



OFFICIAL

Performance Management Report

Full Authority

Date: 21 September 2018

Agenda Item:

14a

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 (WYFRS) against targets to enable the Authority to measure, monitor and evaluate performance.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Performance Management Report
1 April 2018 – 31 July 2018

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 2018/19 to date against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored bi-monthly by Management Team and the Full Authority at each meeting.
- 1.4 An abridged version of the Performance Management Report is presented to each Audit Committee highlighting where targets are not being achieved.
- 1.5 A traffic light system is used to provide a clear visual indicator of performance against each of the indicators compared to the position at the same time in the previous year.
- 1.6 Other performance and activity information is also included within the report.

2 Financial Implications

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

3 Legal Implications

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

4 Human Resources and Diversity Implications

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

5 Health and Safety Implications

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

6 Service Plan Links

- 6.1 This report links to all of the Service Plan 2015-2020 priorities as the Performance Management Report covers all areas of performance of WYFRS.

7 Conclusions

- 7.1 That Members note the report.



Performance Management and Activity Report 2018/19

Period covered: 1 April – 31 July 2018
Date Issued: 21 September 2018



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1. Introduction/Summary

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

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

All data, unless specified, is for the reporting period 1 April – 31 July 2018.

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

	Actual Data (2009/10)	Three Year Average Target (2014/17)	Actual Data to date (2017/18)	Actual Data to date (2018/19)	Performance Against Three Year Average (2018/19)	End of Year Projection (2018/19)
Arson	10897	6355	2946	3433	61.6%	10271
Actual Rescues	875	784	256	305	16.4%	913
Total Activity	34270	22504	8686	10449	38.9%	31261
Dwelling Fires	1549	1169	382	405	3.7%	1212
Non-Domestic Building Fires	513	448	160	135	-9.8%	404
Prevalence of False Alarms	16750	11249	3428	3727	-0.9%	11150
Fire-Related Injuries	270	214	81	76	6.3%	227
Road Traffic Collisions	1060	634	197	186	-12.2%	556
Malicious False Alarms	713	352	115	121	2.8%	362

Service Delivery Indicators

Description	2018-19 To Date	Same Period 2017-18
Accidental Dwelling Fires (per 10,000 dwellings)	3.42	3.39
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.04	0.13
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.04	0
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	2.24	2.15
(a) Number of Serious Injuries(per 100,000 population)	0.22	0.18
(b) Number of Slight Injuries (per 100,000 population)	2.02	1.97
The percentage of dwelling fires attended where there was a working smoke alarm which activated	50.98%	56.81%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	22.79%	20.94%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	3.19%	2.88%
The percentage of dwelling fires attended where no smoke alarm was fitted	23.04%	19.37%
Number of calls to malicious false alarms (per 1000 population) – attended	0.05	0.05
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	11.73	11.86
False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	1.26	1.31
Fires in non-domestic premises (per 1000 non-domestic premises)	1.68	1.98
Number of Primary Fires (per 100,000 population)	57.37	54.70
Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	3.24	3.42
Arson Incidents – All Deliberate Fires (per 10,000 population)	15.05	12.91
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	2.47	2.59
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	12.58	10.32

3. Operational Risk Visits (including Fire Safety)

Below is a summary of operational risk visits (ORV) so far in 2018/19. 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 this has been successful at standardising the risk information captured on the operational risk visit.

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

	Apr	May	Jun	Jul	Totals
Created	21	107	59	81	268
Completed	20	93	108	102	323

4. Safe and Well Checks/Safer Communities Programme

Following introduction of the new Safer Communities Strategy in 2017, WYFRS is implementing a comprehensive change in the way it delivers its early intervention and prevention activity. Our key priority is still the delivery of a proactive community safety programme. This is delivered through a variety of community engagement and individual home visits, targeted towards those communities and individuals who are most vulnerable. Fire risk is often a direct result of specific lifestyle issues and these include smoking, living alone, mobility issues, mental health, some prescription medicines and misuse of alcohol and recreational drugs.

Other factors that increase risk of fire are poor housekeeping, misuse of electrics and the storage of large amounts of combustible materials (hoarding). In response, the traditional home fire safety check has broadened to include an assessment of the factors that create fire risk. The new home visit programme has been rebranded Safe and Well.

The removal of a points-based target has given local crews the freedom to engage in wider early intervention and prevention activities. These are now being recorded on the prevention database.

There is still a lot of prevention activity that goes unrecorded and District teams are working to encourage the recording of all interventions so we can capture and report on the broad range of activity that the service is delivering. Previously, the majority of prevention activity recorded involved home fire safety checks but as we are progressing through the implementation of the new Safer Communities Strategy, our teams are being encouraged to become more aware of the risk profile within their local community and to work with partners on innovative programmes to address the identified issues.

We are now beginning to see an increased amount of work being done in other key areas such as water safety, road safety and general community engagement. We will continue to encourage innovative practice and support our teams in taking ownership at local level to address issues within the heart of their local areas.

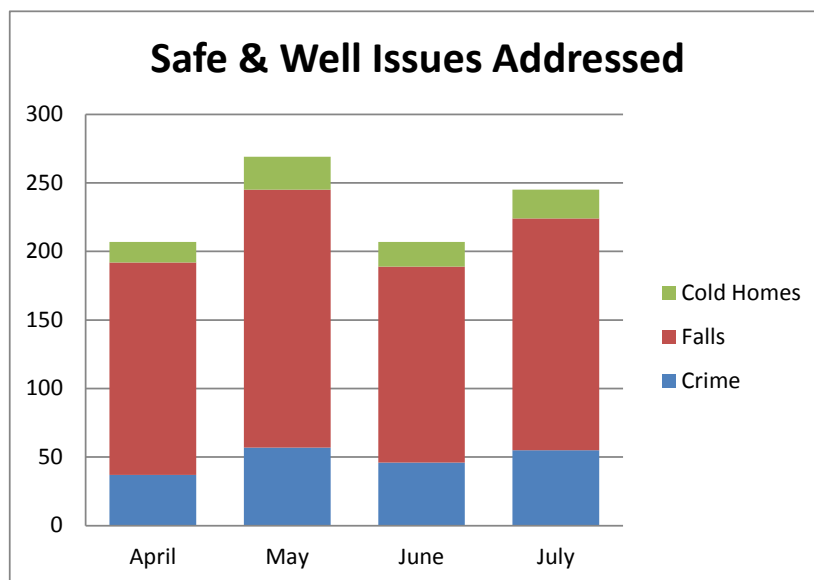
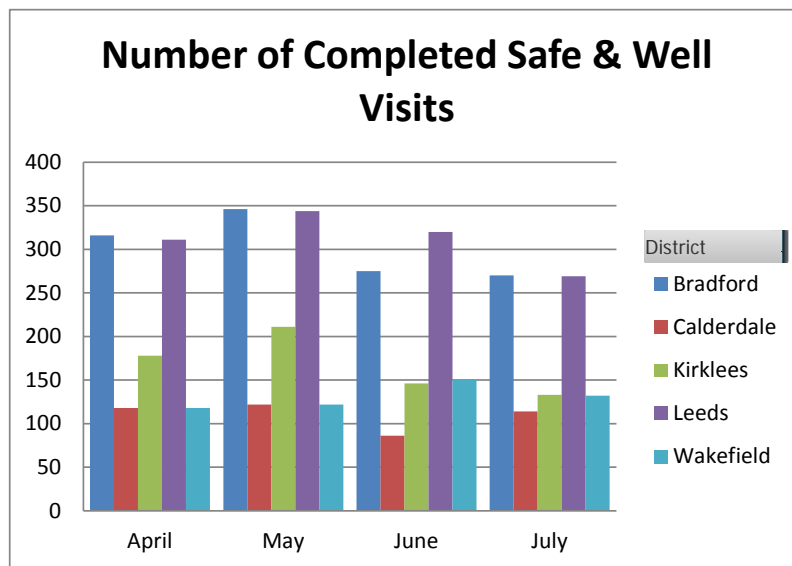
The introduction of a risk filtering process (at point of referral) was approved at Community Safety Committee in 2017. This now requires individuals who are being referred for a home safe and well visit to go through a simple risk rating process. For those who qualify, a more in depth home assessment (Safe and Well Check) is carried out and this involves the traditional home fire safety assessment, with appropriate advice and interventions for the individual risk factors identified during the visit. We are currently mid-way through a comprehensive training programme to give our staff the knowledge and understanding to assess risk and vulnerability caused by:

- 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 referring people to specialist support services across the districts. We have engaged with a wide range of partners in order to design, develop and deliver this training package. We have delivered an updated fire prevention training module to all staff and the falls and frailty module and Crime prevention are almost complete.

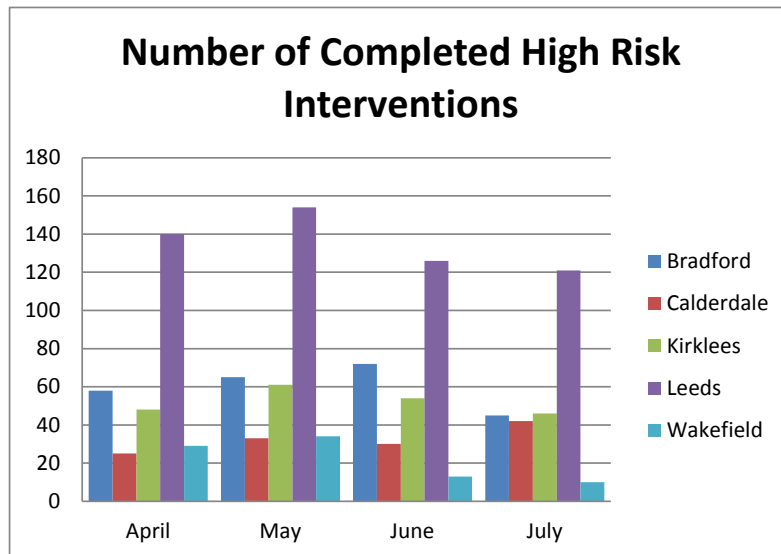
Performance

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

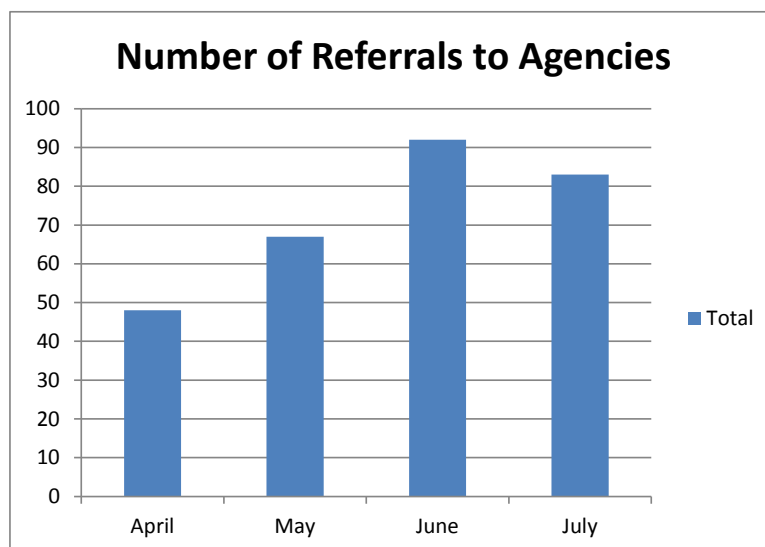


There has been a significant reduction in the number of direct home approaches and increases in the numbers being referred through the web and over the telephone. When direct home approach visits were analysed, the majority were delivered in homes that would score in the low and very low risk category and crews and prevention staff now have a

doorstep assessment to determine if the occupant needs a Safe and Well visit. If the occupant scores in the low and very low risk rating then no visit is carried out. 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.



The introduction of the risk filtering has started to have an impact on the quality of referrals we now process. The intention is to conduct visits to those people who are more vulnerable. Before risk filtering was applied, a significant proportion of visits were carried out in the homes of people in the low and very low risk categories. These are no longer offered a visit but do receive the option to engage in an online education tool or have a safety advice leaflet posted to their address.



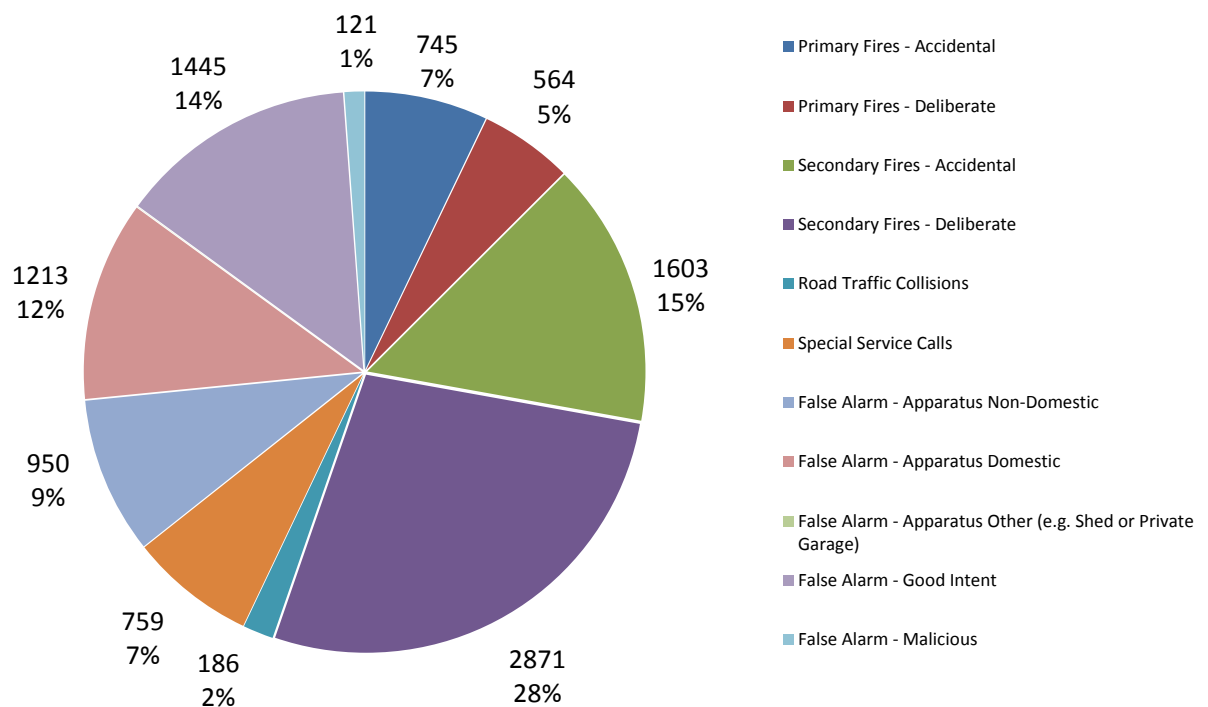
The training programme for the Safe and Well programme is now being delivered and it can be seen that, as more staff are being trained to identify and refer vulnerability, there is an increasing number of referrals being made to partners across the districts. As we progress the training modules and begin to deliver the social isolation, winter cold and smoking cessation programmes, it is expected that there will also be an increase in the numbers of people we identify and signpost for support for these areas of vulnerability.

5. Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year to date (1 April – 31 July 2018) categorised by incident type.

NOTE: The data on page 3 is based on data that has been verified for completeness within IRS, the data below is based on the initial records which are created at the time of the incident.

