



OFFICIAL

Performance Management Report

Full Authority

Date: 20 September 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@westyorkshire.gov.uk

Background papers open to inspection: **None**

Annexes: Performance Management Report
1 April 2019 – 30 June 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, Safety and Wellbeing Implications

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

6 Environmental implications

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

7 Service Plan Links

- 6.1 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 West Yorkshire Fire and Rescue Service.



Performance Management and Activity Report 2019/20

Period covered: 1 April – 30 June 2019
Date Issued: 29 July 2019



Table of Contents

1. Introduction/Summary	2
2. Service Delivery Targets	3
3. Operational Risk Visits (including Fire Safety)	6
4. Safe and Well Checks/Safer Communities Programme	7
5. Incidents	10
6. Fire-Related Incidents attended by Six Pumps and Above	13
7. Violence at Work	17
8. Regulation of Investigatory Powers Act (RIPA) 2000	20

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 June 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							1976	1845	8.7%	7400
Actual Rescues	775	226	241							226	241	24.7%	967
Total Activity	23646	6667	6130							6667	6130	4.0%	24587
Dwelling Fires	1145	297	270							297	270	-5.4%	1083
Non-Domestic Building Fires	438	110	108							110	108	-1.1%	433
Prevalence of False Alarms	11306	2655	2384							2655	2384	-15.4%	9562
Fire-Related Injuries	198	58	47							58	47	-4.8%	189
Road Traffic Collisions	618	139	167							139	167	8.4%	670
Malicious False Alarms	361	96	73							96	73	-18.9%	293

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							2.49	2.34
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.00	0.04							0.00	0.04
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.04	0.13							0.04	0.13
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.69	1.26							1.69	1.26
(a) Number of Serious Injuries(per 100,000 population)	0.17	0.04							0.17	0.04
(b) Number of Slight Injuries (per 100,000 population)	1.52	1.21							1.52	1.21
The percentage of dwelling fires attended where there was a working smoke alarm which activated	50.17%	52.22%							50.17%	52.22%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	18.18%	16.30%							18.18%	16.30%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	7.74%	5.19%							7.74%	5.19%
The percentage of dwelling fires attended where no smoke alarm was fitted	23.91%	26.30%							23.91%	26.30%
Number of calls to malicious false alarms (per 1000 population) – attended	0.04	0.03							0.04	0.03
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	8.16	8.10							8.16	8.10

False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	1.01	0.92							1.01	0.92
Fires in non-domestic premises (per 1000 non-domestic premises)	1.30	1.28							1.30	1.28
Number of Primary Fires (per 100,000 population)	39.06	35.20							39.06	35.20
Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	2.47	1.82							2.47	1.82
Arson Incidents – All Deliberate Fires (per 10,000 population)	8.57	8.00							8.57	8.00
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	1.66	1.49							1.66	1.49
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	6.90	6.51							6.90	6.51

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										Total
Completed	92	153	161										406

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.

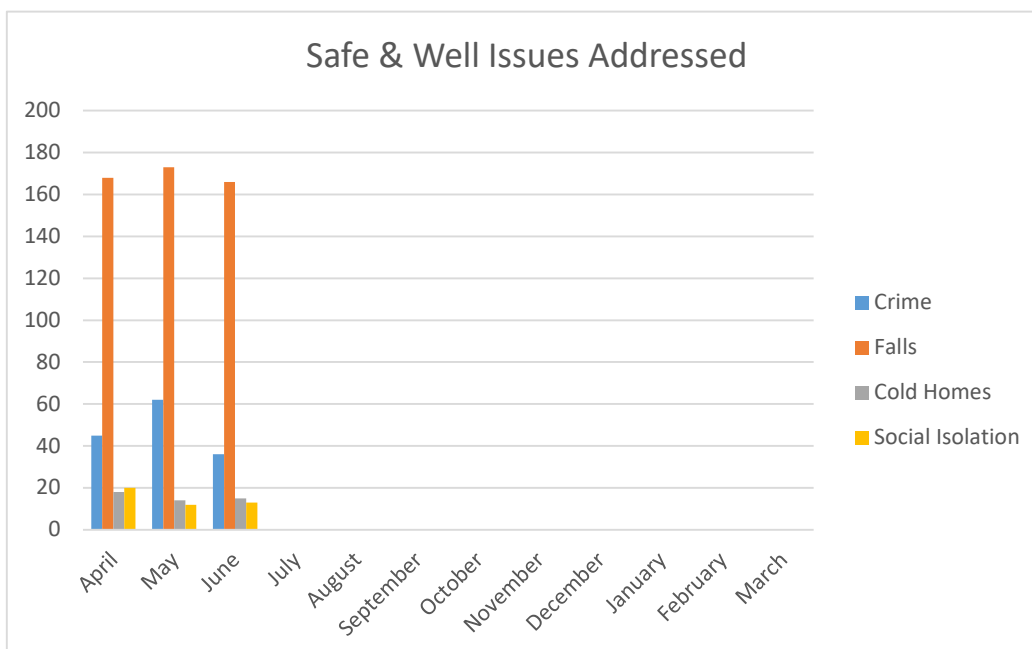
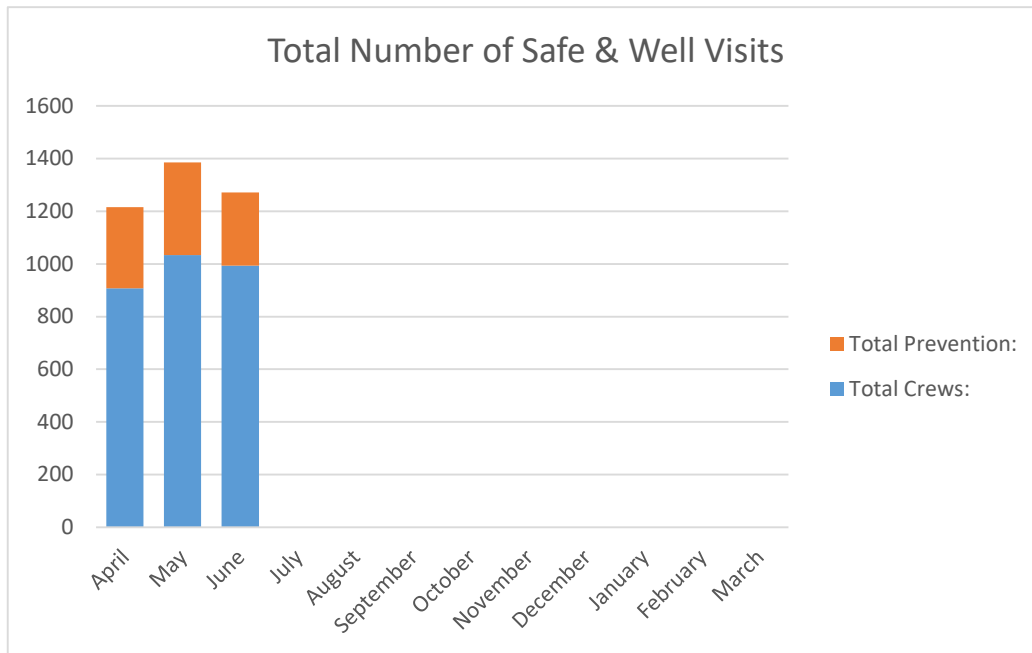
We may also signpost people or refer them on for additional support from other agencies. People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents. For those who qualify for a Safe and Well Check, a visit 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:

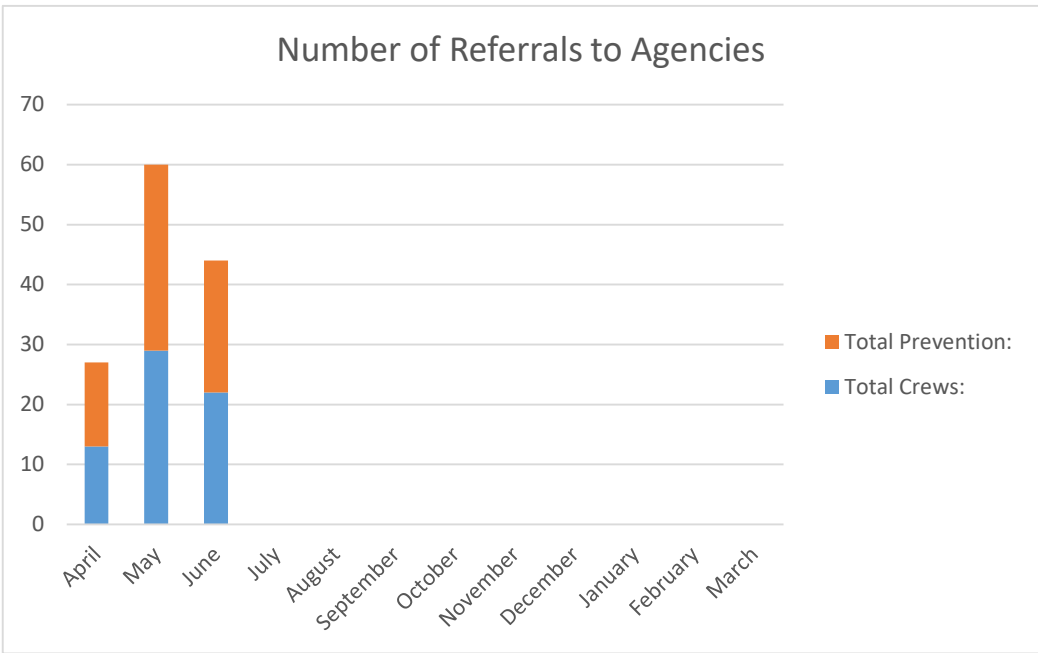
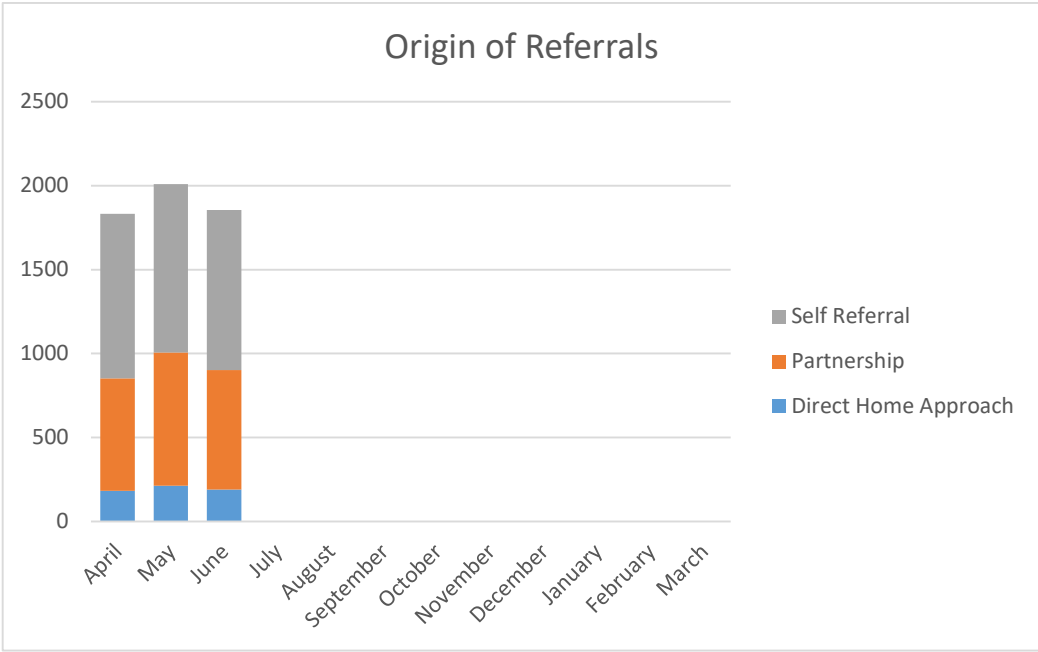
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking.

