



OFFICIAL

Membership of the Authority 2022 - 23

Full Authority

Date: 30 June 2022

Agenda Item:

3

Submitted By: Director of Corporate Services

Purpose	To advise of a change in membership of the Authority for 2022 - 23
Recommendations	That the report be noted.
Summary	The five constituent District Councils appoint Members to the Fire and Rescue Authority on an annual basis at their respective Annual General Meeting. This report advises of the changes to the Fire Authority membership for 2022 – 23.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson, Committee Services
E: Jik.Townson@westyorksfire.gov.uk
Tel: 01274 682311 Ext 671340

Background papers open to inspection: None

Annexes: None

1 Introduction

1.1 The District Councils have notified the Authority of the following changes in Members:

Bradford	Councillor Riaz Ahmed (Lib Dems) replacing Councillor Jeanette Sunderland (Lib Dem), Councillor Ruth Wood (Labour) replacing Councillor Sarfraz Nazir (Labour)
Calderdale	Councillor Mohammed Shazad Fazal (Labour) replacing Councillor Susan Press (Labour)
Kirklees	Councillor Fazila Loonat (Labour) replacing Councillor Cahal Burke (Lib Dems)
Leeds	Councillor Zara Hussain (Labour) replacing Councillor Andrew Hutchison (MBI)
Wakefield	Councillor Charlie Keith (Labour) replacing Councillor Lynne Whitehouse, Councillor Nick Farmer (Conservative) replacing Councillor Ian Sanders (Conservative)

2 Information

2.1 As at 30 June 2022, membership of the Authority will be as follows;

BRADFORD (5)		CALDERDALE (2)	
Cllr R Ahmed	(Liberal Democrat)	Cllr M Fazal	(Labour)
Cllr N Mohammed	(Labour)	Cllr D Kirton	(Conservative)
Cllr M Pollard	(Conservative)		
Cllr F Shaheen	(Labour)		
Cllr R Wood	(Labour)		

KIRKLEES (4)		LEEDS (8)	
Cllr D Hall	(Conservative)	Cllr G Almas	(Labour)
Cllr F Loonat	(Labour)	Cllr C Anderson	(Conservative)
Cllr D O'Donovan	(Labour)	Cllr R Downes	(Liberal Democrat)
Cllr M Pervaiz	(Labour)	Cllr P Harrand	(Conservative)
		Cllr Z Hussain	(Labour)
		Cllr D Illingworth	(Labour)
		Cllr M Midgley	(Labour)
		Cllr K Renshaw	(Labour)
WAKEFIELD (3)			
Cllr N Farmer	(Conservative)		
Cllr C Keith	(Labour)		
Cllr S Tulley	(Labour)		

2.2 For the information of Members, the political composition of the Authority is as follows;

LABOUR (14)	CONSERVATIVE (6)	LIBERAL DEMOCRAT (2)
Cllr Gohar Almas	Cllr Caroline Anderson	Cllr Riaz Ahmed
Cllr Mohammed Fazal	Cllr Nick Farmer	Cllr Ryk Downes
Cllr Zara Hussain	Cllr David Hall	
Cllr John Illingworth	Cllr Peter Harrand	
Cllr Charlie Keith	Cllr David Kirton	
Cllr Fazila Loonat	Cllr Mike Pollard	
Cllr Mirelle Midgley		
Cllr Nussrat Mohammed		
Cllr Darren O'Donovan		
Cllr Mussarat Pervaiz		
Cllr Karen Renshaw		
Cllr Fozia Shaheen		

Cllr Steve Tulley		
Cllr Ruth Wood		
TOTAL 14	6	2

3 Financial Implications

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

4 Legal Implications

4.1 The Monitoring Officer has considered this report and 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 and diversity implications arising directly from this report.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
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7 Health, Safety and Wellbeing Implications

7.1 There are no health, safety and wellbeing implications arising directly from this report.

8 Environmental Implications

8.1 There are currently no environmental implications arising directly from this report.

9 Your Fire and Rescue Service Priorities

9.1 The proposed change to the programme of meetings reflects the Authority's priority as follows;

- work smarter throughout the service

DRAFT

EXCLUSION OF THE PUBLIC - SECTION 100A LOCAL GOVERNMENT ACT 1972

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

AGENDA ITEM NO.	TITLE OF REPORT	MINUTE NUMBER (to be added)	Description of exempt information by reference to the paragraph number in Schedule 12a of the Local Government Act 1972
E24	Pay Strategy Presentation		Paragraph 4 – Information relating to any consultations or negotiations, or contemplated consultations or negotiations

Disclosure of Disclosable Pecuniary Interests (DPI's)

- 1 Members present at the meeting who are aware that they have a DPI in a matter being considered must disclose the details of that DPI to the meeting unless it is already recorded on the Authority Members DPI Register.
- 2 Any Member with a DPI may not participate in any discussion or vote and under Authority Standing Orders is required to leave the meeting during any discussion or vote unless they have been granted a dispensation from exclusion from the meeting by the Executive Committee or in certain circumstances by the Monitoring Officer before any consideration of the item by the committee starts.

Footnote:

- (1) Members are referred to the Authority Constitution and to the provisions of sections 30-34 of the Localism Act 2011 and to the statutory regulations made thereunder which define the meaning of a DPI.
- (2) Members are reminded of the potential criminal sanctions and disqualification provisions under Section 34 of the Act applicable to breaches of disclosure and non-participation requirements.
- (3) A Member with a sensitive DPI need not disclose the details of that interest with the Monitoring Officers agreement but must still disclose the existence of a DPI and must withdraw from the meeting.

Application for dispensation to vote

Attached is a blank "application for dispensation" form which Members of the Committee may use to seek the grant of an individual dispensation on any item on the agenda.

Where possible, the completed form should be returned to the Monitoring Officer in advance of the meeting so that he can consider whether a dispensation should be granted. Block dispensations affecting a significant number of Members will be referred to the Executive Committee for approval, if time permits.

West Yorkshire Fire and Rescue Authority

Sections 31 and 33 Localism Act 2011

Member Participation & Voting Dispensation Request

Section for completion by Member

Name of Member:

Correspondence/ email address:

Dispensation applied for: (1) Participation (2) Voting (3) Both

Details of Meeting/agenda Item:

Full details of why you are applying for a dispensation:

Signed:

Dated:

Please send your application to the Deputy Monitoring Officer at Fire & Rescue Service Headquarters Birkenshaw BD11 2DY –
nicky.houseman@westyorkfire.gov.uk

Section for completion by Monitoring Officer:

No in Register:

Received on:

Granted/ Refused

Reasons for refusal / Statutory Grounds relied upon for grant:



OFFICIAL

Committee Membership 2022 - 23

Full Authority

Date: 30 June 2022

Agenda Item:

8

Submitted By: Director of Corporate Services

Purpose

- a) To note the current political balance of the Authority and to make appointments of Members (substantive and substitutes) to the ordinary committees in accordance with the political balance requirements and principles set out in Sections 15 and 16 of the Local Government and Housing Act 1989 and to the Local Pension Board for 2022 – 23.
- b) That the Authority makes appointments to the positions of Chairs and Vice Chairs of the ordinary committees.
- c) That the Authority make appointments to the pre-meeting briefing groups which are chaired by the respective committee chairs.

Recommendations

That the report be noted and the committee allocations and appointment(s) to committee(s) and briefing groups be approved.

Summary

This report contains proposals for the Annual General Meeting appointment of Members to Committees in accordance with the legislative requirements on political balance, for the appointment of Members to pre-meeting briefing groups and, for appointment of Committee Chairs and Vice chairs.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson. Committee Services
E: Jik.Townson@westyorksfire.gov.uk
Tel: 01274 682311 Ext 671340

Background papers open to inspection: None

Annexes: None

1 Introduction

1.1 The current political balance of the Authority is as follows:

Total number of Members: 22

Political Groups

Labour	14
Conservative	6
Liberal Democrat	2

1.2 The total number of ordinary committee seats is 45.

Executive Committee	6
Audit Committee	6
Finance and Resources	11
Human Resources	11
Community Safety	11

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

Labour	29
Conservative	12
Liberal Democrat	4

1.4 The Local Pension Board has three Scheme Manager representatives (two of which are elected Members) and, due to the size of the Board, it is not required to be politically balanced. Appointments to the Board in 2021 – 22 were made on the following basis;

Labour	1
Conservative	1

- 1.5 The 45-seat ordinary committee structure (excluding the Local Pension Board) should then be allocated proportionally between Committees to allow the appointment of substantive and substitute members as detailed overleaf:

Committee (Total seats)	Labour Group seats	Conservative Group seats	Liberal Democrat seats
Executive (6)	4	1	1
Audit (6)	4		
Finance & Resources (11)	7		
Human Resources (11)	7		
Community Safety (11)	7		
Total	29	12	4

- 1.6 Appointment of Chairs and Vice Chairs

Executive Committee	Chair	Vice Chair
Audit Committee	Chair	Vice Chair
Finance & Resources Committee	Chair	Vice Chair
Human Resources Committee	Chair	Vice Chair
Community Safety Committee	Chair	Vice Chair

- 1.7 It is recommended that the Authority continues to authorise any member of each political group who is not a substantive member of a specific Committee to act as a substitute for any other group member who is a substantive member of that Committee. Appointment of substitutes would continue to need to be certified by the group prior to the start of a meeting by notification to the office of the Committee Services Manager.

- 1.8 Briefing Groups

The Authority has for many years operated a system of multi-party non-executive group briefing meetings prior to substantive Committee meetings. They comprise the Chair and Vice Chair of the Committee plus 1 Member from the "opposition" Group. Nomination of 'opposition' Members need to be made for this purpose.

2 Information

2.1 Committee Cycles

Committees meet four times per year.

3 Financial Implications

3.1 There are no financial implications arising from this report.

4 Legal Implications

4.1 The Monitoring Officer has considered this report and 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 and diversity implications arising directly from this report.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
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7 Health, Safety and Wellbeing Implications

7.1 There are no health, safety and wellbeing implications arising directly from this report.

8 Environmental Implications

8.1 There are currently no environmental implications arising directly from this report.

9 Your Fire and Rescue Service Priorities

9.1 The proposed change to the programme of meetings reflects the Authority's priority as follows;

- work smarter throughout the service

Nominations of Members to answer questions at meetings of constituent authorities and of District Community Safety Leader Representatives

Full Authority

Date: 30 June 2022

Agenda Item:

9

Submitted By: Director of Corporate Services

Purpose

- a) To consider the nomination of Members to answer questions at meetings of constituent authorities.
- b) To consider the nomination of Members as District Community Safety Lead Representatives.

Recommendations

- a) That nomination of Members be made as required by the Local Government Act 1985 for the purpose of answering questions at meetings of constituent Councils for the year 2022 / 2023
- b) That nomination of Members be made as Authority representatives for Community Safety in each District for the year 2022 / 2023.

Summary

It is a requirement of the Local Government Act 1985 that appointments be made for the purpose of answering questions at meetings of the Authority's constituent councils. Since 2011, the Authority has also appointed named Members to act as Lead Members for Community Safety purposes in each District.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson. Committee Services
E: Jik.Townson@westyorksfire.gov.uk
Tel: 01274 682311 Ext 671340

Background papers open to inspection: None

Annexes: None
Nominations of Members to answer questions at meetings of constituent authorities and of District Community Safety Leader Representatives

1 Introduction

- 1.1 Under the Local Government Act 1985 the Authority is required to nominate a Member from each constituent Council on the Authority to answer questions within the Council on the discharge of functions etc by the West Yorkshire Fire and Rescue Authority (WYFRA).
- 1.2 Since 2011 WYFRA has also approved the nomination of the same Members to act as Community Safety lead in each District.

2 Information

- 2.1 At the Annual Meeting in June 2021 the following Members were nominated to answer such questions and act as District Community Safety lead Members for the municipal year 2021 / 2022 :

Councillor F Shaheen	Bradford
Councillor S Press*	Calderdale
Councillor D O'Donovan	Kirklees
Councillor G Almas	Leeds
Councillor S Tulley	Wakefield

*no longer a Member of the Authority

This report invites consideration of a similar appointments in 2022 – 23 and any other relevant areas which Members deem appropriate.

3 Financial Implications

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

4 Legal Implications

- 4.1 The Monitoring Officer has considered this report and 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 and diversity implications arising directly from this report.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
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7 Health, Safety and Wellbeing Implications

7.1 There are no health, safety and wellbeing implications arising directly from this report.

8 Environmental Implications

8.1 There are currently no environmental implications arising directly from this report.

9 Your Fire and Rescue Service Priorities

9.1 The proposed change to the programme of meetings reflects the Authority's priority as follows;

- work smarter throughout the service



OFFICIAL

Appointment of Member Champions 2022 - 23

Full Authority

Date: 30 June 2022

Agenda Item:

10

Submitted By: Director of Corporate Services

Purpose

To consider the appointment of a Member Champion for Mental Health for 2022 – 23.

Recommendations

That consideration is given to the appointment of Member Champions for 2022 - 23.

Summary

Since 2015 – 16 the Authority has appointed a Member Champion for Mental Health on an annual basis. A Member Champion appointment was also made in 2020 for Diversity and Inclusion.

This report invites Members to consider appointing to these posts and any other relevant areas as appropriate.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson, Committee Services
E: Jik.Townson@westyorksfire.gov.uk
Tel: 01274 682311 Ext 671340

Background papers open to inspection: None

Annexes: None

1 Introduction

1.1 Member champion appointments were made in June 2021 as follows;

Mental Health	Councillor D O'Donovan
Diversity and Inclusion	Councillor G Almas

2 Information

2.1 This report invites consideration of a similar appointments in 2022 – 23 and any other relevant areas which Members deem appropriate.

3 Financial Implications

3.1 There are no financial implications arising from this report.

4 Legal Implications

4.1 The Monitoring Officer has considered this report and 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 and diversity implications arising directly from this report.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
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7 Health, Safety and Wellbeing Implications

7.1 There are no health, safety and wellbeing implications arising directly from this report.

8 Environmental Implications

8.1 There are currently no environmental implications arising directly from this report.

9 Your Fire and Rescue Service Priorities

9.1 The proposed change to the programme of meetings reflects the Authority's priority as follows;

- work smarter throughout the service.



OFFICIAL

Representation on Outside Bodies 2022 - 23

Full Authority

Date: 30 June 2022

Agenda Item:

11

Submitted By: Director of Corporate Services

Purpose	To make appointments to the Local Government Association and other outside bodies for the municipal year 2022 / 2023.
Recommendations	That the Authority determines its appointment of representatives to the Local Government Association and other outside bodies as detailed in this report for 2022 / 2023.
Summary	The Authority appoints Members annually to a number of outside bodies, including the Local Government Association.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson. Committee Services
E: Jik.Townson@westyorksfire.gov.uk
Tel: 01274 682311 Ext 671340

Background papers open to inspection: None

Annexes: None

1 Introduction

1.1 The Local Government Association and other outside bodies to which the Authority is entitled to make appointments together with details of the appointments for last year are set out below:

Body	Number of Seats	2021 / 2022 Representatives
LGA General Assembly	4	Chair Councillors K Renshaw (Lab), S Tulley (Lab) and P Harrand (Con) (or their nominees)
LGA Fire Commission	2	Chair Councillor P Harrand (Con) (or their nominees)
Yorkshire and Humber Local Authorities' Employers' Association	1	Councillor F Shaheen (Lab) (in their role as chair of the Human Resources Committee) (or their nominee)
Yorkshire Purchasing Organisation Management Committee (non-voting Associate member)	1	Councillor S Tulley (Lab) (or his nominee)
West Yorkshire Police and Crime Commissioner's Partnership Executive Group	1	Chair (or his nominee)
Tri-Service Collaboration Board	1	Chair (or his nominee)

2 Information

- 2.1 The Local Government Association (LGA) encourages a practice of appointing to LGA seats on a party-political proportionality basis but this is not a legal requirement under the 1989 Act and nor does such a requirement apply to bodies to which the Authority makes less than three appointments anyway. The LGA constitution permits national top-up appointments to ensure a political balance is achieved if this is necessary. Approval has previously been given and later confirmed in June 2013 that payment of LGA balancing / top-up Member expenses would be index linked and set by the Chief Finance and Procurement Officer. No requests for top-up appointments for 2022 – 23 have been made by the LGA at this stage.
- 2.2 The Authority should note that the LGA may appoint any of this Authority's representatives to serve on its behalf on the various specialist national bodies such as the National Joint Council for Local Authorities' Fire Brigades etc.
- 2.3 These bodies also organise seminars, conferences, courses etc from time to time relating to topics of interest to the Authority and the LGA and to which Members (additional to the nominated Members) might be invited to attend. In some instances, the LGA pays the relevant allowances and in other cases individual fire authorities are required to pay any associated costs.
- 2.4 In conclusion, the Authority is invited to determine its nominations for appointment to the above listed external bodies for the year 2022 / 23.

3 Financial Implications

- 3.1 The reimbursement of Member expenses incurred whilst attending formal business of an outside body detailed at 1.1 above will be met from within existing budgetary provision.

4 Legal Implications

- 4.1 The Monitoring 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 and diversity implications arising directly from this report.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorkfire.gov.uk))	No
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7 Health, Safety and Wellbeing Implications

7.1 There are no health, safety and wellbeing implications arising directly from this report.

8 Environmental Implications

8.1 There are currently no environmental implications arising directly from this report.

9 Your Fire and Rescue Service Priorities

9.1 The proposed change to the programme of meetings reflects the Authority's priority as follows;

- work smarter throughout the service.



Minutes

Full Authority

Date: 24 February 2022

Time: 10:30

Venue: Function Room, FSHQ

Present: Councillors D O'Donovan (in the Chair), G Almas, C Anderson, C Burke, R Downes (via Microsoft Teams), D Hall, P Harrand, A Hutchison, J Illingworth, D Kirton, N Mohammed, S Nazir, M Pervaiz, S Press, K Renshaw, I Sanders, F Shaheen, J Sunderland, S Tulley and L Whitehouse

In Attendance: None

Apologies: Cllrs M Pollard and M Midgley

1 Chair's announcements

Member Development Session

As part of the Member development programme, 5 Councillors attended a session to observe RTC (Road Traffic Collision) training following the committee.

2 Admission of the public

The meeting determined that there were no items which required the exclusion of the public and press.

3 Urgent items

None

4 Declarations of interest

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

5 Minutes of meeting held on 17 December 2021

RESOLVED

That the Minutes of the last meeting held on 17 December 2021 be signed by the Chair as a correct record.

6 Matters arising

None

7 Minutes of Committees held since 17 December 2021 and of other relevant Outside Bodies

RESOLVED

That the Minutes of Committees and other relevant outside bodies as circulated be received.

8 Calendar of meetings 2022 – 23

The Chief Executive and Chief Fire Officer submitted a report which sought approval for the proposed programme of meetings for 2022 – 23.

RESOLVED

That the programme of meetings 2022 – 2023 be approved as detailed at Annex A to these Minutes.

9 Performance Management report - 1 April to 31 December 2021

Consideration was given to a report of the Director of Service Delivery which advised of the Authority's performance against key performance indicators for the period 1 April 2021 – 31 December 2021. Updated figures for the period to date were presented at the meeting. It was explained that the malicious false alarms performance figure was below target mainly due to one property in the Bradford District having a high number of instances.

Members were pleased to note that the number of attacks on Fire Fighters was greatly reduced for the current year and were assured that none of the attacks had resulted in hospital attendance.

RESOLVED

That the report be noted.

10 Community Risk Management Plan 2022 – 2025

Members considered a report submitted by the Director of Service Delivery presenting the draft Community Risk Management Plan for 2022 – 2025, which is to replace the Integrated Risk Management Plan 2019 – 2022. Members welcomed the name change and the main reasons for making the change were noted as; to ensure compliance with the National Framework, standardisation across all Fire Authorities and to move away from the negative implications of the IRMP held by some members of staff.

Members were invited to consider the content of the plan and approve a 10-week public consultation to start on 28th March 2022 and close on 30th May 2022. Members were advised that following the consultation period the final draft Community Risk Management Plan will be presented to Full Authority on 30th June 2022 for their consideration and approval.

Members were advised that the new holistic, public facing plan will be refreshed annually to ensure it remains current and will provide the community with details of WYFRS Strategic Priorities, Areas of Focus and Programme of Change. Within the Areas of Focus examples of the lessons learnt from the Covid19 pandemic were provided to members as the introduction of hybrid working contracts for some staff and the development of a process to triage self and well visits.

Members welcomed the robust plan and were assured that the consultation would include non-digital platforms and that work with community and voluntary groups would continue via focus groups held through the District Teams.

Members suggested that if the trial of the safe place initiative continued to be successful within the Bradford district it should be rolled out to all districts and also be extended to include dementia sufferers.

RESOLVED

That the Draft CRMP be noted and the 10 week consultation period be approved.

11 Treasury Management Strategy

The Chief Finance and Procurement Officer submitted a report which sought approval for the Treasury Management Strategy 2022 – 23.

Members sought and were given assurance that the Treasury Management Strategy complies with the CIPFA code of practice and that ethical investments were considered.

RESOLVED

- a) That the investment strategy in section 2.3 and Appendix B be approved
- b) That the borrowing strategy outlined in section 2.2 be approved
- c) That the capital strategy outlined in section 2.1 be approved
- d) That the policy for provision of repayment of debt outlined in Appendix D be approved
- e) That the Treasury Management indicators in Appendix E be approved
- f) That the Capital Plan 2021/22 – 2025/26 at Appendix F be approved

12 Capital Investment Plan/Revenue Budget and Medium-Term Financial Plan

Members considered a report of the Chief Finance and Procurement Officer which presented detail of the capital investment plan, revenue budget and medium-term financial plan and to set the council tax precept for 2022/23.

The report covered the following main issues;

- Five-year capital investment plan of £65.098m which includes expenditure of £16.878m in 2022/2023.
- Prudential Indicators
- Revenue budget for 2022/2023
- Medium Term Financial Plan
- Local Government Finance Settlement 2022/2023,
- Standstill budget,
- Forecast funding position
- Reserves strategy.

Members thanked the Chief Finance and Procurement Officer for such an in-depth detailed report. Members commented on the reduction in numbers of Fire Fighters since 2010 but noted the substantial change in the now complex role of a Fire Fighter.

Councillor O'Donovan proposed a precept increase of £5 for 2022/23. The proposal was seconded by Councillor Tulley.

Members voted on the proposal and the following results were recorded;

Councillors Almas, Burke, Hutchison, Illingworth, Mohammed, Nazir, O'Donovan, Pervaiz, Press, Renshaw, Shaheen, Sunderland, Tulley and Whitehouse voted for the increase

Councillors Anderson, Hall, Harrand, Kirton, Sanders abstained from the vote.

It was, therefore,

RESOLVED

- a) That Members give approval to the Prudential Indicators in respect of:
 - i. the Capital financing Requirement as set out in paragraph 3.2;
 - ii. the level of External Debt also set out in paragraph 3.3;
 - iii. the Authorised limit for external debt as set out in paragraph 3.3;
 - iv. the Operational Boundary for external debt also set out in paragraph 3.3.
- b) That having considered the recommendations of the Chief Fire Officer/Chief Executive and the Chief Finance and Procurement Officer on service delivery and related budget requirements and, having taken account of the views of the consultees and, acting in accordance with the requirements of the Local Government Finance Act 1992 (as amended) ("the Act") and, having approved a capital expenditure programme for the financial year 2022/23 of £16.878m and,

having calculated its basic amount of council tax for the year by dividing its council tax requirement by its council tax bases, which the Authority notes have been determined by the District Councils, the figures are as follows for financial year 2022/23.

Authority	2022/23 Tax Base
Bradford	143,420.00
Calderdale	62,507.11
Kirklees	121,906.00
Leeds	235,758.00
Wakefield	104,633.00
TOTAL	668,224.11

- c) That the Authority calculates its council tax requirements under Sections 40 to 47 of the Act for Financial Year 2022/23 as the aggregate of the following:

The Authority calculates the aggregate of (A) as set out in Appendix B.

- £95,651,112 The expenditure the Authority estimates it will incur in the year in performing its functions and will charge to the revenue account for the year in accordance with proper practices.
- £0 The allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year in accordance with proper practice.
- £0 The financial reserves which the Authority estimates it will be appropriate to raise in year for meeting estimated future expenditure.
- £0 Financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been provided for.

The Authority calculates the aggregate of (B) as set out in Appendix B

- £47,418,696 The income which it estimates that will accrue to it in the year and which it will credit to a revenue account for the year in accordance with proper practices other than income which it estimates will accrue to it in respect of any precept issued by it to be.
- £0 The amount of financial reserves which the Authority estimates

that it will use in order to provide for the items mentioned.

Council Tax Requirement

- £48,232,416 The aggregate calculated under subsection 42a(2) (aggregate of A) of the Act exceeds the amount calculated under subsection 42a(3) (aggregate of B) which is calculated to be the council tax requirement for the year.

Basic amount of council tax

- £72.18 The Authority calculates its basic amount of council tax by dividing the council tax requirement by the council tax base. The council tax requirement is £48,232,410 and the council tax base is 668,224.11 which is equal to £72.18 at band D. This calculation meets the requirement under S42B of the Act.

d) That the Authority calculates the Council Tax sums pursuant to Section 47 of the Act as follows:

Band A	£48.12
Band B	£56.14
Band C	£64.16
Band D	£72.18
Band E	£88.22
Band F	£104.26
Band G	£120.30
Band H	£144.36

e) That the Authority calculates the resultant precept amounts payable by each constituent District Council pursuant to Section 48 of the Act as follows:

District	Precept
Bradford	£10,352,054
Calderdale	£4,511,763
Kirklees	£8,799,174
Leeds	£17,017,010
Wakefield	£7,552,409
TOTAL	£48,232,410

And,

- f) That the precept for each constituent District Council, as calculated and set out above, be issued to them pursuant to Section 40 of the Act.

13 Statement of Assurance 2020 – 21

The Director of Service Support submitted a report which sought Members' approval for the annual Statement of Assurance 2020 – 21 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance.

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

The Chair thanked the Director of Service Support for an excellent report and was pleased to note the well assured service.

RESOLVED

That the West Yorkshire Fire and Rescue Authority Statement of Assurance 2020 - 21 be signed and approved for publication.

14 Pay Policy Statement 2022 – 23

The Chief Employment Services Officer submitted a report which had been produced in accordance with the provisions of the Localism Act 2011 and which sought approval for the Authority's Pay Policy Statement 2022 – 23.

RESOLVED

That the Pay Policy Statement 2022 – 23 be approved.

Chair



**WEST YORKSHIRE FIRE AND RESCUE AUTHORITY
PROGRAMME OF MEETINGS 2022 / 2023**

FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE	FRIDAY 12:00 LOCAL PENSION BOARD (UPON THE RISING OF THE HR COMMITTEE)	FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE	FRIDAY 10.30 AM AUDIT COMMITTEE	FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE	FRIDAY 10.30AM AUTHORITY
8 July 2022	8 July 2022	15 July 2022	29 July 2022	22 July 2022	23 September 2022
7 October 2022	-	14 October 2022	21 October 2022 25 November 2022	28 October 2022	16 December 2022
20 January 2023	20 January 2023	3 February 2023	27 January 2023	13 January 2023	24 February 2023
24 March 2023	-	14 April 2023	21 April 2023	28 April 2023	29 June 2023 (Thursday) AGM

Agenda item 14 – Minutes of Committees held since 24 February 2022
and of other relevant Outside Bodies

Index

Committee	Date	Page No
Audit Committee	22.04.22	
Community Safety Committee	29.04.22	
Finance and Resources Committee	08.04.22	
Human Resources Committee	25.03.22	
Outside Bodies		
LGA Fire Services Management Committee *	10.12.21	
LGA Fire Commission	10.06.22 (not yet available)	

*Were not available at the next WYFRA

Minutes

Audit Committee

Date: 22 April 2022

Time: 10:30

Venue: Function Room, FSHQ

Present: Cllrs K Renshaw (in the Chair), J Illingworth, S Tulley, D Hall and R Downes

In Attendance: Caroline Jamieson – Deloitte (external audit). P Hewitson – Deloitte (external audit), S Straker - Kirklees KMC (internal audit)

Apologies:

32 Minutes of last meeting held on 28 January 2022

RESOLVED

That the Minutes of the meeting held on 28 January 2022 be signed by the Chair as a correct record.

33 Matters arising

None

34 Urgent items

None

35 Admission of the public

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

36 Declarations of interest

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

37 Abridged Performance Management Report

Consideration was given to a report of the Director of Service Delivery which outlined the Authority's performance against key performance indicators for the period 1 April – 31 December 2021.

Members considered an updated Service Delivery report covering the period to 31st March 2022. It was noted that malicious false alarm reports evidence underachieving targets against the 3-year average, Members were informed that specific issues have now been addressed.

Members sought clarification that incident figures are as expected and on trend for year to date.

RESOLVED

That the report be noted.

38 Accounting Policies

The Chief Finance and Procurement Officer presented a report which outlined the accounting policies that will be applied in the preparation of the Statement of Accounts 2021/22.

It was explained that subject to consultation the Department for Levelling Up, Housing and Communities (DLUHC) will introduce secondary legislation to extend the deadline for publishing 2021/22 audited local authority accounts to 30th November and the statutory deadline for the publication of the accounts on the website is 31st July 2022. WYFRA accounts will be presented to the Audit Committee to be held on 25th November 2022 for approval.

RESOLVED

That the report be noted.

39 Internal Audit Quarterly Report

The Chief Finance and Procurement Officer submitted a report which provided a summary of the audit activity for the period January to March 2022. Members were informed that in that period two audits have been completed; Contract Procedure Rules Compliance, which received a substantial assurance opinion and Payroll processing, which received an adequate assurance opinion. In 2021/22, ten of the thirteen planned audits have been completed, one is currently in progress (Severe Weather (non-flooding) Risk) and two audits have been slipped into 2022/23 (Treasury Management and Bank Reconciliation)

In response to a Members query regarding connections between severe weather incidents and the climate emergency, it was reported that risks associated with adverse weather conditions are addressed within business continuity processes.

RESOLVED

That the report be noted

40 Risk Management Strategy Group Update

Members were presented with a report from the Chief Employment Services Officer giving details of the risk management activity and developments that had been reported to the Risk Management Strategy Group (RMSG) in January 2022. It was noted that two new risks have been created, one has been given a high-risk factor score and one a medium risk factor score but that the six areas given a very high-risk factor score remained the same as October 2021.

In response to a Members query with regards to the efficiency of the Risk Factor scoring within the report, the Risk Management Strategy Group will review the current rating methodology and report back their findings to the Fire Authority. Members also sought clarification as to how the Fire and Rescue Service would respond to chemical plant incidents, Members were informed of the control measures in place, and collaboration with resilience teams were outlined.

RESOLVED

That the report be noted, and the updated Risk Management Strategy and Policy be approved.

41 Internal Audit Annual Report

Consideration was given to a report of the Chief Finance and Procurement Officer which requested members to endorse the effectiveness of the system of internal audit, to note the audit opinion, to approve the Audit Charter and Strategy and to approve the Audit Plan.

Members raised a concern regarding the areas of focus within the internal audit procedure, requesting a review of governance to be considered. Members were advised that the draft audit plan has suggested a refocus on aspects of governance monitoring.

RESOLVED

That the report to be noted and the following points to be approved -

- a) That the Chief Finance & Procurement Officer's conclusion as to the effectiveness of the system of internal audit is endorsed.
- b) That the audit opinion on governance, risk management arrangements and the internal control environment be noted, thereby providing assurance for the Annual Governance Statement.
- c) That the 2022/23 Internal Audit Charter and Strategy at appendix 1 of the report now submitted, be approved
- d) That the Internal Audit Plan for 2022/23 as endorsed by Management Board, at appendix 3 of the report now submitted, is approved.

42 External Audit Annual Report

The Chief Finance and Procurement Officer presented the External Audit Annual Report 2020/21. Members were pleased to note there were no significant weaknesses in the Authority's VfM arrangements identified in the Audit and asked for further clarification of the following:

- Aspects of governance identified that arrangements are prudently managed with minimal associated risk. Considerations to improve current systems and staff resourcing was advised.
- Improving economy, efficiency and effectiveness confirmed a solid structure is in place with no critical requirements.
- Members confirmed that continuous improvement measures are welcomed.
- Members thanked WYFRS and Deloitte for their efforts.

RESOLVED

That the Auditor's Annual Report 2020/21 be approved.

Chair

Minutes

Community Safety Committee

Date: 29 April 2022

Time: 10:30

Venue: Function Room, FSHQ

Present: Councillors G Almas (in the chair) P Harrand, D Kirton, M Midgley, M Pollard, M Pervaiz, S Press, K Renshaw and I Sanders

In Attendance: None

Apologies: Councillor C Burke

30 Minutes of the last meeting held on 14 January 2022

RESOLVED

That the Minutes of the last meeting held on 14 January 2022 be signed by the Chair as a correct record.

31 Matters arising

None

32 Urgent items

None

33 Admission of the public

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

34 Declarations of interest

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

35 Spotlight On Case Studies

Members considered a report of the Director of Service Delivery which provided examples and updates on the following areas of work which were being undertaken to meet the needs of the communities of West Yorkshire in the delivery of prevention, protection and response activity;

- a) Bradford – Water Awareness Training
- b) Calderdale – Road Safety Road Show
- c) Kirklees – Slaithwaite Fire Station
- d) Leeds – Offload Leeds Rhinos Pilot
- e) Wakefield – Road Traffic Collisions Education Initiative
- f) Youth Interventions – SEN (Special Educational Needs) GRIT (Gaining Resilience in Teamwork) Programme

Members noted the Spotlight On reports and received them positively. The Chair gave thanks to the District Managers for their hard work within the local communities and thanked them for attending today's meeting.

Further information was provided in respect of the protocols for police attending a water related incident and the role out of the Water Awareness Training and Road Traffic Collisions programme to other Districts. In addition, further clarification was provided regarding the mental health provision for members of staff and the processes used to identify need.

It was emphasised that the Spotlight Ons are examples of initiatives going on across all Districts all the time.

36 Performance Against PMI Targets 2021 – 2022

Members received a report of the Director of Service Delivery which advised of performance against the 2021 – 22 performance outcome targets and focussed specifically on performance between 1 April 2021 and 24 March 2022. An updated report was provided to members in the meeting giving figures up to and including 29 April 2022. Members were advised the final year-end figures will be presented in full detail to the Full Authority Committee to be held on 30th June 2022.

These figures provided an exceptionally pleasing picture.

Members were assured that the none of the fatalities were directly related to vulnerable people who did not receive a safe and well visit due to the pandemic. It was also noted that due to the recent spike in attacks on Firefighters further investigations into the use of body worn cameras were being made.

37 Arson Convictions 2022

Members received a report of the Director of Service Delivery which advised of the arson convictions for the period 22 September 2021 to 31 January 2022, where the Fire Investigation Team had provided expert witness statements to the Crown Prosecution Service. Members were advised that the Fire Investigation Officers had investigated 60 incidents in the period, of which

they were required to provide West Yorkshire Police with expert witness statements for 18 cases. It was further confirmed that 13 of these cases are being progressed through the judicial system and an update for each case was provided in the report.

Members requested further information regarding collaborative working across regions and it was confirmed that whilst the service does not make any financial gains from the prosecutions there is a high level of learning.

It was confirmed that all FIOs receive intensive training and their detailed reports are widely recognised across the country as being expertly presented.

38 District Priorities Annual Update

Consideration was given to a report of the Director of Service Delivery which provided an update from each District Commander on the year ending performance against their respective District Actions Plans for 2021/22.

Members welcomed the report and expressed their thanks for the hard the work done in all the Districts. Further information was provided regarding the policies in place to deal with the rare misuse of the “safe space” initiative and members were assured that the benefits far outweigh any negatives.

39 Safeguarding Annual Activity Report

The Director of Service Delivery presented a report providing details of the safeguarding activity undertaken during 2021 under WYFRS’ Safeguarding Procedure. Members were advised that in the period 178 cases have generated a Cause for Concern and that 87 people were referred to the Local Authority Safeguarding Team and a further 90 people were identified as vulnerable individuals who required additional support from WYFRS.