Incident Category	Number	Percentage
Primary Fires - Accidental	745	7.1%
Primary Fires - Deliberate	564	5.4%
Secondary Fires - Accidental	1,603	15.3%
Secondary Fires - Deliberate	2,871	27.5%
Road Traffic Collisions	186	1.8%
Special Service Calls	759	7.3%
False Alarm - Apparatus Non-Domestic	950	9.1%
False Alarm - Apparatus Domestic	1,213	11.6%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	1	0.0%
False Alarm - Good Intent	1,445	13.8%
False Alarm - Malicious	121	1.2%
Total	10,458	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 2008 to 31 March 2009	Percentage	Number of incidents 1 April 2013 to 31 March 2014	Percentage	Number of incidents 1 April 2017 to 31 March 2018	Percentage
Primary Fires - Accidental	2,156	5.9%	1,811	8.0%	1,755	7.7%
Primary Fires - Deliberate	2,747	7.5%	1,125	4.9%	1,516	6.6%
Secondary Fires - Accidental	1,107	3.0%	1,512	6.6%	1,652	7.2%
Secondary Fires - Deliberate	8,842	24.1%	4,541	20.0%	5,198	22.7%
Road Traffic Collisions	1,071	2.9%	619	2.7%	599	2.6%
Special Service Calls	2,419	6.6%	1,644	7.2%	1,898	8.3%
False Alarm - Apparatus	11,678	31.8%	7,890	34.7%	6,537	28.5%
False Alarm - Good Intent	5,482	15.0%	3,227	14.2%	3,403	14.8%
False Alarm - Malicious	1,165	3.2%	369	1.6%	377	1.6%
Total	36,667	100.0%	22,738	100.0%	22,935	100.0%

Comments on Fatal Fires

Burley Road, Menston, Ilkley

22 May 2018 13:24

The deceased male was 59 years old and lived in a semi-detached house with his wife. He was registered disabled, was in a wheelchair and had a care system in place. There is no record of a safe and well visit being carried out at this address.

The deceased was in his garden attempting to burn some grass cuttings using matches and fire lighters when he accidentally dropped a naked flame onto the seat of his wheelchair which in turn set fire to his clothing. The deceased managed to alert his neighbours who extinguished the fire; he was then flown by air ambulance to Pinderfields Hospital where he died later that evening as a result of his injuries.

Westfield Avenue, Castleford

7 June 2018 08:54

The deceased female was 83 years old and lived alone in a through mid-terraced house. The deceased had mobility problems and used crutches and a stair lift. She was also hard of hearing, used hearing aids and had recently had cataracts removed from both eyes. She had skin problems and used emollient cream on her legs. There was a gas fire in the vicinity of the fire which had recently been fitted. The deceased was discovered in the living room in front of the television and gas fire. It is not clear yet whether the cause of the fire is this gas fire which could have ignited her clothing, or a 4-way extension lead.

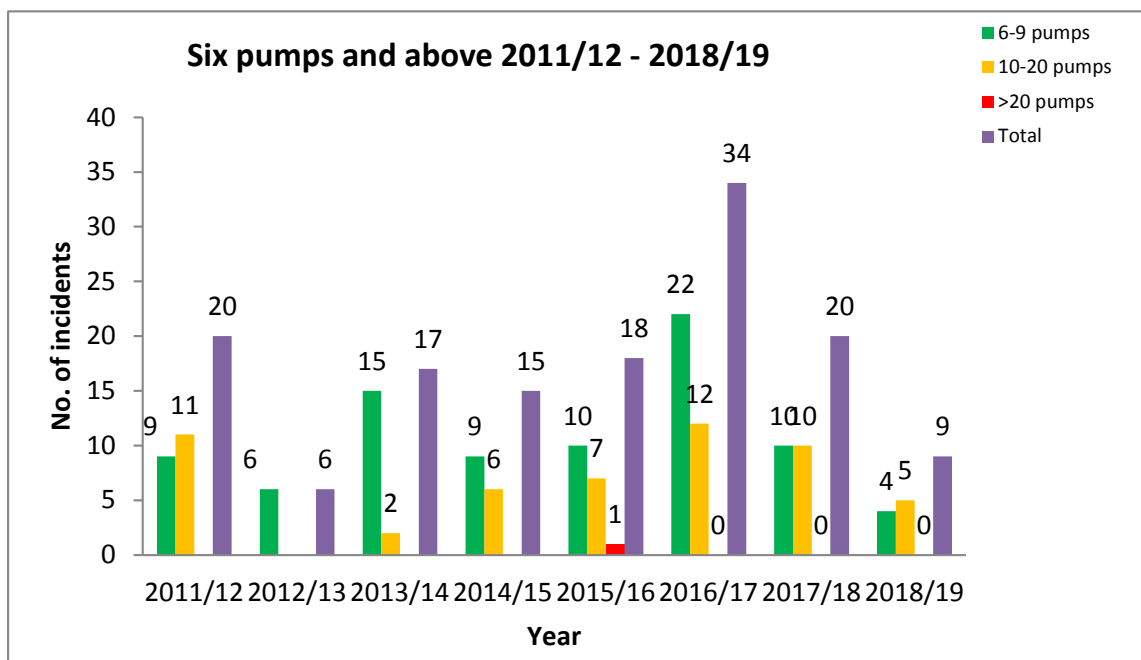
6. Fire-Related Incidents attended by Six Pumps and Above

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 seven years up to 31 July 2018:



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

New incidents added to the table are shaded in white.

Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
Tuesday 05/06/2018 22:13	Princes Soft Drinks Toftshaw Lane Bradford	Factory	40 (Bradford)	Unable to determine	10 pumps 3 support 6 specials	64 Ffs 6 Officers
Thursday 28/06/2018 04:11	Holt Bros Ltd 49 Hope Street Halifax	Industrial	64 (Halifax)	Negligent use of equipment	6 pumps 1 support 4 specials	36 Ffs 4 Officers
Saturday 30/06/2018 00:22	Holmfirth Dyers Dunford Road Holmfirth	Factory	66 (Holmfirth)	Not known	12 pumps 5 support 4 specials	76 Ffs 5 Officers
Wednesday 04/07/2018 14:10	Crompton Mouldings West Vale Buildings Sherwood Road Brighouse	Factory	61 (Rastrick)	Combustibles in an industrial oven	12 pumps 5 support 4 specials	76 Ffs 9 Officers
Saturday 07/07/2018 15:18	DS Smith Recycling Pennine View Birstall, Batley	Warehouse	27 (Morley)	Not known (Accidental)	17 pumps 4 support 4 specials	92 Ffs 7 Officers
Sunday 15/07/2018 02:24	Jewsons Moor Road Hunslet, Leeds	Builders' Merchant	25 (Hunslet)	Deliberate	15 pumps 4 support 7 specials	90 Ffs 10 Officers
Monday 16/07/2018 3:28	Graphic Packaging Cockburn Field Middleton Grove Beeston, Leeds	Factory	25 (Hunslet)	Unable to determine	5 pumps 1 support 5 specials	34 Ffs 5 Officers
Friday 20/07/2018 11:26	Third Avenue Rothwell	Standing crops	91 (Rothwell)	Not known (Accidental)	5 pumps 2 support 4 specials	36 Ffs 4 Officers
Tuesday 24/07/2018 01:31	Dearne Head Haddingley Lane Cumberworth Huddersfield	Barn	71 (Skelmanthorpe)	Deliberate	8 pumps 3 support 6 specials	56 Ffs 5 Officers

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

Princes Soft Drinks, Toftshaw Lane, Bradford

This incident occurred in Bradford station area and involved an industrial manufacturing building. The area involved in fire was the plastics department. The fire was made persons reported and was contained to the floor of origin.

The initial pre-determined was 2 pumps from Bradford. At the height of the incident a make pumps 10 Aerials 2 message was received by Control and appliances from the following stations were mobilised: Morley, Fairweather Green, Odsal, Shipley, Rastrick, Cleckheaton, Dewsbury, Leeds and Halifax.

The following support appliances were also mobilised: The Hose Layer from Mirfield, Welfare Unit from Skelmanthorpe, Command Unit and Support from Pontefract, Command Unit Assistants from Ossett, Rapid Deployment Safety Crew from Rothwell and the Hazardous Materials Unit from Dewsbury.

Officers were mobilised due to the size of the incident. They were as follows: Watch Commander Griffiths was Fire Investigation Officer, Group Manager Brown was Incident Commander, Station Manager Gardiner was Command Support Officer, Station Manager Austin was Hazardous Materials and Environmental Protection Officer, Station Manager Boocock was Operational Assurance Officer and Station Manager Goodall was the DIM Officer.

The time of call for this incident was 2212 hours on 5th June 2018 and the stop message was received by Control on 6th June 2018 at 0041 hours. The incident was closed on 6th June 2018 at 1610 hours.

The cause of the fire was unable to be determined.

Holt Bros Ltd, Hope Street, Halifax

This incident occurred in Halifax station area and involved an industrial metal processing building. The building was two floors high and the fire occurred on the ground floor in the process/production room. Workers had used extinguishers prior to the arrival of the fire service. Five people were assisted in their evacuation by FRS personnel. The fire was contained to the room of origin.

The initial pre-determined attendance was 2 pumps from Odsal and Rastrick. At the height of the incident a make pumps 6 and aerials 1 message was received by Control and appliances from the following stations were mobilised: Cleckheaton, Fairweather Green, Huddersfield and Leeds.

The following support appliances were also mobilised: The Hose Layer from Mirfield, Welfare Unit from Skelmanthorpe, Command Unit Light from Featherstone and Command Unit Assistants from Killingbeck.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Helliwell was Incident Commander, Station Manager Fox was Command Support Officer, Station Manager Goodall was Hazardous Materials and Environmental Protection Officer, Station Manager Goldwater was Operational Assurance Officer and Watch Manager Firth was Fire Investigation Officer.

The time of call for this incident was 0409 hours on 28th June 2018 and the stop message was received by Control on 28th June 2018 at 0514 hours. The incident was closed on 28th June 2018 at 0708 hours.

The cause of the fire was thought to be accidental.

Holmfirth Dyers 1986 Ltd, Ribbleden Dye Works, Dunford Road, Holmfirth

The incident occurred in Holmfirth station area and involved an industrial manufacturing factory building. In addition to hazardous materials, there were 8 tonnes of powdered chemicals and 20 x 200 Litres of liquid chemicals used in the dye industry along with large amounts of dyes. Five people were assisted in their evacuation by FRS personnel. Workers exited from top side of the factory and were trapped in the yard by a metal gate. Members of the public forced the gate open.

The initial pre-determined attendance was 2 pumps from Holmfirth and Huddersfield. Control increased this to 4 due to the number of calls. At the height of the incident a make pumps 10 and aerials 2 message was received by Control and appliances from the following stations were mobilised: Huddersfield, Rastrick, Halifax, Meltham, Skelmanthorpe, Slaithwaite, Wakefield, Mirfield, Ossett and Penistone (South Yorkshire).

The following support appliances were also mobilised: Command Unit from Pontefract, CU Light from Featherstone, Hazmat Unit, Hazmat Support and Command Unit Assistants from Dewsbury, Hose Layer from Mirfield, Welfare Unit from Skelmanthorpe, Command Unit Sector Support from Castleford and Rapid Deployment Safety Crew from Morley.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Archer was Command Support, Station Manager Naylor was Hazardous Materials and Environmental Protection Officer, Group Manager Fealy was Incident Commander, Station Manager Stead was Operational Assurance Officer, Station Manager Taverner was Hazmat Officer and Watch Manager Lister was Fire Investigation Officer.

The time of call for this incident was 0021 hours on 30th June 2018 and the stop message was received by Control on 30th June 2018 at 0312 hours. The incident was closed on 30th June 2018 at 2056 hours.

The cause of the fire is being investigated.

Crompton Mouldings, Sherwood Road, Brighouse

The incident occurred in Rastrick station area and involved a moulding manufacturer building. The building consisted of 1 floor and the fire affected the whole building.

The initial pre-determined attendance was 2 pumps from Rastrick and Odsal. At the height of the incident a make pumps 12 message was received by Control and appliances from the following stations were mobilised: Leeds, Morley, Stanningley, Bradford, Rawdon, Shipley, Huddersfield, Skelmanthorpe, Slaithwaite, Mirfield and Pontefract.

The following support appliances were also mobilised: The Command Unit and Assistants from Pontefract, Command Unit Light from Featherstone, Rapid Deployment Safety Crew from Hunslet, Hose Layer from Otley, Welfare unit from Skelmanthorpe, Command Unit Assistants from Hunslet.

Officers were mobilised due to the size of the incident. They were as follows: Area Manager Butters was Duty Gold Commander, Group Manager May was Incident Commander, Station Manager Boocock was Ops Commander, Station Manager Austin was Command Support Officer, Station Manager Donegan was Hazardous Materials and Environmental Protection Officer, Station Manager Bairstow was a Working Officer, Group Manager Fealy was GM in Control and Station Manager Gardiner was Operational Assurance Officer.

The time of call for this incident was 1410 hours on 4th July 2018 and the stop message was received by control on 5th July 2018 at 0802 hours. The incident was closed on 5th July 2018 at 1025 hours.

The cause of the fire was combustibles placed too close to heat source (or fire).

DS Smith Recycling, Pennine View, Birstall, Batley

The incident occurred in Morley station area and involved a recycling yard containing cardboard bales. The premises did contain sprinklers however the part affected by fire was not covered by them. The fire was contained to the yard by crews.

The initial pre-determined attendance was 2 pumps from Morley and Cleckheaton. Due to the numbers of calls control increased the pre-determined to 4 pumps and mobilised further pumps from Dewsbury. At the height of the incident a make pumps 15 message was received by Control and appliances from the following stations were mobilised: Leeds, Cookridge, Hunslet, Killingbeck, Odsal, Shipley, Castleford, Normanton and Ossett.

The following support appliances were also mobilised: The Hose Layer from Mirfield, Command Unit and Support from Pontefract, TRU from Cleckheaton, the Personnel Refreshment Unit from Cookridge, Command Unit Assistants from Stanningley, Command unit sector support from Brighouse and Rapid Deployment Safety Crew from Bradford.

Officers were mobilised due to the size of the incident. They were as follows: Group Manager Bush was Incident Commander, Station Manager Holt was Command Support Officer, Station Manager Atkins was Hazardous Materials and Environmental Protection Officer, Station Manager Pearson was Operational Assurance Officer, Station Manager Helliwell was Fire Investigation Officer, Area Manager Butters and Station Manager Rose were also mobilised.

The time of call for this incident was 1518 hours on 7th July 2018 and the stop message was received by control on 7th July 2018 at 1805 hours. The incident was closed on 8th July 2018 at 0036 hours.

The cause of the fire was thought to be accidental.

Jewsons, Moor Road, Hunslet

The incident occurred in Hunslet station area and involved a builders merchants. This was a multi seated fire within a building supplies yard (Business Jewsons). The whole site except three warehouses was involved in fire approximately 150m by 60m.

The initial pre-determined attendance was 3 pumps from Hunslet, Leeds and Killingbeck. At the height of the incident a make pumps 15 and aerials 2 message was received by Control and appliances from the following stations were mobilised: Leeds, Cookridge, Garforth,

Hunslet, Moortown, Stanningley, Killingbeck, Bradford, Halifax, Wakefield, Dewsbury, Ossett and Rothwell.