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:



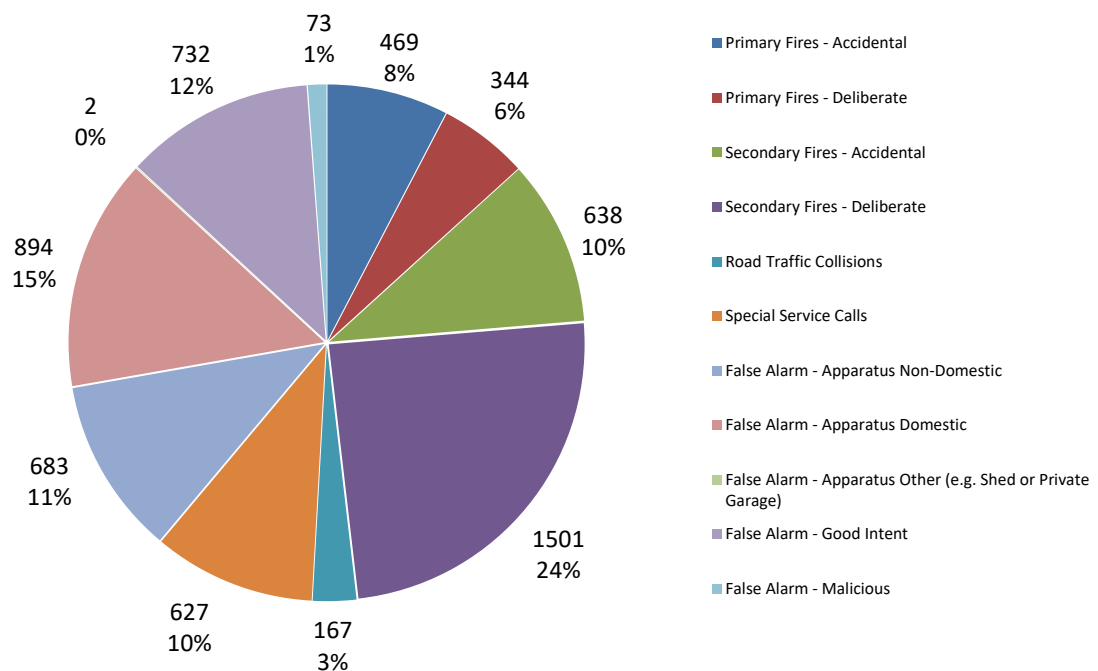


5. Incidents

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 June 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	469	7.7%
Primary Fires - Deliberate	344	5.6%
Secondary Fires - Accidental	638	10.4%
Secondary Fires - Deliberate	1,501	24.5%
Road Traffic Collisions	167	2.7%
Special Service Calls	627	10.2%
False Alarm - Apparatus Non-Domestic	683	11.1%
False Alarm - Apparatus Domestic	894	14.6%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	2	0.0%
False Alarm - Good Intent	732	11.9%
False Alarm - Malicious	73	1.2%
Total	6,130	100%



The table below shows the total number of incidents ten years ago, five years ago, and last year, and can be used as a comparison with the current year's data above.

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

Canford Road, Allerton, Bradford

10 May 2019 15:56

The deceased female was 59 years old and lived in a semi-detached house with her husband. The fire was in a first-floor rear bedroom and was localised to the centre of the floor and had burned through the floor to the room below. With the evidence provided it was concluded that the cause of the fire was the deliberate ignition of a spirit on the carpet.

Milton Close, Liversedge

24 May 2019 08:19

The deceased male was 28 years old and lived with his grandfather in a semi-detached dormer bungalow. The fire has originated to the rear of the first-floor bedroom within the eaves of the roof. The most likely cause of this fire is deliberate ignition of flammable liquid.

Leeds Road, Huddersfield

17 June 2019 23:21

The deceased female was 77 years old and lived alone in a mid-terraced house. The room of origin was the rear outer porch and after eliminating all other possible ignition sources it was determined that the cause of the fire was deliberate.

Berkeley Grove, Harehills, Leeds

26 June 2019 02:54

The deceased male was 32 years old and lived alone in his self-contained basement flat. The cause of fire was a pan of food on the cooker hob. The deceased was treated for burns and smoke inhalation and transported to hospital where he died of his injuries on 7th July 2019.

- 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

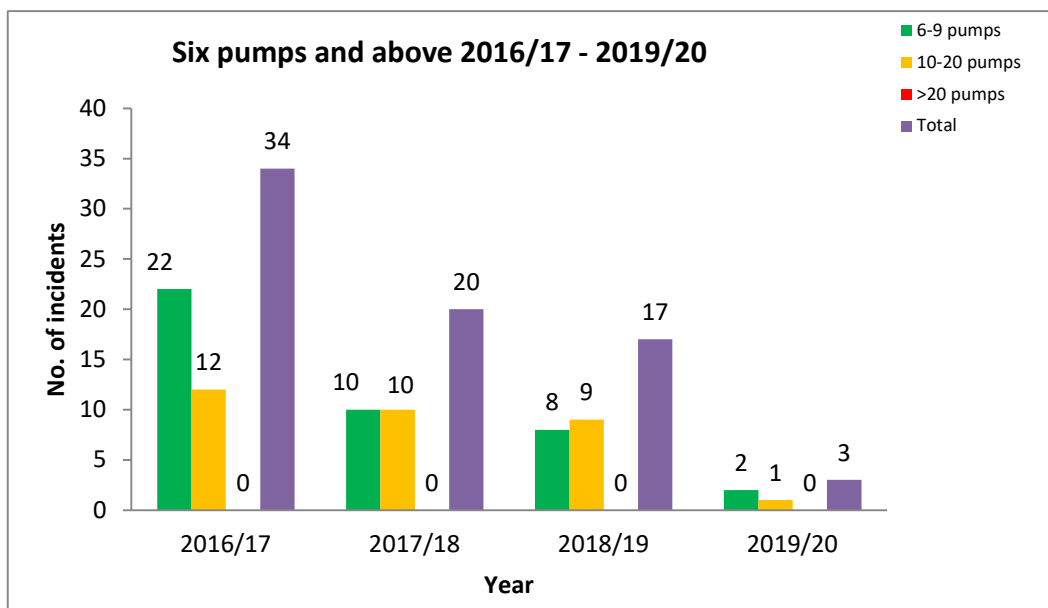
6. Fire-Related Incidents attended by Six Pumps and Above

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 June 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.

<i>Date & Time</i>	<i>Address</i>	<i>Premises Use</i>	<i>Station Area</i>	<i>Cause</i>	<i>Pumps Plus Specials</i>	<i>Number of Personnel</i>
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

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

Hangingsstone Road, Ilkley

This incident occurred in Ilkley station area and involved moorland. There was a rapid fire spread attributed to strong winds and the fire was believed to have started due to a member of the public lighting matches and throwing them into the heath.

The initial pre-determined attendance was 2 pumps from Rawdon and Keighley. Due to the nature of the incident Control increased the attendance by an additional pump from Bingley and a Wildfire Unit from Keighley. At the height of the incident a make pumps 10 message was received by Control and appliances from the following stations were mobilised; Odsal, Bradford, Stanningley, Fairweather Green, Cookridge, Silsden and Shipley.

The following support appliances were also mobilised; Hose layer from Otley, Welfare Unit from Skelmanthorpe, Command Unit and support from Pontefract, Command Unit assistants from Killingbeck and the Wildfire Unit with support from Todmorden.

Officers mobilised due to the size of the incident were as follows; Station Manager Rose was Wildfire Officer, Group Manager May was the Officer in Charge, Station Manager Holdsworth was Command Support Officer and Station Manager Holt was the Operational Assurance Officer.

The time of call for this incident was 0747 hours on 18th May 2019 and the stop message was received on 18th May 2019 at 1151 hours. The incident was closed on 18th May 2019 at 1346 hours.

The cause of this fire was thought to be deliberate.

The Gallopers, Wakefield Road, Bradford

This incident occurred in Bradford station area and involved a building. Strong wind caused rapid fire growth.

The initial pre-determined attendance was 2 pumps from Bradford. At the height of the incident a make pumps 6 message was received by Control and appliances from the following stations were mobilised; Odsal, Fairweather Green, Morley and Rawdon.

The following support appliances were also mobilised; Hose layer and support from Mirfield, the Command Unit from Featherstone and Command Unit assistants from Killingbeck.

Officers mobilised due to the size of the incident were as follows; Station Manager Earl was Incident Commander, Station Manager Kovacs was Operational Assurance Officer, Station Manager Houldsworth was Hazmat and Environmental Protection Officer, Station Manager Gardiner was Command Support Officer and Watch Manager Griffiths was Fire Investigation Officer.

The time of call for this incident was 1329 hours on 24th May 2019 and the stop message was received on 24th May 2019 at 1759 hours. The incident was closed on 24th May 2019 at 1814 hours.

The cause of this fire is thought to have been deliberate.

Square Road, Halifax

This incident occurred in Halifax station area and involved a building.

The initial pre-determined attendance was 2 pumps from Halifax and Illingworth. At the height of the incident a make pumps 6 message was received by Control and appliances from the following stations were mobilised; Odsal, Huddersfield, Rastrick and Cleckheaton.

The following support appliances were also mobilised; Aerials from Huddersfield and Wakefield, Command Unit Lite from Featherstone, Command support from Hunslet, Hose Layer and support from Mirfield and the Personnel Welfare Unit from Skelmanthorpe.

Officers mobilised due to the size of the incident were as follows; Station Manager Gardiner was Incident Commander, Station Manager Kovacs was Operational Assurance Officer, Station Manager Woodhead was Hazmat and Environmental Protection Officer, Station Manager Hannah was Command Support Officer with Station Manager Staples shadowing, Station Manager Goodall was Breathing Apparatus Officer and Watch Manager Cavalier was Fire Investigation Officer.

The time of call for this incident was 0308 hours on 29th May 2019 and the stop message was received on 29th May 2019 at 2228 hours. The incident was closed on 30th May 2019 at 0758 hours.

The cause of the fire was thought to be accidental. The fire started on the 3rd floor in or around the sauna. With the information gathered the most likely cause of fire is the sauna and the wooden sauna enclosure serving as the material for fire development.

