire cars allowed lifesaving operational fire engines to stay available for calls for the majority of the period (see incident analysis below, Section 4).

- 3.5 Five additional fire appliances were used over the four nights (Saturday 2nd to Tuesday 5th) from 15:00 to 01:00. Four were located at the whole-time fire stations across Bradford, with one based at Stanningley. Their role was to attend the secondary fire and bonfire fire related incidents therefore leaving the fire appliances based at those stations able to respond to all other types of incidents. They also provided resilience for the service as a whole in the event of a large protracted incident.
- 3.6 WYP provided three Police Supports Units (PSUs) to assist WYFRS in reducing the potential for firefighter attacks. Each PSU consisted of three police serials (vans) with approximately eight staff. This year, the WYP serials were coordinated from WYP Force led Command and Control. They were mobilised on request from a fire car police Sergeant or at the request of a WYFRS Officer in Command of an appliance attending an incident and experiencing assaults on firefighters or an appliance. Therefore, at every incident that any appliance attended, they did so with a substantial police presence when requested.
- 3.7 Wakefield district requested no additional fire or police resources. District management monitored staffing levels of retained stations ensuring resilient support was available if required.
- 3.8 The command structure for the operational response plan was focused on a tactical fire command room at Service Delivery Centre. The role of the Tactical Fire Commander was to command, coordinate and manage operations centrally from the tactical command room whilst closely supporting the fire control team, informing them of high risk areas. To aid communication with the police and to provide them with support, a Station Manager went to WYPs operations rooms at Trafalgar House, Elland Road and Laburnum Road. A robust communication structure was established to ensure that data from all command locations was shared effectively and efficiently.
- 3.9 The command structure, fire tactical command at SDC, and the hierarchy of risk control (see 4.3) and safe, robust call handling by control operatives proved extremely successful in reducing mobilisations to risk areas throughout West Yorkshire. Using **999 and Police calls Data** into Control, there were 462 **fire related** calls from 15:00 to 01:00, over the four nights. Through risk assessed call handling and information and intelligence sharing with fire tactical command we only mobilised to 259 (56.39%) of these calls; resulting in appliances being kept available and the threat to our staff reduced. This part of the operation was a vital aspect in lowering the attacks on fire appliances and staff. Having officers within the command structure with local knowledge of the risk areas was also invaluable in making tactical decisions.

3.10 Fire related calls into Control 15:00 hrs to 01:00hrs over the four day period



3.11 A WYP Skype briefing was held daily at WYP HQ at Laburnum Road, Wakefield, led by the WYP Silver Commander. This was held at 16:00hrs daily and the WYFRS Command Officers attended over the Skype feed. The fire car officers attended their allocated location at a Police station to listen to the briefing. The purpose of the briefing was to give up to date intelligence, share safety critical information, and deliver a safety brief. It also allowed representatives from both agencies to get acquainted prior to being deployed operationally, that aided the collaborative operational work.

4. Incident analysis

Dates – 4 day bonfire period	2012	2013	2014	2015	2016	2017	2018	2019
Secondary Fires	202	139	238	138	215	224	274	136
Bonfires	26	48	32	17	21	19	43	89
False Alarm/Controlled Burning	48	60	60	48	85	134	165	45
Total	276	247	330	203	321	377	482	270

4.1 These incident numbers are a total over the bonfire period as a whole and not just for the response plan times. They run from 15:00hrs on 2nd November through to 01:00hrs on the 6 November 2019.

- i. Secondary fires decreased 50.4% on 2018. This is due to a range of factors including our prevention work and inclement weather over the Saturday and Monday evenings. There were community calmers working in the communities over the period which may also have influenced the decrease. Additionally, WYFRS Control has had additional training to differentiate between secondary fires and Bonfire recording within Control. This information also extended to the crews attending the fires and how they should record using the Incident Reporting System (IRS).
- ii. The Bonfire category is bonfires 'not under control and required extinguishment'. Compared to 2018, this has increased by 107% on 2019. This year, WYFRS Control has had additional training to differentiate between secondary fires and Bonfire recording

within Control. This has led to more accurate reporting and recording. This information also extended to the crews attending the fires and how they should record them using the Incident Reporting System (IRS). This helps explain why there is a significant increase in Bonfires and a significant decrease in Secondary Fire recording.

- iii. Attendances to false alarms / controlled burning decreased 73.73% on 2018. Leading up to and over this period there has been comprehensive prevention activity, a media campaign and community calmers working within the local communities. The five extra fire cars may also be a factor for the decrease in attendance to false alarms/controlled burning. Their role was to assess a fire and leave them to burn out if it was safe to do so or the risk of attack was high.
- iv. Overall, there was a decrease of 212 (44%) in the total mobilisations.

4.2 **Fire car analysis**

The table below shows the number of incidents attended by the fire cars.