The following support appliances were also mobilised: The Command Unit and Command Support from Pontefract, Command Unit Light from Featherstone, Hose Layer from Mirfield, Personnel Refreshment Unit from Cookridge, Rapid Deployment Safety Crew from Morley, Command Unit Assistants from Dewsbury and Command Unit Sector Support from Castleford.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Kovacs as Operational Assurance Officer, Group Manager Ambler as Working Officer, Station Manager Fox as Command Support Officer, Station Manager Metcalfe as Hazardous Materials and Environmental Protection Officer, Station Manager Asquith as Fire Investigation Officer, Deputy Chief Officer Walton as Incident Commander, Group Manager Langan as Inter Liaison Officer, and Station Managers Helliwell, Stead and Donegan were Working Officers.

The time of call for this incident was 0224 hours on the 15th July 2018 and the stop message was received by Control on 15th July 2018 at 0600 hours. The incident was closed on 16th July 2018 at 0553 hours.

The cause of the fire was arson and investigations are ongoing.

Graphic Packaging, Cockburn Field, Middleton Grove, Beeston, Leeds

The incident occurred in Hunslet station area and involved an Industrial Manufacturers. Two external paper compactors caught fire and some external ducting was involved.

The initial pre-determined attendance was 2 pumps from Hunslet. At the height of the incident a make pumps 5 aerials 1 message was received by Control and appliances from the following stations were mobilised: Leeds, Morley, Killingbeck and Wakefield.

The following support appliances were also mobilised: The Hose Layer from Mirfield, Welfare Unit from Cookridge, Command Unit Light from Featherstone and Command Unit Assistants from Moortown.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Helliwell was Incident Commander, Station Manager Stead was Operational Assurance Officer, Station Manager Kovacs was Command Support Officer, Station Manager Metcalfe was Hazardous Materials and Environmental Protection Officer and Station Manager Asquith was Fire Investigation Officer.

The time of call for this incident was 0328 hours on 16th July 2018 and the stop message was received by Control on 16th July 2018 at 0756 hours. The incident was closed on 16th July 2018 at 0830 hours.

The cause of the fire was thought to be accidental.

Field, rear of Third Avenue, Rothwell

The incident occurred in Rothwell station area and involved a standing crop field. There was rapid fire spread due to strong winds.

The initial pre-determined attendance was 1 pump from Rothwell. At the height of the incident a make pumps 5 message was received by Control and appliances from the following stations were mobilised: Garforth, Hunslet, Wakefield, and Normanton.

The following support appliances were also mobilised: Hose Layer from Mirfield, Personnel Welfare Unite from Cookridge, Command Unit Light from Featherstone, Command Unit Assistants from Dewsbury and the Wildfire Unit with Assistants from Keighley.

Officers were mobilised due to the size of the incident. They were as follows: Station Manager Thompson was Incident Commander, Station Manager Holdsworth was Command Support Officer, Station Manager Sylvester was Operational Assurance Officer and Station Manager Hannah was Wildfire Officer.

The time of call for this incident was 1123 hours on 20th July 2018 and the stop message was received by control on 20th July 2018 at 1317 hours. The incident was closed on 20th July 2018 at 1422 hours.

The cause of the fire is thought to be accidental.

Dearne Head, Huddingley Lane, Cumberworth, Huddersfield

The incident occurred in Skelmanthorpe station area and involved a barn containing hay bales and farm machinery.

The initial pre-determined attendance was 2 pumps from Skelmanthorpe and Holmfirth. At the height of the incident a make pumps 8 message was received by Control and appliances from the following stations were mobilised: Huddersfield, Meltham, Slaithwaite, Barnsley and Penistone.

The following support appliances were also mobilised: The Hose Layer from Mirfield, Command Support from Pontefract, Welfare Unit from Skelmanthorpe, Command Unit Assistants from Normanton and the Command Unit Lite from Dewsbury.

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

The time of call for this incident was at 0130 hours on the 24th July 2018 and the stop message was received by control on 24th July 2018 at 1704 hours. The incident was closed on 25th July 2018 at 0059 hours.

The cause of the fire is currently still under investigation.

7. Violence at Work

Attacks on Personnel

There have been 21 incidents reported by West Yorkshire FRS in this financial year.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Attacks on Firefighters	77	40	76	64	60	87	92	21

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

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

Attacks on Firefighters as a Percentage of Turnouts										
District / Station	No. of Turnouts	Physical Assault	Weapon Brandished	Missile Thrown	Firework Thrown	Stoning	Aggressive Behaviour	Verbal Abuse	Total	Percentage
Bradford District										
Bradford District FP										
Bradford	1194			2				1	3	0.25%
Bingley	242							1	1	0.41%
FWG	450					1			1	0.22%
Keighley	335							1	1	0.30%
Odsal	559					2	1	1	4	0.72%
District Total	3299	0	0	2	0	3	1	4	10	0.30%
Calderdale District										
Rastrick	297	1							1	0.34%
Illingworth	362							1	1	0.28%
District Total	1234	1	0	0	0	0	0	1	2	0.16%
Kirklees District										
Huddersfield	758							2	2	0.26%
Dewsbury	783						1		1	0.13%
District Total	2273	0	0	0	0	0	1	2	3	0.13%
Leeds District										
Hunslet	931					1			1	0.11%
Rothwell	160							1	1	0.63%
Stanningley	387		1			1			2	0.52%
Killingbeck	798			1					1	0.13%
District Total	4573	0	1	1	0	2	0	1	5	0.11%
Wakefield District										
Featherstone	75							1	1	1.33%
District Total	1670	0	0	0	0	0	0	1	1	0.06%
Totals	13132	1	1	3	0	5	2	9	21	0.16%

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 (0.16% 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

On 6th April at 1715 hours whilst attending an incident on Warrenton Place, Lidget Green, involving a boy stuck on a roof, a group of boys threw stones at the crews.

On 13th April at 1950 hours whilst attending a bin fire in the park at Horton Park, Horton Park Lane crews came under attack from youths throwing missiles and threatening to set more fires. The police were called but the youths continued to throw articles at the crews and the police.

On 20th April at 1025 hours crews were attending a smell of burning at a home on William Street, Denholme when the occupier became aggressive towards the crew.

On 26th April at 2220 hours when called to a dwelling on William Street, Denholme the occupier refused to let crews in and was verbally abusive towards them.

On 3rd May at 2015 hours youths threw stones at crews whilst they attended and incident in Wibsey Park on Reevy Avenue. Bradford.

On 13th May at 1845 hours whilst attending an incident at Yorkshire Martyrs Catholic College a projectile was thrown at the appliance damaging the window on the driver's side.

On 18th May at 2215 hours crews received verbal threats whilst attending an incident in the field of Cedar Drive, Wyke.

On 24th May at 1810 hours whilst attending an incident on Mount Street, Bradford crews were threatened by a motorist because the crews had closed the road in order to deal with the incident.

On 5th June at 0010 hours crews were verbally abused and had objects thrown at them whilst attending an incident at Lindley Park.

On 23rd July at 2150 hours whilst attending a fire on playing fields to the rear of Reevy Crescent, Bradford approximately 8 boys between the ages of 12 and 15 got very aggressive and threatened to relight the fire if crews extinguished it.

Calderdale

On 12th May at 0230 hours crews attended a dwelling fire on Slade Lane, Rastrick the officer in charge of the incident was physically attacked by the occupier.

On 1st July at 1945 hours whilst attending a large grass fire in Canterbury Crescent, Halifax crews were subjected to verbal abuse by youths.

Kirklees

On 14th April at 2040 hours whilst attending an incident at Riddings Rise, Deighton the occupier became verbally abusive towards the crew.

On 11th May at 2240 hours whilst attending a fire at Grasscroft Road, Marsh the occupiers became verbally abusive towards the crews.

On 27th May at 2310 hours a laser pen was pointed at crews whilst they responded to an incident on The Crescent, Ravensthorpe. The occupier also became abusive and admitted causing the fire.

Leeds

On 15th May at 1920 hours whilst leaving an incident on Aysgarth Place, Cross Green a group of seven male and female youths threw stones at the crews.

On 21st May at 2129 hours whilst attending a hedge on fire at Broadlea Terrace, Bramley one of the occupiers of a house nearby was clearly under the influence and was threatening towards other neighbours who had gathered. At one stage he retreated to his house and returned brandishing a machete and struck one of the members of the public. He returned to his house and appeared again with another knife and became verbally abusive, a brawl then took place between him and another neighbour. FRS staff and the neighbours managed to restrain the individual before the arrival of the police.

On 9th June at 1055 hours whilst attending controlled burning on Sandy Bank Avenue, Rothwell, the occupier became abusive and threatened crews if they entered his land.

On 25th July at 1900 hours whilst extinguishing a small fire in woods off Barncroft Drive, Leeds crews were verbally abused by a group of 6 teenagers who threw missiles at the crew as they returned to the appliance. The youths then proceeded to light more fires whilst continuing to verbally abuse crews. Police were requested but did not arrive before crews left the scene.

On 28th July at 2345 hours stones were thrown at crews whilst attending a fire in Bramley Park, Westover Road, Bramley.

Wakefield

On 20th April at 2100 hours whilst attending a fire in the open at Barnsley Road, South Kirkby crews were verbally abused.

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



OFFICIAL

Performance Management Reports

Full Authority

Date: 21 September 2018

Agenda Item:

14b

Submitted By: Director of Service Delivery

Purpose

This report seeks to gain approval from Members of the Fire Authority for the introduction of a consistent performance reporting process

Recommendations

That Members of the Fire and Rescue Authority approve the recommendation to set the reporting periods for the future Performance Management Activity Reports (PMAR) to follow a Quarterly reporting cycle

Summary

The way performance is reported to the Fire and Rescue Authority and various committees has evolved over time. The current process looks to deliver relevant information for Members of the FRA to allow some scrutiny and challenge in addition to celebrating successful performance. In future, it is proposed to run four performance reports per year reflecting the actual performance across the quarters of the year

Local Government (Access to information) Act 1972

Exemption Category: NA

Contact Officer: Alison Davey
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Background papers open to inspection: NA

Annexes: NA

1 Introduction

- 1.1 Performance Management Activity Reports (PMAR) are currently presented at all Full Authority meetings.
- 1.2 This paper sets out a proposal to deliver these reports in a more consistent way in future.

2 Information

- 2.1 The Fire and Rescue Authority is presented with the PMAR that details performance against selected local and national targets to enable the Authority to measure, monitor and evaluate performance. A traffic light system is employed to provide a straightforward visual indicator across a suite of performance indicators.
- 2.2 The information provided relates to the performance in Emergency Response and provision of services in areas such as Prevention and Protection. It also gives a summary of significant incidents that WYFRS has attended.
- 2.3 The teams who contribute to this report have been requested to make slight amendments to the information within the report whilst operating to a deadline system based on the dates that the relevant authority meeting papers are dispatched. As such this has created some inconsistency in the reporting periods.
- 2.4 It is proposed that the future PMAR reports are created in a consistent way and will report performance across the following quarterly periods:
- Quarter 1 - 01 April to 30 June PMAR 1
 - Quarter 2 – 01 July to 30 September PMAR 2
 - Quarter 3 – 01 October to 31 December PMAR 3
 - Quarter 4 – 01 January to 31 March PMAR 4

NOTE: The reports from Q 2-4 will include the data for the quarter reporting period and also the cumulative data from 1 April within the reporting year.

- 2.5 The most recent completed report will be presented to the relevant FRA / Committee meeting, as per the planning table below

Quarter Performance Report	Report to be complete by	FRA Meeting presented at
Q1 (1 April to 30 June)	31 July	September Full Authority
Q2 (1 July to 30 September)	31 October	December Full Authority
Q3 (1 October to 31 December)	31 January	February Full Authority
Q 4 (1 January to 31 March)	30 April	June Full Authority

- 2.6 The PMAR will continue to be presented at Management Team meetings.

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 Resource and Diversity Implications

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

6 Health and Safety Implications

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

7 Organisational Dependencies

7.1 The development of the PMAR requires the contribution of a range of internal departments and teams. As such, the time allowance of one month has been allocated to produce the report.

7.2 There may be occasion when the most recent report is not ready for the next FRA meeting due to the papers deadline falling within the month when the report is being produced. As such, members of the FRA will be sent the report electronically when it is ready. It will still be formally presented for discussion, questions and scrutiny at the next FRA meeting so Members have the chance to comment on the report.

8 Conclusions

8.1 Changes to the way the PMAR is delivered to the FRA are proposed in this paper.

8.2 If Members approve the new way of presenting the PMAR, the new process will begin from the December Full Authority meeting and will include performance information for the first and second quarters of the year ie April to September.

8.3 This report links to all of the Service Plan 2015-2020 priorities as the PMAR covers all areas of Service Delivery Performance across WYFRS.



OFFICIAL

Service Plan - Action Plan 2018-2019 Update

Full Authority

Date: 21 September 2018

Agenda Item:

15

Submitted By: Chief Legal and Governance Officer

Purpose	To update Members of the progress on the Service Plan Action Plan 2018-2019
Recommendations	That Members note the report
Summary	This report is to update Members of the progress on the Service Plan Action Plan 2018-2019

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey
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Background papers open to inspection: None

Annexes: Action Plan 2018-2019 updated 21 September 2018

1 Introduction

- 1.1 At the Full Authority meeting held on 16 February 2018, Members approved the Service Plan Action Plan 2018-2019 for publication.

2 Information

- 2.1 Progress on the implementation of the action plan 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 Resources and Diversity Implications

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

6 Health and Safety Implications

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

7 Service Plan Links

- 7.1 This report links to all the Service Plan 2015-2020 priorities.

8 Conclusions

- 8.1 That Members note the report.

ACTION PLAN 2018 - 2019



West Yorkshire
Fire & Rescue Service

Update: 21 September 2018

DELIVER A PROACTIVE COMMUNITY SAFETY PROGRAMME



We will:

Ensure the authority's statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur

Work with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being

Our action

Support the Grenfell Public Enquiry and Independent Review of Building Regulations and Fire Safety and implement any findings (DCFO)

Continue to progress with the implementation phase of the new Safer Communities Prevention Strategy (DCFO)

Develop a Community Engagement Strategy to improve the ability to target and interact with vulnerable people across the communities of West Yorkshire (DCFO)

Explore all opportunities to further enhance the Youth Interventions Programme (DCFO)

Progress

The public enquiry entered the evidence phase on 21 May 2018; this is scheduled to run until 29 October 2018. The chair of the enquiry has intimated that interim recommendations may be made during the summer break; any recommendations will be reviewed once published. The final report of the Independent Review of Building Regulations and Fire Safety was published on 17 May 2018. We have reviewed the report and are awaiting the government's formal response to the review that will determine which recommendations are to be progressed and how the government expects them to be implemented.

Implementation of the strategy is progressing well. The Safe and Well training programme is on track to be completed in April 2019 with plans in place to continue with the prevention training in modular format to maintain competencies across the staff delivering prevention activities. Mobile working devices are being trialled with expected roll out across prevention teams before the end of 2018.

Limited progress to date. Workshop being planned to get the views of a wider set of stakeholders on the best approach in terms of strategy or toolkit for practitioners. This work will also support the Safer Communities Prevention Strategy.

The Youth Intervention Team are working to reduce dependency on cost recovery and access existing and new funding avenues, and to make ongoing improvements to the Fire Setter intervention and Children and Young People initiatives in line with national advancements. Whilst maintaining existing strengths we will actively improve evaluation of work delivered and the quality of instruction and support which we provide to young people. We are also exploring a range of initiatives linked to the Princes Trust; there is a strong possibility of being able to deliver a 'Team' programme from January 2019. Funding has recently been secured to deliver a series of courses from the WYFRS programme across Kirklees.

