



OFFICIAL

Membership of the Authority 2023 - 24

Full Authority

Date: 29 June 2023

Agenda Item:

03

Submitted By: Director of Corporate Services

Purpose	To advise of a change in membership of the Authority for 2023 - 24
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 2023 – 24.

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 Ursula Sutcliffe (Green) replaces Cllr Riaz Ahmed (Lib Dem)
Calderdale	No change
Kirklees	Councillor Tyler Hawkins (Labour) replaces Councillor Adam Zaman (Labour)
Leeds	Councillor Andrew Hutchison (Morley Borough Independent) replaces Councillor Peter Harrand, Councillor John Garvani (Labour) replaces Councillor Mirelle Midgley (Labour), Councillor Jordan Bowden (Labour) replaces Councillor John Illingworth (Labour)
Wakefield	No change

2 Information

2.1 As at 29 June 2023, membership of the Authority will be as follows;

BRADFORD (5)		CALDERDALE (2)	
Cllr N Mohammed	(Labour)	Cllr M Fazal	(Labour)
Cllr M Pollard	(Conservative)	Cllr D Kirton	(Conservative)
Cllr F Shaheen	(Labour)		
Cllr U Sutcliffe	(Green)		
Cllr R Wood	(Labour)		

KIRKLEES (4)		LEEDS (8)	
Cllr D Hall	(Conservative)	Cllr G Almas	(Labour)
Cllr T Hawkins	(Labour)	Cllr C Anderson	(Conservative)
Cllr D O'Donovan	(Labour)	Cllr J Bowden	(Labour)
Cllr M Pervaiz	(Labour)	Cllr R Downes	(Lib Dem)
		Cllr J Garvani	(Labour)
		Cllr A Hutchison	(MBI)
		Cllr Z Hussain	(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 (5)	LIBERAL DEMOCRAT (1)	MORLEY BOROUGH INDEPENDENT (1)	GREEN (1)
Cllr Gohar Almas	Cllr Caroline Anderson	Cllr Ryk Downes	Cllr Andrew Hutchison	Cllr Ursula Sutcliffe
Cllr Jordan Bowden	Cllr Nick Farmer			
Cllr Mohammed Fazal	Cllr David Hall			
Cllr John Garvani	Cllr David Kirton			
Cllr Tyler Hawkins	Cllr Mike Pollard			
Cllr Zara Hussain				
Cllr Charlie Keith				
Cllr Nussrat Mohammed				

Cllr Darren O'Donovan				
Cllr Mussarat Pervaiz				
Cllr Karen Renshaw				
Cllr Fozia Shaheen				
Cllr Steve Tulley				
Cllr Ruth Wood				
TOTAL 14	5	1	1	1

3 Financial Implications

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

4 Legal Implications

4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

5 Human Resource and Diversity Implications

5.1 There are no 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 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

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

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 Monitoring Officer at Fire & Rescue Service Headquarters Birkenshaw BD11 2DY – martin.mccarthy@westyorksfire.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 Memberships 2023 - 24

Full Authority

Date: 29 June 2023

Agenda Item:

08

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 2023 – 24.
- 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

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

Total number of Members: 22

Political Groups

Labour	14
Conservative	5
Liberal Democrat	1
Morley Borough Independent	1
Green	1

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	10
Liberal Democrat	2
Morley Borough Independent	2
Green	2

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 2022 – 23 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	Morley Borough Independent Seats	Green Party Seats
Executive (6)	4	1	*1		
Audit (6)	4	*	*	*	*
Finance & Resources (11)	7	*	*	*	*
Human Resources (11)	7	*	*	*	*
Community Safety (11)	7	*	*	*	*
Total	29	10	2	2	2

*To be confirmed

- 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 is satisfied it is presented in compliance with the Authority's Constitution

5 Human Resource and Diversity Implications

5.1 There are no human resource and diversity implications arising 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 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.



OFFICIAL

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

Full Authority

Date: 29 June 2023

Agenda Item:

09

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 2023 / 2024
- b) That nomination of Members be made as Authority representatives for Community Safety in each District for the year 2023 / 2024.