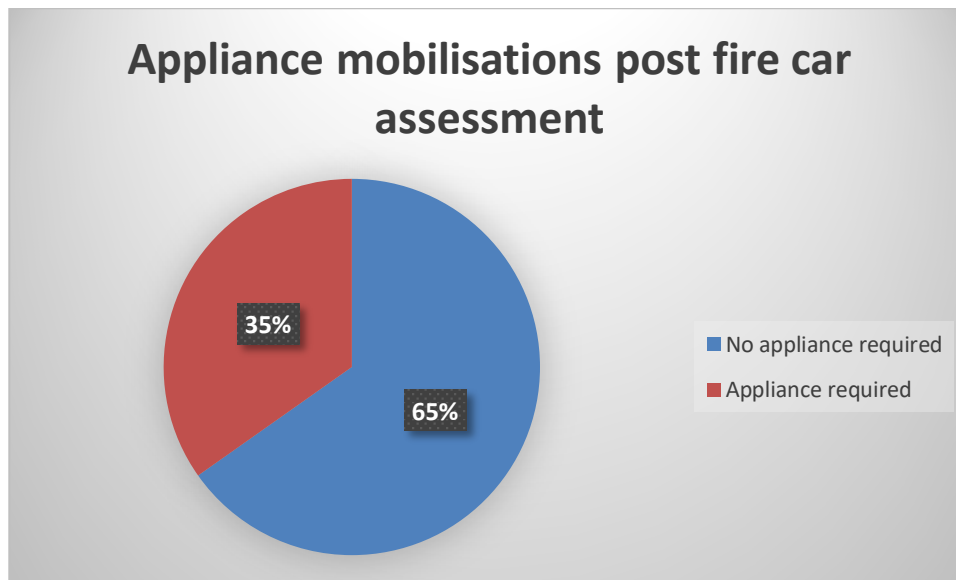
Fire Car Location	4 th Nov	5 th Nov	Total
Hunslet	0	6	6
Stanningley	2	3	5
Killingbeck	0	4	4
Bradford	0	11	11
FWG	0	10	10
Keighley	1	8	9
Odsal	1	8	9
Huddersfield	2	3	5
Halifax	0	7	7
Dewsbury	0	2	2
Total	6	62	68

- 4.3 Compared to 2018, we reduced the fire cars to five as a resource, led by WYP intelligence. We included a hierarchy of risk control for the bonfire period with the aim to reduce incident attendance and therefore the potential for firefighter attack:

- Risk assessed call challenging in Control
- Mobilisation of fire car
- Mobilisation of fire appliance with police serial
- Normal fire appliance mobilisation with police resources if required.

The fire cars were an extremely vital resource, allowing front line appliances to stay available for other emergencies such as life risk, RTCs, property fires and other priority mobilisations. The chart below highlights the secondary fire assessments by the fire cars.

There were 68 fire car mobilisations resulting in 24 appliance mobilisations



The fire cars attended 68 incidents compared to 202 in 2018, a 66.34% reduction. In 65% of attendances they did not require a fire appliance to extinguish the fire. Therefore it prevented an appliance mobilising to 45 smaller incidents that having being risk assessed, didn't need extinguishing, allowing them to be available for priority calls.

5. Firefighter/Emergency Service attacks

- 5.1 During the course of the bonfire period, there were eight recorded attacks on firefighters / fire appliances, 4 more than in 2018 and 6 less than in 2017, where there were 14 attacks. The attacks were mainly in the Bradford area and on 5th November. We attended 212 fewer mobilisations (44%) compared to 2018. The vast majority of attacks being objects, mostly fireworks thrown at crews whilst dealing with incidents.
- 5.2 Table showing 3 year comparison of Firefighter attacks 2 - 5 November; **note the fire cars are a police resource and are not a firefighter attack.**

WY/District	Attacks 3rd-5th Nov 2017			Attacks 2 nd -5 th Nov 2018			Attacks 2 nd -5 th Nov 2019		
	WYFRS attack	Fire cars	Total	WYFRS attack	Fire Cars	Total	WYFRS attack	Fire Cars	Total
West Yorkshire	14	7	21	4	10	14	8	1	9
Bradford	7	7	14	3	6	9	6	1	7
Leeds	3	n/a	3	1	2	3	1	0	1
Calderdale	3	n/a	3	0	2	2	1	0	1
Kirklees	1	n/a	1	0	0	0	0	0	0
Wakefield	0	n/a	0	0	n/a	0	0	n/a	0
Decreased Activity									
Remained the same									
Increased activity									

5.3 In total four attacks affected the ‘fire cars’. These vehicles were marked police patrol cars with fire service personnel in them. In 3 of these attacks the Watch Manager was not in the vehicle when they came under attack and therefore these have been added to the ‘WYFRS attack column’. In one attack on ‘fire cars’ the attack was not specifically aimed at fire service personnel but at the Police Van, so this is attributable as the only ‘fire car’ attack. In relation to 2018 there was a decrease of 9 attacks and they attended 68 incidents; 134 less than 2018. We had five cars responding, and their value is highlighted in section 4.2.