7. Violence at Work

Attacks on Personnel

There have been 22 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	22

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	477		1	1			1	1	4	0.84%
FWG	182			1		1			2	1.10%
Keighley	119			1					1	0.84%
Odsal	184							1	1	0.54%
Shipley	212						1		1	0.47%
District Total	1275	0	1	3	0	1	2	2	9	0.71%
Calderdale District									0	
Halifax	154							1	1	0.65%
Ilkley	141			1				2	3	2.13%
District Total	456	0	0	1	0	0	0	3	4	0.88%
Kirklees District									0	
Kirklees District FP									0	
Dewsbury	284					1		2	3	1.06%
District Total	866	0	0	0	0	1	0	2	3	0.35%
Leeds District									0	
Hunslet	385						1		1	0.26%
Killingbeck	344							2	2	0.58%
District Total	1916	0	0	0	0	0	1	2	3	0.16%
Wakefield District										
Wakefield	141		1						1	0.71%
Ossett	122							1	1	0.82%
Pontefract	92							1	1	1.09%
District Total	559	0	1	0	0	0	0	2	3	0.54%
Totals	5093	0	2	4	0	2	3	11	22	0.43%

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 (0.43% 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 nine 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 to an appliance at one of them.

Calderdale

In Calderdale there were four attacks on firefighters at incidents, details of which are available from the District Commander. None of these involved firefighter injuries.

Kirklees

In Kirklees there were three attacks on firefighters at incidents, details of which are available from the District Commander. None of these involved firefighter injuries.

Leeds

In Leeds there were three attacks on firefighters details of which are available from the District Commander. None of these involved firefighter injuries.

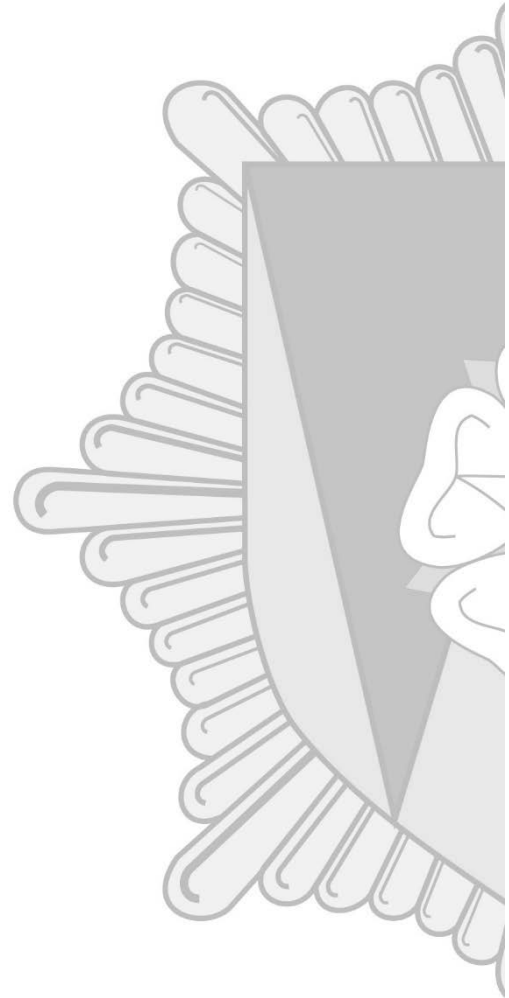
Wakefield

In Wakefield there were three attacks on firefighters details of which are available from the District Commander. None of these involved firefighter injuries.

8. Regulation of Investigatory Powers Act (RIPA) 2000

The Regulation of Investigatory Powers Act (RIPA) 2000 regulates the use of the powers to conduct covert surveillance by public bodies including West Yorkshire Fire and Rescue Authority. The Authority adheres to procedures based on the Codes of Practice produced by the Home Office. Annual returns are submitted to the Office of Surveillance Commissioners and the Interception of Communications Commissioners Office. The annual number of applications, authorisations and rejections are stated in the Annual Corporate Health Report which is submitted to the Full Authority Annual General meeting. A breakdown for this period is stated below.

Period: 1 April 2019 to 30 June 2019	Applications	Authorisations	Rejections
Directed Surveillance	0	0	0
Covert Human Intelligence Sources	0	0	0
Disclosure of Communications Data	0	0	0



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



OFFICIAL

Programme of change 2019 - 20 update

Full Authority

Date: 20 September 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@westyorksfire.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.

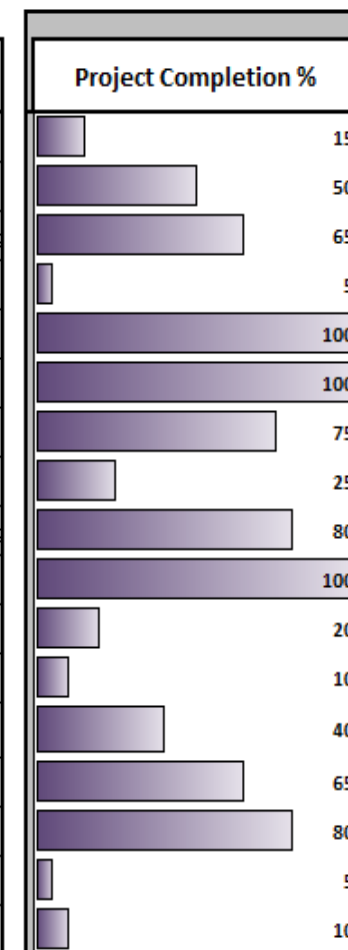


Programme of Change 19/20

Report Date

28/08/2019

Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	Timeline Last Updated
Leadership Strategy	On Track	Ian Brandwood		Ian Stone	01/03/2018	31/03/2021			21/08/2019
Occupational Health, Safety and Wellbeing Strategy 2019-2021	On Track	Ian Brandwood	Mark Dixon	Mussarat Suleman	02/10/2018	31/03/2021			27/08/2019
Procurement Review	On Track	Alison Wood	Michael Wood	Michael Wood	07/01/2019	31/12/2019			Local monitoring
Performance Management Framework incl. dashboard development	On Track	Ian Bitcon	Nick Smith	Scott Donegan	01/04/2019	15/02/2020			27/08/2019
FSHQ Feasibility Study	Complete	Ian Bitcon	Noel Rodriguez		01/10/2018	31/07/2019			21/08/2019
Keighley Feasibility Study	Complete	Ian Bitcon	Noel Rodriguez		01/04/2019	31/07/2019			21/08/2019
Halifax Feasibility Study	On Track	Ian Bitcon	Noel Rodriguez		01/04/2019	30/09/2019			21/08/2019
Huddersfield Feasibility Study	On Track	Ian Bitcon	Noel Rodriguez		01/04/2019	30/11/2019			21/08/2019
Aerial cover review (incl. Regional)	On Track	Ian Bitcon	Nick Smith	Scott Donegan	05/05/2019	30/09/2019			Local monitoring
IRMP Framework - Production of a framework document showing relationship between Prevention, protection, response & resilience	Complete	Ian Bitcon	Nick Smith	Scott Donegan	01/05/2019	01/09/2019			21/08/2019
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			23/08/2019
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	06/10/2019			26/06/2019
Lean Programme - Process reviews identifying more efficient and effective ways of working	On Track	Ian Bitcon	Nick Smith	Helen Peace	03/10/2017	31/12/2019			21/08/2019
HR & Rostering - provide effective management of our people	On Track	Ian Brandwood	Graham Ambler	Chris Kovacs	01/07/2016	17/01/2020	31/03/2018		29/07/2019
Sharepoint 2016 - Update software for corporate intranet and document management system	On Track	Ian Bitcon	Gayle Seekins	Rebecca Hayes	03/01/2017	31/12/2019	31/03/2018		01/08/2019
CLM - Improving flexibility and responsibility of WC at stations	On Track	Ian Bitcon	Nick Smith	Scott Donegan	19/12/2018	30/06/2021			23/08/2019
VDIP 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			01/08/2019





OFFICIAL

Statement of Assurance 2018/19

Full Authority

Date: 20 September 2019

Agenda Item:

17

Submitted By: Director of Service Support / Chief Legal and Governance Officer

Purpose	To present Members with the annual Statement of Assurance 2018/19 for approval
Recommendations	Members are requested to approve the Statement of Assurance 2018/19 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance.
Summary	This report presents the annual Statement of Assurance 2018/19; the principal aim of which is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: Department for Communities and Local Government
Guidance on statements of assurance for fire and rescue
authorities in England

Annexes: Statement of Assurance 2018/19

1 Introduction

- 1.1 The Government is committed to unburdening local government; eliminating top-down bureaucracy and increasing local flexibility. For fire and rescue authorities, this ethos is demonstrated by the revised Fire and Rescue National Framework for England (the Framework), and in the provisions of the Localism Act 2011, which helps to let them run their services as they see fit.
- 1.2 This freedom and flexibility is accompanied by the need for accountability and transparency. Providing an excellent service is only the starting point – communities expect to know how their services are being provided.
- 1.3 It is against this background that the Framework sets out a requirement for fire and rescue authorities to publish Statements of Assurance. It says:
- ‘Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance’.

2 Information

- 2.1 Whilst the Government have issued ‘Guidance on statements of assurance for fire and rescue authorities in England’, it is for individual fire and rescue authorities to determine the best way for them to present the information with their communities in mind.
- 2.2 West Yorkshire Fire and Rescue Authority (WYFRA) consider that the majority of the information required to meet the aim of the Statement of Assurance is already provided in an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of the Authority’s performance and, where this is the case, the attached Statement links to those documents.
- 2.3 The Statement of Assurance will be used as a source of information on which to base the Secretary of State’s biennial report under section 25 of the Fire and Rescue Act 2004 and is required to be signed off by an elected member of West Yorkshire Fire and Rescue Authority. The Chair of the Authority is, therefore, requested to sign the statement on behalf of the Authority.
- 2.4 There is a requirement to publish the statement on an annual basis. The first statement was published in September 2013.
- 2.5 The Statement of Assurance for the year 2018/19 is attached to this report for Members to approve for signature by the Chair of the Authority and publication on the Authority’s website.

3 Financial Implications

- 3.1 There are no 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 Resources and Diversity Implications

- 5.1 The Authority remains committed to equality and diversity and to maintaining the highest possible standards. It takes a pragmatic and focused approach towards delivery of its legal equality duties.
- 5.2 The National Fire and Rescue Service Framework is a tool which helps WYFRS set and deliver equality objectives. It enables the Authority to demonstrate compliance with the Public Sector Equality Duty and benchmark its equality performance against other Fire and Rescue services.
- 5.3 A self-assessment against the National Framework has been undertaken and a 3-year action plan, aligned to the Service Delivery Plan, is in place to improve equality performance.

6 Health, Safety and Wellbeing Implications

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

7 Environmental Implications

- 7.1 There are no environmental implications arising from this report although all future improvements highlighted within the Statement of Assurance will consider environmental implications on each initiative.

8 Your Fire and Rescue Service Priorities

- 8.1 This report links to all of the priorities in the Your Fire and Rescue Service 2019-2022.

9 Conclusions

- 9.1 Members are requested to approve the Statement of Assurance 2018/19 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance for signature by the Chair of the Authority prior to publication on the Authority's website.



West Yorkshire
Fire & Rescue Authority

Statement of Assurance 2018/19

OFFICIAL

Ownership: Corporate Services
Date Issued: 20 September 2019



Table of Contents

Introduction	2
Financial	2
Internal Audit	2
Transparency	3
Governance	3
Information Governance	4
Risk and Business Continuity	5
Operational (Service Delivery)	5
Customer Service Excellence	6
Communication and Engagement	6
Service Delivery Performance	6
Agreements and Mutual Aid Arrangements	7
Future Improvements	7

Introduction

West Yorkshire Fire and Rescue Authority (WYFRA) is required to produce an annual Statement of Assurance as part of the [Fire and Rescue National Framework for England](#). The purpose of the statement is to provide independent assurance to communities and the Government that the service is being delivered efficiently and effectively. Whilst the Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England, it does not prescribe operational matters as these are determined locally by fire and rescue authorities.