Members were provided details of the process review which was commissioned in March 2021 and were assured that a quality assurance process was in place and that the changes identified during the review process have been incorporated into the new e-learning module which was delivered in October 2021. Members were further advised that both the District Prevention Managers and the Central Prevention Managers had received a refresher training session in November 2021.

Members welcomed the report and requested clarification of the disparity of figures across the Districts. Members were assured there are good queue management systems in place to manage Safe and Well visits and that WYFRS risk modelling would take into account the expected increase in the use of wood burning stoves, candles etc due to the forthcoming rise in the cost of living.

Chair

Minutes

Finance & Resources Committee

Date: 08 April 2022

Time: 10:30

Venue: Function Room, FSHQ

Present: Cllrs N Mohammed (in the chair), C Anderson, R Downes, P Harrand (as substitute for D Hall), J Illingworth, M Pervaiz (as substitute for S Tulley), M Pollard, K Renshaw (as substitute for D O'Donovan), I Sanders and F Shaheen.

In Attendance: None

Apologies: Cllr S Tulley, D Hall, D O'Donovan

31 Minutes of meeting held on 4 February 2022

RESOLVED

That the Minutes of the meeting held on 4 February 2022 be signed by the Chair as a correct record.

32 Urgent items

None

33 Admission of the public

RESOLVED

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

AGENDA ITEM NO.	TITLE OF REPORT	MINUTE NUMBER (to be added)	Description of exempt information by reference to the paragraph number in Schedule 12a of the Local Government Act 1972
E5	Insurance Renewals 2022 - 2023	35	Paragraph 3 – financial or business affairs
E6	Property Capital Plan 2022 - 2023	36	Paragraph 3 – financial or business affairs
E7	Wide Area Network	37	Paragraph 3 – financial or business affairs
E8	Vehicle Replacement Program 2022 -2023	38	Paragraph 3 – financial or business affairs

34 Declarations of interest

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

35 Insurance Renewals 2022 – 2023

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

Consideration was given to a report of the Chief Finance and Procurement Officer which advised of the outcome of the insurance renewals process and provided details of the premiums for 2022 – 23.

It was reported that no policies had been subject to competition for insurance cover in 2022 -23 and that as the Long-Term Agreement (LTA) expires in April 2023 a formal tender process will be undertaken to award the required insurance renewal provision.

RESOLVED

That the outcome of the insurance renewals process be noted.

36 Property Capital Plan 2022 – 2023

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

The Director of Service Support submitted a report which sought approval for a number of strategic refurbishment property management projects as part of the 2022 – 23 Capital Plan as detailed in the report now submitted.

Members sought and were given clarification regarding the use of EV charging points for fire appliances, and it was further confirmed that with regards to reference PS22/08, that once the charging points had been established in Leeds, they would be rolled out to other Districts taking into account any lessons learnt. Members requested confirmation that all estimates included an allowance for inflation.

RESOLVED

That the proposed capital expenditure on itemised property management projects as detailed in the report be approved notwithstanding the need for planning or building control approvals as appropriate.

37 Wide Area Network

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

The Director of Service Support submitted a report which sought approval for the purchase of a replacement wide area network (WAN) as the current contract for the WAN expires on 31 May 2022.

Members were given assurance that despite the high initial capital cost to purchase hardware, this would be good value for money and the equipment would have a long shelf life. It was further confirmed that the increased annual cost of the contract would provide a substantial upgrade to current facilities which is high priority in the current IT climate.

RESOLVED

That the expenditure to award the contract to the winning bidder as detailed in the report now submitted be approved

38 Vehicle Replacement Programme 2022 – 2023

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

Members considered a report of the Director of Service Support which sought approval for the purchase of 14 fire appliances. Members asked for further information regarding the possible income generated from the sale of the old appliances and questioned if they could be donated overseas. Members were advised that if the appliances were sold the income received would be offset against the cost of the new vehicles and that in accordance with the WYFRA constitution only equipment of no value could be donated. It was noted that a donation of such equipment had been made to Ukraine within the last 3 weeks.

RESOLVED

That the purchase of vehicles as detailed in the report now submitted be approved.

Chair

Minutes

Human Resources Committee

Date: 25 March 2022

Time: 10:30

Venue: Function Room, FSHQ

Present: Councillors F Shaheen (in the Chair), G Almas, P Harrand, M Midgley, N Mohammed, M Pervaiz, M Pollard (as substitute for Cllr Kirton), S Press and I Sanders (as substitute for Cllr Anderson)

In Attendance: None

Apologies: Cllrs C Anderson, R Downes, D Kirton and J Sunderland

34 Minutes of meeting held on 21 January 2022

RESOLVED

That the Minutes of the last meeting held on 21 January 2022 be signed by the Chair as a correct record.

35 Matters arising

None

36 Urgent items

None

37 Admission of the public

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

38 Declarations of interest

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

39 Job Evaluation and Grading Structure

The Chief Employment Services Officer submitted a report which proposed changes to the job evaluation and grading structure to ensure WYFRS continues to pay above the Real Living Wage and to improve the competitiveness of the salaries. The Chief Employment Services Officer gave a brief verbal update on research done into benchmarking data which showed that WYFRS is paying substantially below the lower quartile figures available.

Members requested further clarification of why WYFRS service pay is so low comparatively and it was confirmed that historically no benchmarking had been done and that steps were being taken to address this. The Chief Employment Services Officer confirmed that discussions with Unison are ongoing, and any amendments made would be subject to their approval. Further information was sought and given regarding the market supplements being paid and the robust processes in place to approve these.

It was noted that the changes proposed in the report only effected Green Book Staff as Firefighter pay is outside control of the Authority and that the FBU Firefighter pay claim was still outstanding. It was further confirmed that the forecasted pay detriment and pay protection did not affect one grade and was consistent across the grading structure.

Members thanked the Chief Employment Services Officer for such a detailed report and acknowledged that staff retention and recruitment are very important in today's financial climate and were grateful these changes had been included in the budget.

RESOLVED

That the amendments proposed in the report, including reducing the number of grades and adjusting the job evaluation scheme, are adopted with immediate effect.

40 Establishment Changes

The Chief Employment Services Officer submitted a report jointly with the Chief Finance and Procurement Officer which proposed changes to the establishment, to ensure that WYFRS continues to deliver its key priorities and high levels of service.

The Chief Employment Services Officer requested to add the following additional post to the ones listed in the report:

Directorate	Post	Change	Justification	Cost
Service Delivery	Fire Protection Training & Support Administrator	1 x WTE Grade 2	Convert current Fixed term contract to permanent position,	25,593

It was also explained that provision had been made in the budget for these posts and that all new posts are scrutinised by Management Board prior to commencement.

Members welcomed the report and acknowledged that administration roles are the foundation of the Authority allowing other staff to remain focused on their day-to-day roles.

RESOLVED

That the amendments to the establishment proposed in the report be approved.

41 Human Resources Activity Report

The Chief Employment Services Officer submitted a report which advised of the establishment and strength of West Yorkshire Fire and Rescue Service together with directorate / departmental sickness absence and personnel activity to the end of December 2021. It was brought to members attention that it had been a difficult 2 years with high sickness absences due to Covid and that the issues continued. Staff absence as at the day of the meeting was 7.9% of which 35% were Covid related. However, the Chief Employment Services Officer was pleased to report that the absences were not affecting operational services.

Members requested the following:

- That a more up to date report could be circulated at future meetings
- That a breakdown of mental health and wellbeing figures could be provided
- Clarification of the current rules enforced by WYFRS relating to Covid and self-isolation

RESOLVED

That the report be noted and the amendment to the establishment be approved.

42 Wholetime Recruitment Update

The Chief Employment Services Officer submitted a report which advised of the new and improved Wholetime Fire Fighter Recruitment Process and provided an update on the situation regarding Wholetime Fire Fighter numbers.

The key features of the new process which started in November 2021 are:

- Recruitment will take place 3 times per year but recruiting smaller numbers. This hopefully will allow the on-going positive action work to show some reward sooner rather than having to wait a full year for people to reapply.
- Advertising is targeted on social media (thinkology) and focusses on people from under-represented groups. No other general advertising takes place although the website is clear about recruitment and how to apply, for everyone. General enquiries are directed to the website for information on how to register their interest.
- Anyone interested in applying for a position as WT Fire Fighter is required to register their interest to attend an awareness day.
- Only those who applicants who attend an awareness day are then invited to apply for a Whole Time Fire Fighter position.

- Previously all awareness days took place at HQ. These days have now moved out to District, and District teams and Crews manage the process with support from the Training Department and the HR team.
- Places on awareness days are allocated as:
 - 40% white male
 - 30% female
 - 30% BAME
- On-call colleagues do not have to attend an awareness day in order to enter the process – they are able to automatically progress to the assessment and interview stage.

The report confirmed that the successful applicants for the June 2022 course have now been selected and are the most diverse group since recruitment commenced in 2017. It was noted that the numbers of successful applicants not attending their awareness day was disappointing and that further research into the reasons for non-attendance would take place to address this in future.

Members welcomed the positive news and excellent report but noted there was still work to be done to address recruitment from low socio-economic backgrounds. Members also suggested that alternatives to Microsoft Teams interviews and advertising solely on social media should be investigated. Members requested clarification of the methodology used to select candidates for the awareness days which it was confirmed are offered on a first come first served basis in accordance with the allocation of ethnicity outlined in the report.

RESOLVED

That the report be noted.

43 Gender Pay Gap Report

The Chief Employment Services Officer submitted a report which provided an update of the gender pay gap data for the year ending 31 March 2021 and the actions being taken to close the gap.

The report explains that a “gender pay gap” shows the difference in the average hourly earnings of men and women, which is expressed as a percentage of men’s earnings. WYFRA has a gender pay gap of 11.3%, which is a further reduction of 0.3% from the 2020 figure of 11.6%. The Office for National Statistics (ONS) has published a national pay gap figure of 15.4% (October 2021). This means that the WYFRA pay gap continues the trend of tracking lower than the national figure, by some 4.1% this year, but the team acknowledge that whilst this is encouraging there is still more to do. WYFRA is confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work, but that the gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

Members commented that the gender pay gap for green book staff was showing “job done” but that similar outcomes for operational staff would be slow progress, although there were some positive news stories with more women being appointed to senior operational roles.

RESOLVED

That the report be noted.

44 Government Kickstart Scheme Update

The Chief Employment Services Officer submitted a report to inform committee members of WYFRS's participation in the Government Kickstart Scheme to support young people aged 16 to 24 who are currently on Universal Credit and at risk of long-term unemployment.

It was confirmed that appointments have been made to four positions to start before the deadline of 31 March 2022:

- Employment Services Assistant (working between HR, Organisational Development and Diversity and Inclusion teams)
- IT Project Assistant (working with SM Matt Wolski on delivering the Gartan rostering project)
- Hydrant Technician Assistant (working with the water team)
- Youth Intervention Assistant (working with the Youth Interventions team particularly around social media)

Members received the report positively.

RESOLVED

That the report be noted.

45 Minutes of the Yorkshire and Humberside Employers' Association

RESOLVED

That the Minutes of the Yorkshire and Humber Employers' Association meeting held on 13 January 2022 be noted.

Chair

Note of last Fire Services Management Committee meeting

Title: Fire Services Management Committee

Date: Friday 10 December 2021

Venue: Online via Teams

Attendance

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

Item	Decisions and actions	Action
1	Welcome, Apologies and Declarations of Interest The Chair welcomed members to the meeting. He paid tribute to former CFO of Warwickshire, Kieran Amos, who had sadly passed away recently after a short illness. Apologies were received from Fiona Twycross, Cllr Greg Brackenridge, Cllr Nigel Smith and Jonny Bugg (Stephen Polly deputising). There were no declarations of interest.	
2	Minutes of the previous meeting held on 15 October 2021 The minutes of the meeting held on 15 October 2021 were agreed as an accurate record.	
3	Climate Change The Chair invited Lucy Ellender (Senior Adviser) to introduce the report. Lucy briefly highlighted the main areas of the LGA's current work on climate change, including sector support and lobbying priorities, and spoke about the opportunities for further joint working. Lucy introduced CFO Ben Brook, the NFCC joint lead on Environment, Sustainability and Climate Change, to talk about the work being carried out by NFCC in this area. Ben said that climate change was one of the biggest challenges facing the sector over the coming years, both in terms of adapting ways of working and in responding to an increasing number of extreme weather-related incidents. Ben said that the NFCC was in the early stages of putting together a toolkit for FRSs to help them adapt. Eight task and finish groups had been	

set up to look at various aspects of the challenge: (i) Overarching vision with a 2030 horizon; (ii) Literature review to understand the scale of risk; (iii) Assessing the quality of existing datasets; (iv) Developing a stakeholder map; (v) Analysis and tools to measure impacts and successes; (vi) Assessing the benefits of producing a toolkit vs. a full strategy; (vii) Conducting a gap analysis; (viii) Pulling it all together.

Ben stressed that the project was still in the very early stages but the NFCC was keen for FSMC to be involved as a key partner.

Members' comments and questions:

- Members were very supportive of the NFCC's work in this area and felt that it would provide a much clearer picture of what FRSS needed to be doing.
- The issue of river catchment flooding was raised and, in particular, how this crossed the borders with Wales and Scotland in some FRAs. It would therefore be important to involve the devolved administrations in this work in order to produce a joined-up response.
- Would the LGA be updating its publication on climate change that was produced for the 2020 Fire Conference? Lucy said that officers would be refreshing the publication in due course with new case studies.
- Would the NFCC be looking at European countries for examples of best practice? Ben said that the literature review work would pick up broader international learning.

The Chair thanked Ben for his presentation.

Decision:

Fire Services Management Committee **noted** the report and **endorsed** the work of the LGA and NFCC on climate change.

4 LGA Fire Conference 2022

The Chair invited Rachael Aldridge (Policy Adviser) to introduce the report.

Rachael confirmed the arrangements for the Fire Conference in Gateshead on 15 and 16 March and said that the website was now open for registration. She ran through the proposed programme and added that Sir Tom Winsor had already confirmed attendance as a keynote speaker. The Minister, Lord Greenhalgh, had been invited but not yet confirmed attendance. It was proposed that the overarching theme of the conference would be 'delivering transformation in the fire and rescue sector'. All conference resources would be provided in digital format for sustainability reasons.

The Chair added that the FSMC meeting would take place on 14 March at 4pm at the conference centre and he urged members to attend this in person if possible.

Members' comments and questions:

- Members asked what the fall-back position was if the Minister was

unable to attend. Rachael said that there were several options and officers would come back to Lead Members if that eventuality arose. Stephen Polly agreed to chase the Minister's office as a matter of urgency.

- Would there be enough flexibility in the programme to have discussions on the Fire Reform White Paper if this were to be published before the conference? The Chair said that Lead Members would ensure that this would be possible.
- Could the ESMCP be included somewhere in the programme as this was now becoming a pressing issue for FRAs? Rachael confirmed that this could be included.

Decision:

Subject to the above comments, Fire Service Management Committee **approved** the proposed theme and programme for the Annual LGA Fire Conference and Exhibition 2022.

5 LGA Business Plan

The Chair invited Mark Norris (Principal Policy Adviser) to introduce the report.

Mark said that the updated Plan was being brought to members for information only as it had been formally adopted by the LGA Board in September 2021. The work of FSMC was covered at a broad level on page 29 of the Plan.

Members' comments and questions:

- The pie chart of the LGA's expenditure showed that the organisation's spend on sustainability and climate accounted for just 0.5% of overall expenditure. This seemed to be low given the priority now given to these areas of work. Was there a danger that people might think that the LGA wasn't taking this issue as seriously as it should be? Mark said that this figure probably didn't accurately reflect the amount of policy work currently being done by Boards across the LGA and agreed with members that this breadth of work should probably be presented more clearly in the Plan. He added that this figure on spend was likely to increase significantly in the coming years. He agreed to feed members' comments back to senior officers.

Decision:

Fire Services Management Committee **noted** the 2020/21 update of the 3-year business plan as the broad basis for its work programme over the coming months.

Actions:

Officers to feedback members' comments on the Plan to LGA senior officers. **Mark Norris.**

6 Building Safety update

The Chair invited Mark Norris to introduce the update.

Mark highlighted the following points from the report:

- Remediation of dangerous high-rise buildings continues, but at a slow pace.
- The LGA was providing support for FRAs and councils as outlined in para. 11
- Implementation of the Fire Safety Act and the Grenfell Tower Inquiry Phase 1 report recommendations had been delayed and was now unlikely to happen in April 2022 as previously stated by the Home Office.
- The new Secretary of State at DLUHC, Michael Gove, was reviewing various aspects of the Government's building safety policy and the signals were that there could be a shift, especially around costs to leaseholders. This may result in some amendments being brought forward by the Government to the Building Safety Bill when it returns at the Report stage.

Members' comments and questions:

- Concern was expressed about unfunded burdens being placed on FRAs and councils arising from the Building Safety Bill. Mark said that the LGA was lobbying strongly on this issue with the NFCC, and in particular, around the supply of skilled personnel to carry out the additional work.
- It was suggested that the training currently offered to housing portfolio holders would also be beneficial for FRA members. Could this offer be extended to them? Mark said that content was being added to the Leadership Essentials courses on building safety but he would speak to Charles Loft to see whether anything further could be offered to FRA members.

Decision:

Fire Services Management Committee **noted** the update.

7 Workforce update

The Chair invited Gill Gittins (Senior Adviser, Workforce & Negotiations) and Claire Hey (Senior Fire Pensions Adviser) to introduce the update.

Gill and Claire stated they had nothing to add to the report but were happy to take members' questions.

Members' comments and questions:

- An update on the immediate detriment withdrawal of Home Office guidance issue was requested. Gill reported that as set out in the Workforce report HM Treasury had issued a note setting out their assessment of the advisability of processing immediate detriment cases before new legislation to enact the McCloud remedy is put in place. The Home Office had withdrawn its guidance on processing immediate detriment cases and made a statement about potential funding of such cases. Gill said this did not entirely alter the position with regards funding as there had never been a guarantee that costs arising from the Sargeant judgment in general would be covered by government. The LGA would therefore continue on behalf of all FRAs to seek funding for all the costs arising out of the

Sargeant claims, under New Burdens or otherwise. Officers were working with specialist QCs on the implications of the recent HMT note and would be providing information to FRAs as soon as possible.

- Two members felt that FSMC had not been fully engaged or consulted when the Framework and Memorandum of Understanding (MoU) with the FBU had been drawn up, and that it had therefore come as a surprise. Gill explained that development of the MoU and Framework had been entered into as sought by UK-wide FRAs to identify a mutually agreeable settlement of the High Court cases already actioned by the FBU involving London and Nottinghamshire and because they did not wish to be subject to High Court claims as well (as intended by the FBU), mindful of the cost and also that affected firefighters had already been awaiting action since the judgment in 2018. It was a legal negotiation and not an FSMC policy matter. The Framework then provided all FRAs with a route to avoid/settle such legal action if an FRA wished to do so. FSMC had been informed of this work in previous reports as had the person nominated by each service to receive information (given confidentiality and risk to legal privilege issues). It had been developed in conjunction with legal representatives and specialists, and in light of the direction of travel of the PSPJO Bill, discussion with government on its intentions. It had been approved by the Steering Committee specifically set up with the agreement of FRAs to handle such matters. It was recognised that risk could only ever be minimised, not removed completely and guidance issued to FRAs alongside the Framework had covered this. Work was now being undertaken with legal and pension specialists to consider this latest government position and a note would be issued to FRAs as soon as possible. Gill said that workforce and pension team officers would be happy to discuss further with the two members concerned outside of the meeting, which offer they accepted.

Decision:

FSMC **noted** the update.

8 National Fire Chiefs Council update

The Chair invited Justin Johnston (NFCC Vice-Chair) to introduce the update.

Justin highlighted the recent signing of the Royal Foundation Mental Health at Work Commitment by the NFCC and suggested that individual FRAs may also want to consider doing likewise.

Members' comments and questions:

- Why hadn't the NFCC's potentially controversial consultation on the 'firefighter role' been included in the update? Justin agreed that this was an important piece of work and there would be a wider strategic discussion on it once the results of the consultation had been examined.

Decision:

Fire Services Management Committee **noted** the update.

9 Fire Standards Board update

The Chair invited Cllr Nick Chard to introduce the update.

Cllr Chard highlighted the upcoming Peer Review of three new leadership standards, due to commence in December, and stressed the importance of members engaging in the process. Consultation was scheduled to commence in January 2022 depending on feedback received during the peer review phase.

Decision:

Fire Services Management Committee **noted** the update.

10 FSMC update

The Chair invited Rachael Aldridge to introduce the update.

Rachael reported that, since the paper had been circulated, next steps on the Fit for the Future process had been agreed. Officers were hoping to have an analysis report agreed by 7 February, following which, technical workshops would be held. The aim was to have an updated Fit for the Future document drafted by early March.

Cllr Chard reported that he had attended a JESIP meeting earlier in the week and they continued to do good work in improving collaboration between the emergency services. He would report back more fully at the next FSMC meeting.

Decision:

Fire Services Management Committee **noted** the update.

11 State of Fire & Rescue Report

Members received a confidential presentation from HMICFRS on the draft State of Fire & Rescue 2021 report and the 13 individual service inspections carried out to date.

Decision:

Fire Services Management Committee **noted** the presentation.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chair	Cllr Ian Stephens	Isle of Wight Council
Deputy-Chairman	Cllr Nick Chard	Kent and Medway Fire and Rescue Authority
Deputy-Chair	Cllr Keith Aspden	North Yorkshire Fire & Rescue Service
Members	Cllr Eric Carter	Shropshire and Wrekin Fire & Rescue Authority
	Cllr Mark Healey MBE	Devon and Somerset Fire and Rescue Authority
	Mr Roger Hirst	Police, Fire and Crime Commissioner for Essex
	Cllr Rebecca Knox	Dorset and Wiltshire Fire and Rescue Service
	Cllr Nikki Hennessy	Lancashire Combined Fire Authority
	Cllr Carl Johnson	Tyne & Wear Fire & Rescue Authority
	Cllr Leigh Redman	Devon & Somerset Fire & Rescue Authority
	Cllr Les Byrom (as sub)	Merseyside Fire & Rescue Authority
	Cllr Jeremy Hilton	Gloucestershire County Council
	Cllr Frank Biederman	Devon and Somerset Fire and Rescue Authority
Apologies	Dr Fiona Twycross	Greater London Authority
	Cllr Greg Brackenridge	West Midlands Fire and Rescue Authority
	Cllr Nigel Smith	North Wales Fire & Rescue Authority
	Mark Hardingham	NFCC Chair
In attendance	Cllr Roger Price	Hampshire & Isle of Wight Fire & Rescue Authority
	Cllr Linda Vijeh	Devon & Somerset Fire & Rescue Authority
	Cllr Luke Frost	Cleveland Fire & Rescue Authority
	Cllr John Briggs	Humberside Fire & Rescue Authority
	CFO Justin Johnston	NFCC
	Deputy CFO Phil Shillito	Humberside Fire & Rescue Service
	Stephen Polly	Home Office
LGA Officers	Mark Norris	Principal Policy Adviser
	Lucy Ellender	Senior Adviser
	Gill Gittins	Senior Adviser (Workforce & Negotiations)
	Claire Hey	Senior Fire Pensions Adviser
	Rachael Aldridge	Policy Adviser
	Emily McGuinness	Programme Manager – Local Government Support
	Jonathan Bryant	Member Services Officer



OFFICIAL

Performance Management Report

Full Authority

Date: 30 June 2022

Agenda Item:

15

Submitted By: Head of Corporate Services

Purpose	To inform Members of the Authority's performance against key performance indicators.
Recommendations	That Members note the report.
Summary	This report provides Members with information regarding the performance of West Yorkshire Fire and Rescue Service against targets to enable the Authority to measure, monitor and evaluate performance.

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None.

Annexes: Performance Management Report
1 April 2021 – 31 March 2022

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 1 April 2021 to 31 March 2022 against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored quarterly by Management Team and the Full Authority.
- 1.4 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.
- 1.5 A traffic light system is used to provide a clear visual indicator of performance against each of the indicators compared to the position at the same time in the previous year.
- 1.6 Other performance and activity information is also included within the report.

2 Financial Implications

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

3 Legal Implications

- 3.1 The Monitoring 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 Resource and Diversity Implications

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

5 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
Date EIA Completed	N/A
Date EIA Approved	N/A

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

6 Health, Safety and Wellbeing Implications

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

7 Environmental Implications

7.1 There are no environmental implications arising from this report.

8 Your Fire and Rescue Service Priorities

8.1 This report links to all the 'Your Fire & Rescue Service' priorities as the Performance Management Report covers all areas of performance of WYFRS.

9 Conclusions

9.1 That Members note the report.

Performance Management and Activity Report 2021/22

Period covered: 1 April 2021 – 31 March 2022
Date Issue: 30 June 2022



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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 2021 – 31 March 2022.

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

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

2. Service Delivery Targets

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

This data is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed or have been opened for amendment.

	Three Year Average Target (2017/20)	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Actual Data to date		Performance Against Three Year Average (2021/22)	End of Year (2021/22)
		2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22		
Arson	6641	1802	1979	1475	1270	1213	1209	1157	1192	5647	5654	-14.9%	5654
Actual Rescues	1655	174	301	237	327	244	290	225	278	880	1189	-28.2%	1189
Total Activity	23990	6743	6835	6303	6443	5558	5997	5126	5721	23730	25016	4.3%	25016
Dwelling Fires	1141	286	281	223	276	270	252	287	257	1066	1070	-6.2%	1070
Non-Domestic Building Fires	416	73	93	94	86	64	85	65	95	296	358	-13.9%	358
Prevalence of False Alarms	10439	2842	2609	3031	3113	2669	2947	2265	2593	10807	11264	7.9%	11264
Fire-Related Injuries	193	47	41	33	35	27	29	46	29	153	134	-30.6%	134
Road Traffic Collisions	655	75	138	113	158	137	163	110	131	435	588	-10.2%	588
Malicious False Alarms	348	55	86	75	110	83	117	61	74	274	378	8.6%	378

Service Delivery Indicators

Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative	
	(Apr-Jun)		(Jul-Sep)		(Oct-Dec)		(Jan-Mar)			
	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22
Accidental Dwelling Fires (per 10,000 dwellings)	2.54	2.43	1.91	2.40	2.26	2.13	2.45	2.27	9.16	9.23
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.09	0.09	0.00	0.04	0.13	0.13	0.04	0.09	0.26	0.35
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.04	0.04	0.04	0.04	0.04	0.09	0.09	0.13	0.22	0.30
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.39	1.30	0.65	1.13	0.74	0.74	1.04	0.78	3.81	3.94
(a) Number of Serious Injuries (per 100,000 population)	0.26	0.13	0.09	0.56	0.04	0.13	0.17	0.04	0.56	0.87
(b) Number of Slight Injuries (per 100,000 population)	1.13	1.17	0.56	0.56	0.69	0.61	0.87	0.74	3.25	3.08
The percentage of dwelling fires attended where there was a working smoke alarm which activated	56.99%	57.30%	54.26%	60.87%	56.67%	61.11%	56.10%	62.45%	56.10%	60.37%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	17.48%	18.86%	19.73%	16.30%	19.26%	22.62%	16.38%	14.18%	18.11%	17.94%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	3.50%	3.56%	6.28%	1.81%	4.44%	3.17%	4.18%	3.07%	4.50%	2.90%
The percentage of dwelling fires attended where no smoke alarm was fitted	22.03%	20.28%	19.73%	16.30%	19.63%	13.10%	23.34%	20.31%	21.29%	18.79%
Number of calls to malicious false alarms (per 1000 population) – attended	0.02	0.04	0.03	0.05	0.04	0.05	0.03	0.03	0.12	0.16
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	8.14	7.84	10.53	11.41	9.66	10.63	8.29	8.92	36.62	38.80
False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	1.00	1.01	1.22	1.23	1.03	1.19	0.86	1.05	4.11	4.49
Fires in non-domestic premises (per 1000 non-domestic premises)	0.87	1.10	1.11	1.02	0.76	1.01	0.77	1.11	3.51	4.25
Number of Primary Fires (per 100,000 population)	33.68	34.85	32.99	30.95	30.73	30.39	29.13	28.78	126.53	124.97

Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	1.91	1.65	1.39	1.43	1.00	1.04	1.86	1.04	6.16	5.16
Arson Incidents – All Deliberate Fires (per 10,000 population)	7.81	8.58	6.40	5.50	5.25	5.24	5.02	5.18	24.48	24.51
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	1.19	1.30	1.39	1.08	1.41	1.12	1.10	1.08	5.09	4.59
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	6.62	7.27	5.01	4.42	3.84	4.12	3.92	4.10	19.39	19.92

3. Operational Risk Visits (including Fire Safety)

Below is a summary of Operational Risk Visits (ORVs) undertaken in the financial year 2021-22. The visits were generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area.

ORVs are allocated to each District which are then allocated to stations/watches. A recovery plan linked to the government roadmap has been produced since the reduction in ORVs carried out due to Covid 19. This saw operational staff visiting high and very high-risk premises again from May 2021 and returned to a more normal visits programme from June 2021.

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

In order to align to national terminology, in the next reporting period Operational Risk Visits will be referred to as Site Specific Risk Information (SSRI) visits.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Completed	19	47	44	81	84	87	142	137	100	175	162	173	1251

In 2021-22 every high-rise residential building in West Yorkshire was visited as part of the Building Risk Review Programme. This will improve our operational effectiveness when attending emergencies in this type of property.

4. Safe and Well Checks

The Safe and Well programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most. The ability to risk filter online and over the telephone has improved with a simple risk filtering survey that results in the requester being informed if they qualify for a home visit.

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

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

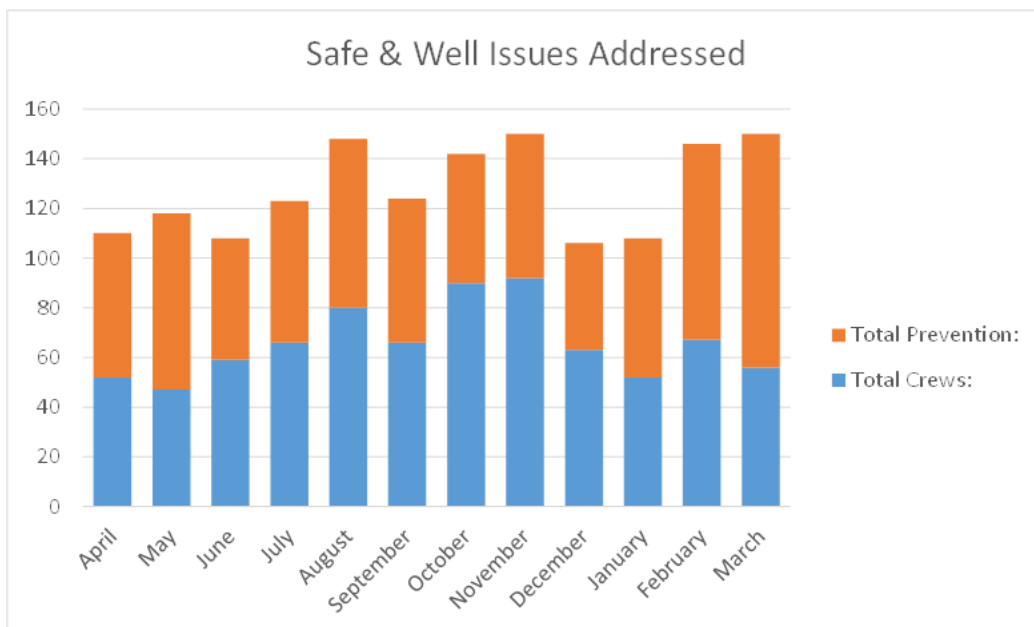
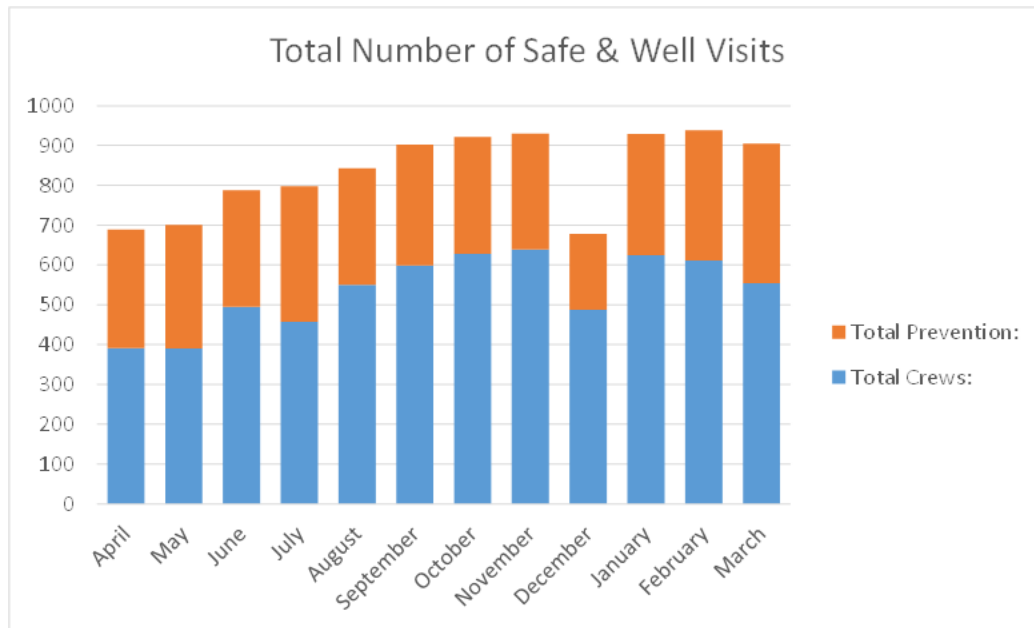
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking.