Year	Fire Car Mobilisations	Number of attacks	% mobilisations to attacks
2017	147	7	4.8 %
2018	202	10	4.9%
2019	68	4	5.8%

5.3 Over the Halloween period on the 31st October we had four fire cars on as an additional resource. This was police intelligence led and the figures for these resources are not included on this report. There was one firework attack in Bradford on an appliance.

6 Financial Implications

6.1 The planning and debriefing of this operation was picked up by the Operations Support Team as part of their normal day to day business therefore no additional cost was incurred. Summary of extra district resources to work in conjunction with the WY Police District and WY Police Force plans.

- Thursday 31st October - (4 x Fire cars)
- Saturday 2nd November - (5 x Resilience Pumps)
- Monday 4th November - (10 x Fire cars and 5 x Resilience pumps)
- Tuesday 5th November - (10 x Fire cars and 5 x Resilience pumps)
- Extra WYFRS Command Officers in WYFRS Control, WYP TCG at Laburnum Road, Wakefield, Trafalgar House SOR, Bradford and Elland Road SOR, Leeds.

6.2 The total cost for the additional WYFRS staff working overtime was met from the existing overtime budget. The additional cost to staff the bonfire response for WYFRS with overtime was a maximum of **£31,955.00**. In 2018 the total cost was £ 52,362.00. This is a **decrease of 39%**, a figure of **£20,407.00** compared to 2018. This year the plan was resourced with less fire cars than last year which reduced the cost.

7. Human Resources and Diversity Implications

7.1 An Equality Impact Assessment was conducted in October 2018 which highlighted the potential implications on community relations and partner organisations. The ongoing work since this time has shown that partnerships are strengthened based on the amount of engagement we have seen, not only during the bonfire period, but throughout the year. The proposed Community Engagement Strategy will build on this good practice to further enhance community relations.

8. Health and Safety Implications

- 8.1 The main aim of the response plan is to ensure firefighter and public safety. As in previous years, we continually look to learn from events and work with our partners to reduce further still the risk of injury to firefighters or the public. See **Appendix A** - Firefighter attacks and WYP Fire car attacks.

9. Your Service Plan (IRMP) 2019 – 2022 Links

- 9.1 The bonfire response plan underpins the aim and strategic priorities of WYFRS. The aim of the collaborative response on the weekend was to work in partnership to reduce death, injury and economic loss and contribute to community well-being. The plan linked into the following strategic objectives;

- Deliver a proactive fire prevention and protection programme
- Deliver a professional and resilient emergency response service
- Provide a safe competent and diverse workforce

10 Conclusions

- 10.1 The bonfire period is always a challenging time but with a combination of effective prevention work, close working with partner agencies, and a resilient briefed and prepared operational response plan we continue to strive to make our staff and the communities of West Yorkshire safer.
- 10.2 This year is considered a success. The total attacks towards WYFRS resources and personnel decreased by four compared to 2018. Overall, there was a decrease of 212 in the total mobilisations (44%). We attended 270 incidents compared to 480 last year. There were no reported injuries linked to firefighter attacks, although there were several police officers injured during the local disturbance in Harehills, Leeds on the 5th November. The collaborative working with WYP, particularly in Bradford, prevented any repeat of the numbers of firefighter attacks that occurred in 2017. Feedback from our police partners is that the plan was well prepared and executed.
- 10.3 999 call challenge in 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 on fire appliances and the number of mobilisations.
- 10.4 Moving forward, WYFRS will be working with WYP in their campaign 'Protect the Protector' which supports the Assaults on Emergency Workers (offences) Act 2018. We will support the Criminal Justice System where prosecutions can be made on attacks on firefighters. There were 15 arrests made by WYP in Harehills during the local disturbance and WYP are following up on all logged incidents of attacks on firefighters using the Criminal Justice System.

Appendix A - Firefighter attacks and WYP Fire car attacks

Date	Time	Station Ground	Resource	Location	Details
03/11/19	18:06	Illingworth	Fire Appliance	Illingworth, Halifax,	Missiles thrown at Appliance.
05/11/19	17:59	Leeds	Fire Appliance	Harehills, Leeds	Bonfire in park area. Verbal abuse and fireworks fired at fire appliance.
05/11/19	18:27	Keighley	Fire Car	Victoria Park, Keighley,	Fireworks thrown at fire car.
05/11/19	19:05	Keighley	Fire Appliance	Keighley,	A rocket thrown at an appliance.
05/11/19	20:06	Keighley	Fire Car	Devonshire Park, Keighley,	Firecar staff came under attack by a group of about 20 youths firing rockets at them.
05/11/19	20:07	Shipley	Fire Appliance	Midland Road, Bradford	Fireworks were aimed at the fire appliance and crew members.
05/11/19	20:25	Bradford	Fire Car	Carlisle Road, Bradford,	On exiting a police van; bombarded by numerous fireworks.
05/11/19	22:14	Bradford	Fire Car	Dracup Avenue, Bradford	On exiting a police van; bombarded by numerous fireworks.
05/11/19	22:23	Bradford	Fire Appliance	Lidget Green, Bradford	Fireworks thrown towards fire service and police in attendance.