DELIVER A PROFESSIONAL AND RESILIENT EMERGENCY RESPONSE SERVICE



We will:

Work with blue-light partners and other agencies to provide a safe and effective emergency response

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Our action

Work collaboratively within the Yorkshire and Humberside region to progress the Emergency Services Mobile Communications Programme (ESMCP) (DSS)

Progress

The four FRS in Yorkshire and Humberside are working together along with Police and Ambulance colleagues to deliver the ESMCP. A regional governance structure is in place with WYFRS acting as lead FRS. A regional Programme Manager is coordinating activities in line with programme timelines. The new network will be ready to start incremental transition in 2019. Full transition will not take place until all the new functionality is fully complete which is likely to be after mid-2020. The region continues to work well together on this project. The Regional Programme Manager contract has been

Continuously improve our emergency response by learning from ours and others experiences

Deliver improvements to the efficiency and effectiveness of organisational performance through the Tri-Service Collaboration Programme (DSS)

extended in line with projected timescales.

The Tri-Service Collaboration Programme continues to develop with projects established for collaboration in Driver Training and Occupational Health. Furthermore, work is continuing in identifying other areas for collaboration and specifically in relation to Community Safety and Emergency Planning. The agreements for driver training and gaining entry for medical purposes are now finalised awaiting approval from the Executive Committee. Joint working for Emergency Planning is being developed as a full business case. Community safety is in the scoping phase and progressing well.

Remove Local Retained Support Officer posts from retained duty system stations (DSS)

A project plan has been developed in order to mitigate the effects of implementation of this initiative. All posts have now been vacated and removed from the establishment. **Complete.**

Reduce the Station Manager posts to 36 and determine if changes to the flexible duty system are required (DSS)

The number of officers is reducing as aligned with the current retirement profile and is expected to be complete by the autumn. Discussions are ongoing in relation to the duty system to be adopted. Established Station Manager posts have been reduced to 36. Following discussion and cohort agreement the current flexible duty system (FDS) for existing Station Managers will remain the same five week rota pattern. However, subject to approval, new Station Managers promoted via the 2018 process will remain on a five week Flexible Duty System, but will work a slightly different pattern to the existing one. This pattern will reduce positive working hours by three hours on full duty shifts and reduce the amount of midweek rota days by two days per five week cycle.

Implement the recommendations of the retained duty system review to include improvements in recruitment (CESO)

Agreement has been reached for a six month pilot to commence in September.

Research efficiency savings in the way that the hazardous materials Detection, Identification, Monitoring (DIM) capability is delivered (DCFO)

This report has now been completed and presented to Management Team in August prior to the Authority cycle of meetings in September.

Procure two aerial appliances following a comprehensive evaluation of the options available (DCFO)

The tender process is now complete and the vehicles will be supplied by Rosenbauer with the first of the two vehicles being delivered in Autumn and the second in the New Year.

Evaluate options to replace hydraulic cutting equipment and the battery combi tool (DCFO)

Following Authority approval a tender process was entered into jointly with South Yorkshire with Weber being the successful supplier. Delivery of the new equipment will start in Autumn which will also involve appliance modifications to safely stow the new equipment.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



We will:

Promote the health, safety and well-being of all employees

Provide training and development to maintain a skilled and flexible workforce

Create an environment that enables our staff to develop and embrace organisational and cultural change

Our action

Convert five non-operational Grey Book posts in support departments to Green Book posts (DSS)

Develop a detailed business case and commence the implementation of the Occupational Health Tri-Service Collaboration project (CESO)

Commence a workplace health and safety audit programme (CESO)

Develop and introduce a workplace wellbeing strategy (CESO)

Progress

A project plan has been developed for this initiative and Job Descriptions are in development for the new roles. Within the Training Department and Operational Support Department this work is part of a wider restructure. Recruitment of green book posts still ongoing.

A three phase agreement has been approved by the Tri-Service Collaboration Board, which will identify collaborative initiatives. Opportunities to collaborate on a range of services have been explored, with those which identify mutual benefit, being progressed. Monthly meetings are held to discuss ongoing opportunities to work more closely. Audit programme has commenced.

Self-assessment undertaken to lay the foundations for the strategy. Work to

Develop and introduce an Operational Training Strategy to incorporate local, district and central training requirements to include training recording systems (DSS)

Review of the Operational Training Delivery structure and administration (DSS)

Develop a leadership strategy for the organisation and provide appropriate development opportunities to support the strategy (CESO)

Continue to develop and improve promotion processes (CESO)

Procure and deploy an integrated human resource and rostering system (CESO)

Develop improved workforce planning and resource deployment (CESO)

Develop a business case and commence the implementation of the Driver Training Tri-Service Collaboration project (DSS)

Restructure Operational Support to maximise the benefits from the integration of Operational Learning (DCFO)

produce a combined wellbeing, health & safety strategy has commenced.

The Operational Development Strategy is in development and it is anticipated that this will be presented to the Human Resources Committee in the autumn. The new Training Strategy is on track for launch in the Autumn.

The Operational Training restructure is to be presented to the Human Resources committee at the July meeting. Approved by HR committee. The new restructure flattens the management structure, directs more time towards training delivery and is cost neutral. The restructure will take place over the next two years in line with planned transfers and retirements.

The Organisational Development Manager is developing the leadership strategy covering the organisation's approach to leadership and associated development programme. This will be presented at HR Committee in the Autumn.

Revised process for Crew Commanders now in place. Watch Manager process commencing shortly. Promotion policies have been updated for the 2018 processes. A change in process has been introduced for Firefighter to Crew Manager process which looks at development prior to taking up Crew Manager roles.

Procurement work has been undertaken over the last 18 months. This work is now reaching a conclusion and it is hoped that systems will be procured during the course of the summer. Systems are now procured and a 6-12 month implementation period will start in September.

Detailed workforce plans are produced and monitored in conjunction with Strategic Development and Finance departments. A review of the Operations Resource Pool is in progress but further work on resource deployment will be carried out in conjunction with the new rostering system referred to above.

An options paper has been produced and presented to the Tri-service Collaboration Board. Implementation is now in progress and a Memorandum of Understanding (MoU) has been produced which formalises and captures current collaboration initiatives and best practice. MoU is now finalised and awaiting sign off with Executive Committee.

Operational Learning has been merged with Operations Policy and a wider review of the Operations Support structure has been carried out to reflect the loss of one Station Manager and one Group Manager.

PROVIDE EFFECTIVE AND ETHICAL GOVERNANCE AND ACHIEVE VALUE FOR MONEY



We will:

Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness

Provide effective systems of control, performance and assurance to ensure the service operates efficiently

Our action

Review and streamline meetings across the organisation (DCFO)

Streamline and deliver a more priority focussed change programme (DSS)

Progress

Skype for Business has been installed on devices used by a number of individuals with a view to utilising this as a method for meeting. Physical meetings will be removed when appropriate.

The Change Management Programme has undergone a number of governance changes to streamline the process including the establishment of a "plan on a page" and the introduction of the Tactical Programme Board.

Demonstrate transparent and accountable decision making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Commence the construction of a new fire station at Wakefield (same location as existing fire station) (DSS)

Carry out a feasibility study of the building stock at Fire Service Headquarters with a view to centralising functions (DSS)

Review procurement processes (DSS)

Continue implementation of Information and Communications Technology Strategy (DSS)

Introduce the new service assurance framework for all departments (DSS)

Prepare the service for the first Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection including learning from the pilot (DSS)

Review and develop the Integrated Risk Management Planning process including the Community Risk Management Strategy (DSS)

Reduce staffing at day crewed stations (DSS)

Work has commenced to progress the rebuilding of Wakefield Fire Station on the current site.

The feasibility study is currently being undertaken by consultants with the initial findings being presented over the summer. Further work is continuing prior to proposals being presented to the FRA.

An LGA Peer Review is being planned in order to review the processes associated with procurement. The review will take place in late September.

ITIL project has now moved into evaluation. Solution for paperless meetings is being trialled. Solutions for HR and rostering are being evaluated. Mobile device management is being rolled out. Trials of tablets and development of the mobile application for Prevention is progressing.

The service assurance framework is currently being completed by individual departments by way of self-assessment. This project was postponed due to our involvement in the HMICFRS pilot. The project will commence again in September 2018.

The pilot inspection was carried out in May 2018 and appeared to be broadly successful in achieving its objectives. The data gathering process has begun for the full inspection in May 2019. A timeline and action plan to prepare for the first formal inspection has been prepared and will be monitored through Management Team.

Work is ongoing to develop and implement a revised Integrated Risk Management Planning process that includes a more holistic view of the background risk within the county. The new IRMP will be presented to the Fire Authority in September. The transition away from our Community Risk Management Strategy will take place in April 2019.

A plan is in place for the implementation of this initiative and policy changes are being made in order to facilitate its operation. Establishment staffing has been reduced by two Firefighters at each day crewed station. Policy changes have been made and are in the final stages of approval. **Complete.**

KEY DENOTES PERSON RESPONSIBLE: (DCFO) – Deputy Chief Fire Officer; (DSS) – Director of Service Support; (CESO) – Chief Employment Services Officer



OFFICIAL

Service Delivery Assurance Report

Full Authority

Date: 21 September 2018

Agenda Item:

16

Submitted By: Director of Strategic Development

Purpose

To provide Members with detail in relation to the performance of service delivery and update on the service assurance process and the transition to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection process.

Recommendations

That Members note the content of the report and support the future developments identified within it.

Summary

This report provides Members of the Fire and Rescue Authority with detail in relation to Service Delivery performance and explains the processes that have been developed to provide that assurance. The report contains information about:

- the introduction of the HMICFRS
- the HMICFRS pilot inspection and plans for future inspections
- re-alignment of the Service Assurance (SA) process to take into account the HMICFRS process
- overview of how this report will evolve in the future focusing on the outcomes and actions from the HMICFRS and SA processes.

The report will be referenced in the Annual Statement of Assurance published by the Authority each year.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Director of Service Support

Background papers open to inspection: None

Annexes: None.



1 Introduction

- 1.1 The Fire and Rescue National Framework 2018 states that "...The authority must also provide assurance to their community and to government on financial, governance and operational matters." This assurance has been provided via a number of processes over the past few years and is now in a transition period, including taking into account the introduction of the new HMICFRS inspection process. Areas of good practice and areas for development were identified as part of this process.

2 Background

- 2.1 In 2014 Management Board approved a Service Delivery Assurance process and delivery plan which utilises the Operational Assurance (OpA) and Fire Peer Challenge Toolkit. This was developed by the Chief Fire Officers Association (CFOA) and the Local Government Association (LGA) as the basis for a framework for internal assessment, i.e. the West Yorkshire Fire and Rescue Service (WYFRS) Self-Assessment Toolkit. The OpA and Fire Peer Challenge process was selected because it was designed to form a structured and consistent basis to drive continuous improvement within the Fire and Rescue Service. It also provides elected members on fire and rescue authorities and chief fire officers with information that allows them to challenge their operational service delivery, their organisational effectiveness and to ensure they are efficient, effective and robust. The OpA toolkit was revised in 2015 to include an additional area 'Preparedness/Resilience'.
- 2.2 The OpA and Fire Peer Challenge was designed to:
- Assist the Fire and Rescue Authority to identify its service's strengths and areas to explore;
 - Inform the FRA's strategic improvement plans;
 - Deliver a robust process for assessing operational performance;
 - Complement (but not duplicate) any national requirements for financial audit, including the value for money judgement;
 - Be used as a tool to assist Fire and Rescue Authorities (FRAs) in the identification and dissemination of notable practice; and
 - Be flexible in design and simple in delivery.
- 2.3 The OpA process included a facility to request a Peer Review by a team made up of officers and elected members from other fire and rescue authorities. A Peer Review was last undertaken in WYFRS in February 2012, it was generally very positive although a number of areas for improvement were identified. A detailed action plan was produced following the review, progress against this was monitored by the Management Team and reported back to the West Yorkshire Fire and Rescue Authority (WYFRA) Audit Committee where, at its meeting of 19 April 2013, it was confirmed that all actions were complete.
- 2.4 In May 2016 the then Home Secretary Teresa May addressed an audience at a Reform event in London. The speech looked at reform of the fire and rescue service in depth, focusing on areas such as efficiency and collaboration, reform of the workforce and accountability and transparency. She stated that "*There's no independent inspectorate; no regular audit of performance; and only limited available data on performance over time or between areas. Instead, local fire and rescue services are examined by a system of peer challenge – which provides no assurance whatsoever to the public. It may serve a purpose as a tool for self-improvement, but in practice it means that chief fire officers handpick their own reviewer, set their own terms of reference, and decide whether or not to publish the results. It is not so much marking your own homework as setting your*

own exam paper and resolving that you've passed - and it has to change"

- 2.5 In July 2017 the independent inspection of the fire and rescue service was announced. The fire and rescue service inspections will focus on the service provided to the public. HMICFRS will assess how well fire and rescue services prevent, protect against and respond to fires and other emergencies, and how well they look after the people who work for the service.
- 2.6 The Fire and Rescue National Framework sets out a requirement to publish Annual Statements of Assurance. It states:
- '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"*
- 2.7 For the past four years WYFRS has produced an Annual Statement of Assurance, which provides links to a wide range of documentary evidence, for example, the Annual Governance Statement, the Statement of Accounts and performance management reports. Previously, WYFRS did not produce an annual report which summarised the assurance of service delivery. However for the last three years a Service Delivery Assurance Report has been produced and is included with the Annual Statement of Assurance. This report will develop to become the Service Assurance Report with the introduction of the Service Assurance (SA) process in October/ November 2018. Whilst the focus of the HMICFRS is mainly on the service delivery side of the organisation, the SA process will focus on our internal systems and processes.
- 2.8 WYFRS recognises the importance of the provision of assurance and its responsibilities contained within the National Framework document. A dedicated team, the Service Improvement and Assurance Team (SIAT) provide high level assurance to the Management Board and the Fire Authority through the management of the HMICFRS and SA processes. The SIAT also deliver and manage a number of service improvement and assurance workstreams.

3 HMICFRS

- 3.1 In July 2017, HMICFRS extended its remit to include inspections of England's fire and rescue service. They will assess and report on the efficiency, effectiveness and leadership of the fire and rescue services in England.
- 3.2 The fire and rescue service inspections will focus on the service provided to the public. They will assess how well fire and rescue services prevent, protect against and respond to fires and other emergencies, and how well they look after the people who work for the service.
- 3.3 The fire and rescue services inspection programme will enable HMICFRS to draw together evidence from inspections of all fire and rescue services in England. The inspection programme was developed with the fire and rescue service by recruiting experts from the sector to carry out the inspections, and by taking advice from senior service representatives. The inspection programme is designed to promote improvement in all aspects of the work undertaken by fire and rescue services.
- 3.4 HMICFRS will inspect the fire and rescue services that carry out the principal functions of a fire and rescue authority: fire safety, firefighting, and responding to road traffic accidents and other emergencies. They will inspect all 45 fire and rescue services in England, in three sets of 15 services, beginning in summer 2018 and concluding in autumn 2019.
- 3.5 This will be the first full assessment of all 45 fire and rescue services for some years. At the end of each set of inspections, HMICFRS intends to publish a report of its assessment of each fire and rescue service inspected in that tranche, as well as a summary of themes emerging from the inspections. The resulting assessments will include graded judgments of each fire and rescue service. HMICFRS' assessments are designed to enable the public to see how each fire and rescue service's performance changes over time and in relation to the performance of other

services. A pilot inspection process of 3 FRS was announced in December 2017. WYFRS was chosen as one of these and carried out the process from December 2017 to the final inspection week in May 2018.