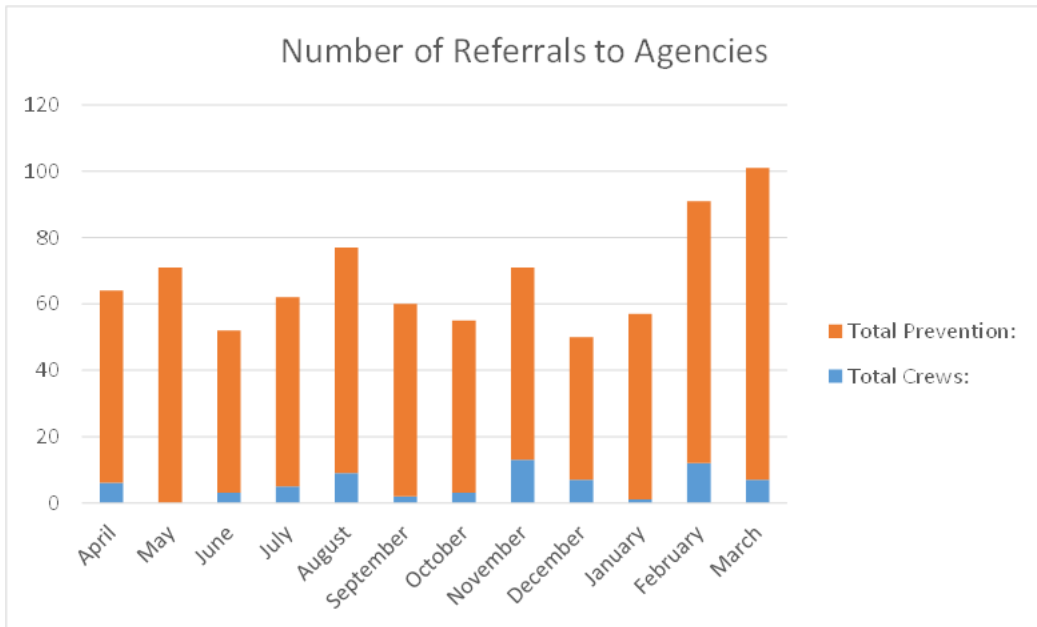
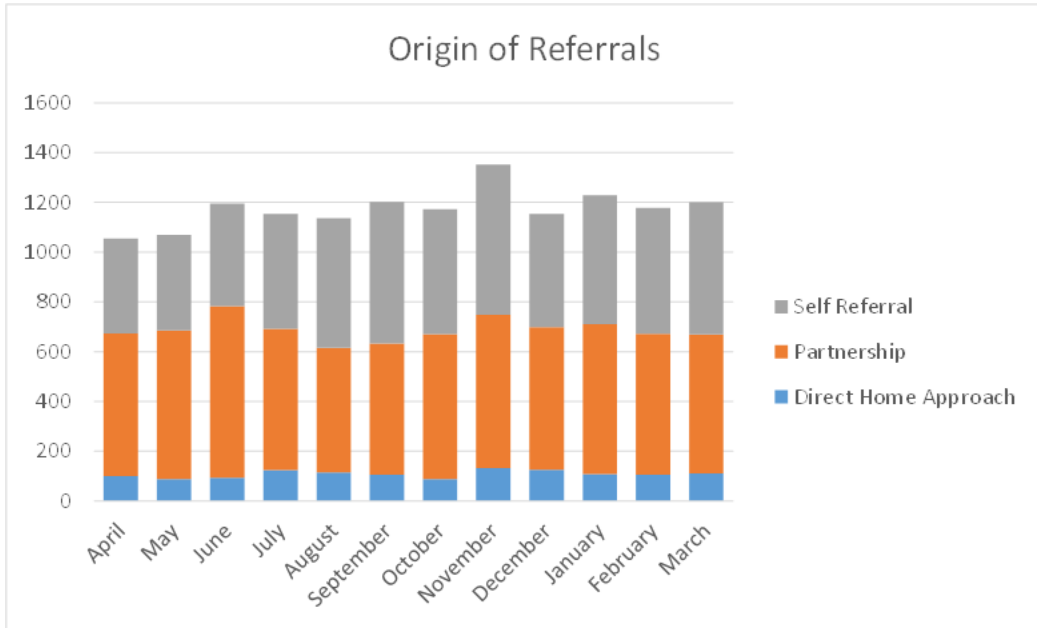
When someone is identified as being vulnerable to any of the factors above, our teams deliver basic education and advice with the option of signposting or referring people to specialist support services across the districts.

Performance

We have developed Covid safe ways of working which have allowed us to build on the number of safe and well visits we deliver month on month since May 2021. We are now undertaking visits at a rate consistent with pre-covid delivery. Our priority is to now revisit our partnerships to ensure we are targeting our responses at the most vulnerable people in our communities.

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



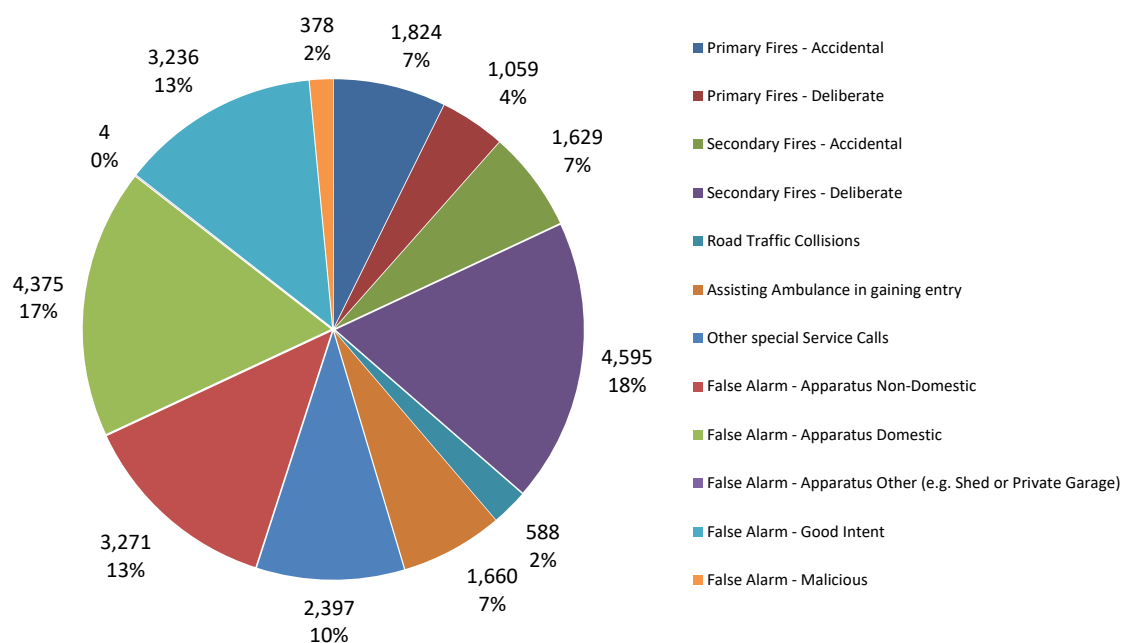


5. Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year categorised by incident type.

NOTE: The data on page 3 is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed. The data below is based on all incident reports which have been started at the time of compiling this report.

Incident Category	Number	Percentage
Primary Fires - Accidental	1,824	7.29%
Primary Fires - Deliberate	1,059	4.23%
Secondary Fires - Accidental	1,629	6.51%
Secondary Fires - Deliberate	4,595	18.37%
Road Traffic Collisions	588	2.35%
Assisting Ambulance in gaining entry	1,660	6.64%
Other special Service Calls	2,397	9.58%
False Alarm - Apparatus Non-Domestic	3,271	13.08%
False Alarm - Apparatus Domestic	4,375	17.49%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	4	0.02%
False Alarm - Good Intent	3,236	12.94%
False Alarm - Malicious	378	1.51%
Total	25,016	100%



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

Incident category	Number of incidents 1 April 2011 to 31 March 2012		Number of incidents 1 April 2016 to 31 March 2017		Number of incidents 1 April 2020 to 31 March 2021	
	No	%age	No	%age	No	%age
Primary Fires - Accidental	2122	7.05%	1901	8.47%	1745	7.35%
Primary Fires - Deliberate	1575	5.23%	1731	7.71%	1174	4.95%
Secondary Fires - Accidental	1638	5.44%	1338	5.96%	1774	7.48%
Secondary Fires - Deliberate	7148	23.75%	4515	20.11%	4473	18.85%
Road Traffic Collisions	874	2.90%	579	2.58%	435	1.83%
Special Service Calls	2032	6.75%	1939	8.64%	3322	14.00%
False Alarm - Apparatus	9661	32.09%	7189	32.02%	7098	29.91%
False Alarm - Good intent	4412	14.66%	2911	12.97%	3435	14.48%
False Alarm - Malicious	641	2.13%	347	1.55%	274	1.15%
Total	30103	100.00%	22450	100.00%	23730	100.00%

Comments on Fatal Fires

Mayfield Gardens

18th December 2021

The deceased female was 57 years old and lived alone in a private house. As there were several seats of fire, it is concluded that the fire was the result of deliberate application of a flame to combustible materials. It cannot be ruled out that the separate areas of burning were the result of the deceased trying to extinguish the fire or becoming involved in fire herself.

Although this incident did not occur within the period of this report, the lady involved proved fatal on 20th February 2022.

Brunel Court

2nd January 2022

The deceased male was 39 years old and lived in a first-floor flat. The deceased was found in his home. The fire is believed to have been set deliberately by the homeowner

Stonebridge, Idlecroft, Bradford

4th February 2022

The deceased female was 66 years old and lived in a self-contained rented sheltered housing flat. The most likely cause of this fire was careless handling of smoking materials. The individual was taken to hospital where she died of her injuries on 8th February 2022.

The Point, Wakefield

5th February 2022

The deceased male was 77 years old and lived in a private house. There was no fire service attendance at this incident and we were not informed about it until 21st February 2022 via the Coroner's Office. The deceased died of his injuries on 12th February 2022. The most likely cause of this fire is careless handling of smoking materials.

Ringwood Road, Bradford

28th March 2022

The fatalities in this incident were brother and sister aged 68 and 63 respectively. They lived in a mid-terraced house. There were two separate seats of fire, and it is believed that the fires were started deliberately by the two individuals.

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

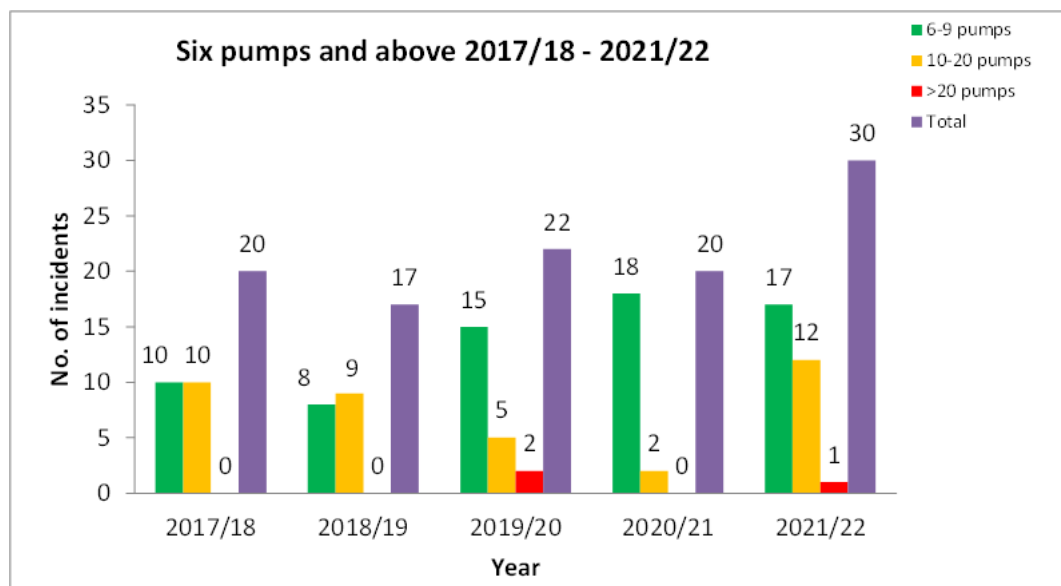
6. Fire-Related Incidents attended by Six Pumps and Above

General Commentary

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

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

The following chart details the numbers and severity of such incidents over the last 5 years up to 31 March 2022:



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

New incidents added to the table are shaded in white.

Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
Saturday 03/04/2021	St Mary's Court Potternewton Leeds	Flats	Moortown	Unable to determine	5 Pumps 2 Support 4 Specials	36 Ffs 5 Officers
Monday 12/04/2021	Matza and Co Ltd Bretton Street Enterprise Centre Bretton Park Way Savile Town Dewsbury	Bed Manufacturer	Dewsbury	Unable to determine	8 Pumps 4 Support 7 Specials	62 Ffs 7 Officers
Sunday 18/04/2021	Turn Green Skip Hire Farrar Mill Lane Salterhebble Halifax	Skip hire and recycling	Halifax	Deliberate	6 Pumps 2 Support 3 Specials	38 Ffs 5 Officers
Thursday 22/04/2021	Tidy Pallets Hoyle Mill Road Kinsley, Pontefract	Recycling spread to dwelling	South Kirkby	Intentional burning out of control	10 Pumps 2 Support 5 Specials	58 Ffs 6 Officers
Friday 23/04/2021	John Winter & Co Ltd Washer Lane Halifax	Factory	Halifax	Natural Occurrence (Static discharge)	6 Pumps 5 Support 5 Specials	54 Ffs 5 Officers
Friday 23/04/2021	Sims Metal Management Pepper Road Hunslet Leeds	Scrapyard	Hunslet	Natural Occurrence (Refracted sunlight)	10 Pumps 3 Support 6 Specials	64 Ffs 7 Officers
Sunday 25/04/2021	Bobus Moor Manchester Road Marsden Huddersfield	Moorland	Slaithwaite	Firework	10 Pumps 7 Support 7 Specials	82 Ffs 6 Officers
Wednesday 19/05/2021	Omans Furniture International Ltd Legrams Mill Summerville Road Bradford	Warehouse	Fairweather Green	Naked flame	17 Pumps 5 Support 8 Specials	104 Ffs 9 Officers
Monday 24/05/2021	BMC Motors 145 Dewsbury Road Hunslet Leeds	Motor Spares	Hunslet	Deliberate	6 Pumps 2 Support 4 Specials	40 Ffs 5 Officers
Monday 07/06/2021	Seafresh Wholesale Distributors Thorncliffe Road Bradford	Warehouse	Shipley	Faulty Electrical Appliance	10 Pumps 3 Support 5 Specials	62 Ffs 7 Officers
Tuesday 08/06/21	Little Neville Street Leeds	Dwelling	Leeds	Natural Occurrence (Reflected sunlight)	8 Pumps 4 Support 6 Specials	60 Ffs 5 Officers
Sunday 27/06/2021	Clarendon Dental Spa 9 Woodhouse Square Woodhouse Leeds	Dentists	Leeds	Lithium battery charger	7 Pumps 4 Support 5 Specials	55 Ffs 4 Officers
Wednesday 28/07/21	Elliott Musgrave Ltd New Bridge Works Hammerton Street Bradford	Industrial	Bradford	Spark from circular saw	6 Pumps 3 Support 4 Specials	44 Ffs 5 Officers
Wednesday 04/08/21	Moorthorpe Social Club Langthwaite Lane South Elmsall	Derelict Club	South Elmsall	Electrical Supply	6 Pumps 2 Support 5 Specials	42 Ffs 6 Officers
Saturday 10/09/21	Cut End Mills Mill Street East Savile Town Dewsbury	Mill	Dewsbury	Intentional burning out of control	12 Pumps 1 Support 2 Specials	56 Ffs 8 Officers
Wednesday 15/09/21	Stanley St Peters School Lake Lock Road Stanley Wakefield	School	Wakefield	Hot works	5 Pumps 2 Support 3 Specials	34 Ffs 5 Officers
Tuesday 26/10/21	BT Telephone Exchange Brewery Lane Knottingley	Telephone Exchange	Pontefract	Discarded energy device	6 Pumps 2 Support 4 Specials	40 Ffs 4 Officers

Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
Tuesday 21/12/21	Unit 2A Barras Garth Road Upper Wortley Leeds	Warehouse	Leeds	Electricity supply	10 Pumps 3 Support 4 Specials	52 Ffs 6 Officers
Monday 03/01/2022	148 Sunbridge Road Bradford	Bakery	Bradford	Deliberate	15 Pumps 5 Support 9 Specials	98 Ffs 7 Officers
Tuesday 11/01/2022	Dawson Fabrics Ltd Greenside Mills Saville Road Skelmanthorpe	Mill	Skelmanthorpe	Deliberate	9 Pumps 2 Support 4 Specials	52 Ffs 5 Officers
Wednesday 19/02/2022	Nova Scotia Works Dale Street Ossett	Warehouse	Ossett	Electrical fault	15 Pumps 3 Support 5 Specials	82 Ffs 7 Officers
Friday 11/02/2022	Sheepscar Tannery Sheepscar Street North Sheepscar Leeds	Tannery	Leeds	Hotworks	7 Pumps 4 Support 4 Specials	52 Ffs 5 Officers
Wednesday 16/02/2022	Ardagh Glass Ltd Headlands Lane Knottingley	Glass Manufacturer	Pontefract	Hotworks	12 Pumps 2 Support 3 Specials	62 Ffs 5 Officers
Thursday 04/03/2022	Dalton Mills Dalton Lane Keighley	Mill Complex	Keighley	Deliberate	21 Pumps 5 Support 5 Specials	114 Ffs 8 Officers
Friday 04/03/2022	Lockwood Way Beeston Leeds	Warehouse	Hunslet	Controlled burning	6 Pumps 2 Support 4 Specials	40 Ffs 7 Officers
Wednesday 09/03/2022	Coal Gate Slaithwaite Huddersfield	Moorland	Slaithwaite	Smoking	10 Pumps 4 Support 6 Specials	68 Ffs 7 Officers
Friday 11/03/2022	Arthur Brook Ltd Ravensthorpe Ind Est Low Mill Lane Dewsbury	Recycling Plant Building	Mirfield	Lithium battery	15 Pumps 6 Support 9 Specials	102 Ffs 7 Officers
Saturday 12/03/2022	Al Murad DIY Bell House Southfield Lane Bradford	Derelict Building	Odsal	Deliberate	5 Pumps 1 Support 4 Specials	36 Ffs 5 Officers
Monday 14/03/2022	97 Wakefield Road Ossett	Scrapyard	Ossett	Smoking	8 Pumps 4 Support 4 Specials	56 Ffs 7 Officers
Wednesday 30/03/2022	Healdfield Road Castleford	Church	Castleford	Deliberate	6 Pumps 3 Support 4 Specials	44 Ffs 5 Officers

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

Sunbridge Road, Bradford

3rd January 2022

This incident was a fire at a bakery in Bradford station area.

The initial pre-determined attendance was 3 pumps from Bradford and Fairweather Green. This was increased to 16 pumps and pumps from the following stations were mobilised: Shipley, Odsal, Cleckheaton, Bingley, Rawdon, Illingworth, Rastrick, Dewsbury, Ossett, Keighley and Halifax. Three CLM vehicles were also mobilised.

The following support appliances were also mobilised. Aerials from Huddersfield and Leeds, Hose Layer from Mirfield, Command Unit Lite from Featherstone, Welfare Unit from Ilkley, and a High-Volume Pump from Cookridge. Support pumps were also mobilised from Leeds, Mirfield, Cookridge, Stanningley and Killingbeck.

Officers mobilised were Group Manager Miller as a Working Officer, Station Manager Earl as Command Support Officer, Station Manager Swallow as Ops Command Officer, Station Manager Bowen as Ops Assurance Officer, Brigade Manager Smith as Incident Commander, Station Manager Atkins as Hazmat Officer and Watch Manager Griffiths as Fire Investigation Officer.

Time of call for this incident was 0133 hours on 3rd January, the stop was sent at 0845 hours on 4th January 2022 and the incident was closed the same day at 0907 hours.

The cause of this fire was thought to be deliberate.

Greenside Mills, Saville Road, Skelmanthorpe

11th January 2022

This incident was a fire in a mill in Skelmanthorpe station area.

The initial pre-determined attendance was 5 pumps from Huddersfield, Skelmanthorpe, Halifax, Holmfirth and Ossett and the CARP from Huddersfield. This was increased to 8 pumps and pumps from Rastrick, Dewsbury and South Yorkshire were mobilised. Four CLM vehicles were also mobilised.

The following support vehicles were also mobilised. The Hose Layer from Mirfield, the Welfare Unity from Skelmanthorpe, the Command Unit Lite from Featherstone with support pumps from Mirfield and Garforth.

Officers mobilised were Group Manager Greenwood as Incident Commander, Station Manager Murray as Command Support Officer, Station Manager Tully was Ops Assurance Officer, Station Manager Atkins was Hazmat Officer and Watch Manager O'Hara was Fire Investigation Officer.

Time of call for the incident was 0214 hours on 11th January with the stop being sent at 1057 hours. The incident was closed at 1247 hours.

The cause of this fire was thought to be deliberate.

Dale Street, Ossett

19th January 2022

This was a fire at a storage facility in Ossett station area.

The initial pre-determined attendance was 4 pumps from Ossett, Dewsbury, Wakefield and Hunslet. This was increased to 15 pumps and pumps from the following stations

were mobilised. Morley, Normanton, Cleckheaton, Rastrick, Leeds, Killingbeck, Huddersfield, Rothwell and Hunslet. 6 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. The Hose Layer from Mirfield, an aerial appliance from Bradford, Welfare Unit from Skelmanthorpe, Command Unit Lite from Featherstone and support pumps from Mirfield, Bradford and Shipley.

Officers mobilised were Group Manager Bush as Incident Commander, Station Manager Cameron as Command Support Officer, Station Manager Murray as Command Support Officer, Station Manager Austin as Hazmat Officer, Station Manager Hawley as a Working Officer, Brigade Manager Smith as Principal Officer and Watch Manager O'Hara as Fire Investigation Officer.

The time of call for this incident was 2016 hours on 19th January with the stop being sent at 0742 hours on 20th January. The incident was closed the same day at 1318 hours.

The cause of this incident was an electrical fault.

Sheepscar Street North, Sheepscar, Leeds

11th February 2022

This was a fire in a tannery in Leeds station area.

The initial pre-determined attendance was 2 pumps from Leeds. This was increased to 7 with pumps from Hunslet, Killingbeck and Cookridge being mobilised. 4 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. The Hose Layer from Mirfield, an aerial appliance from Bradford, Welfare Unit from Skelmanthorpe, Command from Pontefract and the Welfare Unit from Skelmanthorpe. Support pumps were also mobilised from Mirfield, Bradford, Pontefract and Dewsbury.

Officers mobilised were Group Manager Miller as Incident Commander, Station Manager Fox as Command Support Officer, Station Manager Hudson as Hazmat Officer, Station Manager Cookson as Ops Assurance Officer and Watch Manager O'Hara as Fire Investigation Officer.

The time of call for this incident was 0328 hours with the stop being sent at 0948 hours. The incident was closed at 1307 hours.

The cause of this fire was the application of roof felt to timber roof beams, the heat from which has smouldered and then ignited and spread to other roof timbers.

Headlands Lane, Knottingley

16th February 2022

This incident was a fire in a factory in Pontefract station area.

The initial pre-determined attendance was 4 pumps from Castleford, Normanton, Featherstone and Garforth. This was increased to 16 and pumps from the following stations were mobilised. Adwick and Selby from North Yorkshire, Rothwell, Pontefract, Morley, Killingbeck and Hunslet. 2 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. An aerial from Leeds, Welfare Unit from Skelmanthorpe and the Command Unit and support from Pontefract.

Officers mobilised were Group Manager Miller as Incident Commander, Station Manager Garvey as Ops Assurance Officer, Station Manager England as Command Support, Station Manager Bruce as Hazmat Officer and Station Manager Swallow as a Working Officer.

The time of call for this incident was 0852 hours with the stop being sent at 1033 hours and the incident was closed at 1116 hours.

The cause of this fire was accumulation of flammable material ignited by welding/cutting equipment.

Dalton Mills, Dalton Lane, Keighley

3rd March 2022

This incident was a fire in a glass manufacturer in Keighley station area.

The initial pre-determined attendance was 3 pumps from Keighley, Bingley and Silsden. This was increased to 21 pumps and pumps from the following stations were mobilised. Odsal, Stanningley, Shipley, Bradford, Illingworth, Fairweather Green, Halifax, Cleckheaton, Todmorden, Morley, Leeds, Moortown, Mytholmroyd, Cookridge, Dewsbury and Ilkley. A pump was also mobilised from South Yorkshire. 5 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. Aerials from Leeds and Bradford, Welfare Unit from Skelmanthorpe, Command Unit from Pontefract and Hose Layer Unit from Mirfield along with support pumps from Slaithwaite, Rawdon, Pontefract, Mirfield and Huddersfield.

Officers mobilised were Station Manager Cookson, Group Manager Boocock and Brigade Manager Smith as Incident Commanders, Station Manager England as Hazmat Officer, Station Manager Earl as Command Support Officer, Group Manager Holt was in Control, Station Manager Dracup as Ops Assurance Officer and Watch Manager Griffiths was Fire Investigation Officer.

The time of call for this incident was 1200 hours on 3rd March with the stop being sent at 1523 hours on 6th March. The incident was closed the same day at 1525 hours.

Lockwood Way, Beeston, Leeds

4th March 2022

This incident was a fire in a warehouse in Hunslet station area.

The initial pre-determined attendance was 3 pumps from Hunslet and Leeds. This was increased to 6 pumps and pumps from Morley and Killingbeck were mobilised. 3 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. The Technical Rescue Unit from Cleckheaton, the Hose Layer from Mirfield, the Command Unit Lite from Featherstone and the Welfare Unit from Skelmanthorpe with support pumps from Cleckheaton and Mirfield.

Officers attending the incident were Station Manager Loney as Incident Commander, Station Manager England as Command Support Officer with Station Manager Moxon shadowing, Station Manager Bowen as Ops Assurance Officer, Station Manager Cookson was BA Officer, Station Manager Bell was Hazmat Officer and Watch Manager Griffiths was Fire Investigation Officer.

The time of call for this incident was 0347 hours with the stop being sent at 0523 hours. The incident was closed at 0647 hours.

Coal Gate, Slaithwaite, Huddersfield

9th March 2022

This was a wildfire in Slaithwaite station area.

The initial pre-determined attendance was 1 pump from Slaithwaite, on arrival this was increased to 10 pumps and pumps from the following stations were mobilised. Odsal, Rastrick, Meltham, Halifax, Skelmanthorpe, Dewsbury, Hunslet and a pump from GMC. 5 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. Wildfire Units from Holmfirth and Todmorden, Command Unit Lite from Featherstone, Hose Layer from Mirfield, Welfare Unit from Skelmanthorpe and Command Unit from Pontefract. Support pumps were also mobilised from Todmorden, Mirfield, Shipley and Illingworth.

Officers mobilised were Station Manager Kovacs and Station Manager Bairstow were Wildfire Officers, Station Manager Murray was Command Support, Station Manager Tully was Ops Assurance Officer, Station Manager Howorth and Group Manager Boocock were Incident Commanders and Station Manager Metcalfe was Hazmat Officer.

The time of call for this incident was 1236 hours and the stop was sent at 1343 hours. The incident was closed at 1811 hours.

The cause of this fire was thought to be smoking materials.

Ravensthorpe Industrial Estate, Low Mill Lane, Dewsbury

11th March 2022

This was a fire in a recycling building in Dewsbury station area.

The initial pre-determined attendance was 7 pumps from Dewsbury, Mirfield, Cleckheaton, Rastrick, Morley and Huddersfield. This was increased to 16 and pumps from the following stations were mobilised. Hunslet, Huddersfield, Wakefield, Killingbeck, Rothwell, Skelmanthorpe, Slaithwaite and Halifax. 3 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. Aerial appliances from Bradford and Leeds, Welfare Unit from Skelmanthorpe, Command Unit Lite from Featherstone, Hose Layer from Mirfield, High-Volume Pump from Cookridge and Foam Units from Hunslet. Support appliances were also mobilised from Odsal, Bradford, Stanningley, Cookridge, Ossett and Meltham.

Officers mobilised were Group Managers Teggart and Boocock as Incident Commanders, Station Manager Cameron as Ops Commander, Station Manager England as Command Support, Station Manager Bowen as Ops Assurance Officer, Station Manager Fox as Hazmat Officer and Watch Manager Griffiths as Fire Investigation Officer.

The time of call for this incident was 2314 hours on 11th March, the stop was sent at 1455 hours on 12th March and the incident was closed on 13th March at 0722 hours.

The cause of this fire was believed to be a lithium-ion battery.

Bell House, Southfield Lane, Bradford

12th March 2022

This was a fire in a shop in Bradford station area.

The initial pre-determined attendance was 2 pumps from Bradford and Fairweather Green. This was increased to 5 pumps and pumps from Bradford, Cleckheaton and Shipley were mobilised. 2 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. An aerial from Huddersfield, the Hose Layer from Mirfield, the Welfare Unit from Ilkley and the Command Unit Lite from Featherstone. A support pump from Illingworth was also mobilised.

Officers mobilised were Station Manager Bowen as Incident Commander, Station Manager Fox as Command Support, Station Manager Dracup as Ops Assurance Officer, Station Manager England as Hazmat Officer and Watch Manager Griffiths as Fire Investigation.

The time of call for this incident was 1954 hours with the stop being sent at 2314 hours. The incident was closed on 13th March at 0043 hours.

The cause of this fire was thought to be deliberate.

Wakefield Road, Ossett

14th March 2022

This was a fire in a scrap yard in Ossett station area.

The initial pre-determined attendance was 4 pumps from Ossett, Dewsbury and Wakefield. This was increased to 8 and pumps from Morley, Hunslet, Pontefract and Normanton were mobilised. 4 CLM vehicles were also mobilised.

The following support vehicles were also mobilised. An aerial from Leeds, Welfare Unite from Skelmanthorpe, Hose Layer from Mirfield and the Command Unit from Pontefract. Support pumps were also mobilised from Shipley, Cleckheaton, Otley and Rothwell.

Officers mobilised were Group Manager Miller as Incident Commander, Station Manager Hawley as Command Support with Station Manager Loney shadowing, Station Manager Thornton as Hazmat Officer, Station Manager Bruce as Ops Assurance Officer, Station Manager Bowen was a Working Officer and Watch Manager O'Hara was Fire Investigation.

The time of call for this incident was 1421 hours with the stop being sent at 2019 hours. The incident was closed at 2151 hours.

The cause of this fire was due to careless handling of smoking materials.

Healdfield Road, Castleford

30th March 2022

This incident was a fire in a church in Castleford station area.

The initial pre-determined attendance was 3 pumps from Castleford, Normanton and Pontefract. This was increased to 6 pumps and pumps from Garforth, Rothwell and Killingbeck were mobilised. 3 CLM vehicles were also mobilised

The following support vehicles were also mobilised. An aerial from Wakefield, Hose Layer from Mirfield and the Command Unit from Featherstone. Support pumps were also mobilised from Mirfield, Featherstone and Hunslet.

Officers attending the incident were Station Manager England as Incident Commander, Station Manager Clark as Command Support, Station Manager Loney as Ops Assurance Officer, Station Manager Hudson was Hazmat Officer and Watch Manager Griffiths was Fire Investigation.

The time of call for this incident was 2021 hours with the stop being sent at 2157 hours. The incident was closed at 2258 hours.

The cause of this fire was deliberate.

7. Violence at Work

Attacks on Personnel

There have been 66 incidents reported by West Yorkshire FRS in the financial year.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Attacks on Firefighters	40	76	64	60	87	92	75	81	68	66

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	4029	1		2	3	3	2	3	14	0.35%
Bingley	685							1	1	0.15%
FWG	1451				3	1		1	5	0.34%
Keighley	949				1				1	0.11%
Odsal	1433					2	1	2	5	0.35%
Shipley	1606			1	1	1			3	0.19%
District Total	10395	1	0	3	8	7	3	7	29	0.28%
Calderdale District										
Halifax	1187			1					1	0.08%
Ilkley	1034						1	1	2	0.19%
District Total	3588	0	0	1	0	0	1	1	3	0.08%
Kirklees District										
Huddersfield	2366				1		2	2	5	0.21%
Cleckheaton	1493						2		2	0.13%
Dewsbury	2121							2	2	0.09%
District Total	6944	0	0	0	1	0	4	4	9	0.13%
Leeds District										
Leeds	4233		1	1		2	2	3	9	0.21%
Hunslet	3140	1							1	0.03%
Morley	556	1				1			2	0.36%
Rawdon	448	1							1	0.22%
Stanningley	1195	1			1				2	0.17%
Killingbeck	2557							2	2	0.08%
District Total	14997	4	1	1	1	3	2	5	17	0.11%
Wakefield District										
Wakefield	1098						2	1	3	0.27%
Featherstone	121					1			1	0.83%
Normanton	358							1	1	0.28%
Ossett	847		1	1				1	3	0.35%
District Total	4211	0	1	1	0	1	2	3	8	0.19%
Totals	40289	5	2	6	10	11	12	20	66	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
- Provision of conflict management training to service delivery staff
- 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
- Close working with partner agencies to produce robust multi-agency response plans
- Targeted Intervention days led by the Youth Intervention Team
- Youth engagement work is being undertaken in higher risk areas
- Actively pursuing prosecution of any individual identified attacking a WYFRS employee

Bradford

In Bradford there were 29 attacks on firefighters at incidents, details of which are available from the District Commander. At one of these incidents a firefighter was punched in the head by a member of the public, the young person responsible has been successfully prosecuted. These attacks have resulted in minor damage to our fire appliances.

Calderdale

In Calderdale there were 3 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to fire appliances during these attacks.

Kirklees

In Kirklees there were 9 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters, but an appliance was slightly damaged at one of these incidents.

Leeds

In Leeds there were 17 attacks on firefighters at incidents, details of which are available from the District Commander. At one of these incidents a firefighter was kicked in the head and at another incident firefighters were spat at. There was no damage caused to fire appliances during these attacks.

Wakefield

In Wakefield there were 8 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to fire appliances during these attacks.

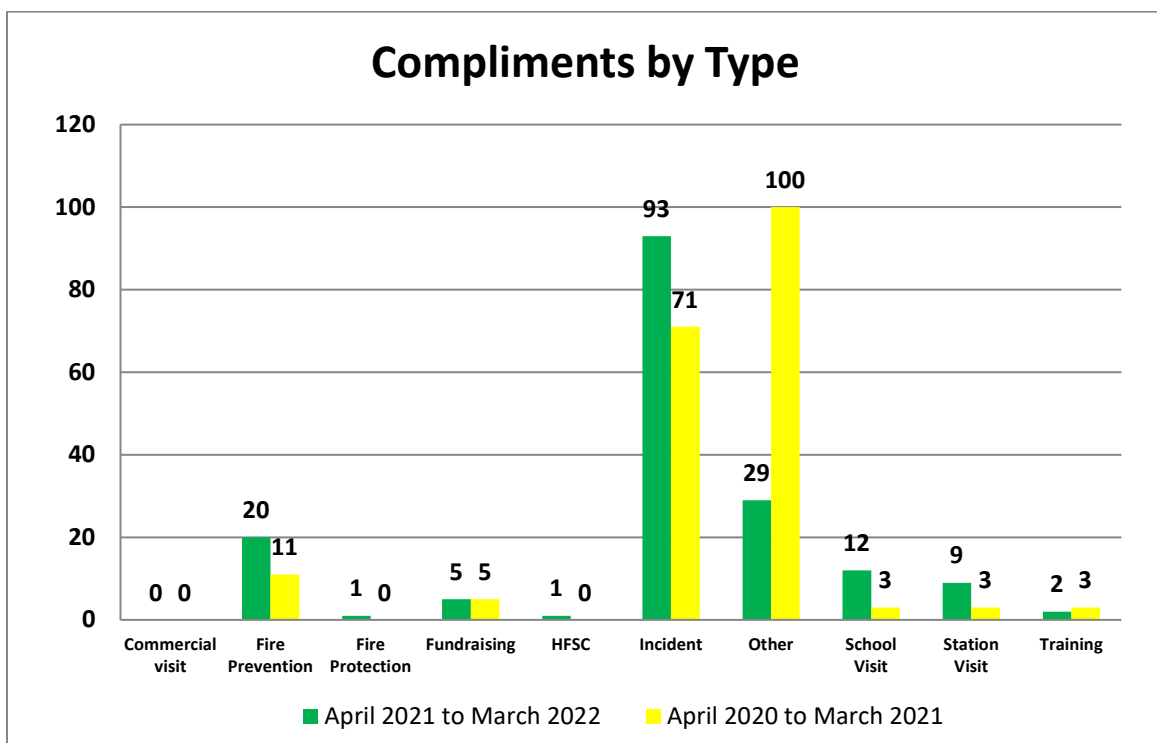
8. Corporate Performance Activity

Details of key corporate performance areas are shown below.