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

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 2022 the following Members were nominated to answer such questions and act as District Community Safety lead Members for the municipal year 2022 / 2023:

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

This report invites consideration of a similar appointments in 2023 – 24 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 is satisfied it is presented in compliance with the Authority's Constitution

5 Human Resource and Diversity Implications

- 5.1 There are no human resource and diversity implications arising 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 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- 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.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Continuously improve using digital and data platforms to innovate and work smarter.



OFFICIAL

Appointment of Member Champions 2023 - 24

Full Authority

Date: 29 June 2023

Agenda Item:

10

Submitted By: Director of Corporate Services

Purpose	To consider the appointment of Member Champions for 2023 – 24.
Recommendations	That consideration is given to the appointment of Member Champions for 2023 - 24.
Summary	<p>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.</p> <p>This report invites Members to consider appointing to these posts and any other relevant areas as appropriate.</p>

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 2022 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 2023 – 24 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 is satisfied it is presented in compliance with the Authority's Constitution

5 Human Resource and Diversity Implications

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

6 Equality Impact Assessment

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 from this report.

8 Environmental Implications

8.1 There are no environmental implications arising from this report.

9 Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- 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.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.



OFFICIAL

Representation on Outside Bodies 2023 - 24

Full Authority

Date: 29 June 2023

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 2023 / 2024.
Recommendations	That the Authority determines its appointment of representatives to the Local Government Association and other outside bodies as detailed in this report for 2023 / 2024.
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	2022 / 2023 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)

*No longer a member of the Authority

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 2023 – 24 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 2023 / 24.

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 is satisfied it is presented in compliance with the Authority's Constitution

5 Human Resource and Diversity Implications

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

9 Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- 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.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.



Minutes

Full Authority

Date: 23 February 2023

Time: 10:30

Venue: Dewsbury Town Hall

Present: Cllrs O'Donovan (in the chair), Ahmed, Almas, Anderson, Downes, Farmer, Fazal, Hall, Harrand, Hussain, Illingworth, Keith, Kirton, Midgley, Mohammed, Pollard, Renshaw, Shaheen, Tulley and Wood

In Attendance: [Click here to enter text.](#)

Apologies: Cllr Hussain, Pervaiz and Zaman

52 Chair's announcements

The Chair presented Cllr Peter Harrand with a certificate to acknowledge over 30 years service as a member of West Yorkshire Fire and Rescue Authority.

53 Admission of the public

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

54 Urgent items

There were no urgent items.

55 Declarations of Interest

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

56 Minutes of meeting held on 16 December 2022

RESOLVED

That the Minutes of the meeting held on 16 December 2022 be signed by the Chair as a correct record.

57 Matters arising

There were no matters arising from the minutes.

58 Minutes of Committees held since 16 December 2022 and of other relevant Outside Bodies

RESOLVED

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

59 Calendar of meetings 2023 – 24

The Director of Corporate Services submitted a report which sought approval for the proposed programme of meetings for 2023 – 24.

RESOLVED

That the programme of meetings 2023 – 2024 be approved as detailed at Annex A to the report.

60 Performance Management Report - 1 April to 31 December 2022

Consideration was given to a report of the Head of Corporate Services which advised of the Authority's performance against key performance indicators for the period 1 April 2022 – 31 December 2022.

A copy of the latest figures up to 22 February 2023 was presented at the meeting for Members' information.

RESOLVED

That the report be noted.

61 Programme of Change Update

Members received a report of the Director of Service Support to present the revised Programme of Change for 2023/24. The Programme of Change is updated on an annual basis to reflect the progress made, remove completed activities and include new activities, which have been approved through the annual planning cycle.

It was noted that one project is overdue but is in the final stages of completion, one project is closed, one project is on hold and several projects have been successfully completed, including Corporate Identity Refresh, Mobile Working Phase 2 and Special Projects design.

Also included within the report were details of the review of departmental business as usual (BaU), which is a two year project started in January 2022.

Members asked for further information regarding the staff shortages for the Sharepoint project, which was the only initiative on the report showing as overdue, and were advised a secondment is now in place.

RESOLVED

That the report be noted.