4 WYFRS HMICFRS Pilot Inspection

- 4.1 The inspection process focuses on three key pillars; efficiency, effectiveness and people. The inspection process assesses evidence from, data, documents, a self-assessment and face to face visits during what are termed discovery and field work.
- 4.2 *Data Collection* – The new data requests with the HMICFRS process are comprehensive - examples of these are, no of incidents, sickness levels, number of compliments and complaints etc. The first data request was made in February 2018, with an updated return required every quarter thereafter.
- 4.3 *Document Collection* – around 70 documents were requested for review by the inspectorate. Policies, frameworks, risk assessment and financial plans were amongst these. A process is being developed to ensure a central library exists for these documents with a review and update procedure firmly embedded.
- 4.4 *Self-Assessment* - the inspection team produced a set of diagnostic questions based around the three areas of effectiveness, efficiency and people. The self-assessment also included a general position statement of the service from a strategic perspective.
- 4.5 *Strategic Briefing* – a presentation and question and answer session between the inspection team and WYFRS Management Board.
- 4.6 *Fieldwork and Discovery* – the inspection team spent periods of time with various departments and individuals to gather evidence and reality check information that had been provided to them.
- 4.7 *Report* – there was no formal report as part of the pilot inspection process.
- 4.8 The pilot inspection process was an excellent opportunity for WYFRS to assist in shaping the final look of the formal process and the professionalism of all involved was highlighted by the inspection team.

5 Service Assurance Process (SA)

- 5.1 The Service Assurance process was introduced in September 2017. This was followed shortly by the introduction of the HMICFRS inspection process. This changed organisational priorities to ensure sufficient time and resources could be applied to the HMICFRS and to develop ways that the two processes could complement each.
- 5.2 A gap analysis has been carried out between the two processes and a less bureaucratic approach is being proposed than that approved at Audit Committee in 2017. A revised policy document will be provided to the Audit Committee for approval in February 2019.

6 Future Developments

- 6.1 WYFRS will be subject to their first full HMICFRS inspection in the summer of 2019. Following this inspection a report will be provided by the inspectorate. The SIAT will ensure that areas of good practice and any areas for development are addressed through a formal action plan. The progress of this will be monitored by Management Team and reported by exception to the Audit Committee.
- 6.2 Revision of the SA process to ensure a joined up and coherent approach to assurance. Approval will be sought for this process in February 2019 and subject to that approval will inform the Service Assurance process going forward and the Service Assurance report 2019. This report will be revised in future to include assurance information, including judgements, from HMICFRS

inspection process, the SA process and any other areas identified through the business as usual work of the SIAT.

7 Financial Implications

- 7.1 There are no direct financial implications associated with this report although areas for development may require investment decisions which will be incorporated into each specific business case for funding.

8 Legal Implications

- 8.1 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.

9 Human Resources and Diversity Implications

- 9.1 There are no direct equality and diversity implications associated with this report although equality impact assessments form an integral part of considerations for all aspects of service delivery. The assurance process will therefore provide further evidence of compliance with the requirements of equality legislation and WYFRA policy.

10 Health and Safety Implications

- 10.1 Health and safety is a fundamental consideration for all aspects of service delivery. Identified issues relating the Health and Safety will be addressed and dealt with depending on their level of urgency either through the action plan or directly if required.

11 Service Plan Links

- 11.1 The current Action Plan contains the specific action to develop a Service Support Assurance process with the strategic objective of providing effective systems of control, performance and assurance to ensure the service operates efficiently.

12 Conclusions

- 12.1 The Service Delivery Assurance processes and the information contained in this annual report, in conjunction with periodic reports on performance management, financial and other matters, ensures that members of the Fire and Rescue Authority are able to make an informed judgement regarding the overall performance of WYFRS. This judgment is then summarised in the Annual Statement of Assurance which is published on the WYFRA website in accordance with the requirements of the National Fire and Rescue Framework.



OFFICIAL

Statement of Assurance 2017/18

Full Authority

Date: 21 September 2018

Agenda Item:

17

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

Purpose

To present Members with the annual Statement of Assurance 2017/18 for approval

Recommendations

Members are requested to approve the Statement of Assurance 2017/18 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance.

Summary

This report presents the annual Statement of Assurance 2017/18; 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

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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 2017/18

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 2017/18 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 and Safety Implications

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

7 Service Plan Links

- 7.1 This report links to all of the priorities in the Service Plan 2015-2020 and in particular 'Provide effective and ethical governance and achieve value for money'.

8 Conclusions

- 8.1 Members are requested to approve the Statement of Assurance 2017/18 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 2017/18

OFFICIAL

Ownership: Corporate Services
Date Issued: 21 September 2018



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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 2015, WYFRA published the [Service Plan 2015-2020](#) which outlines the key priorities and objectives and builds upon the delivery and achievement of the Service Plan 2011-2015. The Service Plan 2015-2020 is fully electronic to make use of new technologies and enable ease of access to up to date information. [Annual action plans](#) are produced during the five year period to focus the work of West Yorkshire Fire and Rescue Service 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 2017/18 Code of Practice on Local Authority Accounting based on International Financial Reporting Standards (IFRS) for 2017/18 and the Accounting Codes of Practice published by the Chartered Institute of Public Finance and Accountancy (CIPFA), WYFRA has produced the Statement of Accounts 2017/18. 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, currently KPMG, 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 2017/18 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 in February 2018 shows that the Authority will be using £5.2m of reserves to support the recruitment of over 100 firefighters during 2018 and 2019. In order to secure a balanced budget from April 2020, the Authority will need to find £2.1m of ongoing revenue savings. This coupled with the Fair Funding Review which is a central government review of the local government and fire funding formula which will determine funding levels from April 2020 means that the financial future remains challenging for the Authority.

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.

The adequacy and effectiveness of the Authority's risk management system and internal control environment is assessed by Internal Audit 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. Business risk based auditing 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 2017/18](#) 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 Code of Recommended Practice for Local Authorities on Data Transparency, 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 Code's timescales. 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 to each 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 WYFRA information.

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 eight 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 EU personal data. The Data Protection Act 2018 will replace GDPR following the United Kingdom's exit from the European Union in the government's withdrawal bill.

The Authority has taken the opportunity provided by the introduction of the GDPR to perform a full review of current processes relating to compliance and governance and are pleased to report that the Authority has a robust and thorough compliance structure, which has only been strengthened by the new obligations arising from the GDPR. Internal policies have been updated to reflect these obligations, privacy statements have been produced, and we continue to invest in and train our staff to be the very best that they can be. Most importantly, we believe wholeheartedly in Privacy by Design attitude, and this has been embedded into all of our processes to ensure that data privacy is of paramount importance. All contracts between the Authority and third party data processors contain correct and appropriate contractual terms that support the GDPR principles.

In a recent Internal Audit Report on the Authority's GDPR preparedness, the Authority received 'substantial assurance' which is the highest level of assurance.

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 2017, the [Community Risk Management Strategy 2017-2020](#) was published which explains how WYFRS identify, assess and manage risk in West Yorkshire and provides information on how the services are delivered. This document also provides the underpinning 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 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 2017 was awarded full compliance against the 57 elements of the standard including fifteen '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 on the Community Risk Management Strategy 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 Service Plan and the Community Risk Management Strategy. Performance against targets are reported to the Fire and Rescue Authority on a regular basis, with the latest annual [Performance Management Report](#) for 2017/18 submitted in June 2018.

The Community Risk Management Strategy 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 ward level. 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 [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 will assess and report 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 will receive their first formal inspection in the summer of 2019. A toolkit will be developed around the HMICFRS inspection process which will provide a framework for internal assessment. This will assist in populating the Service Delivery section of the annual Service Assurance Report which provides assurance that the organisation is performing effectively and efficiently. ([Service Assurance Report – hyperlink here](#)).

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 line rescue, and WYFRA is a major contributor to national and regional resilience with the capability to respond to major disasters and terrorist attacks.

Future Improvements

Having spent the last few years redesigning the service, moving fire station locations, and ensuring resources remain allocated appropriate to risk and demand, the Authority continues to face similar challenges and further levels of financial cuts over the coming years. The Community Risk Management Strategy is now under review and the Authority will revisit its Integrated Risk Management Plan (IRMP) to ensure a joined up approach to the analysis of risk and the deployment of resources. In light of recent major incidents, a review of foreseeable risks is also taking place.

The Authority has restructured at a senior level, transferring responsibilities for health and safety, organisational development and employment resourcing to the Chief Employment Services Officer. It is anticipated that this change will further enhance improvements made within these areas.

The service has introduced a new [Safer Communities Prevention Strategy](#) in 2017 following extensive stakeholder engagement. This involved holding a series of partnership events, visits to all operational fire stations across West Yorkshire and a public engagement survey which informed the development of the strategy. The service is 18 months into a two year staff training programme to implement a revised home visit programme that will build on the traditional fire prevention messages and include simple assessments, advice and signposting for additional health and well-being concerns. The new 'Safe and Well' checks will 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

commenced in April 2017 and this ensures that we target 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 will ensure 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 our actions or that of partners in order to reduce the risk as far as is possible. WYFRA has been successful in establishing a wide range of education programmes that help and support young people whatever their challenges may be. The Youth Intervention Programme challenges high risk, vulnerable young people to change their behaviours to lead safer lives, examples of these include 'Shout', 'Grit' and 'Firefit'.

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 have 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 our Operational Risk Visit programme and is now developing to use an intelligence led approach. Protection officers are investigating the benefits of attending major fires to assist with tactical planning and operational learning.

The Policing and Crime Bill, places a duty upon WYFRA to consider the scope for collaboration with other emergency services and work is being carried out with leaders of both West Yorkshire Police and the Yorkshire Ambulance Service to consider how best to achieve this. A collaboration board has been established to both scope and pursue suitable initiatives which will develop with the goal of greater effectiveness and efficiency. This board has reviewed an initial series of functions previously defined as in scope and is progressing the development of business cases to inform a series of final decisions. WYFRA recognises that there is already existing good practice and will seek to promote and expand into new challenges and opportunities paying particular attention to procurement. A shared premises arrangement with West Yorkshire Police is already in place and a number of trials of an Emergency Medical Responder scheme have been in place for the past year, in partnership with Yorkshire Ambulance Service. The future of this scheme is currently linked to an ongoing national discussion regarding firefighters pay, and as such its future remains unclear.

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. This is being further developed following a staff survey carried out in February 2016 which emphasised the need for further improvement in leadership across the organisation which

has, of course, a clear link to health and well-being. A revised leadership strategy is being developed which will take account of this.

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. In May 2017 the Fire-Fighter safety team was formed and is believed to be the only dedicated Fire-fighter 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 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 call handling and mobilising function will face further challenges with the impending introduction of a new 4G LTE mobile phone network for the emergency services through the national Emergency Services Mobile Communications Programme (ESMCP). WYFRA has taken a lead role in this project, representing the region on the ESMCP Fire Customer Group and formulating and administering the Yorkshire and Humber Regional ESMCP Group. This will become an increasingly important project over the next twelve months; dedicated resources are being put in place to support the region in mobilising for and transition on to the Emergency Services Network as part of the national programme.

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 2016-2020](#) has been developed and a programme of change is being implemented. The Strategy will maximise the use of electronic ways of working, simplify systems and produce a consistent user experience reducing repetition and exploiting the value of the information held within a secure and resilient infrastructure. It will ensure 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.

Following extensive consultation with staff, 2017 saw the launch of revised values and behaviours for the organisation. The implementation was led by the Chief Fire Officer and Chief Employment Services Officer and involved workshops with more than 150 managers from right across the organisation. The workshops gave managers an opportunity to explore and understand the values as well as giving senior managers the opportunity to reinforce their importance. The values and behaviours form an integral part of the organisation's appraisal system and the performance of all staff will be required to be consistent with the revised approach. The approach has been founded on the firm belief that strong, shared culture organisations tend to have better performance and more engaged staff and this provides a real opportunity to drive towards excellence and to become a true 'employer of choice'. WYFRA wants to create and embed a systematic approach to engage and empower employees around any challenge.

The successful realisation of the WYFRA vision will only be acquired by having a workforce that is truly involved and motivated, working together towards a shared and meaningful purpose.

For the first time in eight years, WYFRA has embarked on a programme of recruitment for whole-time firefighters. Some 80 firefighters were recruited during 2017. Over 6,000 applications were received and following rigorous assessment, the best 80 were selected. The first group of recruits became operational in April 2018. Our workforce planning forecasts suggest that similar numbers of new recruits will be required in each of the next two years to ensure that effective fire cover continues to be provided across West Yorkshire.

A new fire professional standards body has been announced and the new Fire and Rescue Service National Framework has been published. The service will work to ensure these new standards and framework are integrated into our current ways of working.

This Statement of Assurance is signed on 21 September 2018 on behalf of West Yorkshire Fire and Rescue Authority.

Councillor Judith Hughes
Chair of West Yorkshire Fire and Rescue Authority



OFFICIAL

Integrated Risk Management Plan 2019 - 22

Full Authority

Date: 21 September 2018

Agenda Item:

18

Submitted By: Director of Service Support

Purpose To propose the draft Integrated Risk Management Plan for 2019-22.

Recommendations The Authority considers the content of the Integrated Risk Management Plan 2019-22 and approves the 12 week public consultation strategy.

Summary It is proposed that this Integrated Risk Management Plan 2019-22 should replace the Service Plan 2015-20 and the Community Risk Management Strategy 2015-20. It presents a strategic overview of how West Yorkshire Fire and Rescue Service (WYFRS) intends to achieve its ambition and manage the risks facing the communities of West Yorkshire.

If approved, the 12 week consultation will close on the 14th December 2018. The final draft Integrated Risk Management Plan would then be presented to the Full Authority on 21st February 2019 for their consideration and approval.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes:

Annex 1 – Integrated Risk Management Plan 2019-22

Annex 2 – Consultation Plan

1 Introduction

- 1.1 This Integrated Risk Management Plan 2019-22 (See Annex 1) sets out the strategic vision for West Yorkshire Fire and Rescue Service (WYFRS) and provides an overview of how we intend to achieve our ambition, manage the risks facing the community and meet the challenges facing the organisation between 2019-22.
- 1.2 WYFRS seeks the approval from West Yorkshire Fire and Rescue Authority to engage in public consultation regarding this plan.

2 Background

- 2.1 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 Information

- 3.1 This Integrated Risk Management Plan 2019-22 will replace the Service Plan 2015-20, the Community Risk Management Strategy 2015-20 and annual IRMP plans. It is designed to be an holistic plan, simplifying how we communicate our service strategy. It will be a public facing document and will be refreshed each year.
- 3.2 The Authority continues to face significant financial challenges over the coming years. This Plan proposes how best to manage reducing resources against the risks facing West Yorkshire and the demand for our services. To achieve a balanced budget by April 2020, the Authority must achieve savings of at least £2.4 million.
- 3.3 Beyond 2020, the financial outlook remains uncertain. It is highly likely that WYFRS will receive further reductions in Government funding and the Authority must have contingency plans for such eventualities.

4 Ambition, guiding principles and values

- 4.1 This Plan is proposing a simplification of our approach to communicating our organisational vision. The organisational Ambition of 'Making West Yorkshire Safer' is well embedded and we do not intend to change this. Beyond this, the current Aim, Priorities and Objectives are not so. Together they are lengthy and somewhat cumbersome. In essence, we have taken the themes expressed within the current Aim, Priorities and Objectives and proposed a simple set of guiding principles to support our organisational values. These principles and values will guide how we aim to achieve our ambition. It is anticipated that these will be fundamental to the setting of our organisational culture moving forward.