In April 2019, West Yorkshire Fire and Rescue Service (WYFRS) published [Your Fire & Rescue Service 2019-2022](#) which outlines the key priorities and builds upon the delivery and achievements of our [Service Plan](#). A report on the programme of change is produced regularly to focus the work of WYFRS and to manage and monitor performance in order to achieve our ambition of 'Making West Yorkshire Safer'.

This Statement of Assurance provides assurance that WYFRA is providing an efficient, effective and value for money service to the community of West Yorkshire in its financial, governance and operational matters.

Financial

In accordance with the 2018/19 Code of Practice on Local Authority Accounting based on International Financial Reporting Standards (IFRS) for 2018/19 and the Accounting Codes of Practice published by the Chartered Institute of Public Finance and Accountancy (CIPFA), WYFRA has produced the [Statement of Accounts 2018/19](#). As the Authority is funded by public money, it has a responsibility to ensure this money is used lawfully, effectively, efficiently and economically.

The [Annual Governance Statement](#), which is included within the Statement of Accounts, sets out the systems and procedures that are in place to ensure that the Authority's resources are used in accordance with the law and provide best value for the tax payer.

The Authority's governance framework comprises systems and processes, and cultures and values, by which the Authority is directed and controlled. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those have led to the delivery of appropriate, cost effective services.

Each year, the external auditors, Deloitte LLP, issue an [audit opinion](#) on the Authority's financial statements and an assessment of the arrangements to achieve value for money in the use of resources.

For 2018/19 the Authority once again received an unqualified opinion on both the Statement of Accounts and the arrangements for securing value for money.

The Medium Term Financial Plan which was approved by Full Authority in February 2019 shows that the Authority has a balanced budget for 2019/20. This has been assisted by an improved budget monitoring reporting system introduced in 2017/18 coupled with the introduction of Command, Leadership and Management. Funding from Central Government from April 2020 is yet to be determined, as a result, a number of financial scenarios have been presented to the Authority, which shows the effect of a cut to funding ranging from 0% to 10%. This would equate

to a balanced budget with a 0% cut and if the worst-case scenario of a 10% cut was realised this would require ongoing revenue savings of £7.3m.

Internal Audit

The Authority's Chief Finance and Procurement Officer has a statutory duty to provide a continuous and effective internal audit. This internal audit service is provided under a service level agreement with Kirklees Council, which provides approximately 160 days of audit time each year.

Internal Audit assesses the adequacy and effectiveness of the Authority's risk management system and internal control environment against an annual audit plan. The plan targets areas of highest risk as determined by the Authority through its risk management process and the resulting risk management matrix. Auditing of these risks accounts for approximately half of the available audit resource, with the other half involving the review of key financial systems and processes. The internal audit plan also considers audit areas where most value can be added.

Internal audit 'opinions' based on the level of assurance concerning each risk, system or process control is reported to the Authority's Audit Committee on a quarterly basis. The [Internal Audit Plan 2018/19](#) resulted in the majority of audits concluding with a 'substantial or adequate assurance', which confirms a robust framework of all key controls exists, that are likely to ensure that objectives will be achieved. Internal Audit provides recommendations where it is thought that risks can be reduced and the control environment improved.

The audit plan and subsequent audits ensure an independent review is conducted at least once in a year of the effectiveness of the Authority's systems of internal control, which assists with the formulation of the Annual Governance Statement.

Transparency

In accordance with the Department of Communities and Local Government Transparency Code 2015, WYFRA is committed to greater openness and financial transparency through the publication, on the website, of information regarding how public money is being spent. This includes payments for goods and services to external bodies and suppliers above £500, details of salaries and allowances paid to staff and Members, transactions made via Government Procurement Cards, tender and procurement information, details of land and assets owned by WYFRA and details relating to Trade Unions.

The data is routinely published on either a quarterly or annual basis in accordance with the requirements of the Code. All published data can be viewed on the [Data Transparency](#) section of the website.

Governance

WYFRA has an approved [constitution](#) which sets out how the Authority operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local citizens. Some of these processes are required by the law, while others are a matter for the Authority to determine.

The Authority is composed of 22 members, all of whom are a Councillor elected to one of the five constituent district councils within West Yorkshire; Bradford, Calderdale, Kirklees, Leeds and

Wakefield. The overriding duty of Members of the Authority is to the whole community of West Yorkshire.

Members have an approved [Code of Conduct](#) designed to ensure high standards in the way they undertake their duties and are required to comply with the [Principles of Public Life](#).

- Codes of Conduct and Protocols included within the Constitution are:
- Code of Conduct for Members
- Officer Code of Conduct
- Member/Officer Relations and Procedural Protocol
- Officer Employment Procedure Rules
- Protocol regarding the use of Authority resources by Members
- [Compliments and Complaints Policy](#)
- [Whistle Blowing Policy](#)

In accordance with the Code of Corporate Governance and pursuant to the corporate performance monitoring processes an annual [Corporate Health Report](#) is submitted to the Annual General Meeting of the Authority to enable Members to scrutinise and challenge performance. A [Performance Management Report](#) is also presented quarterly to the Full Authority meeting to enable ongoing performance monitoring, scrutiny and challenge.

Information Governance

The Authority continues to develop, implement and embed a robust information governance framework needed for the effective management and protection of information held by WYFRA.

Information governance describes the approach within which accountability, standards, policies and procedures are developed and implemented, to ensure that all information created, obtained or received by WYFRA is held and used appropriately.

The Authority has an [Information Governance Strategy and Policy](#) which describes its commitment to ensuring effective information governance as a means to enable the service, to ensure it can make the best use of its information and to provide a solid foundation to enable it to be open and transparent.

At the same time it takes account of, and supports WYFRA's operational objectives and ensures that a balance is struck between operational and compliance objectives.

The Authority has achieved excellent audit reports in respect of the handling and processing of information including the personal information relating to customers. This includes the achievement of the highest level of Compliance Plus within the annual [Customer Service Excellence report](#) for the strategic approach to Information Management particularly relating to our customers' privacy and confidentiality. This standard was first achieved in 2009 and has been maintained at this level over the last nine years.

The General Data Protection Regulation (GDPR) came into force on 25 May 2018, extending the privacy rights granted to EU individuals. The GDPR places many new obligations upon organisations that process personal data. The Data Protection Act 2018 incorporated the GDPR and brought it into UK law.

The Authority took the opportunity provided by the introduction of the GDPR to perform a full review of current processes relating to compliance and governance. To provide continuing data

protection assurance, WYFRA has implemented a schedule of data protection audits across the organisation. The audits assess the Authority's procedures, systems, records and activities are in order to:

- Ensure appropriate policies and procedures are in place.
- Verify that those policies are being followed by staff.
- Test the adequacy controls are in place.
- Detect breaches or potential breaches of compliance.
- Recommend any actions or controls where weaknesses have been identified.

The audits highlight any areas for improvement with regards to data security assurance for the Authority.

Risk and Business Continuity

WYFRA has a [Risk Management Strategy and Policy](#) and [Business Continuity Management Strategy and Policy](#) which provide clear and defined strategies to be implemented, adhered to and developed to aid achievement of the following objectives:

- Implement and maintain risk policy arrangements including a risk framework and processes, which will enable the organisation to identify, assess and manage strategic and corporate risks in an effective, systematic and consistent manner. This also assists in embedding a risk management culture.
- Implement and maintain a business continuity management system to ensure that key services can be maintained in the event of any disruption that threatens the delivery of services to the community of West Yorkshire.
- Protect the organisation from disruptive events and service interruptions and facilitate a co-ordinated recovery of organisational services and critical functions during and following such events.

Operational (Service Delivery)

WYFRA operates within a clearly defined statutory and policy framework and the key documents setting this out are:

- the Fire and Rescue Services Act 2004
- the Civil Contingencies Act 2004
- the Regulatory Reform (Fire Safety) Order 2005
- the Fire and Rescue Services (Emergencies) (England) Order 2007
- the Localism Act 2011
- the Fire and Rescue National Framework for England

The Authority's [Statement of Purpose](#) reflects the key documents in highlighting WYFRA's commitments and expectations through its strategic priorities and objectives.

At strategic level, Integrated Risk Management Planning (IRMP) is an integral part of the business planning process in West Yorkshire Fire and Rescue Service (WYFRS). The Service's strategic assessment of risk covers all reasonably foreseeable risk within the County and establishes baseline standards of service.

In 2019, the Community Risk Management Strategy 2017-2020 was replaced by [Your Fire & Rescue Service 2019-22](#) which explains who we are, what we do, how we identify, assess and manage risk in West Yorkshire and provides information on how the services are delivered. This document also provides the overarching business case for delivering prevention, protection, response and resilience in a risk proportional manner. The strategy provides the means to deliver excellent but cost-effective fire and rescue services to the communities across West Yorkshire. This latest strategy continues to underpin a flexible approach to managing risk and deliver future efficiency savings.

Customer Service Excellence

Since 1998, WYFRA has consistently attained the Charter Mark standard; the Government's national standard of customer service excellence for organisations delivering public services. In August 2009 the Authority invited an assessment against the new Customer Service Excellence standard, which was being phased in and which has now fully replaced the Charter Mark standard. The Customer Service Excellence standard is derived from the core concepts of customer focus and the delivery of excellent customer service and assesses, in great detail, the following areas:

- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

WYFRA has an independent assessment against the standard annually and in 2018 was awarded full compliance against the 57 elements of the standard including seventeen 'Compliance Plus' awards, which are awarded for behaviours or practices that exceed the requirements of the standard, and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service arena. The summary of the [Customer Service Excellence report](#) clearly demonstrates the continuous commitment of the Authority to provide an excellent service to customers.

Communication and Engagement

Extensive consultation is carried out with the community and the Authority's [Communication and Engagement Strategy 2017-2020](#) determines how West Yorkshire Fire and Rescue Authority engages, communicates, and consults regarding how the service will be delivered. The strategy follows the public body consultation principles published by the government in 2012 which support a proportionate approach to such activities.

Service Delivery Performance

Service delivery standards are established in the Your Fire & Rescue Service document. Performance against targets are reported to the Fire and Rescue Authority on a regular basis, with the latest annual [Performance Management Report](#) for 2018/19 submitted in June 2019.

[Your Fire & Rescue Service 2019-22](#) includes reference to Risk Based Planning Assumptions (RBPA) for responding to emergencies. These are used to ensure resources are in the best place relative to risk and demand, with life risk incidents being the priority. The impact of any proposed changes can be measured and communicated by reference to the RBPA down to

Lower Layer Super Output Area level data available through the Office of National Statistics. These were used in comprehensive consultation on changes to emergency cover in [2011](#) and [2012](#) and [2016](#). These changes enable WYFRS to provide appropriate emergency cover and fire prevention activity whilst delivering significant financial savings.

WYFRA discharges its statutory duties in relation to community safety, fire prevention and fire protection, including enforcement of relevant statutory regulations in accordance with the [Safer Communities Strategy](#) and [Fire Safety Strategy](#), with firefighters and specialist staff being deployed across districts where most needed based on risk.