62 Industrial Action Update

The Deputy Chief Fire Officer submitted a report which provided members with an update on the contingency plans being put in place to ensure, so far as reasonably practicable, that, if the potential strike action called by the Fire Brigades Union (FBU) occurs, the Authority is able to continue to perform its functions.

Members received a verbal update regarding the events that have occurred since the report was written, including the current national ballot on the two year offer, which is due to close on 8 March 2023. Members challenged the report author on the budget for retention payments to contingency staff.

RESOLVED

That the plans be endorsed and the report be noted.

63 Treasury Management Strategy

The Chief Finance and Procurement Officer submitted a report which sought approval for the Treasury Management Strategy 2023 – 24.

Members were advised that CIPFA has developed a self-assessment tool to support the development of effective scrutiny and that the Chief Finance and Procurement Officer will undertake the self-assessment and report back to Finance and Resources Committee in the new financial year.

RESOLVED

That the following be approved;

- a) The Treasury Management Practices outlined in the report
- b) The capital strategy outlined in the report
- c) the borrowing strategy outlined in the report
- d) the investment strategy outlined in the report and at Appendix B to the report
- e) the policy for provision of repayment of debt outlined in Appendix D to the report
- f) the Treasury Management Prudential indicators outlined in Appendix E to the report
- g) the Capital Plan 2023/24 – 2027/28 outlined in Appendix F to the report

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

Members considered a report of the Chief Finance and Procurement Officer which presented the details of the revenue budget for 2023/24 along with the four-year Medium-Term Financial Plan and Capital Programme. Included within the report were details of the Local Government Finance Settlement 2023/24, a standstill budget, a forecast funding position, and the reserves strategy.

Members thanked the Chief Finance and Procurement Officer for such an in-depth detailed report.

Members expressed concern that a small element of the revenue budget was being applied to capital reserves. It was discussed that whilst the option to increase the precept was not

mandatory, the reductions in funding gave the Authority little option than to apply the increase. Members challenged the report author on the general fund reserve which currently stands at 4.8% and is determined by Fire Standards and our Corporate Risk Register.

Members asked for further clarification on the processes for staff opting in or out of the pension scheme.

Councillor Illingworth left the meeting.

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) 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 2023/24 of £47.947m 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 2023/24.

Authority	Tax Base 2023/24
Bradford	143,920.00
Calderdale	63,146.62
Kirklees	123,215.79
Leeds	239,337.80
Wakefield	105,564.00
TOTAL	675,184.21

- c) The Authority calculates its council tax requirements under Sections 40 to 47 of the Act for Financial Year 2023/24 as the aggregate of the following:

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

- £104,300,004 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

- £52,189,287 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

- £52,110,717 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

- £77.18 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 £52,110,717 and the council tax base is 675,184.21 which is equal to £77.18 at band D. This calculation meets the requirement under S42B of the Act.

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

Band A	£51.45
Band B	£60.03
Band C	£68.60
Band D	£77.18
Band E	£94.33
Band F	£111.48
Band G	£128.63
Band H	£154.36

- e) 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	£11,107,746
Calderdale	£4,873,656
Kirklees	£9,509,794
Leeds	£18,472,091
Wakefield	£8,147,430
TOTAL	£52,110,717

- f) Resolved 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.

65 Constitution Review

The Director of Corporate Services presented a report to inform the Authority of a proposed change to Contract Procedure Rules (CPR).

RESOLVED

That members approve the requested amendment to the Constitution.

66 Pay Policy Statement 2023 – 24

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 2023 – 24.

Members were advised that the data presented was correct at the time of writing the report but would change when the pay awards have been agreed. Members queried if there was any likelihood of industrial action by green book staff and were assured that WYFRS is signed up to the living wage foundation.

RESOLVED

That the Pay Policy Statement 2023 – 24 be approved.

Cllrs Almas, Anderson, Kirton & Mohammed left the meeting.

67 HMICFRS Action Plan Presentation

Members received an update on the response of WYFRS to the recent HMICFRS Inspection.

Members asked if London Fire Brigade had received a HMICFRS inspection and also asked for clarification of the continued use of the "stay put" policy post Grenfell. Members challenged the due date of the update to mobile data terminals and were assured this was on track and there would be a three month hand over period.