Compliments

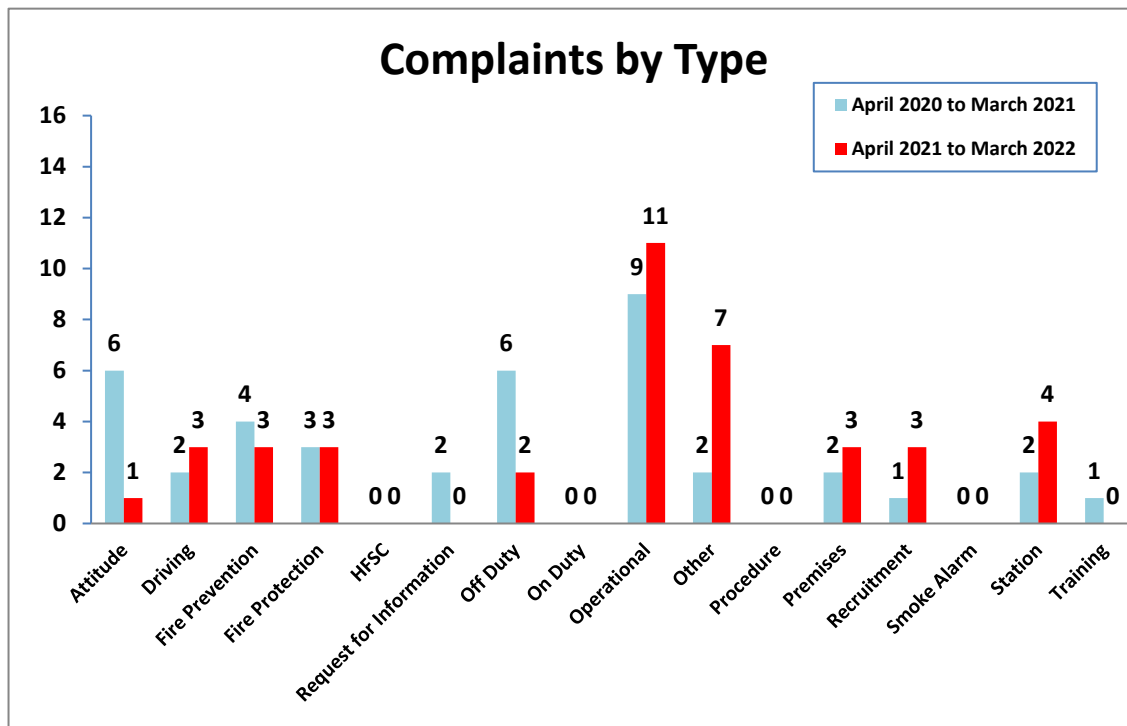
The charts below show by the type and the number of compliments and complaints received by West Yorkshire FRS for the period 1 April 2021 to 31 March 2022 and the same period in the year 2020-21.

During this period West Yorkshire FRS has recorded 172 compliments, which is lower than the 196 received in 2020-21.



Complaints

For the period 1 April 2021 to 31 March 2022, we have received 40 complaints, of which 16 were upheld. This compares to 40 received between the same dates in 2020-21, of which 19 were upheld.



All complaints are dealt with in a consistent manner, being fully investigated with appropriate remedial action where necessary.

The table below shows the number of complaints received and upheld from 1 April 2021 to 31 March 2022 and a comparison with the same period during the year 2020-21.

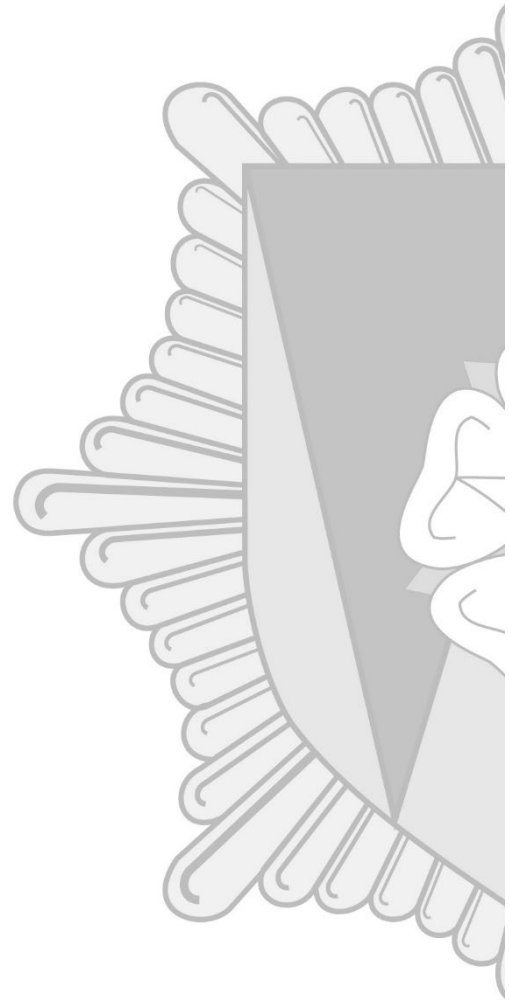
Category	2020-21		2021-22	
	Received	Upheld	Received	Upheld
Attitude	6	4	1	1
Driving	2	2	3	2
Fire Prevention	4	0	3	0
Fire Protection	3	1	3	0
HFSC	0	1	0	0
Request for Information	2	1	0	0
Off Duty	6	1	2	1
On Duty	0	0	0	1
Operational	9	3	11	1
Other	2	1	7	2
Procedure	0	0	0	0
Premises	2	2	3	2
Recruitment	1	0	3	3
Smoke Alarm	0	0	0	0
Station	2	2	4	3
Training	1	1	0	0
TOTALS	40	19	40	16

Freedom of Information and Data Protection

The tables below show the number of Freedom of Information Requests and Subject Access Requests dealt with within the period 1 April 2021 to 31 March 2022.

Freedom of Information Requests	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Number due for response	13	11	9	6	6	10	1	8	6	3	6	8	87
Number responded to within time limit	13	11	9	6	6	10	1	8	6	3	6	8	87
Number responded to out of time	0	0	0	0	0	0	0	0	0	0	0	0	0
Number suspended or closed due to no clarification from requester	0	0	0	0	0	0	0	0	1	1	0	1	3
Number of Internal Reviews due for response	0	1	0	0	0	0	0	0	0	0	0	1	2
Number of Internal Reviews responded to within time limit	0	1	0	0	0	0	0	0	0	0	0	1	2

Subject Access Requests	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Number due for response	0	2	2	1	4	0	0	1	1	0	0	2	13
Number responded to within time limit	0	2	2	1	4	0	0	1	1	0	0	2	13
Number responded to out of time	0	0	0	0	0	0	0	0	0	0	0	0	0



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



OFFICIAL

Customer Service Excellence Assessment 2022

Full Authority

Date: 30 June 2022

Agenda Item:

16

Submitted By: Head of Corporate Services

Purpose	To update Members on the Customer Service Excellence assessment 2022
Recommendations	That Members note the attainment of the Customer Service Excellence standard with full compliance against all 57 elements incorporating 29 'Compliance Plus' awards
Summary	This report provides details of the Customer Service Excellence Assessment 2022 which has resulted in West Yorkshire Fire and Rescue Service achieving full compliance against all 57 Customer Service Excellence elements incorporating the award of 29 'Compliance Plus' awards

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey, Head of Corporate Services
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Background papers open to inspection: None

Annexes: Customer Service Excellence – Assessment Report Results for 2022

1 Introduction

1.1 Since 1998, West Yorkshire Fire and Rescue Service has consistently attained the Charter Mark Standard, which is the Government's national standard of customer service excellence for organisations delivering public services.

1.2 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. This new 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

2 Information

2.1 West Yorkshire Fire and Rescue Service is subject to an annual assessment to ensure the standard is being maintained as part of a three-year rolling programme.

2.2 In March 2022 the assessor reviewed 19 of the criteria. The annual assessment was a full day with the assessor, reviewing evidence, meeting with staff, visiting Leeds Fire Station and contact with partner organisations including service users to assess the views of partners and customers regarding working with, and the service provided by WYFRS.

2.3 Following this assessment, West Yorkshire Fire and Rescue Service has once again been awarded the Customer Service Excellence standard in recognition of the high standards in delivery of customer-focused services.

2.4 The Service has been awarded Full Compliance against all 57 criteria along with a further four Compliance Plus thereby totalling 29 'Compliance Plus' awards. The additional Compliance Plus awards are for the following elements:

- We have policies and procedures which support the right of all customers to expect excellent levels of service.
- We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.
- We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.
- We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.

2.5 The 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, have been awarded for the following elements:

Customer Insight

- ❑ We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information
- ❑ We have developed customer insight about our customer groups to better understand their needs and preferences
- ❑ We make particular efforts to identify hard-to-reach and disadvantaged groups and individuals and have developed our services in response to their specific needs
- ❑ We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups
- ❑ We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken
- ❑ We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.

The Culture of the Organisation

- ❑ There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers
- ❑ We have policies and procedures which support the right of all customers to expect excellent levels of service.
- ❑ We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information
- ❑ We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation
- ❑ Our staff are polite and friendly to customers and have an understanding of customer needs
- ❑ We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.
- ❑ We can demonstrate how customer-facing staffs' insights and experiences are incorporated into internal processes, policy development and service planning
- ❑ We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.

Information and Access

- ❑ We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge
- ❑ We take reasonable steps to make sure our customers have received and understood the information we provide
- ❑ We have improved the range, content and quality of verbal, published and web-based information we provide to ensure it is relevant and meets the needs of customers
- ❑ We evaluate how customers interact with the organisation through access channels and using this information to identify possible service improvements and offer better choices
- ❑ We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers
- ❑ We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service

- We interact within wider communities and demonstrate the ways in which we support those communities

Delivery

- We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.
- We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.
- We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate
- We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right
- We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken

Timeliness and Quality of Service

- We advise our customers and potential customers about our promises on timeliness and quality of customer service
- We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer
- We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem

2.6 A summary of the assessment report detailing the assessor’s comments against each element of the standard for the current three-year rolling programme has been prepared and is available to Members on request. The report shows the comments from the 2022 (RP22) assessment.

2.7 A summary of the assessors overall comments is attached to this report.

2.8 The result of the Customer Service Excellence assessment is an excellent achievement for West Yorkshire Fire and Rescue Service and clearly demonstrates the continuous commitment to providing an excellent service to customers.

3 Financial Implications

3.1 Any costs involved in this work will be met from within the existing approved reserve budget.

4 Legal Implications

4.1 The Monitoring 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 These results further demonstrate the progress of West Yorkshire Fire and Rescue Service meeting the customer service expectations of our diverse community. Further

Equality Impact Assessments should be carried out on future survey results to confirm whether or not there is any variance in opinion across protected characteristic groups.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorkfire.gov.uk))	No
Date EIA Completed	N/A
Date EIA Approved	N/A

7 Health, Safety and Wellbeing Implications

7.1 There are no health and safety implications associated with this report.

8 Environmental Implications

8.1 There are no environmental implications arising from this report.

9 Your Fire and Rescue Service Priorities

9.1 The achievement of Customer Service Excellence links to all of the 'Your Fire and Rescue Service 2020-2023' priorities.

10 Recommendations

10.1 That Members note the award of the Customer Service Excellence standard with Full Compliance against all 57 criteria incorporating 29 'Compliance Plus' awards.

Customer Service Excellence

Assessment Summary March 2022

OFFICIAL

Ownership: Corporate Services

Date Issued: 30/06/2022

Status: FINAL



Contents

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Introduction

Customer Service Excellence was developed to offer public services a practical tool for driving customer-focussed change within their organisation. It tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction. It is designed to operate as a driver of continuous improvement, as a skills development tool and as an independent validation of achievement.

West Yorkshire Fire and Rescue Service achieved Customer Service Excellence in 2009 and is re-assessed on a rolling programme each year. The following includes the Assessment Report for 2022.

Assessment Summary

Overview

Overall Self-assessment Strong

Overall outcome Successful

Rolling Programme (RP) 3 2022

The West Yorkshire Fire and Rescue Service (WYFRS) employs 932 operational staff and a further 120 for operational activity. In addition, there are 313 support staff and 44 staff working in the control centre. There are plans to recruit a further 34 fire fighters.

WYFRS is one of the largest fire and rescue services in the UK with a budget of £89.3 million. Its Headquarters are in Birkenshaw, West Yorkshire. The Service operates from 40 stations in West Yorkshire. Locations are determined by risk assessments, based on the likelihood of fires and speed of travel to an incident.

The Service covers large cities and towns, waterways, valleys, remote villages, moorland, motorways, railways links, an international airport, large industrial estates, and major sports and cultural venues.

Firefighters deal with tragedy and even death, so their well-being is of major consideration. As the number of fires decrease, there is greater focus on fire and accident prevention and protection. Staff undertake fire prevention duties, fire risk management and make visits to households, business premises and public buildings to examine fire safety arrangements.

The pandemic has brought challenges to the Service with some support staff continuing to work from home. Firefighters and other staff have been diverted, with the help of national guidance, to undertake other tasks by volunteering additional hours to support other public services in the community.

This assessment has been very well-prepared. The evidence base is extensive with some 25 new pieces of evidence and a further 123 pieces of active evidence updated. The Service does not use Morphus, but provides links to its own website to access evidence. The process, compounded by technical difficulties did not make efficient use of the assessor's time. The

assessor notes that some evidence needs to be more focused and selected for the requirements of CSE.

This is an excellent Service; the 25 elements with Compliance Plus have been retained and a further four elements are now worthy of this higher rating bringing the total to 29 (details below). This is, once again a thoroughly deserved achievement. This is a long standing CSE (and previously Charter Mark) compliant service. Managers and staff aim to keep it this way. This Service is once again fully compliant with the CSE Standard.

1: Customer Insight

Criterion 1 self-assessment	Strong
Criterion 1 outcome	Successful

This Criterion covers customer insight, engagement and consultation, and customer satisfaction analysed to bring about improvements. In addition to being a very credible Fire and Rescue Service, acknowledged nationally for the quality of service provided for the community, staff at the WYFRS are encouraged to understand and reach out into the community, especially amongst the hard to reach and disadvantaged groups.

Activities have indirectly improved recruitment from unrepresented groups. Community engagement continues to be a strength of this Service, underpinned by the notion of “trusted brand”. As a result of progress in this area, **Compliance Plus continues in element 1.1.3.**

Strategies for reviewing and opportunities for consulting and engaging with customers continues, leading to further refinements in order to ensure that methods used are effective and appropriate.

The service has a number of methods to measure customer satisfaction, which overall, meet the requirements of this Standard.

Compliance Plus is retained in elements 1.1.1, 1.1.2, 1.2.1, 1.2.2 and 1.3.5 as nothing has arisen to indicate otherwise.

2: The Culture of the Organisation

Criterion 2 self-assessment	Strong
Criterion 2 outcome	Successful

This Criterion is fully compliant and covers leadership, staff professionalism and attitudes, and how these contribute to improved services.

Service, over the years, has developed an excellent range of policies and procedures supporting the rights of all customers to expect excellence in service. These policies are increasingly reflected in the day-to-day work of operational staff. This was particularly evident and witnessed during the visit to Leeds Fire Station, where the assessor met both managers and crew members. Efforts result in a **new Compliance Plus in element 2.1.3.**

Improvements to the Service are often the result of close examination of benchmarking performance against that of other similar services. The recognition nationally of service achievements is complemented by the ability of the Service to develop and learn from best practice. The Service is proud to share what it does best, including being the focus of a recent TV documentary. Therefore, **Compliance Plus continues in element 4.2.4.**

The management of complaints is taken very seriously. Guidance to enable this is comprehensive, with a focus on empowering staff to put matters right wherever possible. As a result, a **new Compliance Plus is merited in element 4.3.3.** Closer consideration is now given to ensuring that the outcome of upheld complaints is satisfactory for complainants.

Compliance Plus is also retained in elements 4.1.2, 4.2.2, 4.3.4, as nothing has arisen to indicate otherwise.

5: Timeliness and Quality of Service

Criterion 5 self-assessment	Strong
Criterion 5 outcome	Successful

This Criterion covers standards for timeliness and quality of service, how these are monitored and met, and steps taken, to make further improvements. The Service has comprehensive standards in these areas. This is evident in the ability to identify customers' needs accurately at the first point of contact and ensuring the most appropriate staff, crew and appliances are deployed to meet needs. This is central to all that the service stands for, resulting in a **new Compliance Plus in element 5.2.2.**

There are good arrangements for sharing customer information with colleagues and partners, reducing further unnecessary contact with customers.

The WYFRS can demonstrate that if service is not completed at the first point of contact, the customer has a full explanation, with helpful next steps and timescales to achieve an outcome. This is exemplified in the way complaints are managed.

Benchmarking of standards in relation to timeliness and quality of service is evident showing that the Service compares well with similar organisations. Additional information provided at the assessment enables compliance to continue.

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

Corporate Health Report 2021-22

Full Authority

Date: 30 June 2022

Agenda Item:

17

Submitted By: Head of Corporate Services

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

Recommendations That Members note the Corporate Health Report

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

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None

Annexes: None

1 Introduction

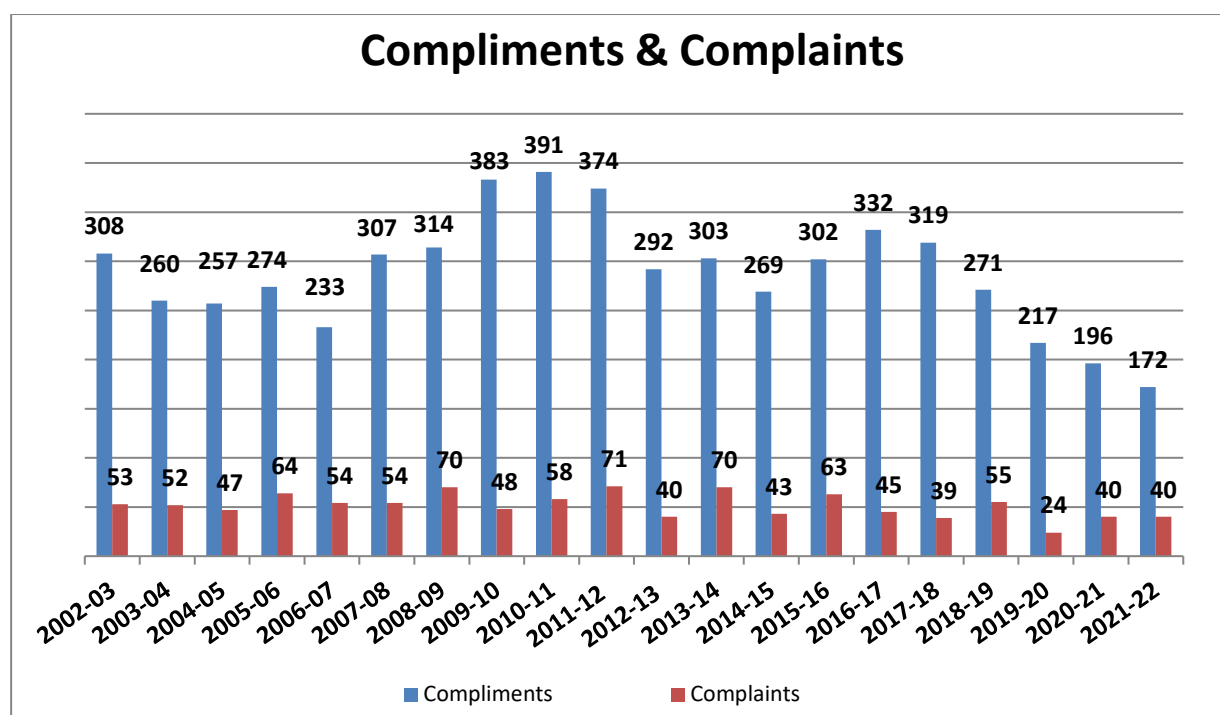
- 1.1 The Authority adopted a Code of Corporate Governance in 2003 and pursuant to the corporate performance monitoring processes an annual 'corporate health' report is submitted to the Annual General Meeting of the Authority.
- 1.2 In April 2005 the Authority adopted a new formal Constitution which,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

2 Corporate Health

2.1 Compliments and Complaints

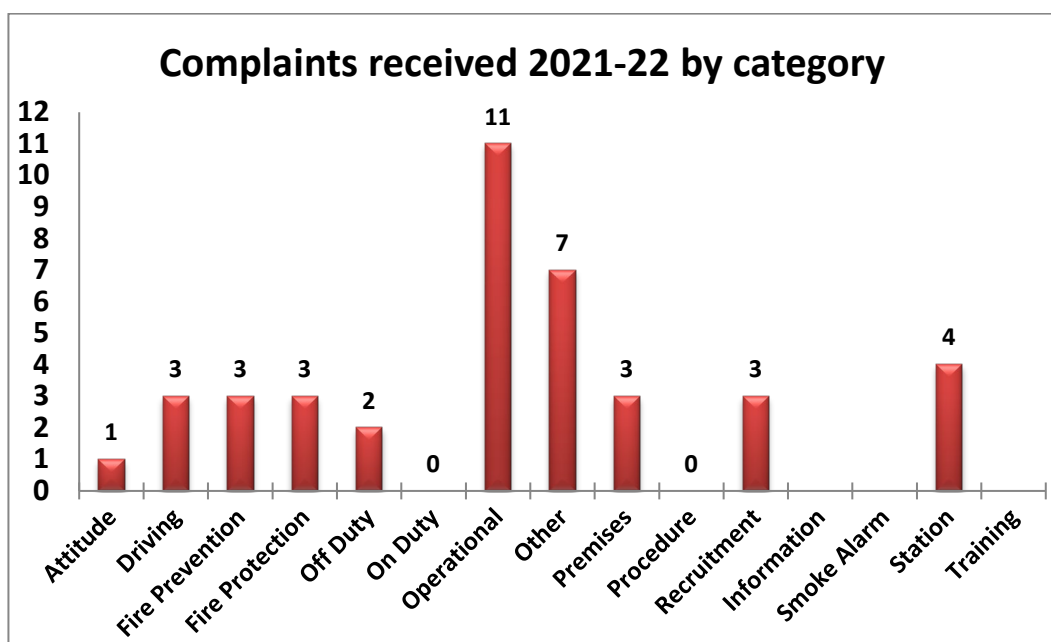
The graph below summarises West Yorkshire Fire and Rescue Service (WYFRS) performance compared to previous years' figures. During the period 1 April 2021 to 31 March 2022 WYFRS received 172 compliments, which is lower than the 196 received during the previous year.

WYFRS received 40 complaints during the 12-month period 2021/22 compared with the 40 complaints received during 2020/21.



3 Complaints

- 3.1 The receipt of a complaint either by telephone, email or letter is, if possible, to be resolved at the point of contact. The Corporate Services department is advised via the compliments/complaints website, by telephone, or email, giving details of the complaint and subsequent action taken.
- 3.2 If the complaint cannot be resolved quickly Corporate Services will monitor progress and, if necessary, prompt the investigating officer for updated information ensuring the complainant is contacted regularly to advise of progress being made; as detailed in the Compliments and Complaints Policy. This Policy is reviewed on a three yearly basis but in the interim, if it is highlighted a change in the procedure needs to be made the Policy will be updated immediately.
- 3.3 If a complaint is received directly by Corporate Services, the information will be passed on to an appropriate officer to undertake an investigation. Should a complaint proceed to Stage II Corporate Services will arrange to have a Group Manager/Commander or more senior officer investigate.
- 3.4 Of the 40 complaints received in 2021/22, 16 were upheld. 39 complaints have been resolved at Stage I to the satisfaction of the complainant and one was resolved at Stage 2. All complaints are dealt with in a consistent manner, being fully investigated with appropriate remedial action taken where necessary. A breakdown of complaints by type is given below:

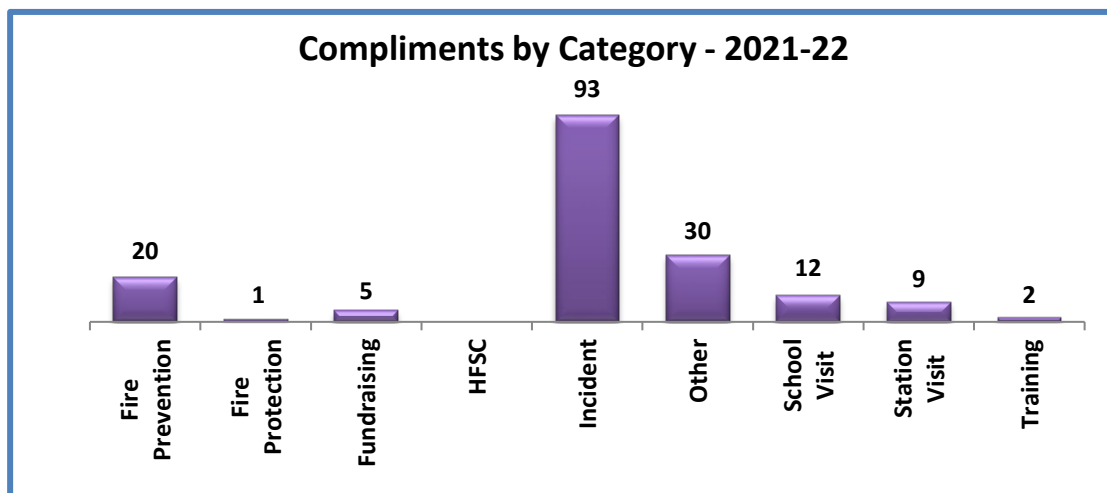


- 3.5 Although 40 complaints were received, WYFRS have attended 25,016 incidents, carried out 907 operational risk visits and delivered 10,321 Safe & Well visits in the same period.
- 3.6 A depersonalised register of the complaints log is available for Members to view at the Annual General Meeting.

4 Compliments

4.1 The majority of the 172 compliments received have arisen directly as a result of daily interaction with the public and local communities.

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



5 Performance Indicators (PI's)

5.1 The overall purpose of Performance Indicators is to contribute to and facilitate the continuous improvement in efficiency and effectiveness of services. The outturn figures for each of the PI's for 2021/22 are shown in the table below along with the figures for 2020/21.

Corporate Health Indicators			
Ref	Description of Indicators	2020/21 Outturn	2021/22 Outturn
CH1	The level (if any) of the Fire and Rescue Service Equality Framework to which the Authority conforms	Achieving	Achieving
CH4	Average number of working days / shifts lost to sickness (short-term and long-term).	10.66*	12.19*
	Average number of working days / shifts lost to long term sickness	5.64*	5.06*
CH5	Health and Safety – Total Injuries to staff		
	<3 days Injuries	9	21
	3 + days	21*	28
	RIDDOR Major Injury/Disease	38*	0
	Total	68*	49
CH9	Forecast Budget Variance (% Variance against overall budget)	0%	0%
CH11	Forecast Capital Payments (Actual figures £s)	£4.229m	£3.469m
CH13	Debtors – Value of debt outstanding which is over 60 days old	£58,882	£43,945
CH14	Customer Satisfaction - % Overall Satisfaction with the service provided.		
	Quality of Service: Domestic	99%	96%***
	Quality of Service: Non-Domestic	98%	97%***
	Safe & Well Visits	**	99%***

*These figures include any sickness due to Covid-19, and in the case of CH4 also Self Isolation absence relating to Covid-19

** No surveys sent out due to suspension of visits because of Covid-19 restriction

***These figures are provisional and may be subject to change

6 Customer Service Excellence

- 6.1 The Charter Mark Standard was replaced in June 2008 by the Government's new 'Customer Service Excellence' (CSE) standard.
- 6.2 WYFRS has achieved full compliance in all criteria following a review assessment, which was undertaken on 31 March 2022, concentrating on the following criteria:
- Criterion 1 Customer Insight
 - Criterion 2 The Culture of the Organisation
 - Criterion 3 Information and Access
 - Criterion 4 Delivery
 - Criterion 5 Timeliness and Quality of Service
- 6.3 The assessment resulted in maintaining all 57 criteria achieving full Compliance against the standard and upholding accolades of the twenty five criteria already achieving Compliance Plus; behaviours or practices that exceed the requirements of the standard and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service. In addition, Compliance Plus was achieved in four further criteria.
- 6.4 Highlights from the Assessor's Summary report states "The pandemic has brought challenges to the Service with some support staff continuing to work from home. Firefighters and other staff have been diverted, with the help of national guidance, to undertake other tasks by volunteering additional hours to support other public services in the community.

This assessment has been very well-prepared. The evidence base is extensive with some 25 new pieces of evidence and a further 123 pieces of active evidence updated.

This is an excellent Service; the 25 elements with Compliance Plus have been retained and a further four elements are now worthy of this higher rating bringing the total to 29 (details below). This is, once again a thoroughly deserved achievement. This is a long standing CSE (and previously Charter Mark) compliant service. Managers and staff aim to keep it this way. This Service is once again fully compliant with the CSE Standard."

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

Customer Insight: - This Criterion covers customer insight, engagement and consultation, and customer satisfaction analysed to bring about improvements. In addition to being a very credible Fire and Rescue Service, acknowledged nationally for the quality of service provided for the community, staff at the WYFRS are encouraged to understand and reach out into the community, especially amongst the hard to reach and disadvantaged groups.

Activities have indirectly improved recruitment from unrepresented groups. Community engagement continues to be a strength of this Service, underpinned by the notion of "trusted brand". As a result of progress in this area, **Compliance Plus continues in element 1.1.3.**

Strategies for reviewing and opportunities for consulting and engaging with customers continues, leading to further refinements in order to ensure that methods used are effective and appropriate.

The service has a number of methods to measure customer satisfaction, which overall, meet the requirements of this Standard.

Compliance Plus is retained in elements 1.1.1, 1.1.2, 1.2.1, 1.2.2 and 1.3.5 as nothing has arisen to indicate otherwise.

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

The Service, over the years, has developed an excellent range of policies and procedures supporting the rights of all customers to expect excellence in service. These policies are increasingly reflected in the day-to-day work of operational staff. This was particularly evident and witnessed during the visit to Leeds Fire Station, where the assessor met both managers and crew members. Efforts result in a **new Compliance Plus in element 2.1.3.**

All staff are empowered and encouraged to promote and participate in a customer-focused culture. This is evident in their attitudes to helping and supporting members of the public when in need. As a result of progress, **Compliance Plus continues in element 2.1.6.**

Customer focus is increasingly being identified as an area of significance in the evaluation of staff and team performance, ensuring a cohesive approach across all fire stations in the Service. This results in a **new Compliance Plus in element 2.2.3.**

Compliance Plus is also retained in elements 2.1.1, 2.1.5, 2.2.2, 2.2.4, and 2.2.5 as nothing has arisen to indicate otherwise.

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

There have been improvements in the quality and range of information. This is particularly evident in the design of the new website and in the focus on verbal communication when dealing with the public and safety advice. As a result of progress, **Compliance Plus continues in element 3.2.3.**

Ensuring that information provided for customers is accurate and complete is an important area for the Service, especially where safety is the focus.

Due attention is given to ensuring that premises are clean and comfortable, and is currently an area for consultation amongst staff as the rebuilding the new headquarters at Birkenshaw gets underway. Leeds Fire Station provides a clean and comfortable environment.

Service interaction within the wider community can be demonstrated in a wide range of activities, confirmed during the visit, resulting in **continued Compliance Plus in element 3.4.3.**

Compliance Plus is also retained in elements 3.1.1, 3.2.2, 3.3.2, 3.4.1 and 3.4.2 as nothing has arisen to indicate otherwise.

Delivery: This Criterion is fully compliant and covers service delivery standards, achievements and outcomes and how the Service is able to deal effectively with

problems. The needs of the community are paramount and therefore developing local standards for service delivery, often driven by risk assessments, is important for the Service.

Improvements to the Service are often the result of close examination of benchmarking performance against that of other similar services. The recognition nationally of service achievements is complemented by the ability of the Service to develop and learn from best practice. The Service is proud to share what it does best, including being the focus of a recent TV documentary. Therefore, **Compliance Plus continues in element 4.2.4.**

The management of complaints is taken very seriously. Guidance to enable this is comprehensive, with a focus on empowering staff to put matters right wherever possible. As a result, a **new Compliance Plus is merited in element 4.3.3.** Closer consideration is now given to ensuring that the outcome of upheld complaints is satisfactory for complainants.

Compliance Plus is also retained in elements 4.1.2, 4.2.2, 4.3.4, as nothing has arisen to indicate otherwise.

Timeliness and Quality of Service: This Criterion covers standards for timeliness and quality of service, how these are monitored and met, and steps taken, to make further improvements. The Service has comprehensive standards in these areas. This is evident in the ability to identify customers' needs accurately at the first point of contact and ensuring the most appropriate staff, crew and appliances are deployed to meet needs. This is central to all that the service stands for, resulting in a **new Compliance Plus in element 5.2.2.**

There are good arrangements for sharing customer information with colleagues and partners, reducing further unnecessary contact with customers.

The WYFRS can demonstrate that if service is not completed at the first point of contact, the customer has a full explanation, with helpful next steps and timescales to achieve an outcome. This is exemplified in the way complaints are managed.

Benchmarking of standards in relation to timeliness and quality of service is evident showing that the Service compares well with similar organisations. Additional information provided at the assessment enables compliance to continue.

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

Customers approaching WYFRS requesting information or service are dealt with promptly. When unexpected delays occur, customers are quickly informed and action is taken to put right matters, so **Compliance Plus is retained in element 5.2.5.**

7 Complaints to the Local Government Ombudsman

No complaints received during the year ending 31 March 2022 were referred to the Local Government Ombudsman.

8 Whistleblowing Complaints

No complaints were received in the year ending 31 March 2022.

9 Corporate Governance Policies

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

Compliments and Complaints Policy	Corporate Health and Safety Policy
Diversity and Inclusion Policy	Records Management Policy
Information Security Policy	Freedom of Information Policy
Customer Care Policy	Whistleblowing Policy
Data Protection Policy	Code of Conduct for Members

10 Financial Implications

There are no significant financial implications associated with this report.

11 Legal Implications

The Monitoring 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.

12 Human Resource and Diversity Implications

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

13 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
Date EIA Completed	N/A
Date EIA Approved	N/A

14 Health, Safety and Wellbeing Implications

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

15 Environmental Implications

There are no environmental implications associated with this report.

16 Your Fire and Rescue Service Priorities

This report links to all the priorities in 'Your Fire and Rescue Service'.

17 Recommendations

That Members note the Corporate Health Report.



OFFICIAL

Calendar of Meetings 2022 - 23 Amendment

Full Authority

Date: 30 June 2022

Agenda Item:

18

Submitted By: Director of Corporate Services

Purpose

To consider an amendment to the approved calendar of meetings for 2022 – 23.

Recommendations

That the revised calendar of meetings 2022 – 23 be approved as detailed in Annex A to the report.

Summary

The annual calendar of meetings was agreed at the February meeting of the Authority. It is now proposed to revise the date of the Full Authority from Friday 24 February 2022 to Thursday 23 February 2022 and the Human Resources Committee and Local Pension Board from Friday 8 July 2022 to Friday 5 August 2022.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson. Committee Services

E: Jik.Townson@westyorksfire.gov.uk
Tel: 01274 682311 Ext 671340

Background papers open to inspection: None

Annexes: Proposed calendar of meetings 2022 – 23

1 Introduction

- 1.1 The programme of meetings for the 2022 - 23 municipal year was originally approved at the February 2022 meeting of the Full Authority.
- 1.2 An amendment is now proposed in respect of the dates of the Full Authority, Human Resources Committee and the Local Pension Board.

2 Information

- 2.1 The 2022 - 23 dates of the committee meetings were agreed at the meeting of the Full Authority on 24 February 2022.
- 2.2 Consideration has been given to the date of the Authority AGM which is when membership of the committees will be approved.

3 Financial Implications

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

4 Legal Implications

- 4.1 The Monitoring Officer has considered this report and 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 and diversity implications arising directly from this report.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))

No

7 Health, Safety and Wellbeing Implications

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

8 Environmental Implications

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

9 Your Fire and Rescue Service Priorities

- 9.1 The proposed change to the programme of meetings reflects the Authority's priority as follows;

- work smarter throughout the service

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

PROGRAMME OF MEETINGS 2022 / 2023

FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE	FRIDAY 12:00 LOCAL PENSION BOARD (UPON THE RISING OF THE HR COMMITTEE)	FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE	FRIDAY 10.30 AM AUDIT COMMITTEE	FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE	FRIDAY 10.30AM AUTHORITY
5 August 2022	5 August 2022	15 July 2022	29 July 2022	22 July 2022	23 September 2022
7 October 2022	-	14 October 2022	21 October 2022 25 November 2022	28 October 2022	16 December 2022
20 January 2023	20 January 2023	3 February 2023	27 January 2023	13 January 2023	23 February 2023 (Thursday)
24 March 2023	-	14 April 2023	21 April 2023	28 April 2023	29 June 2023 (Thursday) AGM



OFFICIAL

Appointment of Independent Person

Full Authority

Date: 30 June 2022

Agenda Item:

19

Submitted By: Director of Corporate Services

Purpose

To secure the appointment of an independent person pursuant to the requirements of the Localism Act 2011

Recommendations

That subject to references and necessary checks the appointment of Ishaq Mahmood as the designated independent person pursuant to the requirements of the Localism Act 2011 for a period of 2 years from 1 July 2022 be approved.