In July 2017, Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) extended its remit to include inspections of England's fire and rescue service. This is a formal inspection process that assesses and reports on the efficiency, effectiveness and leadership of the 45 fire and rescue services in England. WYFRS was part of the HMICFRS pilot inspection process in 2018 and received their first formal inspection in the summer of 2019; we are currently awaiting the results of the inspection which will be published in December 2019. The WYFRA's Service Assurance Framework details the high level expectations of the service relating to:

- Compliance with the National Framework 2018.
- The assessment of performance via Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- The annual completion of the Service Assurance process.
- A comprehensive approach to the assurance of service delivery.

This is summarised within the Service Improvement and Assurance Report and provides assurance that the organisation is performing effectively and efficiently.

Agreements and Mutual Aid Arrangements

Sections 13 and 16 of the Fire and Rescue Services Act 2004 provide clear instructions for fire and rescue services in regard to mutual assistance and the discharge of functions by others. West Yorkshire Fire and Rescue Authority have Section 13 and 16 agreements with:

- Lancashire Combined Fire Authority
- North Yorkshire Fire and Rescue Authority
- Derbyshire Fire and Rescue Authority
- Greater Manchester Fire and Rescue Authority
- South Yorkshire Fire and Rescue Authority

These agreements are regularly reviewed and updated as necessary and are supplemented by specific agreements on specialist services, for example aerial appliances, and WYFRA is a major contributor to national and regional resilience with the capability to respond to major disasters and terrorist attacks. We are the only service in the country to host every national resilience asset. In addition, we are one of the main providers of national resilience training under the national resilience distributed learning (NRDL) model.

Future Improvements

WYFRA's annual budget is £81.9 million and despite cuts of £26.2 million since 2010, we believe that we are providing the best affordable service for our communities. During this time, we have

redesigned our service, moving fire station locations, removing fire engines and ensuring resources remain allocated appropriate to risk and demand. We need to reduce what we spend by a further £2.4 million by April 2020. Beyond 2020, we face financial uncertainty and we continue to plan our future with a reducing budget.

The Integrated Risk Management Plan (IRMP), Medium-Term Financial Plan and Workforce Plan are now aligned and a range of financial planning scenarios have been produced which ensures a joined-up approach to the analysis of risk and the deployment of resources.

We have embarked on a programme of change that will realise new, innovative and more effective ways of working over the forthcoming years. Some of these initiatives include:

Leadership Strategy

A new approach that will develop and enhance leadership and our service values at all levels, and allow for continuous improvement.

Fire Station Feasibility Studies

Studies to determine the options to either rebuild or refurbish some of our existing fire stations at existing sites.

Mobile Working Project

Introduction of mobile tablets for fire prevention and fire stations, to allow information to be collected at source.

SharePoint Project

Building a new corporate intranet and document management system that is simpler to use, enables smarter ways of working and is more engaging to its users.

Emergency Services Mobile Communications Programme

Provision of a national radio scheme utilising mobile phone technology.

Human Resource and Rostering Systems

A simpler and smarter human resource and rostering solution that works well with other systems and manages staff and shift patterns more effectively.

Command, Leadership and Management

Improved ways of working through changes to the management structure and realigning responsibilities.

Health and Well-being Strategy

A cohesive strategy for the delivery of Occupational Health, Health & Safety, Wellbeing and Fitness services across the Authority.

Procurement Review

Implementation of the recommendations from the Local Government Procurement Review.

Headquarters Feasibility Study

A study to consider rationalisation of accommodation at headquarters.

Performance Management Framework

Design and implementation of a performance management and assurance framework which supports organisational improvement.

Wakefield New Build Project

The construction of a new fire station on the existing site to replace an oversized and outdated fire station.

An organisational priority for the years 2019-22 is to 'work smarter throughout the service' and, as one of the enabling actions for this, WYFRA has implemented a lean working programme to drive out inefficiencies from overly bureaucratic processes. Review and redesign of processes in order to make them more efficient and effective is resulting in benefits at individual, team and organisational level.

Another action taken is to introduce a new annual planning cycle which encourages teams to plan and consider activities and initiatives a year in advance of implementation. This means that stakeholder engagement can be carried out earlier, involving those who are impacted and enabling change within the organisation. This will aid with capacity planning and benefits realisation from the programme of change.

In light of the recent major incidents highlighted below, a review of foreseeable risks has taken place and is captured within the IRMP. As the risk from fire has reduced, increase in other types of emergencies is evident. Work is being carried out to assess these risks early to plan for them accordingly. Lessons are learnt from incidents that have occurred, such as:

- The Grenfell Tower tragedy in 2017 and the inquiry into fire safety, building regulations and emergency response arrangements to fires in high rise buildings.
- The terror attack at Manchester Arena in 2017 and the review of the fire and rescue service role at such incidents.
- The heatwave of 2018 and the ability of the fire and rescue service to respond to multiple large moorland fires.

In recent years the dedication and commitment of WYFRA staff has saved many lives within West Yorkshire. Work with our communities to stop fires before they happen has reduced the number of incidents attended and we wish to continue this trend.

The service is two years into a staff training programme to implement a revised home visit that will build on the traditional fire prevention messages and include simple assessments, advice and signposting for additional health and well-being concerns. This new Safe and Well programme is the flagship of the prevention strategy and the new home visits include an assessment of fire safety, falls and frailty, social isolation as well as support for crime prevention, winter cold and stopping smoking. A new risk filter approach to all referrals has been implemented which ensures targeting resources towards people with the greatest need.

Individuals assessed as being low risk are offered alternative education through a new online education tool or posted leaflets. The new strategy ensures that the Authority is delivering the most efficient and effective early intervention and prevention service for those most vulnerable and that appropriate interventions are made available either through WYFRA actions or that of partners in order to reduce the risk as far as is possible.

Within the building safety environment, the Authority continues to respond to the needs of business and the demands placed upon them by fire safety regulation. The Primary Authority Scheme continues to grow and now encompasses both individual businesses and associations of business. These schemes allow consistent assured advice to be provided.

WYFRA has played a significant role in the development of the nationally adopted short audit which helps to reduce the bureaucratic burden on business and has recently introduced nationally approved standard letters and paragraphs, again with the aim of making fire safety legislation both more consistent and proportionate. Overall, the focus is now very much one of support, although where appropriate the full range of enforcement options is still used.

The service has carried out a review of the Operational Risk Visit programme and is now focussing more on the highest risk premises and enhancing the Fire Protection knowledge and awareness of front line officers. Protection officers are investigating the benefits of attending major fires to assist with tactical planning and operational learning.

Working with other organisations brings value to the service WYFRA provides. Working closely with West Yorkshire Police and Yorkshire Ambulance Service as well as neighbouring fire and rescue services and local councils provides the best service to the communities. Evaluation is being carried out on a wide range of opportunities to make more efficient use of resources. This includes sharing buildings, training, and staff to provide community safety work, improve planning for emergencies and support emergency response. Working with local authorities, health teams, community groups and voluntary organisations to support the most vulnerable people in our communities continues.

WYFRA are also working more closely than ever with fire and rescue service partners in the region on projects such as the joint procurement of firekit, future provision of command units and welfare units as well as a regional approach to the provision of aerial appliances.

A review of technical and specialist response capabilities has been undertaken and the introduction of new ways of working are supporting local, regional and national resilience. Examples of this include the staffing at Cleckheaton fire station and reviews of the Detection Identification Monitoring (DIM), Marauding Terrorists Firearms Attack (MTFA) and Enhanced Logistics Support (ELS) capabilities.

Financial pressures will mean the need to continue to make significant changes to how services are delivered. It is vital that in the midst of this change the link between health and safety and IRMP remains strong and that the flow of safety critical information, both inside and outside of the Authority, is well managed. The importance of good health, as opposed to just safety can sometimes be overlooked, but plays a significant role in service delivery. The emphasis on improving mental health and wellbeing by improving our procedures and training, whilst developing a more robust framework of welfare support, continues to be a priority.

As incident numbers have reduced so has experiential learning. The training priority continues to be to ensure that realistic training and shared learning continues to be developed to bridge this gap. The fire behaviour and breathing apparatus facilities at the Training Centre have been significantly improved, which has and will continue to provide excellent realistic breathing apparatus training for existing firefighters and trainees.

The Authority has a risk-based training strategy and continues to invest in a central training programme to make sure firefighter skills are kept at the highest level. In May 2017 the Firefighter Safety Team was formed and is believed to be the only dedicated Firefighter Safety

Team in the UK. The team work to reduce the risk to firefighters and improve knowledge and understanding of tactical options and operational procedures.

New developments in equipment and procedures present opportunities to work more effectively but they place ever more technical demands on personnel and training. WYFRA must keep pace with these changes to the ways of working.

The new passport development system introduced in 2018 for firefighters wishing to be considered for promotion will be rolled out up to Area Manager level. The service has introduced an Organisational Development Manager role to ensure the workforce has the skills and capabilities to meet the future demands of the service.

The Authority has completed a Strategic Asset Review which has informed an action plan to be developed to upgrade/rebuild, in a cost effective manner, a number of older and larger fire stations to ensure that they are fit for purpose and are economical, efficient and effective.

The [Information and Communication Technology Strategy](#) has been developed and a programme of change is being implemented. The Strategy maximises the use of electronic ways of working, simplifies systems and produces a consistent user experience reducing repetition and exploiting the value of the information held within a secure and resilient infrastructure. It ensures that the systems provide value for money and are fit for purpose whilst remaining within the boundaries of compliance requirements. The aim is to make the most of technology to ensure things are simpler, smarter and engaging.

This Statement of Assurance is signed on 20 September 2019 on behalf of West Yorkshire Fire and Rescue Authority.

Councillor Darren O'Donovan
Chair of West Yorkshire Fire and Rescue Authority

OFFICIAL

Integrated Risk Management Plan 2020 - 21

Full Authority

Date: 20 September 2019

Agenda Item:

18

Submitted By: Director of Service Support

Purpose	To present proposals to be included in the Integrated Risk Management Plan programme of change 2020 – 21 and request approval to undertake formal consultation.
Recommendations	That the Fire Authority considers the content of the business cases and approves a 10-week period of formal consultation on these proposals.
Summary	This paper presents proposals which will form the Integrated Risk Management Plan 2020 – 21. Approval is requested for a 10 week consultation which will close on the 29th November 2019. The feedback from this consultation will be presented at the Full Authority meeting on 13th December 2019 for consideration.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: ACO Nick Smith

Background papers open to inspection: None

Annexes: Business cases 1 – 4

IRMP 2020 – 21 Community Consultation Plan

1 Introduction

- 1.1 The Integrated Risk Management Plan programme of change 2020-21 delivers the priorities set out in the 'Your Fire and Rescue Service 2019 - 2022' approved in April 2019.
- 1.2 Approval is sought to engage in public consultation regarding the proposals set out in this programme of change.

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 (referred to as the Authority) with significant challenges. Since 2010 the Authority has seen a substantial reduction in government funding. The requirement to make savings in the region of £26m has driven a redesign of how our service is delivered.
- 2.2 Since 2010, a series of Integrated Risk Management Plans (IRMPs) has been implemented. The aim of these IRMPs has been to realise financial savings whilst aligning our 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
 - Removal of second appliances
 - Implementation of different staffing models
 - More efficient ways of working

3 Information

- 3.1 The Fire and Rescue Services National Framework Document 2018 sets out the requirement for the Authority to produce an Integrated Risk Management Plan (IRMP). 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 the overarching integrated risk management plan and details how, as a fire and rescue service, we will make West Yorkshire Safer.