Cllrs Fazal and Hall left the meeting.

68 One View Presentation

Members were given an overview and demonstration of the new One View System.

Chair



Minutes

Full Authority

Date: 30 March 2023

Time: 10am

Venue: FSHQ

Present: Cllrs O'Donovan (in the chair), Ahmed, Almas, Downes, Farmer, Fazal, Harrand, Illingworth, Kirton, Midgley, Mohammed, Pollard, Renshaw, Shaheen, Tulley and Wood.

In Attendance: [Click here to enter text.](#)

Apologies: Cllrs Anderson, Hall, Hussain, Keith, Kirton and Pervaiz

69 Chair's announcements

There were no chairs announcements.

70 Admission of the public

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

71 Declarations of interest

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

72 Independent Review of Member Allowances

The Director of Corporate Services presented a report detailing the recent independent review of member allowances.

Members expressed thanks to Dr Hall for submitting the detailed report.

Members welcomed the removal of the deduction to member allowances for non-attendance without notice at Committees, as this was usually for a genuine unavoidable reason.

Members challenged whether it was necessary to backdate the increase to the basic allowance and acknowledged that although it was uncomfortable to discuss and approve an increase in their allowances, it was necessary as a formal review had not been completed for some time. It was considered that for democracy to thrive it has to be financially viable for members to attend committees and it was appreciated that the number of attendances can vary greatly dependant on allocation of committee places. It was noted that members have the choice to opt out from the allowances scheme should they prefer.

The chair proposed a recorded vote on the proposals and the following results were recorded:

Cllrs Ahmed, Almas, Downes, Fazal, Harrand, Illingworth, Midgley, Mohammed, O'Donovan, Pollard, Renshaw, Shaheen, Tulley and Wood voted to accept the proposals made in the report

Cllr Farmer voted to abstain.

It was, therefore;

RESOLVED

- a) That the WYFRA Basic Allowance be reset at £4,159 for 2022/23, subject to the application of the recommended indexation over future years.
- b) That all Special Responsibility Allowances (SRA) paid by the Authority for 2023/24 as set out in the report remain unchanged subject to the application of the recommended indexation, which will be further reviewed in 2025/26.
- c) That the one SRA rule only be maintained.
- d) That the current remuneration of the Independent Person and Independent Member of the Audit Committee (Co-optee) is maintained at £500, subject to the recommended indexation.
- e) That the West Yorkshire FRA allowances scheme is clarified to state that where a Member is claiming mileage allowances via travel by a hybrid or electric vehicle then HMRC rates should be paid.
- f) That current Subsistence rates be maintained.
- g) That the Authority formally adopt the indices as set out in the report for the maximum period permissible (2023-27), before the Authority is required to review indexation again.
- h) That the non attendance without notice deduction scheme is removed with immediate effect.

Chair

Agenda item 14 – Minutes of Committees held since 23 February 2023 and of other relevant Outside Bodies

Committee	Date
Audit Committee	21.04.23
Community Safety Committee	28.04.23
Finance and Resources Committee	14.04.23
Human Resources Committee	24.03.23
Local Pension Board	N/A
Outside Bodies	
LGA Fire Services Management Committee	09.12.22*
	06.03.23*
	19.05.23 (not yet available)
LGA Fire Commission	14.10.22*
	09.06.23 (not yet available)

*Were not available at the next WYFRA

Minutes

Audit Committee

Date: 21 April 2023

Time: 10:30

Venue: FSHQ

Present: Cllrs Renshaw (in the chair) and Illingworth

In Attendance: Simon Straker – Kirklees KMC (internal audit), Paul Burnham – Independent Member Audit

Apologies: Cllrs Downes, Hall, Tulley and Zaman

28 Minutes of last meeting held on 27 January 2023

RESOLVED

That the Minutes of the meeting held on 27 January 2023 be signed by the Chair as a correct record.

29 Matters arising

There were no matters arising.

30 Urgent items

There were no urgent items.

31 Admission of the public

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

32 Declarations of interest

There were no declarations of interest.