5 Risk analysis

- 5.1 To accompany this new Plan, the methodology used to identify and assess risk is being further developed. A new Integrated Risk Management Plan Framework document will present the Risk Register and the Risk Profile.
- 5.2 The new Risk Register will identify and assess the foreseeable risks facing West Yorkshire, their likelihood and severity and the risk management strategies that are believed to be proportionate and reasonably practicable.
- 5.3 The Register will be a live document that develops over time as risks change, new risks emerge and our understanding of risks matures through the sharing of information and learning.
- 5.4 The Risk Profile will also be developed to incorporate new data sets, which reflect other elements of societal risk. This new Framework will replace the methodology detailed in the Community Risk

Management Strategy 2015-20. This Framework will feed the annual review of the Integrated Risk Management Plan.

6 Planning Cycle

- 6.1 It is proposed that this Plan would be subject to an annual review to ensure it keeps pace with changes in risk.
- 6.2 If approved, the introduction of this Plan would see a change to the current annual planning cycle, the annual Action Plan and reporting procedure. All directorates will be required to plan change at least one year in advance and proposed projects will need to show clear quantifiable benefit and link to the direction of travel highlighted within the IRMP document. Once each proposed project has been assessed for viability, priority against existing projects and resource requirements to implement, the approved projects will be included in the WYFRS Project Portfolio and managed under the WYFRS Project Framework. Status reporting of each projects progress will be communicated periodically. This will ensure that there is a more measured, well planned and coordinated approach to best utilise the limited resources available to implement change.

7 Consultation

- 7.1 A 12 week public consultation plan is being proposed running from 21 September 2018 to 14th December 2018. This is in line with the Government's Consultation Principles 2018. This will include a comprehensive programme of internal and external consultation. (See Annex 2)

8 Financial Implications

- 8.1 In order for the Authority to achieve a balanced budget by April 2020, £2.4m of ongoing revenue savings will need to be delivered. This is assuming there is no cut to central government funding in the next spending review which is due in 2020. This is highly unlikely so funding scenarios have been calculated with a 5% and 10% cut in central funding in April 2020 which leaves the budget shortfall at £3.6m and £5.5m respectively.
- 8.2 The exercise to find efficiencies should not solely focus on operational and grey book staff but should also include support services, thus incorporating all authority budgets.
- 8.3 A report was approved at Finance and Resources Committee on 13 July, which transferred £531,000 of revenue budgets to contingencies, these are primarily historic budget over-provisions which have occurred over a number of years. If these budget movements to contingencies are not called upon in 2018/19, a permanent reduction in budget will be made from the 2019/20 revenue budget.
- 8.4 In addition to the cut in funding, a change in the assumptions used to calculate the Medium Term Financial Plan will affect the amount of savings required to achieve a balanced budget. For example, an increase in the pay award by an additional 1% to the 2% provided for in the medium term financial plan (MTFP) would mean an additional revenue cost of £600,000 per annum. For this reason, it is important that we identify a range of efficiency savings and not solely focus on just finding savings to meet the estimated budget deficit.

9 Legal Implications

- 9.1 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.

10 Human Resource and Diversity Implications

- 10.1 At this stage, it is too early to assess with any certainty the impact that the introduction of Lean Working Methodology may have on staff, although the focus generally is on process improvement.

Some projects (such as the implementation of the new HR System) allow staff reductions to be anticipated in advance and this can be managed through the non-filling of vacancies and/or the use of temporary contracts. Any other changes which have significant staffing implications will be the subject of specific reports to the Human Resources Committee.

- 10.2 The introduction of a local rostering solution should see staff having greater control over their working time with less leave being rostered, the ability to request leave and accept overtime shifts via a mobile device and retained staff will also have the ability to manage their availability using similar mobile technology. Having greater control over working time and increasing flexibility should lead to improvements in morale.
- 10.3 If approved, the timescales for implementation will allow for a training and development programme for staff to support any changes to their roles and responsibilities.
- 10.4 An Equality Impact Assessment has been completed for the proposed changes within this Integrated Risk Management Plan 2019-22. No adverse impacts have been identified for staff or the public. This assessment will be reviewed during the implementation, if approved.

11 Health and Safety Implications

- 11.1 The proposed changes within this Plan are designed to minimise the impact on the health and safety of the communities within West Yorkshire and our staff.
- 11.2 The organisation recognises the impact that changing ways of working can have on those involved. The health and well-being of our staff throughout this change programme will be paramount during the implementation of any approved changes.

12 Organisational Dependencies

- 12.1 The approved 'Programme of Change' will be managed through the WYFRS Project Management framework. By applying this framework, it will ensure detailed planning of the proposal and that impacts, dependencies and resource requirement are identified and prioritised alongside projects currently in progress.

13 Service Plan Links

- 13.1 This new Integrated Risk Management Plan 2019-22 links directly to the four priorities within the Service Plan 2015-20
- Deliver a proactive community safety programme.
 - Deliver a professional and resilient emergency response service.
 - Provide a safe skilled workforce that serves the needs of a diverse community.
 - Provide effective and ethical governance and achieve value for money

14 Conclusion

- 16.1 This report introduces the proposed Integrated Risk Management Plan 2019-22. This new Plan will replace the Service Plan 2015-20, the Community Risk Management Strategy 2015-20.
- 16.3 Approval is being sought from the Authority to carry out a 12 week consultation exercise on this Plan. The outcomes from this consultation exercise and the final draft Integrated Risk Management Plan 2019-22 would then be reported to the Full Authority on 21st February 2019 for consideration and approval.



Your Fire & Rescue Service

Integrated Risk Management Plan
2019-2022

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Foreword

This is our Integrated Risk Management Plan (IRMP) which we want to share with our communities to reassure you that we carefully plan how we can meet the demands of our changing society. Our aim is to Make West Yorkshire Safer and we have to understand the challenges and risks that face our community to do this.

West Yorkshire Fire and Rescue Service has protected its communities for many years.

But as times change, so do the services you rely on, including your emergency services. We have seen the need to change and respond to finance reductions, and new demands, with positive and innovative measures. It's inevitable that we'll need to make changes to the way that we work to respond to today's challenges, and the ones that lie ahead.

Over the next few years we will continue to focus on those most vulnerable in society by supporting our communities' wellbeing. We want to work even closer with our local councils in Bradford, Calderdale, Kirklees, Leeds and Wakefield and key agencies like the police and ambulance service to add social value to West Yorkshire.

While we face a reduced budget, we will continue to make sure our resources are in the best place at any time of day or night. We will continue delivering the high-quality service that West Yorkshire expects and focus our efforts on the things that matter most to you; the things that really make a difference.

We are funded through the public purse to keep our communities safe from risk & provide a first class response to emergencies where our expertise & skills can save lives, offering an excellent service that is value for money for the tax payer.

Our Integrated Risk Management Plan (IRMP) sets out how we plan to Make West Yorkshire Safer.

Cllr Judith Hughes
Chair of the Authority

John Roberts
Chief Fire Officer/Chief Executive

Introduction

This service plan sets out how we plan to achieve our ambition of Making West Yorkshire Safer. It is our Integrated Risk Management Plan (IRMP); it provides an overview of how we manage risk and the changes we are proposing to meet the challenges we face.

The risks facing our communities are not static. In order to be effective at managing risk we will review this plan annually to ensure it truly reflects the risks and challenges we face.

Context

Making West Yorkshire Safer

In recent years the dedication and commitment of our staff has saved many lives within West Yorkshire. The work we do with our communities to stop fires before they happen has reduced the number of incidents we attend. We want this trend to continue.

More than fire

Whilst we have been successful in reducing fires, other risks are emerging. We prepare for and respond to different types of emergencies. These include: rescues from flooding and from collapsed buildings, road traffic collisions and in some cases, terrorist attacks. We must be prepared for every situation and consider how likely and how serious they could be.

Our firefighters need to be highly skilled, equipped and ready to respond.

Reduced funding

Since 2010, our funding from central Government has reduced by £26.2 million. During this time, we have reduced the number of firefighters, fire and rescue service staff, fire stations and fire engines based on the changing risk and a smaller budget.

We continue to face the challenge of planning our future with a reducing budget.

Who we are

West Yorkshire Fire and Rescue Service is one of 45 fire and rescue services in England. We are governed by West Yorkshire Fire and Rescue Authority, which is made up of 22 councillors from the five metropolitan district councils: Bradford, Calderdale, Kirklees, Leeds and Wakefield. Our Chief Fire Officer and Management Board are responsible for carrying out the Authority's statutory duties.

Our statutory duties are set out in the Fire and Rescue Services Act 2004. Our main duties are:

- Firefighting
- Attending road traffic collisions
- Dealing with other emergencies
- Promoting fire safety

We also have duties under the Civil Contingencies Act 2004 and the Regulatory Reform (Fire Safety) Order 2005.

The Fire and Rescue Services National Framework Document published in 2018 ([link](#)) states the requirements for this Integrated Risk Management Plan (IRMP).

Our ambition

Making West Yorkshire Safer

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

Our guiding principles

To achieve our ambition we will:

Focus on risk and vulnerability

Be part of our communities

Work in partnership

Be at our best and strive to improve

Make a positive difference in everything we do

The services we deliver

Prevention

“Educating people about the risks they face to prevent emergencies and reduce vulnerability”

Protection

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

Response

“Being ready for and responding to emergencies”

Resilience

“Being able to deal with major emergencies and disruption whilst continuing to deliver our critical services”

Our people

We continue to be one of the country's leading fire and rescue services by engaging with our workforce and investing in their future. We employ approximately 1,400 staff who are encouraged, trusted and supported to play their part in promoting the safety and wellbeing across all our communities in West Yorkshire.

Values

- Teamwork – *We recognise everyone's strengths and contributions, working effectively as one team*
- Integrity – *We are trustworthy and ethical in all that we do, acting with integrity always*
- Learning – *We learn all the time; we share our experiences and celebrate success*
- Responsibility – *We are responsible and take ownership of the work we do*
- Communication – *We clearly and carefully communicate, in a way everyone understands*

We recognise the importance that our workforce plays in achieving our ambition. We are investing in health and wellbeing, leadership and development strategies to support staff to reach their full potential.

In 2018, we recruited full-time firefighters for the first time in nine years. This has been a positive step for our organisation, enabling us to bring in new talent and invest in the future. We also aim to improve our 'on-call' firefighter provision and focus our efforts on recruitment in order to improve the availability of fire engines in our more rural areas.

Our finances

We are funded by the tax payer so we want our resources to work efficiently for you.

Our 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.

Our aim is to reduce what we spend by at least £2.4 million by April 2020.

Beyond 2020, we continue to face financial uncertainty. For example, a 5% reduction in Government funding from 2020 would increase the amount of ongoing savings we require from £2.4 million to £3.9 million. On top of this we face financial pressures from future pay awards and inflation.

Budgetary control and management will continue to be critical as our funding reduces. For example in 2018/19, we have identified a total of £0.5 million of potential savings from support budgets that underspent the previous year.

Collaboration

We understand the value that working with others can bring. We work closely with West Yorkshire Police and Yorkshire Ambulance Service as well as our neighbouring fire and rescue services and local councils to provide the best service we can. The Police and Crime Act 2017 places a duty on us to collaborate.

We are currently delivering and introducing a wide range of collaborative projects, including:

- Shared premises
- Shared training programmes
- Shared occupational health arrangements
- Joint community safety work
- Joint emergency planning
- More joined up emergency response arrangements, such as firefighters attending life threatening emergencies to assist the ambulance service in accessing premises

Our journey so far

Since 2010, we have focussed on aligning fire cover to risk and demand. We have redesigned the service, moving fire station locations, removing fire engines, changing duty systems and changing our support services.

We are confident that our fire cover model is appropriate to the current risks facing West Yorkshire.

The priorities of this plan

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

- Reduce the risks to the communities of West Yorkshire.
- Maintain our current 40 fire stations and 46 fire engines.
- Be more efficient across all areas of the service to make savings.
- Reduce what we spend by at least £2.4m by 2020.
- Identify options to make further savings beyond 2020.
- Manage recruitment to avoid compulsory redundancies wherever possible.
- Work smarter at our fire stations and departmentally.
- Continue to keep our firefighters safe.
- Make better use of technology and innovate where possible

Understanding risk and vulnerability

Risk: The potential for an emergency to occur that may threaten life, property or the environment.

We serve a diverse population of 2.2 million people spread over approximately 800 square miles. Our community and landscape create a unique mixture of risks. We have large cities and towns including some of the most deprived in the country. Our industrial heritage has seen large mills put to different uses or left unoccupied. We have many miles of waterways set in steep valleys that flood regularly and rapidly. We have remote communities, large areas of moorland, motorways, major railways, an international airport, large industrial sites, commercial centres, farming, major sporting events and much more.

As well as the local risks, our firefighters and resources form part of the national response arrangements to major emergencies.

How do we assess risk?

1. We use statistics, foresight and our professional experience to list all the risks that we face. This is our 'risk register.'
2. Using results from past emergencies, we decide how likely each risk is to threaten life, property and the environment.
3. We identify the level of risk by each electoral ward to create our 'risk profile'.
4. Using this information, we know where to base our people and resources.

Vulnerable: somebody who is more at risk from fire due to their health, age or lifestyle

Trends in society are leading to increasing numbers of vulnerable people living within our communities. These trends include:

- People living longer in their own homes.
- Health needs, including mental health, are becoming more complex.
- Deprivation is increasing.

Emerging risks

As the risk from fire has reduced, other risks are emerging. It is important that we spot these new risks early to prepare for them. We learn lessons 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 Boxing Day floods of 2015 and our subsequent investment in our water and flood rescue capabilities.
- The heatwave of 2018 and the ability of the fire and rescue service to respond to multiple large moorland fires.

Reducing risk and vulnerability

We balance our time and resources between reducing local risks, attending incidents and preparing for the emerging risks we face.

The four strategies we use to reduce risk are: Prevention, Protection, Response and Resilience.

Prevention

Prevention: “Educating people about the risks they face to prevent emergencies and reduce vulnerability”

Our Safe and Well programme is the flagship of our prevention strategy. It aims to improve the safety and wellbeing of people in their homes. We visit the most vulnerable to help reduce their risk from fire. During these visits, we also look to identify other risks they may face such as crime and slips, trips or falls.

Firefighters at fire stations carry out most of our prevention activity when they are not attending and preparing for emergencies. To deal with the more complex cases we employ specialist prevention staff who work with our partners to reduce risk in our communities.

Prevention work does not just happen in the home; we work with young people in schools and groups to keep them safe from fire, road accidents and the dangers of water.

Protection

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

We enforce the Regulatory Reform (Fire Safety) Order 2005; the fire safety law that applies to nearly every building other than private homes.

We have a dedicated team made up of qualified and experienced fire safety officers who are available to provide advice, support and investigate complaints relating to poor fire safety.

Our Risk Based Inspection Programme utilises data and information to enable us to visit those premises about which we receive information to suggest that they are not complying with fire safety law. This enables us to target our visits at premises that pose a higher risk to occupants.

Business engagement is key to support businesses with their fire safety responsibilities ensuring they can grow and support the local economy. We achieve this by encouraging and actively taking part in the Primary Authority Scheme (PAS). This national scheme promotes consistency and improves fire safety standards.

We support smaller, local businesses to meet their fire safety duties individually and through the work we do with the Local Enterprise Partnership (LEP).

Our Protection team also enforce regulations for the storage of petroleum-spirit by licensing petrol stations and explosives by licensing the storage of fireworks.

Response

Response: “Being ready for and responding to emergencies”

We provide fire cover 24-hours a day, every day of the year.