- 3.3 This document establishes how West Yorkshire Fire and Rescue Service develops its integrated risk management plans and delivers a service which is efficient, effective and proportionate to risk.
- 3.4 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.
- 3.5 Therefore this plan has put the service in a strong position to respond to risk whilst achieving a balanced budget.
- 3.6 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.
- 3.7 The four proposals which have been developed are:
1. Review and modify the Day Crew (Close Call) Duty System
 2. Reducing 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
- 3.8 A separate business case has been developed for each proposal. These are included as annexes 1 – 4.
- 3.9 These proposals have been produced taking cognisance of the current medium term financial plan. Should the spending review lead to a further reduction in funding additional proposal will be produced to meet the deficit.

4 Consultation

- 4.1 A 10-week formal consultation plan is being proposed to run from 20 September 2019 to 29 November 2019. This is in line with the Government's "Consultation Principles 2018" whereby any consultation should be proportionate to the level of change.
- 4.2 This will include a comprehensive programme of internal and external consultation.
- 4.3 The consultation strategy can be seen in Annex 5.

5 Financial Implications

- 5.1 The service will achieve a balanced budget in April 2020, providing funding is maintained at the same level as that in 2019/20. 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, 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.
- 5.3 Rather than delivering large efficiencies, 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.
- 5.4 Because two of the proposals relate to capital expenditure, there will be an estimated cost of £275k per annum in the first three years due to the timing and implementation of capital projects. This cost will be managed through the use of earmarked reserves. It is expected that the implementation of the four proposals would be cost neutral in the longer term.
- 5.5 The cost of the formal consultation will be £3,000, which can be met from existing budgets.

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 Equality Impact Assessments have been completed 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 those working at South Kirkby, Castleford and Normanton due to the increased freedom of movement provided by the transition from a Day Crewed (Close Call) shift system to a Day Crewed shift system.
- 7.3 These assessments will be reviewed throughout the consultation period and any amendments will be reported to the Authority in December.

8 Health and Safety Implications

- 8.1 The proposed changes within this integrated risk management plan will have a negligible impact on the fire cover provided to the communities within West Yorkshire.
- 8.2 The proposed changes within this integrated risk management plan will have no adverse impact on the health and safety of West Yorkshire Fire and Rescue Service staff.
- 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 West Yorkshire Fire and Rescue Service recognise the impact that changing ways of working can have on those involved. The health and wellbeing of our staff will be paramount if these proposals are approved.

9 Your Fire and Rescue Service Priorities

- 9.1 These proposals will contribute to the following service priorities 2019 - 22:
- Reduce the risks to the communities of West Yorkshire
 - Continue to keep our firefighters safe
 - Work smarter throughout the service
 - Be more efficient across all areas of the service to make savings
 - Maintain our current 40 fire stations and 46 fire engines

10 Conclusions

- 10.1 This report introduces the proposals which form the Integrated Risk Management Plan 2020 – 21. Approval is being sought to undertake a 10-week formal consultation exercise. The outcomes of this consultation and final business cases will be presented to the Full Authority on 13 December 2019.



West Yorkshire
Fire & Rescue Service

IRMP 2020 / 21

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

Contents

Key Points	3
1. Overview	4
2. Community Impact Assessment	5
3. Impact across West Yorkshire and Resilience	7
4. Firefighter Safety Impact Assessment	8
5. Organisational Impact Assessment	8
6. Financial Information	8
7. Equality Impact Assessment	8
8. Environmental Impact	9
9. Recommendation	9

Proposal - Review and modify the duty pattern operated at our three Day Crew (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 Crewed Close Call shift system
4. This proposal provides opportunity to incorporate the Command, Leadership and Management (CLM) model being implemented at our 224 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 systems operated at six fire stations across West Yorkshire

1. Overview

The Day Crewed (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 Crewed (Close Call) cluster. The cluster supports each other to maintain staffing through positive and standby hours.

Day Crewed (Close Call) was introduced in 2009 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 2x2x4 fire station.

Personnel transfer onto the Day Crewed (Close Call) duty system on a voluntary basis.

Day Crewed (Close Call) is not recognised within a firefighters conditions of service and whilst there is a collective agreement in place with regards to a pilot of the Day Crewed (Close Call) system at these three stations we have committed to review this duty.

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 three busiest 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 is very similar to our busiest Day Crewed stations. Normanton is performing at the level of some of our less busy Day Crewed stations.

This comparison of operational demand demonstrates that the application of the Day Crewed model to our Day Crewed 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 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 Crewed Close Call stations is the same as at our 2x2x4 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 90 seconds.

Adopting the Day Crewed shift system at South Kirby, 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 Crewed shifts 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 crewed shift system will allow us to continue the same level of prevention and protection work undertaken by firefighters based at South Kirby, Castleford and Normanton.

3. Impact across West Yorkshire and Resilience

If this proposal is approved there will be minimal impact on service wide operational resilience.

From a resilience point of view the Day Crewed (Close Call) and Day Crewed shift system provide the same level of fire cover. Both the Day Crewed (Close Call) and Day Crewed 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. However, The Day Crewed shift 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.

5. Organisational Impact Assessment

The firefighters at the Day Crewed Close Call stations may see a slight reduction in salary due to the change in duty pattern and related allowances.

Consultation over this proposal will provide the opportunity to improve the recruitment and retention of firefighters to the day crewing staffing model.

This proposal provides the opportunity to implement the CLM system at our day crewed stations. This would 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.

6. Financial Information

The intention is through negotiation we will aim to maintain a 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.

We will continue to review the equality impact throughout the consultation period.

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

If approved, the implementation of a working pattern more closely aligned to the DC shift 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 Crewed (Close Call) shift system.

In addition, this proposal will support the implementation of the CLM model at South Kirkby, Castleford and Normanton. The review will also allow us to consult with the workforce over options to improve the recruitment and retention of firefighters on the Day Crewed shift system across the county

It is recommended that Fire Authority approve public consultation for the proposal to review and modify the Day Crewed (Close Call) Duty system. It is also recommended that the Fire Authority approve the internal consultation over the implementation of the CLM model at stations operating the Day Crewed shift system.

I



West Yorkshire
Fire & Rescue Service

2020/21

Reduction of Aerial Appliances from 5 to 4 Business Case

Contents

Key Points	3
1. Overview	3
2. Impact on Risk	4
3. Impact on Resilience	8
4. Firefighter Safety Impact Assessment	9
5. Financial Information	10
6. Equality Impact Assessment	10
7. Environmental Impact Assessment	10
8. Recommendation	10

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.

At a glance – the key points of this proposal

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

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

The capability provided by aerial appliances is:

- Provide a capacity for water jets to be provided 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 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.

If this proposal is approved a frontline aerial appliance will be removed from service at Halifax in 2023.

2. Impact on Risk

Aerial Usage

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

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 or 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 emergencies include incidents such as 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 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 by each aerial appliance within a 20 minute response time. There is a large amount of overlap in coverage.

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

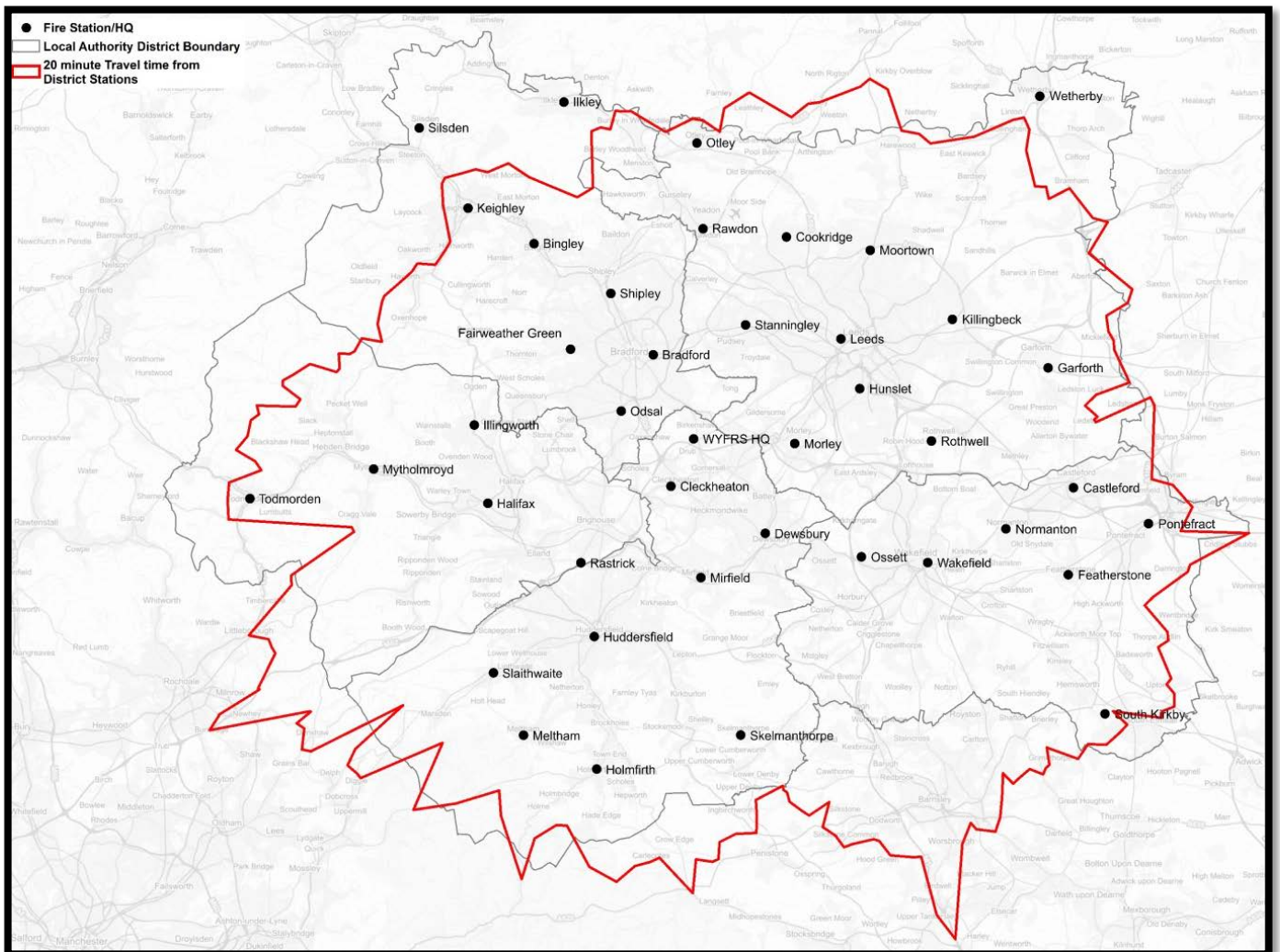
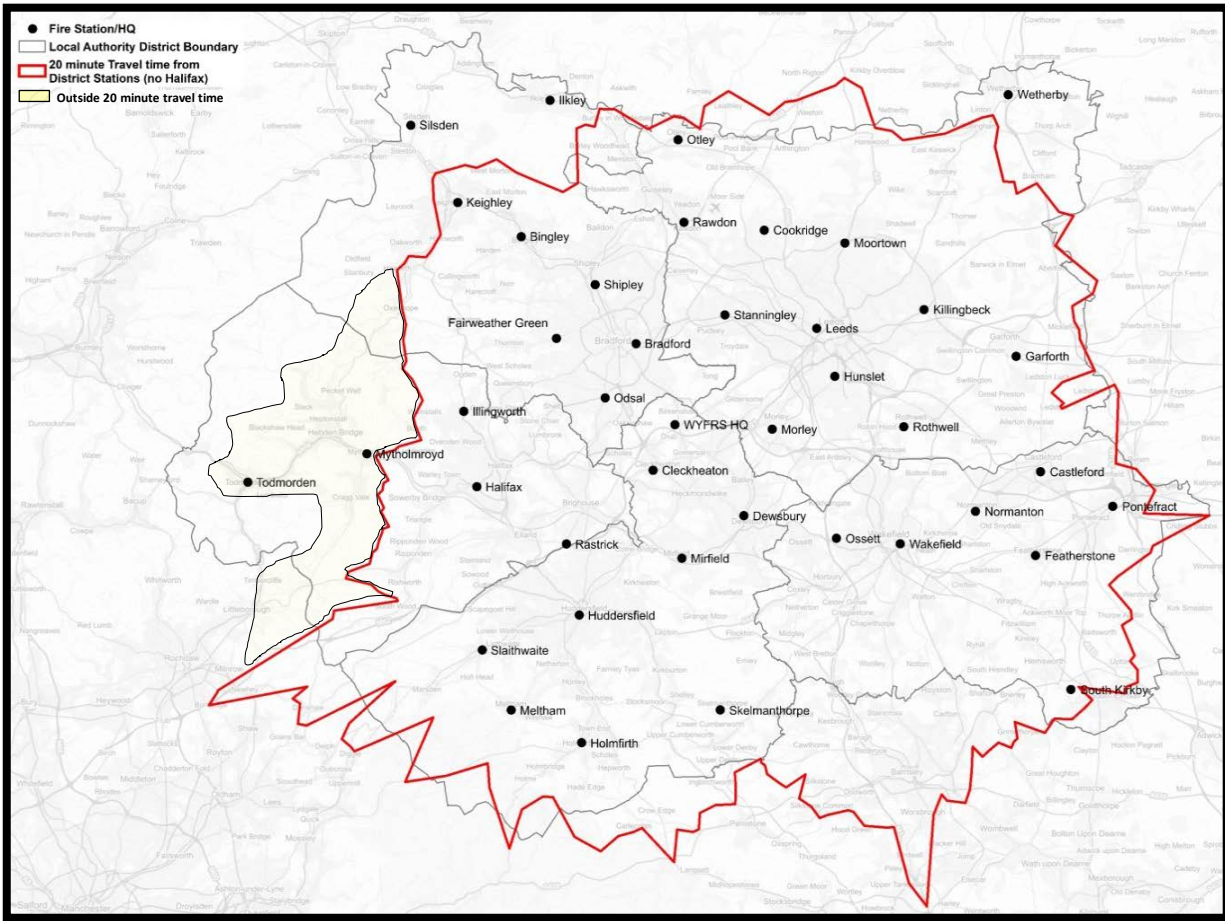