Summary

The Localism Act 2011 requires the Authority to approve the appointment of an "Independent Person" who must be consulted before any findings are made or action taken against a Member of the Authority who is accused of contraventions of the Code of Conduct. The current Independent Person is unable to continue in post and has retired with effect from 30 June 2022.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson. Committee Services
E: Jik.Townson@westyorksfire.gov.uk
Tel: 01274 682311 Ext 671340

Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 Section 28 of the Localism Act 2011 requires the full Authority to approve the appointment of an “Independent Person” in connection with the determination of complaints against Members of the Authority who are accused of breaches of the Authority’s Code of Conduct.
- 1.2 The current Independent Person was originally appointed in June 2012 and reappointed in July 2017 for a further term of office which expires on 30 June 2022.

2 Information

- 2.1 The post has been advertised on the e-recruitment system and 2 applicants have attended for interview.

3 Financial Implications

The costs will be met from within the existing budget provisions.

4 Legal Implications

The Monitoring 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

The appointment of the Independent Person complies with our Equality and Diversity policy.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorkfire.gov.uk))	Yes / No
Date EIA Completed	DD/MM/YY
Date EIA Approved	DD/MM/YY

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

7 Health, Safety and Wellbeing Implications

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

8 Environmental Implications

There are no Environment Implications arising directly from this report.

9 Your Fire and Rescue Service Priorities

This report supports all the Fire and Rescue Service priorities.

10 Conclusions

That subject to references and necessary checks Ishaq Mahmood be appointed as the “Independent Person” under the requirements of the Localism Act 2011 for a term of 2 years from 1st July 2022.



OFFICIAL

Community Risk Management Plan 2022 - 25 Consultation Feedback

Full Authority

Date: 30 June 2022

Agenda Item:

20

Submitted By: Director of Service Support

Purpose

To present the outcome of the formal consultation process in relation to the draft Community Risk Management Plan - 'Your Fire and Rescue Service 2022 - 2025'

Recommendations

The West Yorkshire Fire and Rescue Authority note the feedback from the consultation process and approve the amended document prior to publication in July 2022.

Summary

This paper presents the outcomes from the ten-week consultation for "Your Fire and Rescue Service 2022 -2025" which ran from the 28th March 2022 to 6th June 2022.

This feedback has been used to make minor amendments to the document which was previously presented to the Fire Authority in February 2022.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: ACO Nick Smith
nick.smith@westyorksfire.gov.uk

Background papers open to inspection: Community Risk Management Plan – FA Paper – February 2022

Annexes: Community Risk Management Plan 2022 – 2025 V3

1 Introduction

- 1.1 Your Fire & Rescue Service 2022 - 2025 is the West Yorkshire Fire and Rescue Service (WYFRS) Community Risk Management Plan.
- 1.2 The Community Risk Management Plan 2022 - 2025 (see Annex 1) sets out the strategic priorities for the Service and provides an overview of how we intend to achieve our ambition of 'Making West Yorkshire Safer', manage the risks within our communities and meet the challenges facing the Service between 2022 - 2025.
- 1.3 The Community Risk Management Plan was subject to a pre-consultation period with a number of key internal stakeholders. In addition, the process targeted our staff and the wider community. This feedback informed the development of the new document.
- 1.4 Following this pre-consultation, on the 24th February 2022 the West Yorkshire Fire & Rescue Authority gave approval to undertake a ten-week external public consultation on the draft Community Risk Management Plan.
- 1.5 This report details the consultation process followed, feedback received and any amendments that have been made to the draft document.

2 Information

- 2.1 Your Fire & Rescue Service 2022 -2025 will replace the current document (Your Fire and Rescue Service 2020-2023). It is designed to be a holistic plan, simplifying how we communicate our service strategies.
- 2.2 The Community Risk Management Plan is a public facing document and will be reviewed each year. It will inform the public, partners and our staff what our strategic priorities and areas of focus are and will detail the programme of change for the next three years.

3 Consultation Activity

- 3.1 The consultation plan conformed to the Government's consultation principles. The objectives of the plan were to:
- raise awareness of the Community Risk Management Plan and our new strategic priorities and areas of focus.
 - inform members of the public of the challenges faced by WYFRS.
 - detail how we aim to deliver an efficient and effective Fire & Rescue Service.
 - deliver information in a clear, transparent and accessible format.
 - provide the opportunity for staff and the community to feedback.
- 3.2 The consultation plan detailed the following consultation methods:
- briefings with staff.
 - briefing with representative bodies (pre-consultation)
 - WYFRS intranet and external website.
 - direct approach to blue light partners.
 - direct approach to Local Authorities and Community Groups.
 - direct approach with the Local Resilience Forum.
 - advertisements and videos on social media networks (Twitter, Facebook, Instagram etc.)
- 3.3 Feedback was invited through the following methods:
- a dedicated email address.
 - social media.

- completion of an online survey.
- phone.
- via the Local Resilience Forum.

3.4 The consultation promotion was tailored during the consultation period to target specific groups that had not responded during the initial weeks. For example: lower age groups and certain Districts. This worked well in the geographical areas but despite targeted digital adverts we still saw a lower engagement with younger residents.

3.5 Summary of consultation responses:

- 557 responses were received through the completion of the online survey - biggest public consultation response on an Integrated/Community Risk Management Plan WYFRS have received.
- 82% of people completing the survey were residents of West Yorkshire with a good split across the Districts. (some may also be WYFRS employees)
- 10% of people completing the survey were WYFRS employees.
- 85% of people who completed the survey feel that our new 'Strategic Priorities' meet their expectations of West Yorkshire Fire & Rescue Service.
- 85% of people completing the survey agree the document is easy to understand.

3.6 Consultation awareness:

Awareness of the consultation survey was raised through various methods. The majority of responses were generated through the following:

- 42% WYFRS social media/website
- 41% from partner and community social media/Facebook accounts.

4 Consultation Feedback

4.1 Consultation feedback has been monitored throughout the ten-week period. All feedback has been logged and evaluated with the draft document reviewed and amended if required.

4.2 The majority of the feedback has been positive. It is clear from the comments received that that our communities would not like to see further cuts to operational staff and resources.

4.3 The draft Community Risk Management Plan which was approved in February is still subject to further minor amendments. Version 3 is within the annex of this report. Version 4 will be available for circulation at the Fire Authority meeting on the 30th June 2022.

4.4 The main change to the document as a result of feedback received is with reference to our new strategic priorities. The priorities remain the same, however they have been amended slightly to simplify the wording (see section 11.1)

4.5 Further minor amendments include:

- Removal of bullet point one and three within the 'areas of focus' on page seven.
- Additional 'strategic priority' on page six to encompass the above.
- New 'area of focus' with reference to Fire Protection workstreams.
- Updates to images and pictures throughout the document.
- Minor changes to some terminology.
- Updates to the programme of change to reflect revised dates.

5 Financial Implications

- 5.1 The external cost of this consultation process was approximately £3,500. These costs are attributed to the design and printing of posters, leaflets and banners as well as video production and the digital promotion through social media etc.
- 5.2 Internal consultation costs have been absorbed into existing budgets.

6 Legal Implications

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

7 Human Resource and Diversity Implications

- 7.1 There are no Human Resources and Diversity implications arising from this report.
- 7.2 Your Fire and Rescue Service 2022 – 2025 is an accessible document.

8 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	Yes
Date EIA Completed	24/01/22
Date EIA Approved	24/01/22

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

9 Health, Safety and Wellbeing Implications

- 9.1 There were no health, safety and wellbeing implications arising directly from the consultation process.

10 Environmental Implications

- 10.1 There are no environmental implications arising from this report at the time of submission.

11 Your Fire and Rescue Service Priorities

- 11.1 This report is linked to the new strategic priorities in Your Fire and Rescue Service 2022 – 2025 which are as follows:

- plan and deploy our resources based on risk.
- improve the safety and effectiveness of our firefighters.
- promote the health, safety, and wellbeing of all our people.
- encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- focus our prevention and protection activities on reducing risk and vulnerability.
- provide ethical governance and value for money.
- collaborate with partners to improve of our services.

- work in a sustainable and environmentally friendly way.
- achieve a more inclusive workforce, which reflects the diverse communities we serve.
- continuously improve using digital and data platforms to innovate and work smarter.

12 Conclusions

- 12.1 The pre-consultation process which was conducted with key stakeholders, all our staff and the wider community was invaluable in the development of the new Community Risk Management Plan.
- 12.2 The feedback we have received during the ten-week public consultation has been positive. All feedback has been evaluated with the draft document reviewed and amended if required.
- 12.3 Working with Corporate Communications we will evaluate the consultation process to identify areas for improvement for future consultation processes.
- 12.4 The main change to the document are with reference to our new strategic priorities which have been updated to reflect consultation feedback
- 12.5 Following the approval of the Community Risk Management Plan a number of supporting strategies will be developed to ensure they are aligned to the WYFRS Community Risk Management Plan, risk modelling and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services report.

13 Recommendation

- 13.1 The West Yorkshire Fire & Rescue Authority note the feedback from the consultation process and approve the amended Community Risk Management Plan prior to publication in July 2022.



West Yorkshire
Fire & Rescue Service

Your Fire & Rescue Service

2022/25





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Foreword

This document is our **Community Risk Management Plan (CRMP) for 2022-2025.**

Our CRMP sets out the essential work we will carry out over the next three years to manage and reduce fire-related risks and other emergencies to protect the communities of West Yorkshire. This plan has been developed to reassure you that we carefully consider how we meet the demands of our ever-changing society.

The ambition of West Yorkshire Fire & Rescue Service (WYFRS) is “Making West Yorkshire Safer” and to do this we must recognise and understand the challenges and risks that our local communities face now, and in the future.

WYFRS will continue to protect the communities of West Yorkshire whether through our prevention and protection activities, or by responding to operational incidents.

We will continue to work closely with the five local authorities in Bradford, Calderdale, Kirklees, Leeds, and Wakefield and key partner agencies including the Police and Ambulance Services. We aim to ensure that together we provide the best service possible for all our communities, especially the most vulnerable in society by supporting our community’s wellbeing.

Over recent years we have responded and adapted to numerous challenges with positive and innovative measures. These challenges include financial cutbacks, and most recently, during the Coronavirus pandemic.

We will continue to make changes to the way that we work to respond to today’s challenges and the ones that may lie ahead.

We ensure that we have the right resources in the right place at the right time, that our staff are highly skilled, and that we provide an excellent service to our communities.

“ We aim to ensure that together we provide the best service possible for all our communities, especially the most vulnerable in society. ”



John Roberts
Chief Fire Officer/Chief Executive



Councillor Darren O'Donovan
Chair of the Fire Authority

Who we are

WYFRS is one of 44 Fire & Rescue Services in England and Wales and the fourth biggest Metropolitan Service in England.

Our service is governed by the [West Yorkshire Fire & Rescue Authority](#) which has 22 elected Members from across the five local authorities.

WYFRS serves a population of more than two million people, spread over almost 800 square miles, providing emergency cover 24-hours a day, every day of the year.

Our Chief Fire Officer and [Management Board](#) are responsible for delivering the Authority's statutory duties.



Why we are here

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

The dedication and commitment of our staff has saved many lives within West Yorkshire.

We work with our communities to prevent fires and other emergencies. We continue to improve community safety and wellbeing, reducing the risk to life, property and the environment.

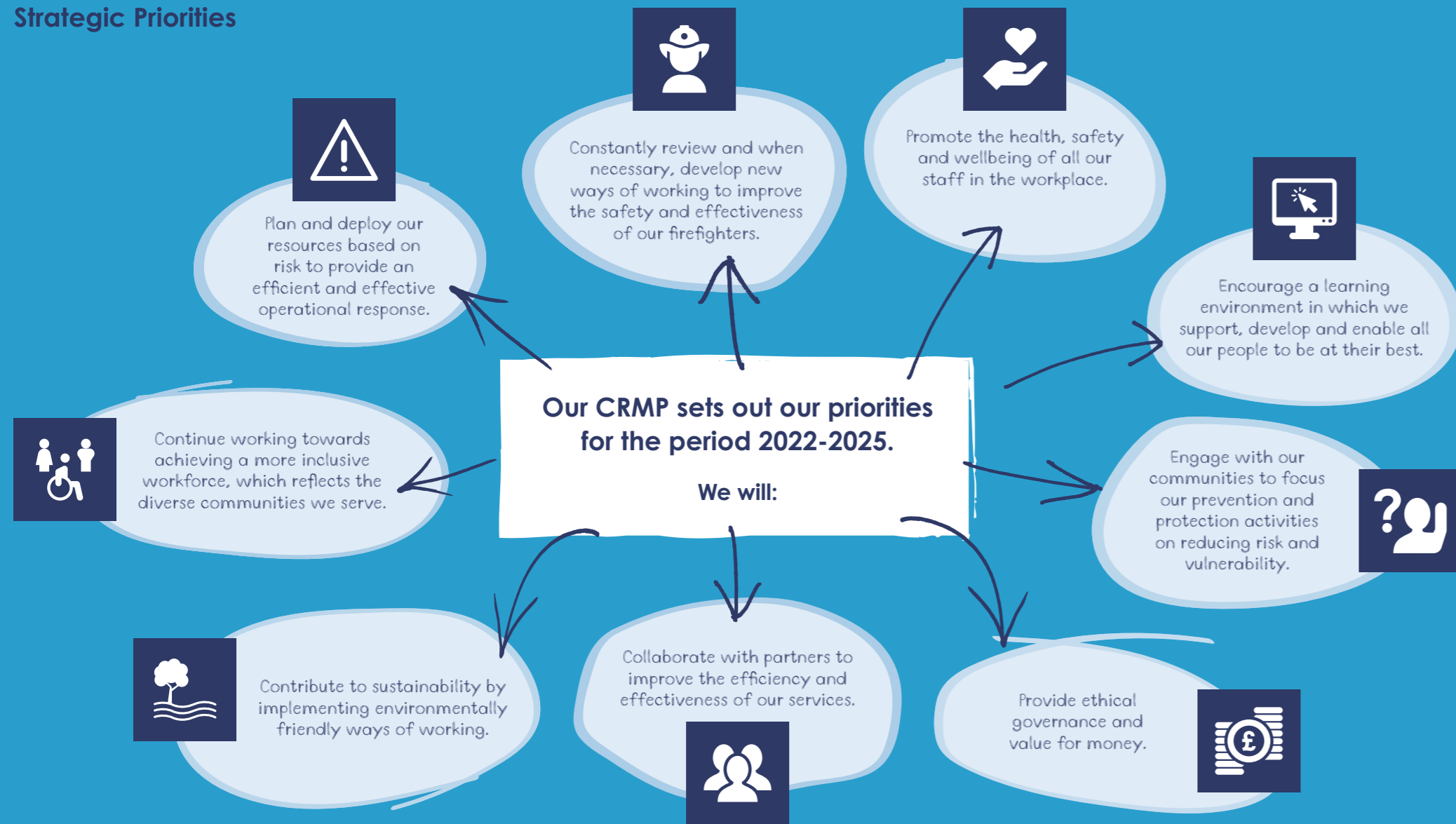
All Fire & Rescue Services have duties and responsibilities that are set out in several legal documents.

- [Fire Services Act 2004](#)
- [The Civil Contingencies Act 2004](#)
- [Fire Safety Order 2005](#)
- [The National Framework 2018](#)



How we do it

Strategic Priorities



Areas of Focus

Our 'Areas of Focus' are reviewed annually.

Over the next 12 months we will focus our attention on a number of key areas, which will influence our programme of change and support continuous improvement:

We will:

- be innovative and work smarter by investing in information, communication and digital technology.
- invest in our Headquarters estate to provide a state-of-the-art, energy-efficient training centre, fire control room and new fire station.
- use data and performance management processes to understand how and where we can improve.
- prepare and respond effectively to incidents caused by extreme weather.
- implement learning from the Grenfell Inquiry to improve how we respond to high-rise emergencies.
- use Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection and assessment programme as a foundation to implement our improvement action plans to deliver an outstanding service.
- implement the new, approved Fire Standards to ensure the Service is demonstrating its commitment to continuous improvement.
- embed and share the learning from the Coronavirus pandemic internally and with our partners.
- engage with the community to inform our firefighter recruitment campaign to improve the diversity of our workforce.
- maximise the health, safety and wellbeing of all our staff by investing in innovative fire station and fire engine design.

“Our priority is to keep you safe from fire and other emergencies.”



West Yorkshire
Fire & Rescue Service

What we do

Service Delivery

We provide emergency cover 24/7 throughout the county of West Yorkshire.

To keep our communities safe, we deliver the following services:

- ➔ **Prevention**
Raising awareness about the risks people 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.
- ➔ **Response**
Preparing for and responding to emergencies.
- ➔ **Resilience**
Being able to deal with major emergencies and disruptions locally and nationally, while continuing to deliver our day to day services.

District Teams

We deliver these services through five District Teams and these teams each develop a local action plan.

- [Calderdale District Plan](#)
- [Bradford District Plan](#)
- [Kirklees District Plan](#)
- [Leeds District Plan](#)
- [Wakefield District Plan](#)



Fire Control

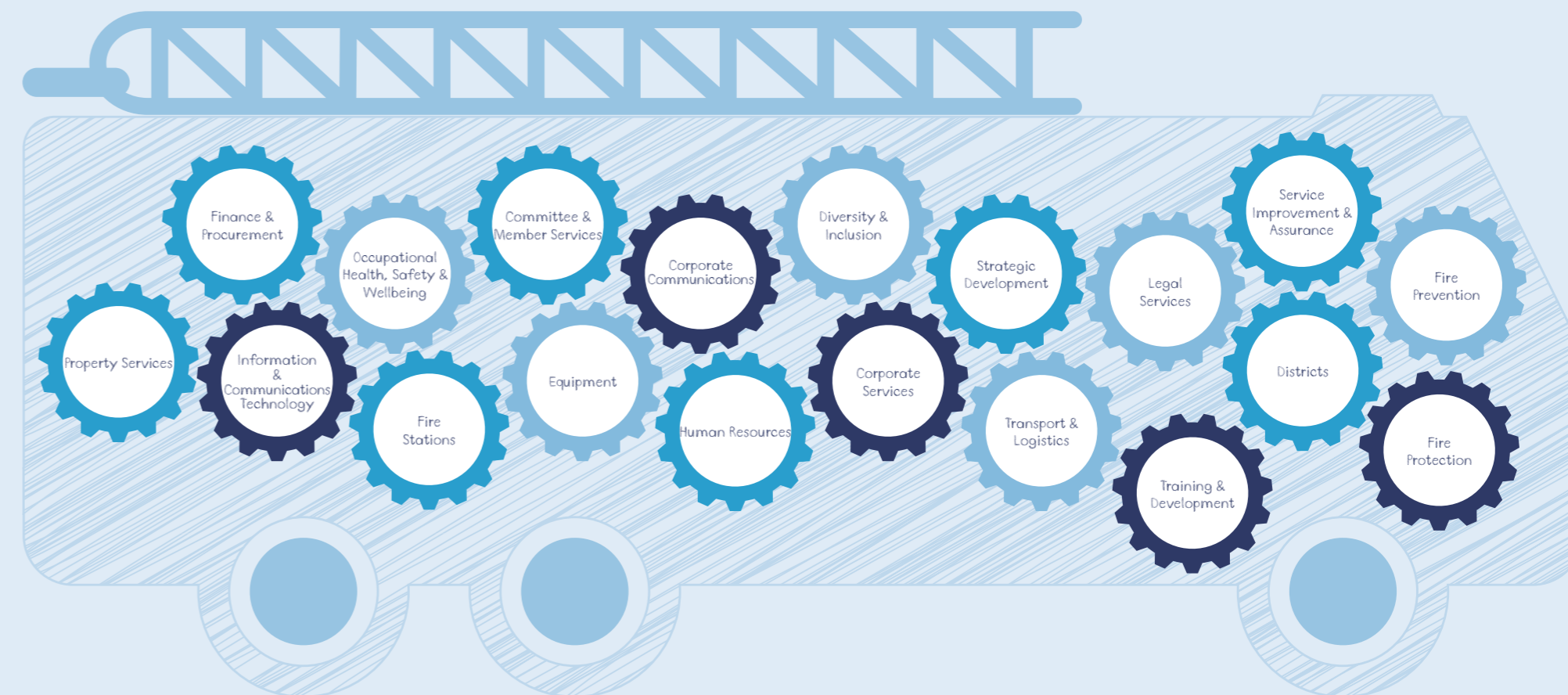
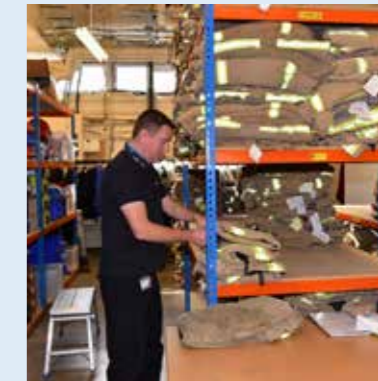
Our call operators within Fire Control deal with 999 calls and provide 24/7 cover to coordinate our response to all types of emergency.



“Our stations are part of their local communities.”

Service Support

Our Service Support staff provide essential services across several functions and are fundamental to our operations.



Our people



“ We recognise the importance that our workforce plays in achieving our ambition. ”

We employ approximately 1,400 staff who all play their part in promoting safety and wellbeing across all the communities in West Yorkshire.

We recognise the importance that our workforce plays in achieving our ambition. We continue to be one of the country's leading Fire & Rescue Services, supporting and developing our workforce and investing in their future.

Our People Strategy provides a strategic framework to support the ambition and strategic priorities of the service by ensuring we have the right people with the relevant skills, in the right place at the right time.

[People Strategy 2021/24](#)



Firefighter safety

We endeavour to provide our firefighters with the best equipment, training and relevant operational guidance to enable them to stay safe when responding to emergencies.

Our fire appliances and personal protection equipment is designed to reduce the exposure of hazards and contamination to our firefighters.

We continue to invest in new fire stations and modern training facilities that are fit for purpose and reflect the requirements of our communities and diverse workforce.

Over the years we have seen the number of emergency incidents reduce. As a result, there is less opportunity for our firefighters to gain real incident experience, however the risk of these emergencies remains.

To overcome this, we apply a risk-based training strategy that is delivered through District Teams. We also continue to invest in our central training programme to make sure firefighter skills remain at the highest level.

Firefighters train and exercise in the environments in which they are most likely to attend emergencies.

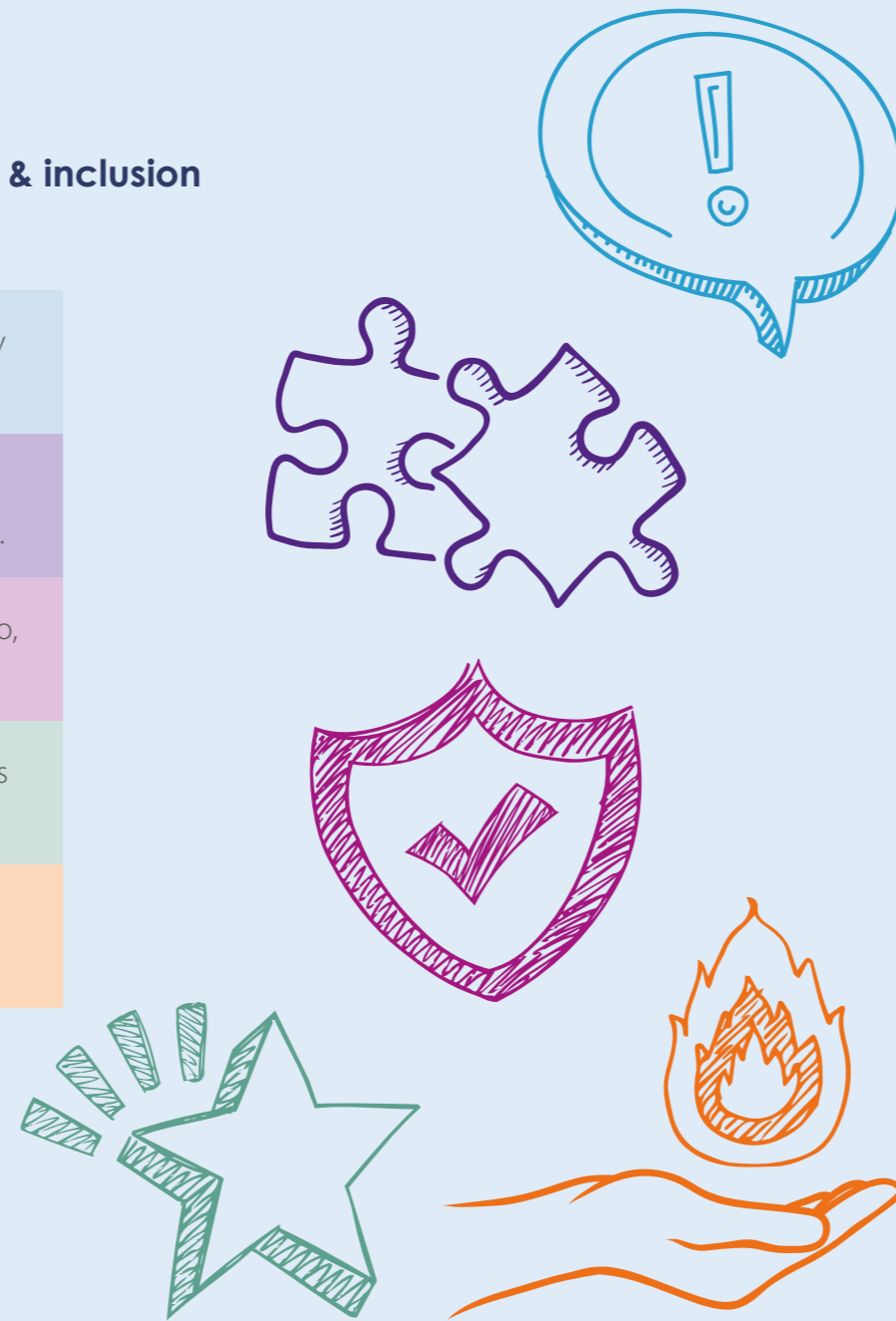
Firefighters spend time visiting a variety of premises to gather information on risk. This can enhance their effectiveness when responding to incidents.

“ Emergency incidents are hazardous environments therefore firefighter safety is at the forefront of all that we do. ”



Our values

Our health & wellbeing, leadership & development and diversity & inclusion strategies support all our staff to reach their full potential.

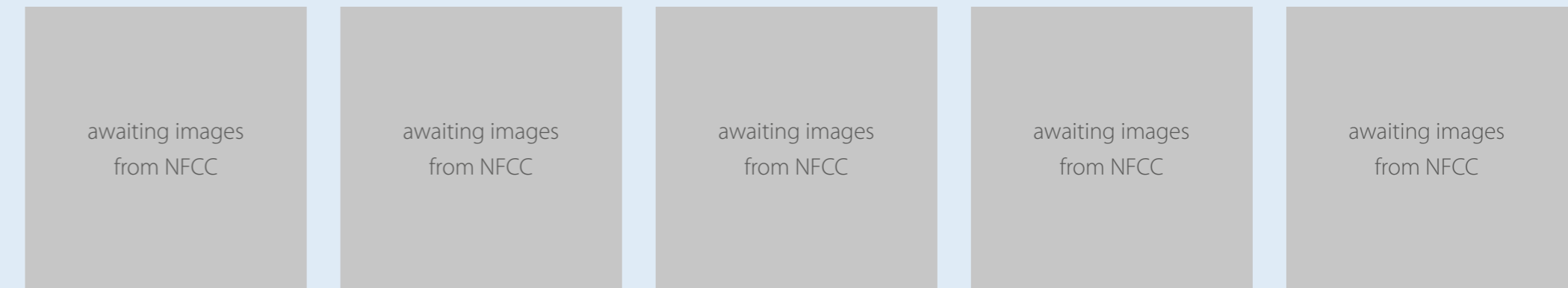


“Living it, loving it, doing it, not just talking about it.”

Code of Ethics

'Our Values' complement the new National Fire Chiefs Council Core Code of Ethics.

We will ensure this new code is at the heart of everything we do.



Putting our Communities First

We put the interests of the public, the community and service users first.

Integrity

We behave with integrity including being open, honest and consistent in everything that we do.

Dignity and Respect

We treat people with dignity and respect, making decisions objectively, based on evidence, without discrimination or bias.

Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.
We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, Diversity, and Inclusion

We continually recognise and promote the importance of Equality, Diversity and Inclusion, both within the Fire Service and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate differences.

Understanding risk and vulnerability

Our diverse communities and ever-changing environment 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 and cultural events and much more.

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



“Our diverse communities and ever-changing environment create a unique mixture of risks.”

How we assess risk

Understanding risk in our communities is crucial to achieving our ambition of Making West Yorkshire Safer. We do this by using evidence, foresight and our professional experience to identify the risks that we face as a service.

We assess how likely each risk is to threaten life, property and the environment. We model the level of risk in small geographical areas to create 'risk profiles'. Using this information, we know where to base our people and resources and where to focus our prevention and protection activities.

We have created a database to categorise buildings in West Yorkshire. This allows us to plan for more frequent risk visits to the highest risk buildings while reducing unnecessary visits to the lowest risk buildings. This allows us to be more efficient in the service we provide to businesses across the county.

We have assessed every high-rise building in West Yorkshire, liaising with building owners to understand and identify any fire safety deficiencies including those which incorporate external walls.

We work closely with government and the National Fire Chiefs Council to ensure we are prepared to respond to any national work programmes in the future.

We work continually on assessing risk within the built environment to:

- Streamline and update our database on the changing levels of property-related risk.
- Develop the building risk review process to include new and medium-rise buildings.

Risk information is available on all frontline fire engines allowing our operational firefighters to access the most up-to-date risk information on-route to incidents or when required.



“Our communities and environment create a unique mixture of risks.”

Foreseeable risks

We must assess all foreseeable Fire & Rescue-related risks that could affect our communities. These may be local, cross-border, multi-authority and/or national.

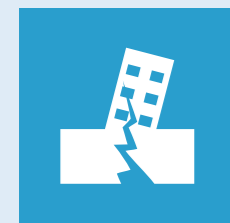
To manage foreseeable risk, WYFRS updates and maintains a Foreseeable Risk Register.

This register is used to assess the emergencies that we need to respond to, and to ensure we are suitably trained, equipped and prepared.



Fire

Fires can vary from small refuse fires to large industrial incidents or historical buildings.



Technical Rescue

Major transport incidents, building collapse, rescues from height, rescues from water, confined space rescues and animal rescues.



Environmental

Climate-driven incidents like widespread flooding and wildfire.



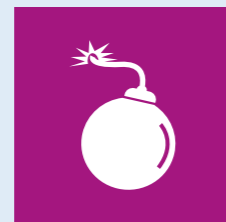
Transport

Accidents on major roads, motorways, railways and airports.



Hazardous Materials

Incidents at major chemical sites or chemical-related leaks, explosives and spills within buildings or on highways.



Malicious Attacks/Terrorism

The threat of a terror or malicious attacks on people, infrastructure or transport.

“

We will continue to learn lessons from significant operational incidents.”

- Our risk assessment complements the National Risk Assessment, National Risk Register, and the West Yorkshire Community Risk Register.
- Threats and risks to our own business continuity are captured within our Corporate Risk Register.
- We will continue to learn lessons from significant operational incidents including local, regional or national.

Planning our resources against risk

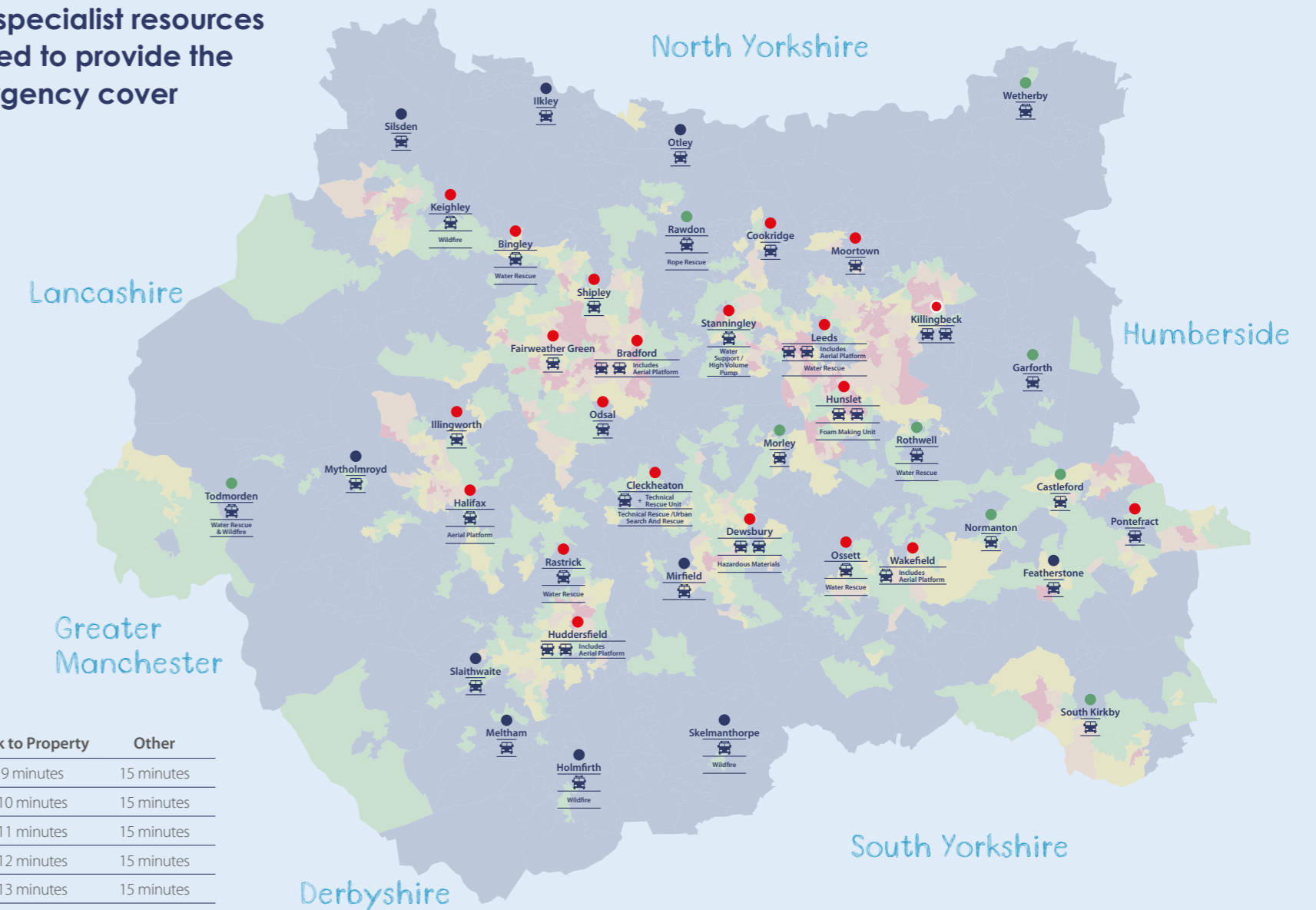
Our fire engines and specialist resources are located and staffed to provide the optimal level of emergency cover based on local risk.

WYFRS Stations

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

Planned Response Times

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



In 2021 we achieved our planned response times 95.4% of the time; this is an improvement from 94.4% in 2018/19, the year that the Integrated Risk Management Model was developed by WYFRS.

Usually when we arrive at incidents outside our planned response times it is due to the remote location of the incident. We monitor response times to identify areas that require any changes to procedures so that we can improve service delivery.