Our Fire Control Centre receives all our 999 calls and our operators assess each call to decide what response is required. They send the nearest fire engines to deal with the emergency.

The speed and number of firefighters attending a fire is critical. More serious and complex emergencies usually need more firefighters to resolve them. We call this our ‘speed and weight of attack.’

Incidents where there is a threat to life get the quickest response. Likewise, for those incidents that are in our higher risk communities.

We locate and operate our 40 fire stations to provide the optimal level of emergency cover based on local risk.

Each station has a shift system based on the level of risk that the local community faces. Higher risk areas are covered by 24/7 ‘wholtime’ stations. Lower risk areas are covered by ‘on-call’ stations. Those areas in between have a mixture of both, known as ‘day crewing’.

Our 46 fire engines are all equipped to deal with the vast majority of emergencies. If the type of emergency is complex, we have strategically located specialist units to call upon.

To ensure the nearest fire engines respond to the emergencies that occur close to and over our county border, we have arrangements in place with our neighbouring fire and rescue services to share fire engines.

Resilience

Resilience: “Being able to deal with major emergencies and disruption whilst continuing to deliver our critical services”

We resolve most emergencies with our own fire engines and firefighters. However, occasionally, major incidents can happen that need the support of fire and rescue services from across the country. We host a suite of specialist resources that can be deployed anywhere in the UK; likewise we can call on specialist resources hosted elsewhere.

We have agreements in place to share these resources when needed and we consider our national commitments when making local plans.

Multi-agency: “Cooperation between emergency services, local authorities and supporting organisations”

Nearly all serious emergencies require a ‘multi-agency’ response. By working with our partners in West Yorkshire, we can respond with the right mix of skills, expertise and equipment to deal with the risks we expect to face.

The West Yorkshire Resilience Forum co-ordinate various partner agencies in the region to provide the most effective and efficient response to civil emergencies. We regularly train and exercise with our partners.

We will continue to embed the Joint Emergency Services Interoperability Principles (JESIP) so that we work effectively with West Yorkshire Police and Yorkshire Ambulance Service at serious and major emergencies.

Delivering our service

We deliver our prevention and response strategies through our five district command teams.

These five areas create an annual District Action Plan to support this Integrated Risk Management Plan.

We employ service delivery teams who work county wide to deliver our prevention, protection and resilience strategies, and dedicated Control operators who oversee our 999 service and response to emergencies.

To keep our service running smoothly, we employ fire and rescue staff who provide our critical support services.

Our performance

We measure how well we are doing against our risk profile and whether we are reducing the risks to the communities in West Yorkshire.

The overall number of incidents we attend has reduced significantly since 2004. The trend since 2012 has seen numbers stabilise at around 22,000 incidents per year.

Year on year changes in risk and activity do not always mean that we change our fire cover. We often address these changes through prevention and protection activity, improved operational planning and new equipment and training.

West Yorkshire Fire and Rescue Authority and its sub-committees scrutinise this performance and hold the Chief Fire Officer and Management Board to account.

Firefighter safety

Our emergency response is the last resort. Emergency incidents are hazardous environments and the stakes are often high for our firefighters.

We strive to provide our firefighters with the best equipment, guidance and training to enable them to stay safe whilst keeping the public safe.

We want to see the number of emergency incidents reduce. However, this means there is less opportunity for our firefighters to gain real incident experience. To overcome this we learn and share the lessons from the emergencies that do occur here and elsewhere.

We have a risk-based training strategy and continue to invest in our central training programme to make sure firefighter skills are kept at the highest level.

Firefighters spend time visiting premises to gather risk information and training in the environments they are most likely to attend emergencies.

Improving our service

To achieve our ambition of Making West Yorkshire Safer, we will not stand still, we need to adapt and improve what we do.

How do we improve?

- We listen to feedback from the public, our staff, their representative bodies and other interested parties.
- We value the scrutiny provided by the West Yorkshire Fire and Rescue Authority, our internal auditors, and welcome external inspections of our service such as Customer Service Excellence and Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services.
- We have a 'Service Assurance Framework' which is a system in place to make sure we are doing what we say we will and to the standards expected of us.
- We also commission impartial and independent reviews of what we do to shape our plans if we feel it is in the best interests of our service.

This feedback helps us to understand what we need to do better and what we might need to change each year.

Key to this is our ability to find the right balance between prevention, protection, response, resilience and service improvement to reduce the risks facing our communities.

Moving forward our programme of change will focus on improving our efficiency and effectiveness without compromising public safety. We believe we can save £2.4 million by improving organisational efficiency and changing how we work. We aim to keep the current number of fire stations and fire engines, to maintain our current 'speed and weight of attack'.

We plan to use 'lean working' to achieve this. This way of working will be the foundation for how we work across the whole organisation. We will remove bureaucracy and challenge outdated and inefficient processes.

We also plan to improve our organisational culture by flattening our management structures and empowering departments and stations. We want to improve the flexibility and autonomy we give managers to deliver the service effectively within their local communities.

We will update this plan annually to include our approved 'Programme of Change'.

What's your view?

We deliver our service on your behalf and want to hear your views about this Integrated Risk Management Plan.

West Yorkshire Fire and Rescue Authority has the responsibility to approve this plan but it is important that the Authority hears your views before the plan is finalised.

You can give your feedback by:

???????@westyorksfire.gov.uk

www.westyorksfire.gov.uk

Or

By completing the feedback form with the printed version of this document available in your central library and returning it to:

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

When providing your feedback please consider the following questions:

- Do you feel the plan provides you with sufficient information about how we deliver our service?
- Do you have any suggestions or comments about this plan that will help us to develop how we deliver the service?

Should you require any further information to help you provide your feedback, please contact us.

Contact us

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IRMP/Service Strategy Consultation Promotion Plan

Purpose

To promote and engage the local public, businesses and staff in the work of WYFRS and to generate feedback.

Aims

- To increase awareness of WYFRS
- To increase awareness of the Service Strategy for the next three years
- To engage members of the public, local businesses and staff in the variety of work we do.
- To maintain confidence in public safety

Objectives

- To promote the Integrated Risk Management Plan document in order to engage the general public of West Yorkshire, community groups, organisations and businesses in the work of WYFRS.
- To give public confidence in our ability to respond whenever we are needed
- To give public confidence in our safety and security arrangements, planning, expertise and skills.
- To highlight the work of WYFRS in emergencies and also in supporting our communities and the vulnerable in our society
- To show value for money for tax payers money
- To engage staff in the future direction of the organisation, take an active part in decision making and give feedback.

Key Milestones

21 September 2018 – Full Authority meeting - to agree consultation on IRMP doc

21 September 2018 – (Subject to approval) internal and external consultation begins and runs for 12 weeks

14 December 2018 – Consultation closes

21 February 2019 – Full Authority meeting – results of the consultation will be presented for consideration and approval

Key Stakeholders

Five Local Authorities

Police Service

Ambulance service

Local Resilience Forum partners

Neighbouring Fire & Rescue Services

Regional MPs

WYCA

FBU

All WYFRS Staff

Audiences

West Yorkshire tax payers

West Yorkshire businesses

Community Groups (full list being provided by District Commanders and local council's

Community Engagement officers)

All WYFRS Staff

Key Messages

- We want to use tax payers' money to keep our communities safe in the first instance but continue to provide a first-class response to emergencies when our expertise and skills can save lives and property.
- We want to continue to focus on those most vulnerable in society and support all our communities.
- We face a reduced budget, but will make sure our resources are in the best place whenever you need us.
- We want to work even closer with key agencies like the Police, Ambulance Service to add social value to WY.
- We will use technology to our advantage and will work hard to achieve cost savings wherever possible.
- We are committed to maintaining our current level of fire stations and appliances and to not making any firefighter redundant.
- Our Integrated Risk Management Plan sets out how we plan to all this over the next three years.

Tools & Tactics

A delivery plan will including the following tactics:

- Media Launch of IRMP document online
- Consultation survey – online, paper form in printed copies and dedicated email address
- Website section – with FAQs and link to survey
- Social Media with links to survey
- Consultation events and promotion through attendance at local forums
- Use of internal communication mechanisms – Burning Issues, Yammer, Firespace, Senior Officer 121s with crews on station

Evaluation

Evaluation of the consultation promotion will consider:

- Social media reach and engagements
- Media coverage
- Website visits and click throughs
- Feedback during 121s, Yammer discussions, Burning Issues open rate
- Participation in the consultation survey



OFFICIAL

Improving flexibility and changing responsibilities at our fire stations

Full Authority

Date: 21 September 2018

Agenda Item:

19

Submitted By: Director of Service Support

Purpose

To present the detailed proposal to change how we work by 'improving flexibility and changing responsibilities at our fire stations' and seek approval to conduct an eight-week internal consultation exercise on this proposal.

Recommendations

Members consider the detailed proposal and approve an eight-week internal consultation exercise to seek the views of the workforce and representative bodies on this proposed change.

Summary

The Authority continues to face significant financial challenges and must continue to make efficiency savings to achieve a balanced budget by April 2020. This proposed change would allow us to operate more efficiently whilst maintaining the current levels of fire cover and the current availability at our 40 fire stations and 46 front line fire engines.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: AM Nick Smith, Service Support

Background papers open to inspection: None

Annexes:

Annex 1 Improving flexibility and changing responsibilities at our fire stations – Detailed Proposal

Annex 2 Internal Consultation Pla

1 Introduction

- 1.1 Since 2010, Integrated Risk Management Planning has been at the forefront of the Authority's strategic decision-making, in order to best match reducing resources against risk and demand.
- 1.2 In June and December 2011, the Authority approved IRMP 1. This IRMP set the strategic direction for the comprehensive spending review period. It included the merger/closure of ten fire stations and construction of five new stations in optimum locations; the introduction of a new duty system at Castleford; the introduction of Fire Response Units and Combined Aerial Rescue Platforms and the removal of a retained appliance at Silsden. Further savings were realised through a review of senior management and support staff posts.
- 1.3 In December 2012, the Authority approved IRMP 2 in order to manage further reductions in funding whilst at the same time optimising the resources available. The changes approved included the closure of two retained duty system stations, the removal of a number of second appliances, changing shift patterns at three stations to Day Crewing and the merger/closure of four stations and construction of two new stations.
- 1.4 In February 2017, the Authority approved IRMP 3, which included the removal of the Fire Response Units and changes in staffing on the Technical Rescue Unit.
- 1.5 In February 2018, the Authority approved IRMP 4, which included the reduction of staffing at day crewed stations; the removal of local retained support officers, the reduction in station managers and the replacement of operational staff in non-operational roles with Fire and Rescue staff.

2 Information

- 2.1 The Authority continues to face significant financial challenges over the coming years. To achieve a balanced budget by April 2020, the Authority must achieve savings of at least £2.4 million.
- 2.2 Beyond 2020, the financial outlook remains uncertain. It is highly likely that WYFRS will receive further reductions in government funding.
- 2.3 Our goal is to protect the current levels of fire cover provided across West Yorkshire and make efficiency savings that have the least impact on our emergency response.
- 2.4 The detailed proposal attached to this report proposes to change the way we work by improving flexibility and changing responsibilities at our fire stations. If approved, this change would flatten our management structures, enabling us to operate more efficiently.
- 2.5 The proposed change maintains the current levels of fire cover and the current availability at our 40 fire stations and 46 front line fire engines.
- 2.6 To accompany this detailed proposal, we also plan to introduce complementary changes that improve our organisational efficiency. These are:
 - Introduction of the Lean working methodology within the organisation
 - New more efficient and flexible, local-rostering arrangements at our fire stations
- 2.7 Following a recent Operational Staffing Efficiency Review we are better placed to understand the relationship between: the operational strength, the operational establishment and the operational shift requirement. Moving forward we will maintain the ratio between the operational strength and the operation shift requirement to minimise the reliance on overtime.

3 Consultation

- 3.1 We are proposing a comprehensive, eight week internal consultation period for this proposal. This is in line with the Government's Consultation Principles 2018. The consultation will run from the 21st September 2018 to 16th November 2018. Senior Officers plan to speak to every station and department during this exercise. (See Annex 2)
- 3.2 A briefing session for Authority members will be arranged following this consultation period and prior to the outcomes of the consultation and final proposal being presented to the Full Authority on 14th December 2018.
- 3.3 If approved for implementation on the 14th December 2018, further, more detailed consultation and negotiation will take place with representative bodies and staff to agree any changes to responsibilities and roles.

4 Financial Implications

- 4.1 In order for the Authority to achieve a balanced budget by April 2020, £2.4m of ongoing revenue savings will need to be delivered. This is assuming there is no cut to central government funding in the next spending review which is due in 2020. This is highly unlikely so funding scenarios have been calculated with a 5% and 10% cut in central funding in April 2020 which leaves the budget shortfall at £3.6m and £5.5m respectively.
- 4.2 The exercise to find efficiencies should not solely focus on operational and grey book staff but should also include support services, thus incorporating all authority budgets.
- 4.3 A report was approved at Finance and Resources Committee on 13 July, which transferred £531,000 of revenue budgets to contingencies, these are primarily historic budget over-provisions which have occurred over a number of years. If these budget movements to contingencies are not called upon in 2018/19, a permanent reduction in budget will be made from the 2019/20 revenue budget.
- 4.4 In addition to the cut in funding, a change in the assumptions used to calculate the Medium Term Financial Plan will affect the amount of savings required to achieve a balanced budget. For example, an increase in the pay award by an additional 1% to the 2% provided for in the medium term financial plan (MTFP) would mean an additional revenue cost of £600,000 per annum. For this reason, it is important that we identify a range of efficiency savings and not solely focus on just finding savings to meet the estimated budget deficit.

5 Legal Implications

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

6 Human Resource and Diversity Implications

- 6.1 If approved, the proposed change in Annex 1 would see more efficient ways of managing our fire stations. The change would be introduced in line with the retirement profile and natural staff turnover ensuring that no redundancies are required.
- 6.2 At this stage, it is too early to assess with any certainty the impact that the introduction of Lean Working Methodology may have on staff, although the focus generally is on process improvement. Some projects (such as the implementation of the new HR System) allow staff reductions to be anticipated in advance and this can be managed through the non-filling of vacancies and/or the use of temporary contracts. Any other changes which have significant staffing implications will be the subject of specific reports to the Human Resources Committee.

- 6.3 The introduction of a local rostering solution should see staff having greater control over their working time with less leave being rostered, the ability to request leave and accept overtime shifts via a mobile device. Retained staff will also have the ability to manage their availability using similar mobile technology. Having greater control over working time and increasing flexibility should lead to improvements in morale.
- 6.4 If approved, the timescales for implementation will allow for a training and development programme for staff to support any changes to their roles and responsibilities.
- 6.5 An Equality Impact Assessment has been completed for the proposed changes within this Integrated Risk Management Plan 2019-22. No adverse impacts have been identified for staff or the public. This assessment will be reviewed during the implementation, if approved.

7 Health and Safety Implications

- 7.1 The proposed changes within this Plan are designed to minimise the impact on the health and safety of the communities within West Yorkshire and our staff.
- 7.2 A firefighter safety impact assessment has been produced for this proposed change. If approved, the implementation of this change would be guided by this risk assessment.
- 7.3 The organisation recognises the impact that changing ways of working can have on those involved. The health and well-being of our staff throughout this change programme will be paramount during the implementation of any approved changes.

8 Organisational Dependencies

- 8.1 If approved, this change would be integral to our Integrated Risk Management Plan 2019-22. It would be included within our 'Programme of Change' and delivered through the WYFRS Project Management Framework.