Figure 3. Aerial Appliance Coverage Provided by Four Aerials



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

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.

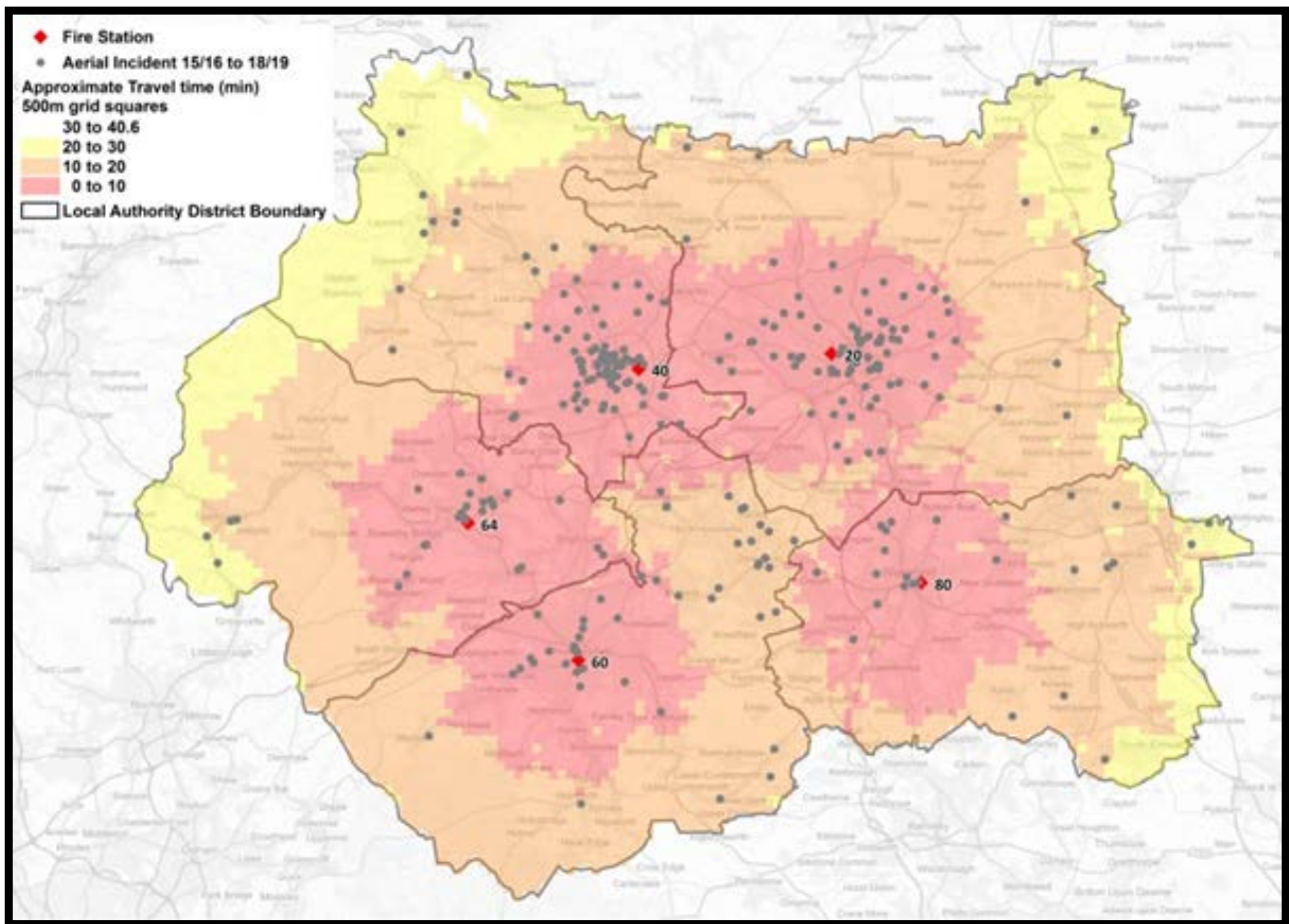
Figure 4. Property Types over 18m Tall outside 20 Minute Aerial Response

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.

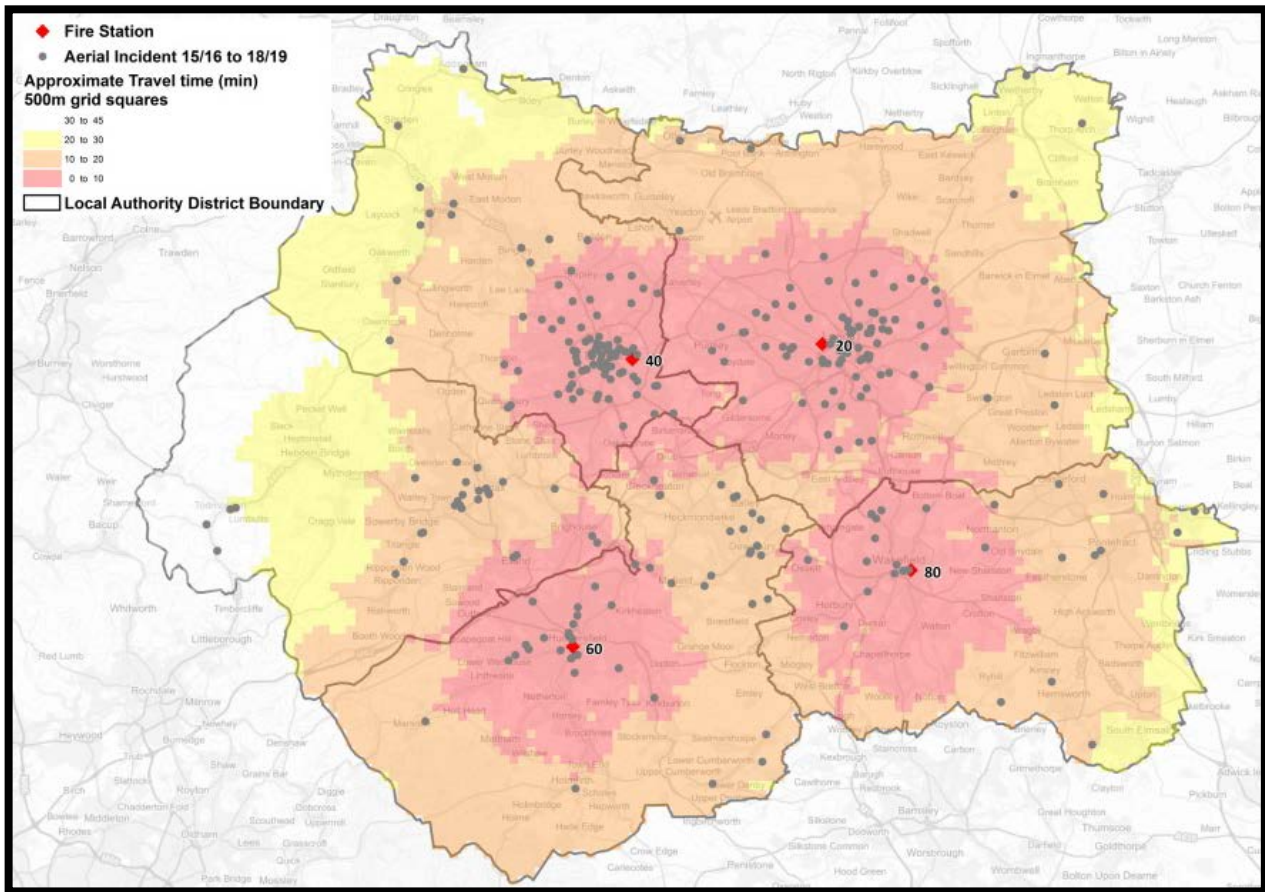
Figure 5. Incident Location and Coverage with Five Appliances



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.

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

Figure 6.Travel Times with Four Aerial Appliances



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 as part of 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.