The following table breaks down our performance against our planned response times by risk band and incident risk for the most recent fiscal year, 2020/21.



Vulnerability

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

- People living longer.
- Health needs, including mental health are becoming more complex.
- Deprivation.
- Increased care in the community.

All of these areas form part of our focus in identifying the most vulnerable people within our communities to ensure the risks from fire are reduced. This is carried out in line with our Community Risk Management Model.



Reducing risk and vulnerability

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



- **Reducing local risks** – We do this through our Prevention and Protection strategies targeting our resources towards the highest risks.



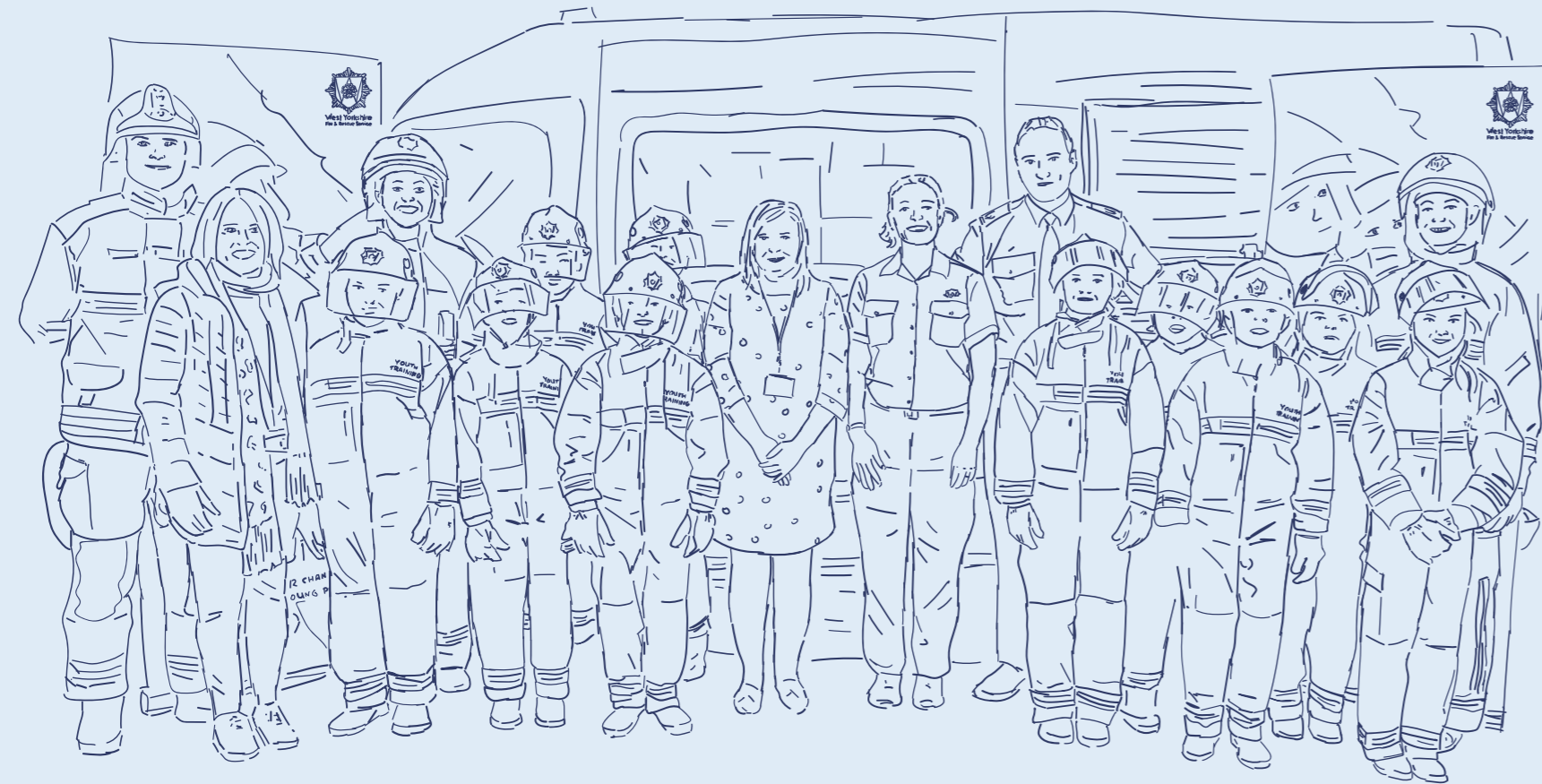
- **Attending incidents** – Although our ambition is “Making West Yorkshire Safer” there is still a requirement to attend incidents and we will ensure our resources are in the best place to respond to the highest risk areas.

“To reduce risk our main focus is prevention.”

Community engagement

Our Community Engagement Framework will support our prevention activities by improving contact with hard-to-reach communities and understanding risk.

Our community engagement activities will improve visibility and transparency. This work allows us to cascade key community safety messages, gather research on fire and risk reduction themes and provide an opportunity for members of the community to feedback on our service.



Prevention

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

Our Safe and Well programme is at the heart of our prevention strategy. By visiting people in their homes, it aims to improve the safety and wellbeing of people and help the most vulnerable to reduce their risk from fire at home. During these visits, we also look to identify other risks they may face such as cold homes, crime and falls.

Our firefighters carry out most of our prevention activity when they are not attending and preparing for emergencies. Data and intelligence will inform local decision-making to allow for a more agile response to any changes in risk at a district level. To deal with more complex cases we employ specialist prevention staff who work with our partner agencies to reduce risk within our communities.

All our resources are allocated across the county in proportion to the risk factors. Our prevention initiatives are targeted to the needs of the most vulnerable.

Our Corporate Communications Team play a key role in promoting our prevention campaigns making sure our message reaches the most vulnerable members of the community.

Prevention work does not end within the home; for example, we work with young people in schools and through community groups to keep them safe from fire, road traffic collisions and the dangers of water.

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

[Link to Strategy \(link tbc\)](#)



“Our Corporate Communications Team play a key role in promoting our prevention campaigns making sure our message reaches the most vulnerable members of the community.”

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 single private homes.

We have invested in our Fire Protection Team which allows us to assign the correct resources to the areas which are most at risk. We ensure inspecting officers have the capacity to deal with new and emerging risks within West Yorkshire. Our Risk-Based Inspection Programme utilises data and information to direct our resources towards those premises which present the greatest risk to occupants should a fire occur.

Our dedicated team is made up of qualified and experienced fire safety officers who are available to provide advice, support and investigate complaints relating to poor fire safety. We can demonstrate that through our initiatives or alternative statutory methods such as enforcement and licensing that every premise our inspectors enter, is a safer building when they leave.

Through partnership working with local authorities, we support building regulations to ensure new buildings are designed to incorporate relevant fire safety measures.

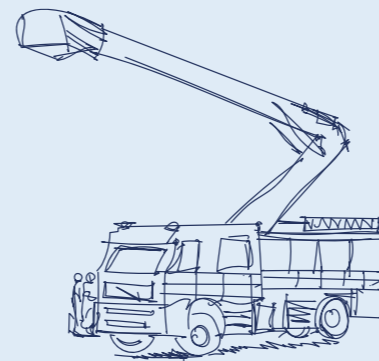
We know that business engagement is key to supporting businesses with their fire safety responsibilities ensuring they can grow and support the local economy. Our Business Fire Safety Advisor roles have been developed to engage with all business types, not just those which do not comply with legislation. These new roles will develop and increase our protection capabilities and will provide ideal opportunities for succession planning within the team.

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

Additionally, our Fire Protection Team enforces legislation for the storage of petroleum-spirit by issuing certificates for petrol stations and licenses for the storage of explosives and fireworks.

Our work to reduce persistent false alarms has resulted in a significant decline in numbers over the last 10 years and continues on that trajectory.

[Link to Strategy \(link tbc\)](#)



Response

Preparing for and responding to emergencies

Our Fire Control Room receives all our 999 emergency calls, and our operators assess each call to determine what emergency response is required. Fire Control sends the fire engine(s) or specialist resource(s) who can respond quickest to deal with the emergency.

Our response time combined with the number of firefighters attending a fire is critical. More serious and complex emergencies usually need more firefighters to deal with them. We call this our 'speed and weight of attack'.

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

Each station has a shift system based on the level of risk that the local community faces. Higher risk areas are covered by wholetime (24/7) stations. Lower risk areas are covered by retained (on-call) stations. Those areas in between have a combination of both; day crewed (on call at night and on station during the day).

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

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

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 & Rescue Services to share fire engines and other specialist resources if required.

[Link to Strategy \(link tbc\)](#)



“ Incidents where there is a threat to life receive the quickest response. ”

Resilience

Being able to deal with major emergencies and disruptions whilst continuing to deliver our critical services

Each of the Fire & Rescue Services across the UK can resolve most emergencies with their own fire engines and firefighters. However, occasionally, major incidents can happen that need the support of Fire & Rescue Services from other areas.

Measures are in place to allow us to call upon other Fire & Rescue Services to support us when major incidents occur.

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

We operate in accordance with the Joint Emergency Services Interoperability Principles (JESIP) so that we work effectively with West Yorkshire Police, Yorkshire Ambulance Service and other partner agencies at serious and major emergencies.

[Link to Strategy \(link tbc\)](#)

[Link to JESIP site \(link tbc\)](#)



Local Resilience Forum

We recognise that the causes and consequences of fires and other emergencies, cannot be addressed by the Fire & Rescue Service in isolation. Working in partnership with other agencies is, therefore, a fundamental part of the way services are delivered at all levels and in all areas; partnership working is therefore regarded as part of our core business.

As a member, WYFRS plays a key role in the West Yorkshire Local Resilience Forum (West Yorkshire Prepared) which was established under the Civil Contingencies Act 2004.

West Yorkshire Prepared coordinates the actions and arrangements between responding services to prepare for and respond to civil emergencies when they occur. It also helps people and communities recover after adverse events. Our partners work collaboratively for the benefit of the communities we serve.

westyorkshireprepared.org.uk

“ Helping our communities prepare for, respond to and recover from emergencies and major incidents. ”



**Don't panic
PREPARE!**



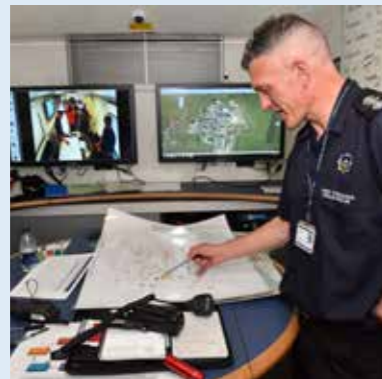
National Resilience Assets

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



Flood Response

We have assets that are ready to respond to local and national flooding incidents. The High-Volume Pump removes water at incidents of wide area flooding as well as supplying large amounts of water for firefighting. Our Water Rescue Teams are ready to respond nationally to assist in the search, rescue and evacuations.



Enhanced Logistics Support

We can manage multiple Fire & Rescue Service resources at major incidents.



Urban Search and Rescue

Our units specialise in locating and rescuing people from collapsed buildings and heavy transport incidents.



Chemical Biological Radiological Nuclear (explosives)

We are ready and equipped to respond to chemical, biological, radiological, or nuclear hazards.



Response to Terrorist Attacks

We are ready to assist the police and ambulance service in response to an attack.

Collaboration

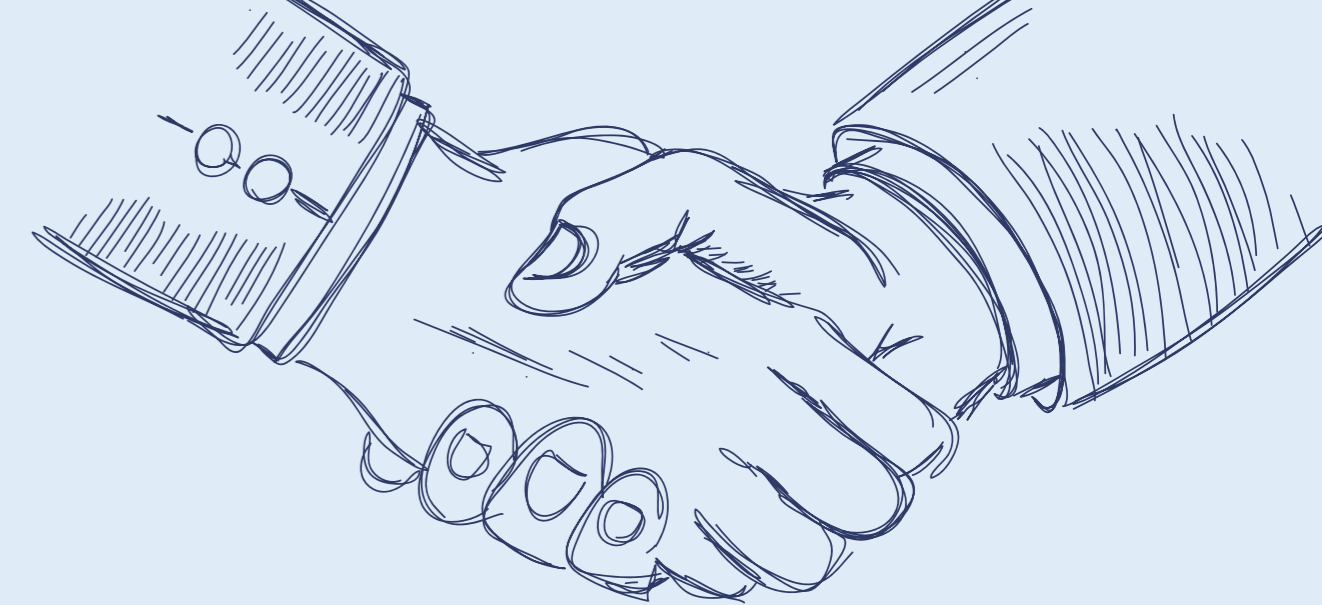
The Policing and Crime Act 2017 places a duty on Police, Fire, and Ambulance Services to work together to ensure that they can become more efficient and effective.

WYFRS has a long history of partnership working to help achieve our ambition of Making West Yorkshire Safer and the implementation of the Tri-Service Collaboration Board is making this a reality.

We understand the value that working with others can bring and we work closely with partners such as local authorities, blue light services, health teams, community groups and voluntary organisations to identify and support the most vulnerable people in our communities.

Making the most of collaborative opportunities has enabled us to co-locate services and deliver joint training to staff. This collaborative work underpins a more cohesive service delivery, achieves better value for money in procurement and has facilitated more effective planning for emergencies and pre-planned events.

Our current collaborative projects include taking a collaborative approach to sharing data and reducing demand on all services which will allow for a more holistic approach to preventing risk to the most vulnerable in our society.



Efficiency and effectiveness

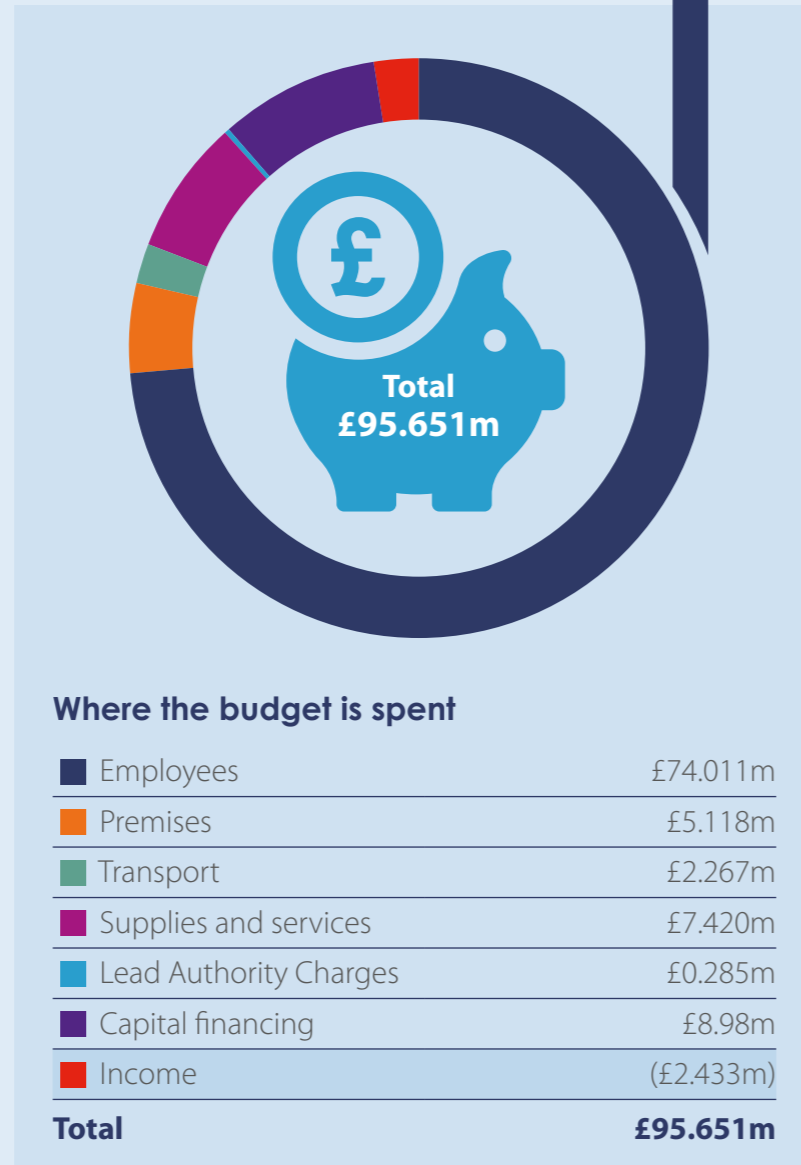
Our Finances

Our services are funded by the taxpayer; we have a legal duty to ensure the services we provide offer value for money to the taxpayer and meet the requirements of an ever-changing society.

Our annual budget is £95.651 million, and we believe that we are providing the best affordable service for our communities.

Through the implementation of smarter working and the introduction of an improved budget management system, the service has achieved a balanced budget during 2021/22, despite facing funding challenges and the financial impact of the Coronavirus pandemic.

This means that our expenditure is matched by our funding and there is no need to use any of our reserves.



Value for Money

WYFRS adds social and economic value through our response to fire and non-fire emergencies and through our prevention and protection activities.

At fire-related incidents we prevent further damage to property. Secondly, we prevent injuries and save lives at non-fire emergencies including rescues from water, making environments safer, spills and leaks, extrications and medical assistance.

Our prevention and protection activities include Safe and Well visits, audits and inspections of commercial premises along with fire setter and antisocial behaviour schemes. It has been calculated that each of these activities provide a positive social return on investment.

Our commitment to tackling climate change



The impact of climate change and the increase in extreme weather conditions (heat waves and flooding) continue to have an impact on the number of environmental incidents we attend.

We will balance the environmental, social and economic impacts of the activities the service undertakes and will continue to promote environmentally friendly ways of working.

In recent years, we have taken positive steps to reduce carbon emissions by introducing electric cars into the vehicle fleet.

We have designed our new Headquarters site to reflect home working patterns whilst also further rationalising our estate by relocating our Service Delivery Centre and Cleckheaton Fire Station to the same site.

When redeveloping existing premises or designing new buildings we will ensure we maximise opportunities to reduce carbon emissions and improve energy efficiency across our estate.

Learning and improving our service

We have reviewed our achievements and performance over the last three years. To achieve our ambition of ‘Making West Yorkshire Safer’, we will not stand still, we will continue to learn, adapt and improve in everything we do.

[Link to document about our achievements/performance against ‘Your Fire and Rescue Service 2020-23’ priorities. \(link tbc\)](#)

How we learn and improve

We listen to feedback from the public, our staff, their representative bodies and other interested parties. This feedback helps us to understand what we need to do better and what we might need to change each year and to celebrate our achievements.

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 HMICFRS.

We also commission impartial and independent reviews of what we do to shape our plans in the interest of improving our service.

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

Operational Learning

Operational Learning is a key element of how we improve as a service; highlighting areas of good practice and areas that we can develop to improve both firefighter safety and the service we provide to the communities of West Yorkshire.

We are committed to learning, developing and adopting best practices in all that we do. Our operational staff follow National Operational Guidance produced by the NFCC and we evaluate and share operational learning following incidents at a local, regional, or national level.



Learning and improving our service

How we share operational learning and best practice

Our Operational Learning Team is responsible for capturing the learning points following training and/or operational incidents. This is achieved through our robust debrief process.

We are committed to and will continue to engage in the National Operational Learning programme to ensure best practice is achieved and embedded into both our service and nationally to allow for continuous improvement across the fire sector.

For example, the work that has been produced by our Grenfell Project Team has improved the way we deal with high-rise building incidents.

We will continue to share operational learning through the JESIP joint learning process to support and develop regional and multi-agency working.

Through operational learning, we have been able to implement new initiatives to assist our staff in carrying out their duties more efficiently and with better safety practices in mind.

Fire Standards

“Produced by the Services for the Services”

As part of the reform for Fire & Rescue Service, the Fire Standards Board have established professional standards to help drive continuous improvement across the fire sector.

These standards are a key component to continuous improvement which all Fire & Rescue Authority’s in England must implement to ensure progress is measured and further improvements and enhancements are identified. The HMICFRS will use these standards as part of their future inspections.

An internal WYFRS board has been established to oversee the successful implementation of the Fire Standards and to realise the expected benefits of achieving the standards.

firestandards.org

“
The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional Standards for fire and rescue services in England.”

FIRE
STANDARDS
BOARD



Service Assurance

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. This framework contributes to our annual statement of assurance and demonstrates compliance with the National Framework 2018.

“Service Assurance forms part of the overall performance management framework of WYFRS.”



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

HMICFRS assess and report on how well Fire & Rescue Services prevent and protect against and respond to fires and other emergencies. It also assesses how they look after their workforce. They carry out inspections based on the three pillars; Efficiency, Effectiveness and People for the 44 Fire & Rescue Services in England and Wales and report what they find. They also examine and report on critical national issues and themes in an annual State of Fire Report.

[Link to Annual State of Fire Report \(link tbc\)](#)

Our 2019 HMICFRS report found that we were good in all areas of service. While this was a great achievement, WYFRS is not complacent and we are currently working through a number of recommendations in an action plan which was established to embed HMICFRS feedback.

As we await the outcomes of our most recent 2021 inspection, we continue to review and embed HMICFRS feedback across the organisation, helping us to continually improve the service we provide to our communities.

Digital and Data

Our Digital and Data Strategy outlines our digital investment and is focused on equipping our service with the right systems, technology and data.

We continue to make major changes to our digital infrastructure: keeping up to date with data and technology developments. This enables us to determine how these digital systems could better support the way we transform and deliver our services to our staff, partners and the community.

We will future proof our collation and analysis of data, allowing us to make informed decisions about how to identify and address risk and vulnerability within our communities.

Access to accurate, 'live' information and data will drive change and continuous improvement whilst also contributing to increased productivity in all areas of the service.

Our new performance management system will provide transparency, accountability and be the platform to share data with our fire service colleagues, partner agencies, and the communities of West Yorkshire.

Smarter Working

A Smarter Working philosophy and methodology is embedded throughout WYFRS. By supporting innovative and more efficient ways of working departments and teams can drive change and improve.

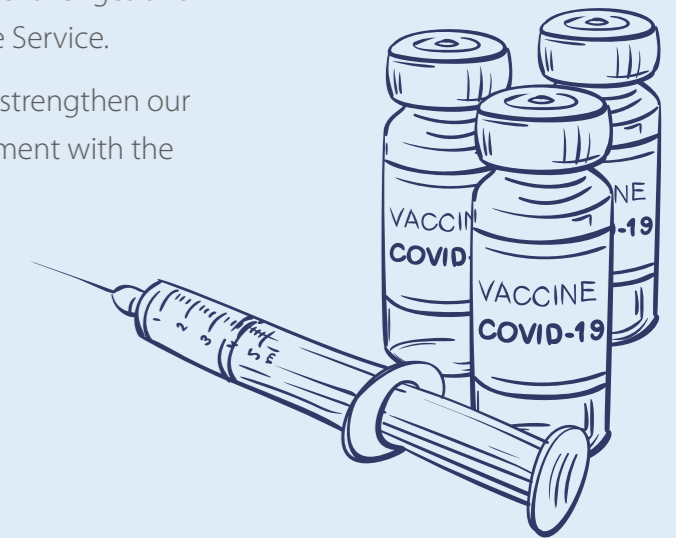
The outcome of our Smarter Working programme demonstrates the value it adds in both time and money increasing productivity ensuring we are the most efficient and effective service we can be.

Covid-19

As we reflect on the impact of the Coronavirus pandemic, we will continue learning and adapting to new challenges and embedding new ways of working across the Service.

Responding to the pandemic allowed us to strengthen our partnerships and has increased our engagement with the most vulnerable in our community.

Staff volunteering during COVID - wearing PPE.
To be supplied.



Programme of Change 2022/23

Moving forward with our programme of continuous improvement, we will focus on efficiency and effectiveness without compromising public safety.

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

Corporate Identity Refresh

Redesign of existing corporate identity to present a more contemporary, relevant and engaging image of the Service.

Halifax Fire Station New Build

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

OneView

Performance management programme to provide a transparent, timely and flexible method of sharing performance data with our colleagues, partners, and the communities.

Accessible Content Toolkit Project

Ensuring that digital content, including websites, mobile apps and documents that are shared electronically are accessible to all audiences.

New Fire Service Headquarters

Modern, energy-efficient Headquarters, Training Centre, and Fire Control constructed on the existing site in Birkenshaw.

Huddersfield Fire Station New Build

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

Leadership Strategy

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

Grenfell Project

Review and implement the recommendations from the Grenfell Tower Inquiry: Phase 1 Report.

New Fire Engine Fleet

Introduction of a new fleet of modern fire appliances with provision to reduce firefighter exposure to contamination.

Relocation of Cleckheaton Fire Station

The construction of a new fire station at FSHQ in Birkenshaw to replace an oversized and outdated fire station.

Emergency Services Mobile Communication Programme

Provision of a national radio scheme utilising mobile phone technology.

Talent Management Strategy Deployment

A new approach designed to identify people within the organisation with talent (transparently and systematically) and develop them to progress and/or enhance skills to fill current and future skills gaps.

Keighley Fire Station New Build

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

Estates Review

Feasibility study at all our fire stations to improve diversity and inclusion and contamination management within the workplace.

Fire Standards Programme

Implementation of nationally agreed fire standards across Fire & Rescue Service core functions.

Access HR - Talent (PDR Module)

In two phases, the project is designed to upgrade the systems used to record Annual Appraisals and integrate them within the Access-HR system, supplementing current approaches with an opportunity to capture better quality talent information.

2018

2019

2020

2021

2022

2023

2024

2025

2026

Corporate Identity Refresh

New Fire Service Headquarters

New Fire Engine Fleet

Keighley Fire Station New Build

Halifax Fire Station New Build

Huddersfield Fire Station New Build

Relocation of Cleckheaton Fire Station

Estates Review

OneView

Leadership Strategy

Emergency Services Mobile Communication Programme

Fire Standards Programme

Accessible Content Toolkit Project

Grenfell Project

Talent Management Strategy Deployment

Access HR - Talent (PDR Module)



West Yorkshire
Fire & Rescue Service

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OFFICIAL

Improving the Flexibility, Resilience and Efficiency of Staffing on Wholetime Fire Stations

Full Authority

Date: 30 June 2022

Agenda Item:

21

Submitted By: Director of Service Support

Purpose	To present the Business Case to Improve the Flexibility, Resilience and Staffing on Wholetime Fire Stations.
Recommendations	The West Yorkshire Fire and Rescue Authority approve the implementation of the Business Case.
Summary	<p>This paper will give background to the proposal and a brief overview.</p> <p>The detail behind the proposal can be found in the attached Business Case.</p> <p>The final business case is presented to the Fire Authority for approval.</p>

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: ACO Nick Smith
nick.smith@westyorksfire.gov.uk

Background papers open to inspection: Capital Investment Plan/Revenue Budget and Medium-Term Financial Plan – FA Paper – February 2022

Annexes: Business Case – Improve the Flexibility, Resilience and Staffing on Wholetime Fire Stations.

1 Introduction

- 1.1 On the 24th of February 2022, the Fire Authority approved the Capital Investment Plan/Revenue Budget and Medium-Term Financial Plan which detailed an increase in £5 precept and the proposal to invest in Service Delivery by increasing the operational establishment by 34 wholetime posts.
- 1.2 As a result of staff feedback, the Service continues to make the transition from centralised to localised staffing with the objective being to improve the flexibility, resilience and efficiency on wholetime fire stations.
- 1.3 The investment in our operational establishment will contribute to our ambition of 'Making West Yorkshire Safer' through the implementation of our Community Risk Management Plan.

2 Information

- 2.1 The Service currently operates several different duty systems across West Yorkshire.
- 2.2 It is proposed 56 operational posts are allocated to all 14 single pump fire stations increasing the firefighter posts by four posts per station, assigning one firefighter to each watch.
- 2.3 The 56 posts will be created by an increase in establishment of 34 wholetime posts, supplemented by the 22 establishment posts from the Operational Resource Pool.
- 2.4 The opportunity to increase the watch-based establishment will enable the Service to transition from the current centralised control of staffing to a localised staffing model, over seen by each District Team.
- 2.5 This approach will provide increased flexibility, resilience, and accountability at a local level, whilst reducing the current reliance and expenditure on overtime and detached duties.
- 2.6 The savings achieved from a reduced expenditure on overtime will be re-invested in Service Delivery to improve productivity.
- 2.7 Further detailed information relating to this proposal can be found in the attached Business Case.

3 Consultation

- 3.1 To inform the Business Case, internal consultation has taken place with key stakeholders.
- 3.2 Subject to approval the Service will commence an eight-week internal consultation and negotiation process.

4 Financial Implications

- 4.1 The Authority has approved the budget to increase the operational establishment by 34 posts at an estimated annual cost to the Authority of £1.5m.
- 4.2 However, due to firefighter recruitment and that new trainees only initially receiving development pay it is not anticipated the full cost of £1.5m will come into effect until fiscal year 2024/25

- 4.3 The proposal will also provide opportunities to make savings to existing overtime budgets and detached duty payments. However, efficiency savings will not be realised immediately due to current staffing shortfalls.
- 4.4 Efficiency savings achieved will provide opportunities for future reinvestment
- 4.5 Further information is detailed within the Capital Investment Plan/Revenue Budget and Medium-Term Financial Plan which was approved by the Fire Authority in February 2022.

5 Legal Implications

- 5.1 The Monitoring 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

The proposals will involve the redeployment of those firefighters currently working in the ORP to other firefighter positions within the organisation. For some, this will mean a loss of some allowances. Any pay reduction will be protected in accord with organisational policy or in accord with any subsequent agreement reached with the Trade Unions.

7 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	Yes
Date EIA Completed	15/02/2022
Date EIA Approved	Live document to be reviewed and updated following further consultation

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

8 Health, Safety and Wellbeing Implications

- 8.1 The proposal will maintain our current emergency response and will support the organisational priority to maintain our current 40 fire stations and 46 fire engines.
- 8.2 It will have a positive impact on firefighter welfare by improving opportunities for staff to take leave.
- 8.3 West Yorkshire Fire and Rescue Service recognises the impact that changes to ways of working can have on those involved.
- 8.4 If the proposal is approved West Yorkshire Fire and Rescue Services is committed to working with staff and the representative bodies to maintain the health and wellbeing of our staff.

9 Environmental Implications

- 9.1 There are no environmental implications arising from this report at the time of submission.

10 Your Fire and Rescue Service Priorities

- 10.1 This report is linked to the new strategic priorities in Your Fire and Rescue Service 2022 – 2025 which are as follows:
- plan and deploy our resources based on risk.
 - improve the safety and effectiveness of our firefighters.
 - promote the health, safety, and wellbeing of all our people.
 - achieve a more inclusive workforce, which reflects the diverse communities we serve.

11 Conclusions

- 11.1 On the 24th of February 2022, the Fire Authority approved an increase in £5 precept and the proposal to invest in Service Delivery by increasing the operational establishment by 34 wholetime posts.
- 11.2 As the Service continues to make the transition from centralised to localised staffing, the business case details how the 34 posts will be deployed.
- 11.3 The investment in our operational establishment will contribute to our ambition of 'Making West Yorkshire Safer' through the implementation of our Community Risk Management Plan

12 Recommendation

- 12.1 The West Yorkshire Fire & Rescue Authority approve the implementation of the Business Case.



West Yorkshire
Fire & Rescue Service

CRMP 2022 / 23

Improving the Flexibility, Resilience and Efficiency of Staffing on Wholetime Fire Stations Business Case

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Proposal – To improve the flexibility, resilience and efficiency of staffing on wholetime fire stations.

Key Points:

1. The Authority has approved the budget to increase the operational establishment by 34 posts at an estimated annual cost to the Authority of £1.5m.
2. This proposal will improve the flexibility, resilience and efficiency of staffing on wholetime fire stations.
3. 56 posts in total will be distributed across all 14 one pump fire stations working the 2/2/4 duty system.
4. 34 posts are an increase to the operational establishment with the remaining 22 posts redeployed from the Operational Resource Pool.
5. This proposal provides the opportunity to manage staffing locally with more autonomy and ownership at a District level.
6. This proposal will improve localised staffing effectiveness by providing increased capacity and resilience within firefighter numbers.
7. This proposal will increase productivity and capacity within Districts to support operational training/exercising and Prevention and Risk Reduction activities.
8. The proposal will see a reduction in costs associated with detached duties and overtime.
9. Standard staffing on a fire engine will not be affected, this will remain at four. (1 x crew commander and 3 x firefighters)
10. There will be no redundancies as a result of this proposal.
11. The protection offered to staff working within the Operational Resource Pool will be subject to negotiation with representative bodies.
12. This proposal will maintain our current emergency response.
13. This proposal will also provide the opportunity to review the current roles and responsibilities of the Employee Resource Team.
14. Increased recruitment may provide opportunities to diversify the operational workforce.

1. Introduction

The Authority has experienced significant cuts to its budget since 2010, as a result, wholetime firefighter numbers have reduced from 1490 to 900. Whilst this has enabled efficiency savings, it has placed significant pressure on the staffing and flexibility of Service Delivery.

On the 24th of February 2022, the Fire Authority approved an increase in £5 precept and the proposal to invest in Service Delivery by increasing the operational establishment by 34 wholetime posts.

As a result of staff feedback, the Service continues to make the transition from centralised to localised staffing with the objective being to improve the flexibility, resilience and efficiency on wholetime fire stations.

The investment in our operational establishment will contribute to our ambition of 'Making West Yorkshire Safer' through the implementation of our Community Risk Management Plan.

2. Overview

The Authority has approved the budget to increase the operational establishment by 34 posts at an estimated annual cost to the Authority of £1.5m.

Note: For a full breakdown of financial information see section 8.

The proposed wholetime operational establishment structure of 934 can be viewed in Appendix A

The Service currently operates several different duty systems across West Yorkshire.

We have 14 single pump fire stations working the 2/2/4 duty system. Staffing on these fire stations, distributed across four watches, is as follows:

- 2 x Watch Commanders (*responsibility for two watches*)
- 4 x Crew Commanders
- 16 x Firefighters

It is proposed 56 operational posts are allocated to all 14 single pump fire stations increasing the firefighter posts by four posts per station, assigning one firefighter to each watch.

As a result, staffing on these fire stations, distributed across the four watches, will be as follows:

- 2 x Watch Commanders (*responsibility for two watches each*)
- 4 x Crew Commanders
- **20 x Firefighters**

The 56 posts will be created by an increase in establishment of 34 wholetime posts, supplemented by the 22 establishment posts from the Operational Resource Pool. The Operational Resource Pool would cease in its current form with staff redeployed to a watch working the 2/2/4 duty system.

Standard staffing on a fire engine will remain at four. (1 x crew commander and 3 x firefighters)

The opportunity to increase the watch-based establishment will enable the Service to transition from the current centralised control of staffing to a localised staffing model, with District Teams more accountable for staffing within their Districts.