9 Service Plan Links

9. This new Integrated Risk Management Plan 2019-22 links directly to the four priorities within the Service Plan 2015-20.
- Deliver a proactive community safety programme.
 - Deliver a professional and resilient emergency response service.
 - Provide a safe skilled workforce that serves the needs of a diverse community.
 - Provide effective and ethical governance and achieve value for money

10 Conclusion

- 10.1 The Authority continues to face significant financial challenges and must continue to make efficiency savings to achieve a balanced budget by April 2020. This proposed change would allow us to operate more efficiently whilst maintaining the current levels of fire cover and the current availability at our 40 fire stations and 46 front line fire engines.
- 10.2 Members are asked to consider the detailed proposal and approve an eight week internal consultation exercise to seek the views of the workforce and representative bodies on this proposed change.



West Yorkshire
Fire & Rescue Service

Annex 1

2019/22

Improving Flexibility and Changing Responsibilities at fire Stations. Detailed proposal

IRMP Team
September 2018

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Proposal:

Improving flexibility and changing responsibilities at fire Stations.

Key Benefits:

The key benefits of this proposal include:

- **Empowering crew and watch managers by improving ways of working**
- **Providing autonomy and flexibility to the watch manager role**
- **Flattening our operational management structure to deliver efficiencies**

Overview

- 1.1. Traditionally, our organisation has relied on a 'top down', command and control approach towards the daily management of our people and resources. We want to change this culture to a more inclusive and locally managed system.
- 1.2. Our current staffing model on fire stations includes one watch manager, one or two crew managers and a number of firefighters per watch. The watch manager is an integral part of the watch and rides a fire engine as the Officer In Command (OIC).
- 1.3. Our goal is to flatten the management structure and empower our station-based watch and crew managers. We believe these managers are in the best position to work closely with our district command teams to reduce the risks facing the local communities they serve.
- 1.4. Firstly, we will ensure that all watch managers based on fire stations have the same level of line management responsibility. We aim to do this by reducing the number of watch managers based at fire stations with one fire engine. This will mean they are responsible for the same number of staff as watch managers at multi-pump stations.
- 1.5. Watch managers will be responsible for two watches on a single-pump station and one watch on a multi-pump station; Day Crewed and Day Crewed (Close Call) stations will have a single watch manager responsible for all staff at those stations. Retained Duty System (RDS) stations will remain unchanged as they already staff with one watch manager. The watch manager role will therefore be standardised across the organisation at watch manager (B) level.
- 1.6. We also want to support and promote watch managers to work more flexibly. Currently watch managers ride on the fire engine along with their crew. This means they must always remain with their crew and attend every incident with them.
- 1.7. Our crew managers supervise a crew of fire fighters. The majority of the time a watch manager and crew manager will both ride the fire engine which is a duplication of effort. To avoid this, we plan to provide watch managers with their own vehicle. This vehicle will allow the watch manager to work more flexibly and attend only the incidents they need to.

- 1.8. We have established command procedures embedded in the organisation. Crew managers can command incidents with up to two fire engines and watch managers can command incidents with up to four fire engines.
- 1.9. Currently 73% of all incidents require the attendance of one fire engine only. By providing watch managers with their own vehicle they will only attend the incidents that require them. By changing the way watch managers work they will have the choice to attend these types of smaller incidents or continue their work in the community without disruption.
- 1.10. Watch managers would provide the role of Operations Assurance at smaller incidents in support of crew managers. This will greatly benefit and improve our existing assurance process.
- 1.11. Watch managers will have the potential to undertake some tactical adviser roles such as hazardous material, technical rescue and command support. This means WYFRS will be more resilient and watch managers will support station managers and Assistant District Commanders (ADC) affording them more time to focus on service delivery objectives.
- 1.12. Watch managers will have flexibility to plan and undertake duties in a more efficient manner separate from crews and appliances when appropriate, these would include :
 - Working with local partners and agencies increasing understanding and links with the local areas.
 - Planning and implement training for crews and the district.
 - Be available for district project tasks.
- 1.13. We will ensure sufficient watch managers are available in their cars in each district so that we can continue to provide the right response to emergencies. For each type of emergency we will make sure the correct number of firefighters respond.
- 1.14. The proposal will benefit crew managers by allowing them more opportunity to fulfil their role map. They will have more opportunity to manage the crew at incidents and during prevention and protection work.
- 1.15. This change would include a programme of training and development for our watch and crew managers.
- 1.16. Where we plan to change the role and responsibilities that are not in their role map, it will be subject to negotiation with the representative bodies.

Community Impact Assessment

- 1.17. This proposal will have minimal effect on our response to emergency incidents in West Yorkshire.
- 1.18. This proposal will increase the number of blue light vehicles responding to incidents. WYFRS will carry out driver training for watch managers and the additional risk will be considered in the Operational Policy Document, Emergency Response Driving Standards and the Management of Occupational Road Risk Policy.
- 1.19. The proposal will increase our capacity to deliver community safety advice and partnership initiatives.
- 1.20. The proposal has potential to support current resilience arrangements by:

- Watch managers taking on specialist roles such as hazardous materials or specialist rescue to support station managers who currently hold these as references.
- Enabling watch managers to assess special service calls in place of station managers.
- Introducing a suite of blue-light vehicles that can be used at incidents such as moorland fires and flooding.

Fire Fighter Safety Impact Assessment

- 1.21. We plan to minimise the impact on firefighter safety and have produced a detailed firefighter safety impact assessment in support of this proposal.
- 1.22. We will ensure that the 'speed and weight of attack' is maintained in line with our safe systems of work and risk assessments for operational incidents.
- 1.23. Currently our fire engines are crewed with four or five personnel. This proposal would see the standard crewing level of four personnel. Our current predetermined attendances are based on the number of fire engines that are sent. This proposal would change our predetermined attendances to focus on the numbers of firefighters that are sent. As an example, the task analysis for a house fire requires nine firefighters. Therefore we will mobilise two fire engines crewed with four firefighters and a watch manager in a separate blue light vehicle.
- 1.24. This proposal promotes our commitment to gather operational risk information for premises presenting risks to fire fighters, members of the public and the environment. Up to date risk information is available via Mobile Data Terminals fitted to all front line fire engines, this information provides specific details of hazards in premises and helps operational crews to adopt the appropriate fire and rescue tactics.
- 1.25. This proposal will provide opportunity for watch managers to increase their knowledge and understanding around fire safety risks and potentially increase the number of inspections that can be carried out.
- 1.26. This proposal delivers significant efficiency savings without compromising the effectiveness of our response to emergency incidents or the safety of firefighters and the community. If this proposal is approved there will be no affect on operational response times.

Organisational Impact Assessment

- 1.27. This proposal will introduce a cultural change within WYFRS.
- 1.28. Watch managers will be provided greater autonomy and flexibility. They will work more closely with the district command teams. They will be supported and developed by the district command teams in their new role.
- 1.29. Watch managers based on one pump fire stations will see an increase in their responsibilities, taking on the line management responsibility of 12 firefighters. They will receive increased remuneration for this new level of responsibility.
- 1.30. Fewer watch managers will be on duty each and every shift throughout the county. Therefore, the deployment of watch managers will be managed to ensure there is sufficient managerial and operational availability.
- 1.31. Crew managers will attend more incidents in the role of incident commander and therefore given more opportunity to fulfil their command role. They will be the first line of supervision of crews on all occasions with the support of their watch manager either on station or at a neighbouring station available to them.
- 1.32. This proposal will require a training and development programme for both watch manager and crew managers.

Financial Information

- 1.33. This change proposes to improve the efficiency of how we work by flattening our management structure.
- 1.34. Financial savings would be achieved by the reduction in salary costs, a reduction in overtime costs, and a reduction in the operating costs associated with the operational resource pool.
- 1.35. There are some variable, unknown costs associated with this change. These include the costs of vehicles and equipment, increased salary costs, and remuneration for additional responsibilities.
- 1.36. If approved, the efficiency savings from this proposal will contribute to the requirement to save £2.4 million in order to balance the revenue budget by April 2020.

Equality Impact Assessment

- 1.37. There has been a full equality analysis carried out regarding this proposal. This proposal will require a reorganisation of working practice for various roles.
- 1.38. Overall the process should not disproportionately effect staff who share a protected characteristic as efforts will be taken to promote equality of opportunity and fair treatment.
- 1.39. Following discussions and consultation with station personnel and undertaking a full equality impact assessment, there is no evidence to suggest this proposal negatively affects any group either within the workforce or the community.

Timeline for implementation

- 1.40. It is estimated that 50 firefighters in a watch manager or more senior role will retire before the end of 2020. Watch managers will be trained to respond to incidents in a phased approach.
- 1.41. Training for watch managers to respond to incidents as Tactical Advisers will follow when training provision is available. Until such time the station manager cohort will continue to perform in the various advisory roles.

Conclusion

- 1.42. If this proposal is implemented it will empower our crew and watch managers by increasing levels of managerial responsibilities at fire stations. Providing watch managers with a vehicle will give them autonomy and flexibility which will improve the way we carry out service delivery in our communities.
- 1.43. This proposal is a cultural change for the organisation and will require development and support for our crew and watch managers. By taking on additional roles, watch managers will provide support to station managers across specialist references and they will also provide an extra level of operational assurance.
- 1.44. This proposal will make significant savings and contribute towards the Authority balancing its budget by April 2020.

Annex 2

Internal Consultation Plan for: Improving Flexibility and Changing Responsibilities at fire Stations.

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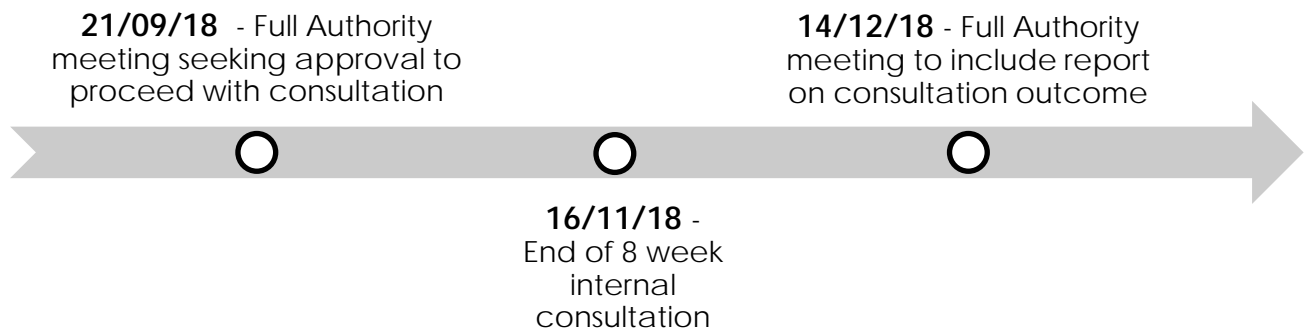
1. Purpose

- To undertake meaningful consultation with internal stakeholders and generate feedback on the proposed changes.

2. Objectives

- Manage an internal consultation that will take place over an eight week period.
- Provide a suitable method for all stakeholders to feedback and respond to the consultation.
- Use the best means of delivery to ensure the information is clear, concise and easily understood.
- Establish an open and two way consultation process over the eight week period.
- Generate feedback that may be incorporated, where appropriate, into the business case to improve the overall quality of the proposals.
- Deliver a standardised and consistent message to all internal stakeholders.

3. Key Dates



4. Stakeholders

1. Fire Authority
2. Representative Bodies
3. Operational staff
4. Control Staff
5. Service Support Managers
6. Service Support Teams
7. Central Staffing Team,
8. Retained Duty Stations
9. Strategic Development Team
10. PMO (Portfolio Management Office)

5. Tools and Tactics

A delivery plan will be developed including the following type of tactics:

- Direct face to face meetings with staff
- SharePoint information page
- FAQ (Frequently Asked Questions) list
- Strategic development team available for direct information and queries
- Information pack available as hard copy.
- Continuous engagement throughout the eight week period.

To assist in delivery it is proposed to develop a standardised information pack. This would be used by the teams delivering the information and be used by staff wishing to access or confirm details. This will be available in both electronic and hard copy throughout the consultation process. The presentation used during consultation will also be available to all staff.

6. Communication roles

The people delivering the information will be:

- Principle Officers and Area Managers
- Corporate Communications Team
- Strategic Development Team
- District Commanders and Group Managers
- Assistant District Commanders
- Service Managers
- Programme Management Office

7. Stakeholder feedback

Stakeholders will be able to feedback and respond by:

- Accessing a specially created response form electronically available on the WYFRS SharePoint page for this consultation (alternative format will be available if required).
- Providing feedback at face to face meetings.

8. Internal Consultation Matrix

Audience	Approach	Communication Method	Responsibility
Fire Authority members	Principal Officers will provide updates Priorities: Maintaining Members' awareness of plans, proposals, projects, objectives and current progress	<ul style="list-style-type: none"> • Committee Reports and verbal updates from principal officers 	<ul style="list-style-type: none"> • CFO • Director Service Support
Management Board and Team	Management Board and Team will receive updates including progress reports, areas being considered, engagement success	<ul style="list-style-type: none"> • Board and Team update papers. • Verbal updates 	<ul style="list-style-type: none"> • CFO • Director Service Support • AM Service Support
Senior Officers (Station Managers and above)	Updates will be provided at FDS meetings, emails and during station visits from Strategic Development team or other senior management. This approach will ensure a consistent message is passed onto operational personnel and support departments.	<ul style="list-style-type: none"> • Verbal briefings • Email updates • Senior Operations Team Updates • District Commander meetings 	<ul style="list-style-type: none"> • AM Service Support • GM Strategic Development • Strategic Development Team
Representative Bodies	Engagement from at earliest opportunity on all proposals. Priorities: Maintain transparent engagement and deliver key information. Listen to concerns that arise and early identification of areas requiring negotiation.	<ul style="list-style-type: none"> • Updates at scheduled rep body meetings. • Verbal updates and emails. 	<ul style="list-style-type: none"> • Director Service Support • Chief Employment Services Officer • AM Service Support • GM Strategic Development
Employees	Ensuring that the information is delivered in various formats to ensure all personnel receive up to date information. Priorities: Employee engagement, receiving suggestions and feedback, increasing staff awareness, building trust	<ul style="list-style-type: none"> • Q and A site (intranet) • Specific email • Station Visits • Watch Manager Seminars • FDS Seminar 	<ul style="list-style-type: none"> • Corporate Comms • Strategic Development • AM Service Support • District Command Teams • Service Managers

9. Timeline

Timeline	Action	Lead
Week 1 21/9/18	Initial briefing to Senior Managers Initial briefing to Representative Bodies Schedule meetings for all stations and departments	Principal Officers (PO) and Area Managers (AM)
Week 2	Briefings to managers responsible for the delivery of consultation with staff. Begin meetings with Control, Central Staffing Team and Q&A sessions with District Command teams	POs and AMs Strategic Development Team (SDT)
Week 3	Begin meetings with station based staff (approx. 30 whole time sessions plus RDS)	District Command Teams supported by POs and AMs
Week 4	Begin meetings with fire and rescue service staff at FSHQ (4 sessions) and SDC (2 sessions)	Group and Senior Managers supported by POs, Directors and AMs
Week 5	Scheduled Meetings on request	Strategic Development Team (SDT)
Week 6	Interim meeting with Representative Bodies Scheduled Meetings on request	POs and AMs SDT
Week 7	Scheduled Meetings on request	SDT
Week 8 16/11/18	Catch up and remaining scheduled meetings End of consultation	SDT

10. Evaluation

Evaluation will take place for two weeks following the end of the consultation period and the outcomes will be reported to the Full Authority on the 14th December 2018.