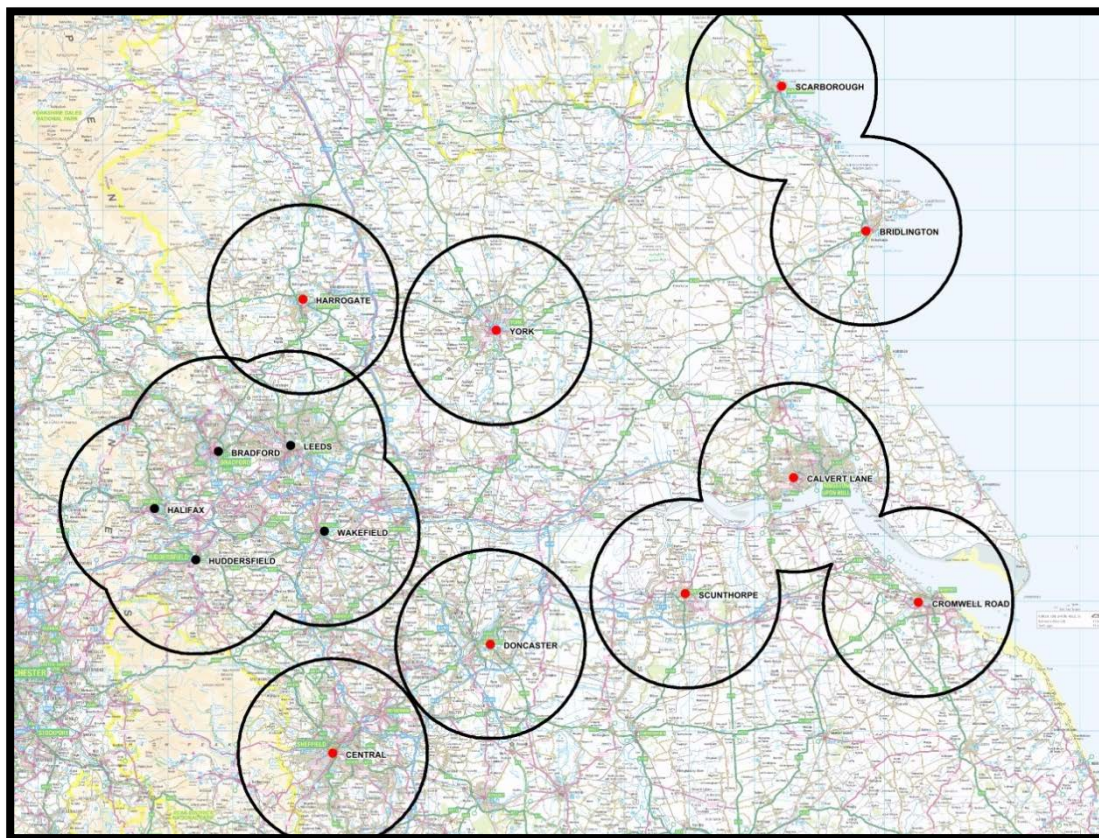
Emergencies which require the attendance of two or more aerial appliances are infrequent, occurring on average 27 times per year.

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 to be provided 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 proposed 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. It is recommended that this proposal is approved for public consultation.



West Yorkshire
Fire & Rescue Service

2020/21

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

Contents

Key Points	3
1. Overview	3
2. Community Impact Assessment	4
3. Impact across West Yorkshire and Resilience.....	5
4. Firefighter Safety Impact Assessment	5
5. Organisational Impact Assessment	5
6. Financial Information.....	6
7. Equality Impact Assessment	6
8. Environmental Impact Assessment	6
9. Recommendation.....	6

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

At a glance – the key points of this proposal

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 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	20 fire engine building fire	0	3
Short notice	22/04/2019	Wildfires Marsden & Ilkley	3	5
Short notice	23/04/2019	Wildfires Marsden & Ilkley	3	5
Short notice	16/06/2019	Cover for out of county flooding 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

There were two occasions on 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 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 appliance 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 and insurance costs.

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 (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.

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 consider the recommendations detailed within this business case and approve internal consultation on the proposal to reduce the number of resilience fire engines we maintain in West Yorkshire to 5.



West Yorkshire
Fire & Rescue Service

IRMP 2020 / 21

Review of the Fire Protection Team to Identify Opportunities to Increase Capacity

Business Case

Contents

Key Points.....	3
1. Overview	4
2. Community Impact Assessment.....	6
3. Organisational Impact Assessment.....	6
4. Firefighter Safety Impact Assessment.....	6
5. Impact across West Yorkshire and Resilience	7
6. Financial Information	7
7. Equality Impact Assessment	7
8. Recommendation	7

Proposal - 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 & Rescue Service 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

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 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 certification 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. Information is received from members of the public, other agencies and our own personnel. This allows us to identify premises which 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.

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
- 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

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

Following a large private sector recruitment drive following the Grenfell tragedy, a number of inspectors decided to 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 close nature of our pay scales.

3. Adherence to national standards results in long development periods for new inspectors.

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 meet the increased demand it is likely that the outcome of this review will lead to growth in the number of inspecting officers within the Fire Protection Team.

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. The level of compliance is proportionate to the level of risk.

By increasing the number of staff able to support the Fire Protection Team we will increase our ability to inspect more properties, 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.

By ensuring buildings within West Yorkshire meet the necessary standards we can reduce the number of fire engines required to deal with an incident and the amount of time they are unavailable for other fire prevention duties.

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 we have information relating to risks in the building and can predict how a fire will behave. This will allow us to formulate 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 would improve performance when dealing with emergencies leading to a safe and swift conclusion with minimal loss to life and property.

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 buildings.

6. Financial Information

The Senior Fire Protection Manager has undertaken an initial resource evaluation which has estimated that a fully resourced Fire Protection Function better prepared to deal with future demand would require an additional 350k per year.

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.

Recruitment of any additional staff would benefit and improve the service received by the communities of West Yorkshire. 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 requirements and statutory duties. Dependent upon the outcomes from the Public enquiry and Hackett Review there may be additional workloads placed on the Fire protection team that at present are unquantified. As a result, further review of the structure may need to take place at a later date to account for any additional workload created.

This proposal provides an opportunity for closer working and sharing of skills between operational and non-operational personnel which will provide benefits within our service and for the communities of West Yorkshire.

If approved this proposal would lead to growth within the Fire Protection Team enabling West Yorkshire Fire and Rescue Service to fulfil its statutory obligations and contribute to 'Making West Yorkshire Safer'.

It is recommended that this proposal is approved for internal consultation.

Communications Plan

IRMP Community consultation

August 2019



Background

To support the delivery of ‘Your Service 2019 – 2022’, The Integrated Risk Management Plan 2020 – 21 has been produced. The plan consists of proposals which lead to a more efficient and effective service. These proposed changes need to be promoted to residents and residents encouraged to make their views known via the online consultation system or through drop ins and or paper based forms.

Aims

- Promotion of the consultation - see consultation project plan for further information about the consultation process.
- To raise awareness of the proposed changes to WYFRS
- Target specific communities to raise awareness of the proposals
- Increase the engagement and feedback on the IRMP proposals
- Show how the service is changing and adapting

Audience

- Fire and rescue services within the region and local communities within West Yorkshire.
- Some specific target audiences for individual proposed changes
- Stakeholders – MPs, Cllrs, local Councils, partners, other FRSs
- Staff – stations and crews affected, general staff awareness of process

Communication Strategy

The strategic approaches will include:

- Proactive campaign to raise awareness of the changes and encourage comments
- Targetted campaigns to the key audiences in the affected areas around individual changes –Halifax, , South Kirby, Normanton, Castleford
- Reactive campaign focussing on any community concerns

Campaign

Overall consultation campaign:

Audiences	Key messages	Tactics	Who
West Yorkshire residents	The rationale behind the changes (risk, demand and service improvement based), financial implications and impact on communities.	Tools and channels... External	Marketing team to pull together promotional assets
Staff			IRMP team to work on distribution
Local Cllrs	No reduction in operational staff No reduction in operational fire engines	<ul style="list-style-type: none"> • Consultation page of the website updated • FAQs • Press opportunities – local and regional. Share PRs with community publications and websites • Proactive and reactive PR to support campaign • Social Media 	Marketing Team to promote digitally on main socials.
			Marketing team work with district socials.

		<ul style="list-style-type: none"> • Social media from district twitter accounts • Social media – posting within community groups • Use of hashtag on digital channels. Hashtag tbc • Print materials for use by staff • Film around consultation • Photography around consultation e.g. sites, appliances and drop-ins • Promotion of community drop ins/ consultation events <p>Internal Comms</p> <ul style="list-style-type: none"> • Corporate screens • Burning Issues • Firespace • Face to face meetings 	<p>PR and internal Comms team to produce PR and support IRMP team with internal messages</p> <p>IRMP team to arrange drop ins, focus groups and community events</p> <p>District Teams</p>
--	--	---	--

Specific consultation items:

Change stream	Audiences	Key messages	Tactics	Who
Changes to aerial appliance numbers	WY region Calderdale	<p>Negligible impact on Calderdale/ Halifax for aerial cover</p> <p>No change to fire cover in Calderdale</p> <p>Financial savings</p> <p>Operational demand on aerial appliances</p> <p>No staffing cuts as a result</p> <p>Timescales – no change until 2023</p>	<p>General ‘awareness’ campaign, focusing upon the key impacts – resilience, response times and finances.</p> <p>Tools and channels...</p> <p>External</p> <ul style="list-style-type: none"> • Website page updated and banner on main site • Social Media posts • Social media from district twitter accounts • Partner publications • Link to relevant hashtags to help wider promotions • PR to support campaign and link into local press or community sites <p>Internal Comms</p> <p>Part of the wider consultation work</p>	<p>Marketing team to pull together promotional assets</p> <p>IRMP team to work on distribution</p> <p>Marketing Team to promote digitally on main socials.</p> <p>Marketing team, work with district socials.</p> <p>PR and internal Comms team to produce PR working with local and community press</p>
Day Crewing changes	Community: South Kirby Normanton Castleford	<p>Enforced changed due to legislation</p> <p>Mitigation of risks to community</p> <p>Communities impacted:</p>	<p>Awareness campaign, focusing upon the key impacts, targeting communities in key areas.</p> <p>Include in wider Comms around the West Yorkshire region around changes</p>	<p>Marketing team to pull together promotional assets</p> <p>IRMP team to work on distribution</p>

		South Kirby Normanton Castleford Majority of responses still within RBPAs	Tools and channels... External <ul style="list-style-type: none"> • Print - Banners at key sites, Posters for sites,A5 leaflets for distribution/ door drop • Information included on consultation page • Social Media • Social media from district twitter accounts • Social media – posting within community groups • Facebook adverts • PR to support campaign – how local can we go!! e.g. Hemsworth and south Elmsall express or community sites • Drop ins Internal Comms Part of the wider consultation work	Marketing Team to promote digitally on main socials. Marketing team work with district socials. PR and internal Comms team to produce PR PR and internal Comms team to produce PR and internal Comms messaging IRMP team to arrange drop ins and meet with affected teams
Resilience appliance reduction	WYFRS Staff consultation only			
Protection team changes	WYFRS Staff consultation only			

Internal Consultation with Staff

See the consultation project plan for more information

Resources

Corporate Communications Team – Creative production, films, photos and update socials, PR and media management.

Strategic development team – distribution of items, arrange/staff drop ins, face to face staff communications, arrange community drop ins/focus groups and community events.

Partners – to share and disseminate information. Also possible resource request around partners to share and display assets e.g. local libraries, town halls etc.

District Teams

Monitoring

Adapt campaign as necessary to address the number and type of comments in the consultation and community concerns raised through the consultation process.

Produced by Corporate Communications Team