This approach will provide increased flexibility, resilience and efficiency at a local level, whilst reducing the current reliance and expenditure on overtime and detached duties.

The savings achieved from a reduced expenditure on overtime will be re-invested in Service Delivery to improve productivity.

3. Community Impact Assessment

This proposal will maintain our current emergency response.

There will be occasions where District Teams have staff available over and above standard staffing who can be used to increase productivity and capacity within Districts to support training, exercising and Risk Reduction activities.

4. Impact across West Yorkshire and Resilience

The proposal will maintain our current 40 fire stations and 46 fire engines.

The number of fire engines available for immediate emergency response will not be affected, however the investment in 34 wholetime firefighters will improve operational resilience. On occasions where District Teams have staff available over and above standard staffing, it will enable Districts, if required, to staff additional fire engines for resilience purposes.

5. Firefighter Safety Impact Assessment

This proposal will have a positive impact on firefighter welfare by improving opportunities for staff to take leave.

Following the introduction of Gartan (a computerised rostering system) and as we continue to transition from centralised to localised staffing this proposal will improve flexibility and resilience within staffing numbers at a local level.

Consultation with staff and representative bodies has taken place to further understand the benefits to this proposal with specific reference to localised staffing, leave and absence management.

6. Organisational Impact Assessment

6.1 Service Delivery

We are currently operating at our establishment however, there are several staffing related issues that have a daily impact on our operational staffing such as: sickness, modified duties, non-establishment posts, maternity support leave, secondments and so on.

This has been further impacted over the last 24 months by the Coronavirus Pandemic.

With these pressures taken into consideration it is evident that an increase in establishment on fire stations will deliver several benefits to the Service such as:

- The opportunity to devolve leave management and staffing budgets to District Teams.
- Additional firefighters available to be deployed to staff fire engines for operational resilience purposes.
- Enabling District Teams to conduct training and exercises outside West Yorkshire with little or no impact on appliance availability.
- Increase in productivity and capacity within Districts to support Prevention and Risk Reduction activities.
- Increased opportunities for firefighters and crew commanders to take annual leave.
- Support the development of the role of Watch Commanders.
- Opportunities to increase the number of Safe to Command firefighters.

The investment in firefighter posts and redeployment of Operational Resource Pool staff is a similar proposal to what has already been implemented at the six two-pump 2/2/4 fire stations and at all Day Crewing stations. This has seen greater flexibility and staffing resilience at a local level.

6.2 Firefighter Recruitment

We will recruit an additional 34 wholetime firefighters over and above the projected retirement profile. The posts will be allocated to the following scheduled trainee courses:

- June 2022
- September 2022

6.3 Operational Staffing

The additional 34 firefighter posts will take our wholetime operational establishment to 934 staff. It is anticipated they will all be assigned to a watch/station by January 2023.

The Operational Resource Pool would cease in its current form with 22 posts allocated to the 2/2/4 duty system.

Note: Further information relating to the Operational Resource Pool can be viewed in section 7.

As a result, 56 operational posts will be allocated to all 14 single pump fire stations.

7. Implementation

Staff and representative bodies welcome the investment in Service Delivery. It is viewed as a positive step which will ease some pressure on operational staffing.

However, even with this investment it must be acknowledged that there are several underlying issues that are and will continue to contribute to inefficient staffing. These issues need to be addressed in order to see all of the benefits of this proposal come to fruition.

Alongside this proposal a Project will be initiated, and resourced appropriately, to review all elements of operational staffing, to include:

- The role of Stations and the District Team in leave and absence management.
- How the Employee Resource Team may support District Teams with leave and absence management.
- The redistribution of Operational Resource Pool staff.
- The management of non-establishment posts.
- Recruitment, retention and development of Safe to Command firefighters.
- Training budgets and training course bookings.
- Review and update relevant Human Resource policies.
- The distribution of specialisms and driver numbers across watches.

7.1 Stations and District Teams

The investment in 34 wholetime firefighter posts will add resilience into the existing staffing model.

It is anticipated we will see a reduction in costs associated with detached duties and overtime if staffing is managed locally with more autonomy and ownership devolved to District Teams. By doing this, Line Managers and District Teams will be more accountable for leave and absence management.

Staffing on a fire engine will not change. The minimum number of staff on leave at any one time will remain as per the current Leave Policy:

- one pump stations: one staff member per watch to be on leave at any one time
- two pump stations: two staff members per watch to be on leave at any one time.

Line Managers may be able to approve one additional member of staff to take leave or attend a training course, as long as staffing and attributes allow.

When leave and training courses have been booked in, there may be occasions where staff over and above standard staffing will be available to be deployed to support staffing and/or District priorities. By also devolving staffing budgets to District Commanders it will enable them to manage their resources accordingly to:

- approve leave and/or training courses.
- staff fire engines for operational resilience purposes as and when required.
- conduct training and exercises outside West Yorkshire with little or no impact on appliance availability.
- increase productivity and capacity within Districts to support Prevention and Risk Reduction activities.

7.2 Employee Resource Team

The Employee Resource Team currently spend a significant amount of their time undertaking auditing and assurance work within Gartan identifying practice outside of policy.

Current ways of working and the roles and responsibilities of the Employee Resource Team could be developed further to enable them to support District Teams to manage staffing more effectively at a local level.

Similar to the Human Resource Business Partner model, an Employee Resource Team staff member could be assigned to each District Team to provide support and guidance.

Line Managers and Assistant District Commanders will maintain overall responsibility for leave and absence management within the District.

Further consultation is required to determine what roles the Employee Resource Team would continue to do and how this may impact on their ability to support Districts.

7.3 Operational Resource Pool

The Operational Resource Pool was first introduced as an Integrated Risk Management Plan intervention in January 2010 and is still in operation today. When the Operational Resource Pool was first introduced it provided a flexible team of 60 staff (at no fixed location) to be deployed across all fire stations to cover staff absences.

However, in January 2020 the Service changed how the Operational Resource Pool operated and it is now administered as a virtual station with the current establishment of 22 staff distributed across the four watches.

Staff receive a pensionable duty system allowance of 10% of the individual's basic pay plus an additional £1500 annual travel allowance to support their attendance at any station in the brigade area.

Note: The staffing model is not a recognised duty system within the Grey Book Conditions of Service.

The current working model is ineffective when we take into consideration the current staffing situation across the Service. As a result, the Service is no longer recruiting staffing into the Operational Resource Pool therefore, over recent months staff numbers within the Operational Resource Pool have diminished. There are currently seven vacancies.

This proposal would see the Operational Resource Pool cease in its current form with staff allocated to a watch working the 2/2/4 duty system.

The Service acknowledges the removal of the Operational Resource Pool as a staffing model will remove flexibility for a small number of staff. It will also have a financial impact due to the allowances aligned to the post.

The protection offered to staff working within the Operational Resource Pool will be subject to negotiation with representative bodies.

Should the Authority approve the proposal, consultation and negotiation will take place with staff and the representative bodies to determine any transition requirements.

7.4 Non establishment Posts

Non-establishment posts are one of several staffing factors that have a daily impact on our operational staffing. For every non-establishment post that is approved, we are removing a member of staff from Service Delivery due to the backfilling with temporary promotion(s).

The management and approval process for non-establishment posts will be reviewed.

7.5 Safe to Command

Safe to Command firefighters are essential to ensuring the effectiveness of Service Delivery Development and to also support operational Crew Commanders taking annual leave.

The optimum number of Safe to Command firefighters on 2/2/4 one pump stations is 56.

There are currently not enough Safe to Command firefighters across the Service.

Initial consultation feedback has suggested that this proposal will see an increase in firefighters taking on this role. Currently firefighters are reluctant to take on this responsibility due to current shortfalls in Crew Commander numbers and the understanding they would be detached to other stations on a regular basis

An increase in Safe to Command numbers will support Crew Commanders taking leave if managed correctly by Line Managers and/or District Teams.

The Safe to Command review that is currently ongoing will continue with any recommendations considered as part of the wider staffing project.

7.6 Training Courses

The way training courses are organised and delivered will be reviewed to ensure it has a minimal impact on Service Delivery. This will be captured within a new Training Prospectus.

Currently operational staff make short notice requests to attend training courses, however these are often declined due to low staffing numbers.

7.7 Policy Amendments

A number of Human Resource policies will be reviewed and updated to reflect the increase in operational establishment and following the recommended staffing review. Including:

- Staffing Policy
- Leave Policy
- Staff Transfer Policy
- Operational Resource Pool Policy
- Overtime Policy
- Staff Allowances Policy

8. Financial Information

It is estimated an increase in 34 wholetime firefighter establishment posts would cost £1.5m annually.

However, due to firefighter recruitment and that new trainees only initially receiving development pay it is not anticipated the full cost of £1.5m will come into effect until fiscal year 2024/25, as detailed below:

Fiscal Year	Additional Firefighter Revenue Costs
2022/23	£0.927m
2023/24	£1.461m
2024/25	£1.522m

8.1 Potential Efficiencies

The proposal will also provide opportunities to make savings to existing overtime budgets and detached duty payments. However, efficiency savings will not be realised immediately due to current staffing shortfalls.

The following table details payments over the last four fiscal years for detached duties and overtime.

	2018/19	2019/20	2020/21	2021/22
Detached duty payments	£0.144m	£0.223m	£0.083m	£0.209m
Overtime payments	£0.894m	£0.655m	£0.437m	£0.902m
Total	£1.038m	£0.878m	£0.520m	£1.111m

The past two years has produced data that were abnormal due to the pandemic resulting in increased levels of sickness and absence making the projection of future staffing unreliable. Similarly, prior to this WYFRS operated different staffing models to those we currently use making the projection of future staffing unreliable once again.

We can calculate the percentage of shifts where we achieved standard staffing without the use of overtime; pre-arranged detached duties and detached duties from the day crewed and on-call stations; and using watch commanders to maintain appliance availability.

We achieved standard staffing without the use of other interventions on **35%** of shifts over the past four years.

Currently we need a minimum of 111 firefighters to staff our fire engines. With an additional 34 firefighters it is likely we will achieve this, without other interventions, **73%** of the time.

It is anticipated that we will realise the full benefits of the additional 34 posts in or around 2024

Efficiency savings achieved will provide opportunities for future reinvestment

9. Equality Impact Assessment

An Equality Impact Assessment has been completed in respect of this proposal to ensure that it does not negatively, disproportionately, or unfairly affect any group or individuals by virtue of any protected characteristic.

The Equality Impact Assessment will be updated to reflect any relevant outcomes of staff and representative body consultation.

It is anticipated that redistributing Operational Resource Pool staff aligning them to the 2/2/4 duty system will remove flexibility and have a financial impact on a small number of staff.

10. Privacy Impact Assessment

A Privacy Impact Assessment has been completed with no issues identified as a result of this proposal.

11. Environmental Impact

This proposal will not have a detrimental effect on the environment.

It will, however, reduce the number of detached duties used to maintain staffing, thus minimising staff movements and vehicle journeys between work locations.

12. Recommendation

West Yorkshire Fire & Rescue Authority approve the business case to improve the flexibility, resilience and efficiency of staffing on wholetime fire stations.

13. Appendix A

Current Establishment:

	2 pumps	1 pump	DC	ORP	Other	Non-Ops	Total
	7	14	9				
Principle Officers					3		3
Area Managers					3		3
Group Managers					10		10
Station Managers					35		35
Watch Managers	28	28	9	0	10*	36	111
Crew Managers	80	56	36	5		28	205
Firefighters	220	224	72	17		0	533
Ops Establishment							836
Non-Ops Establishment							64
Total Grey Book Establishment							900

*10 Watch Managers working in fire protection posts

Proposed Establishment:

	2 pumps	1 pump	DC	Other	Non-Ops	Total
	7	14	9			
Principle Officers				3		3
Area Managers				3		3
Group Managers				10		10
Station Managers				35		35
Watch Managers	28	28	9	10*	36	111
Crew Managers	80	56	36		28	200
Firefighters	220	280	72		0	572
Ops Establishment						870
Non-Ops Establishment						64
Total Grey Book Establishment						934

*10 Watch Managers working in fire protection posts

The Operational Resource Pool posts have been removed and will be amalgamated into the firefighter established posts on one-pump stations.



OFFICIAL

Programme of Change 2021-22 Update

Full Authority

Date: 30 June 2022

Agenda Item:

22

Submitted By: Director of Service Support

Purpose To update Members of the progress in relation to the Programme of Change 2021/22

Recommendations That Members note the report.

Summary This report is to update Members of the progress against the Programme of Change.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Mat Walker, Service Support AM
Mathew.Walker@westyorksfire.gov.uk
07785111506

Background papers open to inspection: None

Annexes: Annex 1 – Programme of Change 2021/22

1 Introduction

The Organisational Annual Planning Cycle is an embedded process which was implemented following a review and stakeholder research in 2018. The process aims to link all change to the strategic direction of the organisation and to improve the logical processes of activities and allow greater time and scrutiny of proposed change activities.

The approved change activities which fall out of the of the planning process become programmes or projects of varying scale and form the Programme of Change. Lower-level change is often managed within departments or districts.

2 Information

Progress on the implementation of the programme is reported to each Full Authority meeting and [Annex 1](#) shows the status for current projects.

The Organisational Annual Planning Cycle (OAPC) includes key milestones and activities leading up to the Planning Day in September. This year an Interim Planning Day meeting was held on the 22 March for the first time as a new milestone. The meeting was attended by members of Management Team and the Portfolio Management Office (PMO). The morning session focused on the current Programme of Change and proposed change initiatives presented at the Planning Day last September. Updates were also provided on the OneView Programme and Service Level Agreements (SLAs). The afternoon session focussed on horizon planning and leadership.

To strengthen the OAPC a further process has been implemented this year which provides a structured approach to reviewing departmental business as usual (BaU). Information captured will be used to inform decision making at the Planning Day and provides an opportunity to identify smarter ways of working.

3 Financial Implications

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

4 Legal Implications

4.1 The Monitoring 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

There are no Human Resources and Diversity implications arising from this report. All projects are required to assess the HR implications and undertake an Equality Impact Assessment (EIA) in line with the Public Sector Equality Duty.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	Yes
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At the start of every programme / project it is a requirement that the EIA form is completed. Once completed the EIA is reviewed by the Diversity and Inclusion team. EIA's can be accessed from individual project sites. Regular meetings are held with the PMO and the Diversity and Inclusion team to review and monitor the process.

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

7 Health, Safety and Wellbeing Implications

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

8 Environmental Implications

There are no Environmental implications arising from this report at the time of submission. The environmental implications of each project within the programme are considered individually.

9 Your Fire and Rescue Service Priorities

This report details the activities undertaken in meeting our Priorities as detailed in Your Fire and Rescue Service 2022-25.

10 Conclusions


Since the last update several projects have now completed or are in evaluation. Evaluation reports are presented at Change Management Board to formally close projects and evaluate the effectiveness of projects in realising benefits. Lessons learned are captured and documented.

The Leadership project is currently on hold following a review of the approach to leadership and associated development.

The achieved activities (completed or closed) have been removed from the portfolio. The status of each project can be seen in the attached dashboard ([Annex 1](#)).

1 Annex 1 – Programme of Change

Programme of Change 2021-22 Projects and Activities Status Dashboard (Status as at 26/05/2022)

 West Yorkshire Fire & Rescue Service Portfolio Management Office												Programme of Change 2021/2022		Report Date: 27/05/2022	
Board	Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	No of Change Controls	Timeline Last Updated	Project Completion %			
CMB	Mobile Working Phase 2, Safe & Well applications on mobile tablets for Operational Crews	Evaluation	Dave Walton	Scott Donegan	Sarah Laidlow Moore	31/12/2018	31/12/2021	06/10/2019	▶	3	11/05/2022	100			
CMB	Sharepoint 2016 - Update software for corporate intranet and document management system	On Track	Nick Smith	Gagle Seekins	Rebecca Hayes	03/01/2017	31/07/2022	31/03/2018	▶	8	27/05/2022	80			
CMB	OneView Programme	On Track	Nick Smith	Mat Walker	Kirsty James	14/09/2020	19/06/2024		▶	2	27/05/2022	25			
CMB	Leadership Strategy	On hold	Ian Brandwood	N/A	Ian Stone	01/03/2018	31/03/2022	31/03/2021	▶	1	14/03/2022	45			
CMB	Grenfell Programme	On Track	John Roberts	Dave Teggart	Paul England	03/03/2020	03/03/2022		▶	0	26/05/2022	80			
CMB	Fire Appliances - To look at the future design	Evaluation	DCFO Dave Walton	Dave Teggart	Mick Kilburn	08/06/2020	31/08/2021	30/06/2021	▶	2	10/01/2022	100			
CMB	Fire Stations - To look at the future design and to produce a set of Design Principles	Evaluation	DCFO Dave Walton	Dave Teggart	Mick Kilburn	08/06/2020	31/10/2021	30/06/2021	▶	1	12/01/2022	100			
CMB	HQ Fire Control	On Track	Dave Walton	Scott Donegan	Helen Dowse	01/09/2021	01/09/2023		▶	0	23/05/2022	10			
CMB	WY ESMCP AP - WYFRS acting as Assurance Partner for transition to the ESN under the Emergency Services Mobile Communications Programme.	On Track	Nick Smith	Mat Walker	Helen Peace	01/12/2020	31/12/2026		▶	0	24/05/2022	25			
CMB	Corporate Identity Refresh	Evaluation	Emma Hollingworth		Sarah Greig	01/04/2021	31/03/2022		▶	1	26/05/2022	100			
CMB	FSHQ Programme	On Track	Nick Smith		Bruce Cowen	07/10/2021	01/03/2024		▶	0	03/05/2022	0			
CMB	Fire Standards Programme	On Track	Nick Smith	Mat Walker	Adrian Bairstow	16/02/2021	31/12/2029		▶	0	20/05/2022	0			
CMB	Accessible Content Toolkit Project	On Track	Nick Smith	Gagle Seekins	Gill Cockburn/Cath Rose	01/07/2021	01/07/2023		▶	0	25/05/2022	10			
CMB	Command Support Software	On Track	0			00/01/1900	00/01/1900		▶	0	20/05/2022	0			



OFFICIAL

Contract Procedure Rules

Full Authority

Date: 30 June 2022

Agenda Item:

23

Submitted By: Director of Corporate Services

Purpose

To inform Full Authority of proposed changes to CPR (Contract Procedure Rules) and request approval to implement the changes.

Recommendations

To approve the proposed changes within CPR.

Summary

An annual review of CPR has been undertaken and various amendments are proposed.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Kim Larter, Procurement Manager
Kim.Larter@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Annex 1 - Amended CPR (Contract Procedure Rules)
Annex 2 - summary list of all proposed amendments

1 Introduction

CPR (Contract Procedure Rules) were reviewed and amended within the review of the Procurement function undertaken in July 2019. A further review of CPR has now been undertaken and amendments are proposed.

2 Information

Contract Procedure Rules (CPRs) are a legal requirement, constitute standing orders for the purpose of s135 of the Local Government Act 1972 and form part of the Constitution (Part 4).

The aim of CPR is to define the procedures for obtaining written quotations and competitive tenders from Suppliers for the provision of goods, services and works. Following a full review of CPR proposed changes are listed in Annex 2.

The majority of changes are grammatical, many of which are simply better reworded and consistently applied throughout, e.g. 'suppliers' should be 'Suppliers', 'Supplies, Services and Works' should be 'goods, services and works', 'the intranet should be 'SharePoint', 'CPRs' should be 'CPR', 'contract' should be 'Contract', waiver is replaced by exemption. 'authority' should be 'Authority', FTS replaces OJEU etc.

The fundamental proposed changes are:

- Amended thresholds increasing the lower £5,000 threshold to £9,999. With better management of procurement and increased awareness of and adherence to CPR there is no risk associated with this proposed increase. Random spots checks will be undertaken on purchase orders raised under £10,000 to identify any non-compliance.
- Previous reference to 'Chief Legal & Governance Officer' now refers to 'Director of Corporate Services'.
- Counter-signature of all Contracts valued £75,000 and above is required by a Management Board member (previously only the Chief Finance and Procurement Officer).
- Addition of 35.3 Contract management training is available by contacting the Procurement Manager.

With the introduction of the new Procurement Manager in Feb 2020, increased awareness of procurement across the organisation, increased compliance with CPR, extensive procurement training workshops having been undertaken and guidance documents readily available, there is no risk to the Authority associated with the proposed amendments.

3 Financial Implications

There are no financial implications associated with the proposed amendments.

4 Legal Implications

The Monitoring 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

There are no Human Resource and Diversity implications associated with the proposed amendments.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	No
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7 Health, Safety and Wellbeing Implications

There are no Health, Safety and Wellbeing implications associated with the proposed amendments.

8 Environmental Implications

There are no direct Environmental implications associated with the proposed amendments, however environmental and social value implications are now considered as part of every tender opportunity.

9 Your Fire and Rescue Service Priorities

CPR assists in ensuring the Authority priority 'provide ethical governance and value for money' is achieved.

10 Conclusions

Committee are requested to consider approving the proposed amendments to CPR.

This document is scheduled for review to ensure we are meeting accessibility legislation.
If you need this document in an alternative format, please contact
procurement@westyorksfire.gov.uk



CONTRACT PROCEDURE RULES

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1. Compliance

- 1.1. Contract Procedure Rules (CPR) are a legal requirement and constitute standing orders for the purpose of s135 of the Local Government Act 1972.
- 1.2. The aim of these CPR is to define the procedures for obtaining written quotations and competitive tenders from Suppliers for the provision of goods, services and works.
- 1.3. The Authority's Constitution incorporates Financial Procedure Rules, Scheme of Delegations and Contract Procurement Rules that provide a framework for managing the Authority's financial affairs which apply to every Member and Officer of the Authority and anyone acting on its behalf.
- 1.4. These CPR should be read in conjunction with the Financial Regulations, the Scheme of Delegation and supporting standards, procedures and instructions published on SharePoint.
- 1.5. These CPR set out the key responsibilities and actions that Authorised Officers must follow when undertaking procurements.
- 1.6. CPR do not apply to:
 - a. Contract of employment which make an individual a direct employee of the Authority. (However, these Rules do apply to Contracts for recruitment agency services and the employment of consultants or agency staff);
 - b. Agreements regarding the acquisition, disposal or transfer of land for which provision is made within the Local Government Act 1972 and in relation to which Financial Regulations apply;
 - c. The engagement of external legal services (but which must be commissioned via the Director of Corporate Services);
 - d. An arrangement with a statutory body to provide a service that the statutory body can legally provide;
 - e. Financial Services in connection with the issue, sale, purchase or transfer of securities or loans.
- 1.7. The general principles of non-discrimination, equal treatment, proportionality and transparency shall be applied to all procurement processes, above and below Public Contract Regulation thresholds.

- 1.8. Non-compliance with UK legal requirements, CPR and Financial Regulations can have serious consequences for the Authority including financial penalties, legal action and reputational damage.
- 1.9. Following CPR allows the Authority to comply with both procurement and data transparency legislation and staff should be aware that any non-compliance may result in disciplinary action.
- 1.10. Authorised Officers shall take appropriate measures to prevent, identify and remedy any conflicts of interest arising within a procurement process or subsequent management of Contracts to avoid any distortion of competition and to ensure non-discrimination and equal treatment at all times.

2. Local Government Transparency Code

- 2.1 As part of the Governments' commitment to greater transparency, the Authority is required to regularly publish procurement information. This means the Authority will publish on its website details of purchases over £500, and a version of the Authority's Contracts Register for Contracts with a value above £5,000 as well as all transactions undertaken using a Government Purchasing Card.

3. Responsibilities of the Management Board

- 3.1 Executive Officers of the Management Board are responsible:
 - (a) For ensuring compliance with these CPR by their Authorised Officers.
 - (b) For reporting any known breaches of these CPR to the Director of Corporate Services, Chief Finance & Procurement Officer and Finance and Resources Committee.

4. Responsibilities of the Chief Finance & Procurement Officer

- 4.1. The Chief Finance & Procurement Officer:
 - a) Is responsible for ensuring appropriate publication on behalf of the Authority all tender notices, Contract Award notices and other notices required by the Public Contracts Regulations.
 - b) Will ensure a Contracts Register of all Contracts valued £5,000 and above is maintained and published.
 - c) Shall ensure a rolling Procurement Plan of upcoming procurement projects valued £5,000 and above that aligns with the approved Revenue budget and the Capital programme.
 - d) Shall ensure counter-signature of all Contracts valued £75,000 and above by a Management Board member.
 - e) Shall report to the scheduled meetings of the Finance & Resources Committee:

- i. Any early termination of Contracts with a residual value of £75,000 or more.
- ii. Any exemption to CPR involving sums of £75,000 or more.
- iii. Any disposal of Assets that realised a value of £75,000 or more.

5. Delegated Authority

- 5.1 Any procurement carried out on behalf of the Authority may only be undertaken by Authorised Officers with the appropriate authority to carry out such tasks. If permitted to do so and only after consultation with the Procurement Team, Officers with delegated authority may only delegate to other members of staff who also have the appropriate skills, knowledge and requisite training appropriate to the task. Further subsequent sub-delegation is not permitted. Officers must make enquiry of and be instructed by their senior managing officer and / or Procurement Manager to the extent of any delegated authority and any applicable financial thresholds for each procurement.
- 5.2 Within approved budgets and in accordance with the WYFRA Financial Scheme of Delegation and Annual Procurement Plan (where applicable), Authorised Officers may instruct members of staff to place orders against agreed Contracts.
- 5.3 For the purpose of managing RfQ (Request for Quotations) up to £24,999 and tender processes valued above £25,000, Authorised Officers shall be those who are registered on the E-procurement system and shall have obtained the necessary procurement skills, knowledge and training.

6. Transfer of Undertakings (Protection of Employment) - (TUPE)

- 6.1 Any Contracts awarded which involve the Transfer of Undertakings (Protection of Employment) Regulations 2006 of employees into or out of the Fire Service shall be reported to the Director of Human Resources, Fire and Rescue Authority and any appropriate Committee.

7. Pre-Procurement Planning

- 7.1 The Authorised Officer leading a procurement must:
- (a) Identify the need and fully assess any options for meeting those needs;
 - (b) Determine the total value of the Contract (total Contract value is the full cost of goods, services or works across the number of years the Contract is in place) including any options to extend;
 - (c) Consider the Authority's Procurement Strategy & Policy;
 - (d) At the pre-procurement phase, consider Social Value and Sustainability within any procurement and consider how what is being procured might improve the economic, social and environmental well-being of the

communities the Authority serves and how the Authority might secure that improvement in the procurement process itself.

- (e) Consider all other means of satisfying the specific requirement (including recycling, re-use, joint working and shared services) and establish a business case and approved budget for the procurement;
- (f) Consider whether a Community Impact Assessment should be completed dependent upon the nature of the goods, services or works being procured.
- (g) Consult with all relevant stakeholders including Members, service users and trade unions where necessary.
- (h) Take all necessary financial (including insurance) and other professional advice (for example procurement, health and safety and risk management). Officers should have regard to current Authority policies, procedures and standard documentation.
- (i) Seek legal advice when required to mitigate any apparent risks or liabilities.
- (j) Regularly review the Contracts Register to determine whether there are opportunities to aggregate spend for better value or whether any Contract or appropriate Framework Agreement already exists that could be accessed;
- (k) Utilise the E-procurement system electronic tendering system for all procurement requirements with a total contract value above £5,000 unless this system cannot deliver the required procurement objectives.

7.2 The Authorised Officer and Procurement Team where appropriate, can undertake pre-procurement market consultation with potential Suppliers in an open and transparent manner to inform them of the planned procurement and to gain a better understanding of market conditions and use this information in the preparation of tender documents.

8. Estimating the Contract Value and Variations

- 8.1 In cases involving goods, services or works where a Contract fixed term is not defined, the estimated total contract value shall be calculated by multiplying the estimated monthly value by 48 (4 years), using historical spend information where available.
- 8.2 Where the total estimated cost of the goods, services or works has been determined to exceed FTS thresholds, Officers should consider subdividing the requirements into "Lots" to enable Small Medium Enterprises (SME's) the opportunity to be involved in the procurement process.

9. Framework Agreements

- 9.1 Framework Agreements (also referred to as Frameworks) can be used to contract for the supply of goods, services or works without conducting a full open procurement exercise.
- 9.2 Where the Authority is able to procure from an existing Framework procured by Central Government agencies, public sector purchasing consortia or other local authorities or public bodies, then the Authority may benefit from using those agreements without undertaking a separate procurement exercise.
- 9.3 There are two routes to utilising a Framework:
- (a) Direct Award; where a single Supplier is selected in accordance with the Terms & Conditions of the original criteria used to award the Framework. Under no circumstances can new information be asked of a selected Supplier to support an award decision as this would be viewed as opening a further-competition process without affording the opportunity to all other Suppliers on the Framework. Procurement Team advice should be sought.
 - (b) Further-Competition; where a number of different Suppliers are able to provide a particular category of goods, services or works and further competition between those Suppliers is needed in accordance with the Terms & Conditions of the Framework. Procurement Team advice should be sought.
- 9.4 A signed Access Agreement will be required between the Framework provider and the Authority, when specified within the Framework conditions.
- 9.5 A legal agreement (e.g. Contract or Letter of Appointment) should be signed between the Authority and the appointed Framework Supplier, upon awarding the procurement.
- 9.6 All Purchase Orders raised in relation to the Framework Contract must clearly identify which Framework has been utilised.

10. Dynamic Purchasing Systems

- 10.1 A Dynamic Purchasing System (DPS) is an open version of a Framework that allows new Suppliers to join (or leave) at any time over its duration, providing that Suppliers meet minimum entry standards as defined in the DPS.
- 10.2 A DPS must be operated entirely electronically and implementation of a new DPS or accessing a Framework DPS will be managed with the assistance of the Procurement Team.
- 10.3 Any intention to use a DPS process along with details of the DPS provider and how Suppliers can apply to join must be stated in any Contract Notice.

11. Electronic Auctions

11.1 Electronic Auctions are mainly used for large quantities of standard goods with known specifications and often in collaboration, providing financial savings due to economies of scale.

11.2 An Electronic Auction is a repetitive electronic process resulting in the lowest priced bid being awarded the Contract.

11.3 Electronic Auctions may not be used in circumstances involving intellectual criteria that cannot be ranked (e.g. building design, consultancy services).

11.4 Authorised Officers must take advice from the Procurement Manager before agreeing to take part in any form of Electronic Auction.

12. Contract Procedure Rule Thresholds

ESTIMATED VALUE	PROCEDURE	AUTHORISATION
Up to £250	Purchasing Card Purchase Order No need for written quotations	Card holder Budget holder Station personnel
£250 to £9,999	One written quotation via email that must constitute value for money	Group Managers Support Staff Grade 7 and above
£10,000 to £24,999	RfQ (Request for Quote) Process Minimum three (3) invites via the E-procurement system	Central Procurement Team Stores and Deputy Property Managers EO grades Operational Equipment Manager GM Operational Support Area Managers GM Human Resources Organisation Development Manager
£25,000 to £74,999	Open Tender process involving the Procurement Team via the E-procurement system and published to Contracts Finder	Central Procurement Team Stores and Deputy Property Managers EO grades Area Managers GM Human Resources Organisation Development Manager
£75,000 to £213,477 (incl. VAT)	Open Tender process involving the Procurement Team via the E-procurement system and published to Contracts Finder	Management Board Central Procurement Team

> £213,477 (incl. VAT) (Goods and Services)	Open Tender process involving the Procurement Team via the E-procurement system and published to Contracts Finder and FTS	Management Board Central Procurement Team
> £5.3m (incl. VAT) (Works)	Open Tender process involving the Procurement Team via the E-procurement system and published to Contracts Finder and FTS	Management Board Central Procurement Team
Any tender process involving TUPE	Tender process managed by the Procurement Team via the E-procurement system	Management Board Central Procurement Team

13. Estimated Value less than £9,999

- 13.1 Competitive quotations are not required for awarding Contracts with an estimated value below £9,999. However, regard should still be paid to obtaining value for money and to undertake price comparisons or to invite alternative quotations, as appropriate.
- 13.2 For purchases up to £250 a Government Purchasing Card may be used or a Purchase Order issued without the need for a written quotation.
- 13.3 For purchases £250 - £9,999 a written quotation must be obtained from the chosen single Supplier via email and retained in accordance with the Authority's Retention of Documents Policy.
- 13.4 Where provided in the opinion of the Authorised Officer best value can be achieved, this process shall prioritise the placing of orders with local businesses (i.e. within WYFRA boundaries).
- 13.5 The purchase order shall specify the goods, services or works to be provided and clearly state the agreed quantity and price.

14. Estimated Value between £10,000 - £24,999

- 14.1 This process may be conducted by Authorised Officers in departments for simple, non-complex and low risk procurements.
- 14.2 Where appropriate, if the intended procurement is complex; involves relatively high risk and would therefore benefit from the added safeguards afforded by a tendering process and more appropriate terms and conditions, then the Authorised Officer should refer the project to the Procurement Team to undertake a tender process.
- 14.3 For procurements with an estimated Contract value over £10,000 but less than £24,999 at least 3 written quotations should be obtained. If less than 3 quotations

are received at the first attempt, further request for quotations should be issued or an exemption form completed and approved prior to award of a Contract.

14.4 Request-for-Quotation (RfQ's) should be issued utilising the electronic procurement system (once trained to do so by the Procurement Team) and where appropriate, at least 2 of the Suppliers invited to submit quotations should be local businesses (i.e. within WYFRA boundaries).

14.5 The outcome of the Contract award details shall be recorded in the Contracts Register.

15. Estimated Value between £25,000 to £74,999 and above £75,000

15.1 Procurements with an estimated value between £25,000 to £74,999 shall be managed by the Procurement Team via an open tender process published to Contracts Finder via the E-procurement system. A PAD (Procurement Approval Document) must be used.

15.2 At least 2 of the suppliers invited where appropriate should be from local businesses within WYFRA boundaries but being mindful to use as wide a pool of Suppliers as possible and to avoid repeatedly inviting the same few Suppliers each time.

15.3 The open tender process shall be managed by the Procurement Team via the E-procurement system with the outcome of the Contract award details recorded on the Contracts Register.

15.4 Where the estimated Contract value is above £75,000, the above process is required, managed by the Procurement Team via a formal tender process and a PAD must be used and countersigned accordingly by the Chief Finance and Procurement Officer.

16. Contracts above Regulation Thresholds

16.1 The tender process shall be managed by the Procurement Team.

16.2 The Regulation thresholds as of 1 January 2022 are:

- Goods and Services - £213.477 incl. VAT
- Works - £5,336,937 incl. VAT

16.3 The thresholds change every 2 years and are scheduled to change again on 1 January 2024. Further help and guidance can be obtained by contacting the Procurement Team.

16.4 Where an estimated Contract value exceeds the current Regulations threshold then the requirement shall be tendered in accordance with the Regulations and appropriate procedure.

- 16.5 The Regulations set out the minimum timescales for receipt of expressions of interest and tenders. Where the Authority has published a Prior Information Notice announcing its forthcoming contracts for the year ahead or is using electronic means of tendering, then the Authority may rely on reduced timescales if appropriate and advised by the Procurement Team.
- 16.6 Where possible the use of “Lots” shall be used to sub divide the requirement in order to allow Small Medium Enterprises (SME’s) and local supply chain to bid (in accordance with CPR 8).
- 16.7 The process shall be managed via the E-procurement system with the outcome of the contract award details being recorded on the Contracts Register.

17. Open Tender Procedure (1 Stage Process)

- 17.1 An open procedure may be used for any value of procurement.
- 17.2 All compliant submissions from bidders must be evaluated equally and fairly applying the scoring methodology within the tender documents.
- 17.3 All documentation must be published on the E-procurement system at the time of the primary Contract Notice, with all quotations / tenders and correspondence being submitted by bidders via this system.

18. Restricted Tender Procedure (2 Stage Process)

- 18.1 A restricted procedure may only be used for Contracts above the Regulation threshold and not for any Contracts below the relevant Regulation threshold.
- 18.2 The requirement to publish an FTS notice is the same as in the open procedure except that the notice shall state that a restricted procedure is being used.
- 18.3 All documentation must be published on the E-procurement system at the time of the FTS notice and all tender responses must be submitted by bidders via the E-procurement system.
- 18.4 Under the restricted procedure, potential Suppliers are invited to apply within the period of advertising by the completion of the Standard Selection Questionnaire (SSQ). Any service-specific questions entered within Section 3 of the Standard Selection Questionnaire must be relevant to the subject matter of the procurement and be proportionate.
- 18.5 Following an assessment of the SSQ at least 5 suppliers (where there are 5 or more who meet the requirements and are also absent of any grounds for exclusion and as per the criteria set out in the tender documents) should be selected to receive an Invitation to Tender (ITT).
- 18.6 If fewer than 5 suppliers have applied who meet the requirements and are absent of any grounds for exclusion, all those who have applied shall receive an Invitation to Tender. Where, in this situation, Authorised Officers are concerned there may

not be adequate competition; they should obtain advice from the Procurement Manager.

19. Other Permitted Tender Procedures

The following procedures are also permitted within the Regulations for above threshold values, but may only be applied following consultation with and the prior approval of the Chief Financial & Procurement Officer:

- a) Competitive Procedure with Negotiation (Regulation 29)
- b) Competitive Dialogue Procedure (Regulation 30)
- c) Innovative Partnership Procedure (Regulation 31)
- d) Negotiated Procedure without Prior Publication (Regulation 32)

and managed by the Procurement Team.

20. Publicising Quotations and Tenders

20.1 There is no need to advertise quotations valued below £10,000.

20.2 For quotations and tenders above £10,000, the E-procurement system should be used for advertising.

20.3 Where the estimated value of the Contract is £25,000 or above AND an Open procedure is being used, a notice must also be placed on Contracts Finder (automatically via the e-procurement system), advertising the opportunity.

20.4 There is no need to publish a notice on Contracts Finder if the opportunity is being offered to a restricted number of suppliers or is being managed via a Framework Agreement.

20.5 Where the Regulations apply, an FTS Contract Notice must be published in the prescribed format before any other notice is published and no other notice should contain any more information than that published on FTS.

20.6 If an FTS notice is required, then no other means of advertising is permitted until the FTS notice has been acknowledged or as a minimum within 48 hours of the FTS notice being sent for publication.

21. Submission and Opening of Quotations/Tenders

21.1 Quotations/Tenders valued £10,000 or above shall be managed via the E-procurement system.

21.2 The opening of quotations and tenders on the E-procurement system will be performed at the stated date/time.

21.3 When the opening of any quotation or tender has taken place, the Authorised Officer shall ensure that a Quotation/Tender Opening Record form and PAD document is updated, fully completed and safely filed for future reference.

22. Late Quotations/Tenders

22.1 Late bids may only be accepted with the approval of the Procurement Manager where other bids have not yet been opened and the late bidder has gained no advantage as a result of the late submission for reasons where, for example, there is evidence that technological reasons have prevented the submission on time, through no fault of the bidder.

23. Abnormally Low Quotations/Tenders

23.1 Where a submitted price appears abnormally low it may not be rejected without:

- a) giving the bidder an opportunity to explain the tendered price (such explanation to be given in writing),
- b) considering the evidence provided, and
- c) obtaining the written approval of the Chief Finance & Procurement Officer or an Executive Officer.

24. Errors or Omissions in Quotations/Tenders

24.1 Errors or omissions in quotations/tenders shall be dealt with in one of the following ways:

- (a) The bidder shall be given details of the error(s) or omissions found during the examination of the quotation/tender and shall be required at the decision of the Procurement Manager to confirm without amendment or withdraw the quotation/tender.
- (b) Amending the quotation/tender to correct genuine error(s) or omissions provided that, in this case, apart from these genuine errors or omissions no other adjustment, revision or qualification is permitted.

24.2 All amendments shall be fully recorded with justification for the action taken. Where necessary legal advice will be sought.

25. Tender Evaluation

25.1 All criteria, sub-criteria and weightings must be made available to bidders at the ITT/RfQ stage.

25.2. Criteria, sub-criteria and weightings cannot be used for evaluation purposes which have not previously been brought to all bidders' attention.

- 25.3 Published criteria must be strictly observed at all times throughout the procurement process, selection and Contract Award stages by the Authorised Officer managing the tender evaluation.
- 25.4 Records should be kept of the evaluation process, (e.g. criteria, sub-criteria, weightings, individual and joint scoring and reasons for any adjusted scores), signed and dated by the individuals involved in the process and electronically filed in a secure place with the full document set.

26. Post Tender Negotiation

- 26.1 Where the procurement is conducted through either an Open or Restricted procedure, no post tender negotiations are permitted other than to clarify details prior to Contract Award or in accordance with CPR 37. Under no other circumstances must material changes be made to the Authority's requirements or the winning bidders' submission that could be deemed to disadvantage other bidders, distort competition or adversely impact the competitive tendering process.
- 26.2 Where "Competitive Procedure with Negotiation – Regulation 29" or "Negotiated Procedure without Prior Publication – Regulation 32" have been used, the Authorised Officer must fully comply with the Regulations and procedures stated in the tender instructions.
- 26.3 Negotiations must be conducted on behalf of the Authority by at least two appropriately trained or experienced Officers. A full written record shall be kept of the results of the negotiations, signed by the Authorised Officer and the Supplier and retained with the procurement documentation.
- 26.4 At all times during any negotiation the Authorised Officer shall ensure that all bidders are treated equally and in a non-discriminatory and transparent manner.
- 26.5 Prior to undertaking any Post Tender Negotiation advice must be obtained from the Procurement Manager.

27. Bonds, Guarantees and Security

- 27.1 For procurements valued above £75,000 the Authorised Officer and Evaluation Team shall consider as part of the criteria whether a performance bond and/or a parent company guarantee (if applicable) shall be required from the preferred Supplier dependent upon the preferred Supplier's status, the product characteristics and a thorough risk analysis.
- 27.2 The Authority will only accept Performance Bonds or Sureties that are UK based or held in UK escrow arrangements.
- 27.3 Authorised Officers must consider any steps necessary to protect the Authority's interests in the event of a Suppliers' default, having regard to advice from the Director of Corporate Services and Chief Finance & Procurement Officer.

27.4 This consideration should be based on risk to the Authority, taking account of the circumstances, including:

- (a) the value of the Contract;
- (b) the type of goods, services or works being procured;
- (c) the payment profile of the Contract;
- (d) the financial strength of the Suppliers in the market;
- (e) affordability and proportionality;

and should assess whether additional security is required in the form of a bond, guarantee, fee retention (where performance is required by a particular date, and where delay would have financial consequences for the Authority) or provision for liquidated damages.

27.5 The Authorised Officer shall ensure minimum levels of appropriate insurance are provided for within each Contract. Minimum levels are:

- a) Employee Insurance - £5m
- b) Public Liability Insurance - £10m
- c) Professional Indemnity Insurance - £2m

28. Acceptance of Quotations/Tenders and Award

28.1 The Authority is not bound to accept any quotation or tender and this must be made clear to bidders in writing at the beginning of the procurement process and as appropriate throughout.

28.2 Quotations and tenders may be accepted on behalf of the Authority by the relevant Authorised Officer in accordance with the Contract value and the Financial Scheme of Delegation, provided they have been invited, evaluated and are to be awarded fully in compliance with these rules.

28.3 In relation to all Contracts valued over £10,000, once a decision to award a Contract is made, all bidders must be notified at the same time via the E-procurement system of the intention to award the Contract to the successful bidder.

29. Standstill (Alcatel) Period and Debriefing

29.1 For procurements above Regulation thresholds, there must be a mandatory period of at least ten calendar days between the electronic notification of an award decision being sent to all bidders and before a Framework or Contract is concluded with the successful Supplier(s); to allow unsuccessful bidders to consider any challenge to the award decision.

- 29.2 If the expiry of the ten calendar days falls on a weekend or bank holiday, then the expiry shall be extended to the next working weekday.
- 29.3 The Authority shall voluntarily apply the same best practice standstill period and process for all tenders over £75,000 (except in cases of genuine urgency).
- 29.4 The Authorised Officer responsible for each procurement must ensure the award decision notice is fully compliant with Regulations and additionally that any written debriefing requested by unsuccessful tenderers is provided within 15 calendar days of receipt of such a request.
- 29.5 Any complaints from bidders must be recorded in the project file and dealt with in the most appropriate manner taking due consideration of whether to proceed to Contract Award or to defer the award pending resolution of the complaint.

30. Contract Award Notice

- 30.1 Where a Contract has been tendered pursuant of the Regulations, the Authorised Officer shall publish a Contract Award notice on FTS and on Contracts Finder no later than 30 days after the date of the Contract Award.
- 30.2 Where a Contract has been awarded that is valued above £25,000 but below Regulation thresholds AND an Open procedure has been used, then a Contract Award notice shall be published on Contracts Finder only, no later than 30 days after the date of Contract Award.
- 30.3 Where the opportunity was initially only sent to a limited number of Suppliers e.g. using an RfQ process or a Framework then there is no requirement to publish Contract Award notices valued above £25,000 on Contracts Finder.

31. Letters of Intent

- 31.1 Letters of intent shall only be used in exceptional circumstances ahead of formal Contract signature as follows:
- (a) Where a Supplier is required to provide goods, services or works prior to formal written acceptance by the Authority; and
 - (b) Where the Authority's form of tender does legally bind either Party until such time as a formal Contract is executed.
- 31.2 Letters of Intent shall only be used following consultation with the Chief Finance & Procurement Officer and/or Procurement Manager where a delay would cause a significant interference with the provision of service delivery.
- 31.3 Letters of Intent shall be limited to 10% value of an agreed goods or services Contract and limited to 10% or £20,000 (whichever is the lowest) for works Contracts.

32. Contract Terms and Conditions

- 32.1 Contracts shall be entered into on the Authority's Terms and Conditions which shall be included with each invitation to quote / tender and orders sent by electronic means.
- 32.2 The exception to using the Authority's Terms and Conditions arises when using Terms and Conditions provided by:
- Crown Commercial Services (e.g. Consultancy Services)
 - Framework Agreements
 - Utility Company (Gas, Electricity and Water)
 - Telecommunications
 - Construction Industry Terms and Conditions (but limited to NEC, JCT, RIBA and RICS).
- 32.3 Exceptions to CPR 31.1 and 31.2 must be approved beforehand at tender preparation stage by the Procurement Manager.
- 32.4 The Authority may accept equivalent Terms and Conditions of other public sector Authorities when participating in joint working and collaboration, provided they are deemed to be suitable and fit-for-purpose.
- 32.5 Every Contract awarded that is concluded via an RfQ process shall:
- a) Specify the goods, services or works to be provided;
 - b) Specify the quantities and price to be paid with a statement of any discounts or other deductions;
 - c) Specify the time or times within which the Contract is to be performed;
 - d) Use an official order form to confirm the Contract using the Authority's standard terms and conditions whenever possible.
- 32.6 Every Contract awarded that is concluded via a tender process shall contain:
- a) A statement of the goods, services or works to be provided;
 - b) Reference to and identification of the winning tender documents;
 - c) A statement of the price, payment terms and any applicable interest;
 - d) Restrictions on the awarded Supplier(s) from re-assigning or sub-contracting any part of the Contract without prior written WYFRA consent;
 - e) Insurance clauses - (see minimum levels in CPR27.5);

- f) Health & Safety clauses and a requirement to comply with all relevant Health and Safety regulations and instructions issued by the Authority;
- g) General Data Protection Regulations clauses;
- h) Equalities and anti-discrimination clauses that relate in particular to the Equalities Act and the Living Wage Act;
- i) An Audit clause that provides a right of access to records pertaining to the Contract and service delivery;
- j) A clause that states the Authority's duty to comply with the Freedom of Information Act and that the awarded Supplier(s) is obliged to assist the Authority in fulfilling these duties where appropriate;
- k) Human Rights clauses;
- l) A clause that requires the awarded Supplier(s) to pay subcontractors within 30 days;
- m) A clause allowing the Recovery of Sums owed to the Authority by the awarded Supplier(s) by off-setting against any sums owed by the Authority to the awarded Supplier(s);
- n) Anti-Corruption and anti-Bribery clauses;
- o) A Dispute Resolution clause;
- p) Clauses for the provision of a performance bond, parent company guarantee or other form of security (but only when considered necessary);
- q) Liquidated Damages clause in the event of the awarded Supplier's failure to deliver the Contract;
- r) A right of Early Contract Termination in specified instances e.g. money laundering, fraud, bankruptcy; tax evasion; etc
- s) A clause for Termination and Damages in the event of the awarded Supplier's default;

33. Execution of Contracts

- 33.1 Any Contracts that have potential long-term liabilities as determined through a risk assessment on a case by case basis and would benefit from the added legal protection afforded by the process of "sealing" shall be made by affixing the Common Seal of the Authority. This shall only be attested by the Director of Corporate Services or nominated Deputy.
- 33.2 Contracts with a total value up to £75,000 should be signed by an Authorised Officer in accordance with the Scheme of Delegation and provided this is within approved budget.

33.3 Contracts with a total value of £75,000 or above should be signed by an Authorised Officer in accordance with Financial Procedures (Scheme of Delegation) but must be counter-signed by the Chief Finance & Procurement Officer or another Management Board member and sealed if appropriate. Individual Purchase Orders with a value above £75,000 that are not under an established Contract must be countersigned by the relevant department Director prior to sending to the Supplier.

34. Records of Contracts

34.1 A Contracts Register of Contracts awarded with a value above £5,000 shall be managed electronically by the Procurement Team on behalf of the Authority.

34.2 Authorised Officers awarding Contracts must complete all necessary details on the Contracts Register, including the agreed Contract Manager.

34.3 Contract files shall be maintained in accordance with the Authority's retention schedule.

35. Contract Management

35.1 Contract Managers listed in the Contracts Register are responsible for effectively monitoring and reporting on Supplier's performance in the delivery of the required goods, services or works.

35.2 Risk assessments and the value of the Contract shall be used, in consultation with the Procurement Manager, to determine the degree of monitoring and reporting necessary.

36.3 Contract management training is available by contacting the Procurement Manager.

36. Novation

36.1 Novation occurs where there is an agreement to change a Contract by substituting a third party for the original awarded Supplier. Where the Authority is approached regarding novation the Authorised Officer must seek advice of both the Procurement Manager and Chief Finance and Procurement Officer before novation can be agreed.

37. Modification of Contracts During Their Term

37.1 Contracts and Framework Agreements may be modified (including extensions) without a new procurement procedure, in the following cases:

- a) The modification, irrespective of monetary value, was provided for in the initial Contract as clear, precise and unequivocal clauses.

- b) The additional goods, services or works by the original Supplier that have become necessary were not included in the initial procurement and where a change of Supplier;
 - i. Cannot be made for economic or technical reasons such as interchangeability or interoperability with existing equipment, services or installations; or
 - ii. Would cause significant inconvenience or substantial duplication of costs;
 - iii. Provided that any increase in price does not exceed 50% of the value of the original Contract.
- c) Where all of the following conditions apply:
 - i) The need for modification came about by unforeseen circumstances;
 - ii) The modification does not alter the overall nature of the Contract;
 - iii) The increase in price does not exceed 50% of the original Contract

37.2 Any modifications to Contracts as described in CPR37.1 must be agreed beforehand by the Chief Procurement & Finance Officer and signed by all Parties in the form of a Contract Variation Agreement.

37.3 Any modifications described in b) and c) as relating to the original Contract Award value that exceeded Regulation thresholds must be notified to the Procurement Manager who shall in turn publish the necessary Notice.

37.4 Any proposals to modify a Contract or Framework that would be considered substantial are not permitted and would require a new procurement procedure. Advice from the Procurement Manager must be sought.

38. Termination of Contract

38.1 Contracts may be terminated early by the Chief Finance & Procurement Officer in accordance with the termination provisions set out in the Contract.

38.2 Any Contracts that are terminated early with a residual value exceeding £75,000 shall be reported to the next Finance and Resources Committee meeting by the Chief Finance & Procurement Officer.

39. Exemption to Contract Procedure Rules

39.1 The Authority does not have the power to exempt Public Contract Regulations and which take precedence over CPR.

39.2 The Authority does have the power to approve an exemption to CPR for specific projects and circumstances where necessary because of an unforeseeable emergency involving immediate risk to persons and property or serious disruption to services or can otherwise be reasonably justified. An Authorised

Officer (up to £25,000) or an Executive Officer (up to £75,000) may request an exemption to CPR after consulting with the Procurement Manager.

- 39.3 Exemptions to CPR in excess of £75,000 must be agreed by the Chief Executive Officer or in their absence; the Deputy Chief Fire Officer, Chief Finance and Procurement Officer, Chief Employment Services Officer or Director of Service Support. Any such exemptions must be reported to the next meeting of the Finance & Resources Committee by the Chief Finance & Procurement Officer.
- 39.4 The Officer seeking the exemption must ensure a copy of the approved request is registered and filed centrally with the Procurement Team for audit purposes.

40. Disposal of Assets

- 40.1 Leased assets must be disposed of in accordance with written lessor's instructions.
- 40.2 Where assets (other than land & buildings) are to be disposed of because they are surplus to requirements, damaged or obsolete; reasonable endeavours must be undertaken to realise the residual value of the assets.
- 40.3 Assets having little or no realisable value may be disposed of as waste with the approval of the relevant Executive Officer, provided the disposal favours re-use / recycling wherever possible.
- 40.4 Assets with a realisable value shall be disposed of in the manner most likely to secure best value including the use of auction houses and on-line auctions involving multiple bidders.
- 40.5 Disposal of assets that realise a value of £75,000 or more must be reported to the next meeting of the Finance & Resources Committee by the Chief Finance & Procurement Officer.

41. Review and Amendment of Contract Procedure Rules

- 41.1 These Contract Procedure Rules shall be reviewed and updated at least annually by the Chief Finance and Procurement Officer in consultation with the Procurement Manager.
- 41.2 Any proposed amendments as determined by the Chief Finance and Procurement Officer that would materially change overall governance or introduce significant change shall be presented beforehand to the Fire & Rescue Authority or relevant Committee for approval.

42. Definitions

Access Agreement	An agreement between the Framework provider and the Contracting Authority to enable access to the Framework.
Authorised Officer	Persons with appropriate delegated authority to act on the Authority's behalf and which includes budget holders (as identified within the Financial Regulations) and those persons registered on the E-procurement system.
Authority	West Yorkshire Fire and Rescue Authority; or any designated Committee of the Authority that has delegated powers to act on behalf of the Authority.
Constitution	The Authority's Constitution as adopted and amended from time to time and maintained on the Authority's website particularly references to the Articles, Scheme of Delegation, Officer Codes, Procedural Procedure Rules, Rules of Procedure, Access to Information Procedure Rules, these Contract Procedure Rules and Member Codes of Conduct.
Contracts Finder	The web-based government procurement portal provided on behalf of the Cabinet Office for public bodies at https://www.gov.uk/contracts-finder
Contracts Register	A register held and managed by the Procurement Team containing details of contracts entered into by the Authority above a threshold value of £5,000.
Framework Agreement	An agreement which allows an Authority to call-off from a Supplier to provide goods, services or works in accordance with the terms of the agreement. The Framework Agreement itself usually constitutes a nonbinding offer with no obligations on the Authority to call-off from the Supplier. If the Authority calls-off from the Supplier, a binding Contract comes into being.
ITT	Invitation to Tender
FTS	Find a Tender Service
PIN	Prior Information Notice for publication on FTS
Procurement	Any arrangement whereby a new, replacement, amended or extended Contract for the supply of goods, services or works is to be put in place. This includes circumstances where more than one provider is invited to tender and also where goods, services or works are procured through a negotiation with a single provider.
Procurement Plan	A plan identifying procurement projects so that appropriate resources can be allocated and Suppliers notified to give advance notice of bidding opportunities.
Procurement Team	The Officers employed in the WYFRA Procurement Service
Purchasing Consortia	A collaborative arrangement in which two or more organisations join together to combine their individual requirements for goods, works or services to gain better prices, design, supply availability and assurance benefits compared to if each member purchased the goods or services alone.
Retention Schedule	The Authority's Retention Schedule is located on the WYFRA intranet.

Regulations	The Public Contracts Regulations 2015 or any subsequent amendment.
RfQ	Request for Quotation
Social Value Act	A requirement to consider economic, social and environmental well-being of an area, at the pre-tender stage
Supplier	Any person or body of persons providing, or seeking to provide, goods, services or works to an Authority.
TUPE	The Transfer of Undertakings (Protection of Employment) Regulations 2006.
Value for Money	The optimum combination of whole life costs and benefits to meet the customer's requirement. Such term equates to "most economically advantageous offer" (MEAT).

General changes have been made to tidy up grammar e.g. ‘suppliers’ should be ‘Suppliers’, ‘Supplies, Services and Works’ should be ‘goods, services and works’, ‘the intranet should be ‘SharePoint’, ‘CPRs’ should be ‘CPR’, ‘contract’ should be ‘Contract’, waiver is replaced by exemption. ‘authority’ should be ‘Authority’, FTS replaces OJEU etc.

The fundamental proposed changes are listed below:

Current CPR	Proposed Amendment
1.6 (c) Reference to Chief Legal & Governance Officer	Now refers to Director of Corporate Services)
2.1 This means the Authority will publish on its website details of purchases over £500, details of all Contracts over £5,000 as well as all transactions undertaken using a Government Purchasing Card.	This means the Authority will publish on its website details of purchases over £500, and a version of the Authority’s Contracts Register for Contracts with a value above £5,000 as well as all transactions undertaken using a Government Purchasing Card.
3.1 (b) For reporting any known breaches of these Contract Procedure Rules to the Chief Legal & Governance Officer Director of Corporate Services, Chief Finance & Procurement Officer and appropriate Committees.	For reporting any known breaches of these CPR to the Director of Corporate Services, Chief Finance & Procurement Officer and appropriate Committees.
4.1 (a) Is responsible for publication on behalf of the Authority all tender notices, contract award notices and other notices required by the Public Contracts Regulations.	Is responsible for ensuring appropriate publication on behalf of the Authority all tender notices, Contract Award notices and other notices required by the Public Contracts Regulations.
4.1 (b) Will maintain and publish a Contracts Register of all contracts valued £5,000 and above is maintained and published.	Will ensure a Contracts Register of all Contracts valued £5,000 and above is maintained and published.
4.1 (c) Shall maintain a rolling Procurement Plan of upcoming procurement projects valued £5,000 and above that aligns with budget plans and the capital programme.	Shall ensure a rolling Procurement Plan of upcoming procurement projects valued £5,000 and above that aligns with Revenue budget plans and the Capital programme.
4.1 d) Shall counter-sign all contracts valued £75,000 and above.	Shall ensure counter-signature of all Contracts valued £75,000 and above by a Management Board member.
5.3 For the purpose of managing quotations and tender processes valued over £5,000, Authorised Officers shall be those who are registered on the E-procurement system and possessing the necessary skills and knowledge.	For the purpose of managing RfQ (Request for Quotations) up to £24,999 and tender processes valued above £25,000, Authorised Officers shall be those who are registered on the E-procurement system and shall have obtained the necessary procurement skills, knowledge and training.
7.1 (b) Determine the total value of the contract (including any options to extend	Determine the total value of the Contract (total Contract value is the full cost of goods, services or works across the number of years the

	Contract is in place) including any options to extend;
7.1 (d) At the pre-procurement phase, consider the Social Value Act within any procurement that is estimated above PCR thresholds; and consider how what is being procured, might improve the economic, social and environmental well-being of an area and how the authority might secure that improvement in the procurement process itself. There is also a requirement that authorities consider whether to consult on these matters. The Act does not apply to call-off contracts from a framework agreement.	At the pre-procurement phase, consider Social Value and Sustainability within any procurement and consider how what is being procured might improve the economic, social and environmental well-being of the communities the Authority serves and how the Authority might secure that improvement in the procurement process itself.
7.1 (g) Consult with all relevant stakeholders including Members trade unions where necessary if TUPE applies.	Consult with all relevant stakeholders including Members, service users and trade unions where necessary.
7.1 (i) Seek legal advice for all procurements over £75,000 (or lesser values as necessary) to mitigate any apparent risks or liabilities.	Seek legal advice when required to mitigate any apparent risks or liabilities.
7.1 (j) Review the Procurement Plan and Contracts Register to determine whether there are opportunities to aggregate spend for better value or whether any contract or appropriate Framework Agreement exists that should be used.	Regularly review the Contracts Register to determine whether there are opportunities to aggregate spend for better value or whether any Contract or appropriate Framework Agreement already exists that could be accessed;
7.2 The Authorised Officer and Procurement Officer shall, where appropriate, undertake pre- market consultation with potential suppliers in an open and transparent manner to inform them of the planned procurement and for officers to gain a better understanding of market conditions and use this information in the preparation of tender documents.	The Authorised Officer and Procurement Team where appropriate, can undertake pre-procurement market consultation with potential Suppliers in an open and transparent manner to inform them of the planned procurement and to gain a better understanding of market conditions and use this information in the preparation of tender documents.
8.2 When the total estimated cost of the supplies, services or works has been determined to exceed Regulation thresholds, then officers must consider subdividing the requirements into “Lots” in accordance with Regulations to enable Small Medium Enterprises (SME’s) the opportunity to compete.	Where the total estimated cost of the goods, services or works has been determined to exceed FTS thresholds, Officers should consider subdividing the requirements into “Lots” to enable Small Medium Enterprises (SME’s) the opportunity to be involved in the procurement process.
9.1 Framework Agreements are used where an Authority wishes to contract for the supply of supplies, services or works without conducting a new procurement exercise.	Framework Agreements (also referred to as Frameworks) can be used to contract for the supply of goods, services or works without conducting a full open procurement exercise.
9.3 (a) Direct Award; where a single supplier is selected in accordance with the Terms & Conditions of the original criteria used to award the framework. Under no circumstances can new information be asked of a selected supplier to support a decision as this would be viewed as opening a mini-competition process without asking	Direct Award; where a single Supplier is selected in accordance with the Terms & Conditions of the original criteria used to award the Framework. Under no circumstances can new information be asked of a selected Supplier to support an award decision as this would be viewed as opening a further-

all other suppliers on the framework. Procurement Team advice should be sought as appropriate.	competition process without affording the opportunity to all other Suppliers on the Framework. Procurement Team advice should be sought.
9.3 (b) Mini-Competition; where a number of different suppliers are able to provide a particular category of supplies, services or works and further competition between those suppliers is needed in accordance with the Terms & Conditions of the framework. Procurement Team advice should be sought as appropriate.	Further-Competition; where a number of different Suppliers are able to provide a particular category of goods, services or works and further competition between those Suppliers is needed in accordance with the Terms & Conditions of the Framework. Procurement Team advice should be sought.
10.1 A Dynamic Purchasing System (DPS) is an open version of a framework agreement that allows new suppliers to join (or leave) at any time over its duration, providing Suppliers meet minimum entry standards.	A Dynamic Purchasing System (DPS) is an open version of a Framework that allows new Suppliers to join (or leave) at any time over its duration, providing that Suppliers meet minimum entry standards as defined in the DPS.
10.2 A DPS must be operated entirely electronically and managed by the Procurement Team.	A DPS must be operated entirely electronically and implementation of a new DPS or accessing a Framework DPS will be managed with the assistance of the Procurement Team.
10.3 Authorised Officers must clearly state in the tender notice, any intention to use a DPS process along with details of the DPS provider and how suppliers can apply to join.	Any intention to use a DPS process along with details of the DPS provider and how Suppliers can apply to join must be stated in any Contract Notice.
11.1 Electronic Auctions may be used to drive prices down and are mainly used for large quantities with known specifications and often in collaboration.	Electronic Auctions are mainly used for large quantities of standard goods with known specifications and often in collaboration, providing financial savings due to economies of scale.
12. Contract Procedure Rule Thresholds £250 to £4,999 and £5,000 to £24,999.	Thresholds amended to £250 to £9,999 and £10,000 to £24,999.
14.4 Request-for-Quotation (RfQ's) should be issued utilising the electronic procurement system and where appropriate at least 2 of the suppliers invited to submit quotations should be local businesses (i.e. within WYFRA boundaries).	Request-for-Quotation (RfQ's) should be issued utilising the electronic procurement system (once trained to do so by the Procurement Team) and where appropriate, at least 2 of the Suppliers invited to submit quotations should be local businesses (i.e. within WYFRA boundaries).
14.5 The outcome of the contract award procedure shall be recorded in the Contracts Register (maintained by the Procurement Team).	The outcome of the Contract award details shall be recorded in the Contracts Register.
15.1 Procurements with an estimated value between £25,000 to £74,999 shall be managed by the Procurement Team via an open tender process published to Contracts Finder via the E-procurement system. A PAD (Procurement Approval Document) should must be used.	Procurements with an estimated value between £25,000 to £74,999 shall be managed by the Procurement Team via an open tender process published to Contracts Finder via the E-procurement system. A PAD (Procurement Approval Document) must be used.
16.5 The Regulations set out the minimum timescales for receipt of expressions of interest and tenders. Where the Authority has published a Prior Information Notice announcing its forthcoming	The Regulations set out the minimum timescales for receipt of expressions of interest and tenders. Where the Authority has published a Prior Information Notice

contracts for the year ahead or is using electronic means of tendering, then the Authority may rely on reduced timescales if appropriate.	announcing its forthcoming contracts for the year ahead or is using electronic means of tendering, then the Authority may rely on reduced timescales if appropriate and advised by the Procurement Team.
17.2 All compliant submissions from bidders must be evaluated equally and fairly.	All compliant submissions from bidders must be evaluated equally and fairly applying the scoring methodology within the tender documents.
18.5 Following an assessment of the SSQ at least 5 suppliers (where there are 5 or more who meet the requirements and are also absent of any grounds for exclusion should be selected to receive an Invitation to Tender (ITT).	Following an assessment of the SSQ at least 5 suppliers (where there are 5 or more who meet the requirements and are also absent of any grounds for exclusion and as per the criteria set out in the tender documents) should be selected to receive an Invitation to Tender (ITT).
21.2 The opening of quotations and tenders on the E-procurement system should be performed at the stated date/time.	The opening of quotations and tenders on the E-procurement system will be performed at the stated date/time.
22.1 Late bids may only be accepted with the approval of the Chief Finance & Procurement Officer where other bids have not yet been opened and the late bidder has gained no advantage as a result of the late submission for reasons where, for example, there is evidence that technological reasons have prevented the submission on time, through no fault of the bidder.	Late bids may only be accepted with the approval of the Procurement Manager where other bids have not yet been opened and the late bidder has gained no advantage as a result of the late submission for reasons where, for example, there is evidence that technological reasons have prevented the submission on time, through no fault of the bidder.
23.1 (c) obtaining the written approval of the Chief Finance & Procurement Officer or in their absence an Executive Officer.	obtaining the written approval of the Chief Finance & Procurement Officer or an Executive Officer.
24.1 (a) The bidder shall be given details of the error(s) or omissions found during the examination of the quotation/tender and shall be required at the decision of the Chief Finance & Procurement Officer to confirm without amendment or withdraw the quotation/tender.	The bidder shall be given details of the error(s) or omissions found during the examination of the quotation/tender and shall be required at the decision of the Procurement Manager to confirm without amendment or withdraw the quotation/tender.
24.2 All amendments shall be fully recorded with justification for the action taken. Where necessary legal advice should be sought.	All amendments shall be fully recorded with justification for the action taken. Where necessary legal advice will be sought.
27.3 Authorised Officers must consider any steps necessary to protect the Authority's interests in the event of a suppliers' default, having regard to advice from the Chief Legal & Governance Officer and Chief Finance & Procurement Officer.	Authorised Officers must consider any steps necessary to protect the Authority's interests in the event of a suppliers' default, having regard to advice from the Director of Corporate Services and Chief Finance & Procurement Officer.
31.2 Letters of Intent shall only be used following consultation with the Chief Finance & Procurement Officer where a delay would cause a significant interference with the provision of service delivery.	Letters of Intent shall only be used following consultation with the Chief Finance & Procurement Officer and/or Procurement Manager where a delay would cause a significant interference with the provision of service delivery.

32.3 Exceptions to CPR 31.1 and 31.2 must be approved beforehand at tender preparation stage by the Chief Legal & Governance Officer	Exceptions to CPR 31.1 and 31.2 must be approved beforehand at tender preparation stage by the Procurement Manager.
32.6 d) Restrictions on the Contractor from re-assigning or sub-contracting any part of the contract without prior written WYFRA consent;	Restrictions on the awarded Supplier(s) from re-assigning or sub-contracting any part of the Contract without prior written WYFRA consent;
32.6 (l) A clause that requires the contractor to pay subcontractors within 30 days of them invoicing the contractor;	A clause that requires the awarded Supplier(s) to pay subcontractors within 30 days;
33.1 Any contracts that have potential long-term liabilities as determined through risk assessment on a case by case basis, and would benefit from the added legal protection afforded by the process of “sealing” shall be made by affixing the Common Seal of the Authority. This shall only be attested by the Chief Legal & Governance Officer or nominated Deputy.	Any Contracts that have potential long-term liabilities as determined through a risk assessment on a case by case basis and would benefit from the added legal protection afforded by the process of “sealing” shall be made by affixing the Common Seal of the Authority. This shall only be attested by the Director of Corporate Services or nominated Deputy.
33.2 Contracts with a total value up to £75,000 may be signed by an Authorised Officer in accordance with the Scheme of Delegation and provided this is within approved budget.	Contracts with a total value up to £75,000 should be signed by an Authorised Officer in accordance with the Scheme of Delegation and provided this is within approved budget.
33.3 Contracts with a total value of £75,000 or above may be signed by an Authorised Officer in accordance with Financial Procedures (Scheme of Delegation) but must be counter-signed by the Chief Finance & Procurement Officer and sealed if appropriate. Individual Purchase Orders with a value above £75,000 that are not under an established contract must be countersigned by the relevant department Director prior to sending to the supplier.	Contracts with a total value of £75,000 or above should be signed by an Authorised Officer in accordance with Financial Procedures (Scheme of Delegation) but must be counter-signed by the Chief Finance & Procurement Officer or another Management Board member and sealed if appropriate. Individual Purchase Orders with a value above £75,000 that are not under an established Contract must be countersigned by the relevant department Director prior to sending to the Supplier.
	Added 35.3 Contract management training is available by contacting the Procurement Manager.
36.1 Novation occurs where there is an agreement to change a contract by substituting a third party for the original contractor. Where the Authority is approached regarding novation the Authorised Officer must seek advice of both the Procurement Manager and Chief Legal & Governance Officer before novation can be agreed.	Novation occurs where there is an agreement to change a Contract by substituting a third party for the original awarded Supplier. Where the Authority is approached regarding novation the Authorised Officer must seek advice of both the Procurement Manager and Chief Finance and Procurement Officer before novation can be agreed.
37.4 Any proposals to modify a contract or framework agreement that would be considered substantial are not permitted and would require a new procurement procedure. Advice from the Chief Finance & Procurement Officer must be sought.	Any proposals to modify a Contract or Framework that would be considered substantial are not permitted and would require a new procurement procedure. Advice from the Procurement Manager must be sought.
41.1 These Contract Procedure Rules shall be reviewed and updated at least annually by the Chief	These Contract Procedure Rules shall be reviewed and updated at least annually by the

<p>Legal & Governance Officer in consultation with the Chief Finance & Procurement Officer.</p>	<p>Chief Finance and Procurement Officer in consultation with the Procurement Manager.</p>
<p>41.2 Any proposed amendments as determined by the Chief Legal & Governance Officer that would materially change overall governance or introduce significant change shall be presented beforehand to the Fire & Rescue Authority or relevant Committee for approval.</p>	<p>Any proposed amendments as determined by the Chief Finance and Procurement Officer that would materially change overall governance or introduce significant change shall be presented beforehand to the Fire & Rescue Authority or relevant Committee for approval.</p>