33 Abridged Performance Management Report

Consideration was given to a report of the Director of Corporate Services which informed members of the Authority's performance against Key Performance Indicators where targets are not being achieved during the period 1 April – 31 December 2022.

Members noted the recent wildfires and it was confirmed that the causes are still under investigation and would be included in next years figures.

RESOLVED

That the report be noted.

34 Service Assurance and Improvement Team Update

The Director of Corporate Services presented a report detailing the work completed by the Service Improvement and Assurance Team (SIAT), including information regarding the internal and external assurance processes of West Yorkshire Fire and Rescue Service.

Members welcomed the extremely comprehensive report and challenged the report author on the time spent analysing statistics against the time spent dealing with incidents. It was noted that as a publicly funded organisation accountability and transparency are vital and in depth analysis is essential to plan prevention work.

RESOLVED

That the report be noted.

35 Accounting Policies 2022/23

The Chief Finance and Procurement Officer presented a report detailing the accounting policies that will be applied in the preparation and presentation of the Statement of Accounts 2022/23.

Members were advised that it was good practice for the Audit Committee to review the relevant policies used in preparation of the Authority's Statement of Accounts and the policies that would be followed in the preparation of the 2022 – 23 Statement of Accounts were set out at Annex A to the report now submitted. There had been no material changes to the set of accounting policies included within the 2021 - 22 Statement of Accounts.

It was reported that the Accounts and Audit (Amendment) Regulations 2021 which were brought into force in March 2021 to amend the deadline date for publishing the Draft Statement of Accounts to 31 July for 2 years had now expired, meaning the Draft Statement of Accounts for 2022 – 23 must be published by 31 May 2023. This date was reinforced following a consultation by the Department for Levelling Up, Housing and Local Government (DLUHC).

RESOLVED

That the report be noted.

36 Risk Management Strategy Group Quarterly Update

Members were presented with a report from the Director of Corporate Services giving details of the risk management activity and developments reported to Risk Management

Strategy Group (RMSG) in March 2023 and highlighting any future risks or risk related areas.

In the period considered, 13 risks have been reviewed and Members were given a summary of the key areas as follows;

- The risk relating to 'Industrial dispute resulting in reduced levels of service and effect on reputation' has reduced from a score of 20 to 16 due to the recent FBU ballot to accept the revised pay offer.
- The risk relating to 'Failure or significant delay in responding to requests and referrals for prevention home visits that have been assessed as high risk' has reduced from a risk score of 12 to 9, due to the risk being managed effectively.

Members were provided with a breakdown of the movement of the 44 current risks over the past 12 months also provided with details of the 8 risks classified as very high.

Members challenged the rating of the risk relating to 'Industrial dispute resulting in reduced levels of service and effect on reputation'.

RESOLVED

That the report be noted.

37 External Audit Assessment of Conformance to the Public Sector Internal Audit Standards

The Chief Finance and Procurement Officer presented a report on the external quality assessment of conformance to the Public Sector Internal Audit Standards, which is a 5 yearly requirement. The report concludes that Kirklees Internal Audit Team "Generally Conforms" with the Public Sector Internal Audit Standards (PSIAS) & Code of Ethics (being the highest degree of conformance).

Members congratulated the Internal Auditors on an excellent result.

Members sought assurance that the capacity and skill set of the Internal Audit Team would be maintained in order to meet the Service Level Agreement (SLA) for the Authority.

RESOLVED

That the report be noted.

38 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 2023. Members were informed that in the period two audits have been completed, both receiving substantial assurance and that the participation in the National Fraud Initiative had identified no issues and received substantial assurance.

Members were further informed that in 2022/23, ten of the fourteen planned audits have been completed, three are currently in draft format with management and one is in progress. It was further noted that these final four were expected to receive a positive opinion, which means all items for the year will receive positive assurance.

RESOLVED

That the report be noted.

39 Internal Audit Annual Report 2022 – 2023

Members considered a report of The Chief Finance and Procurement Officer which provided a review of the Authority's system of internal audit and control and the Audit Charter & Strategy, and which asked Members to note the audit opinion on risk management and internal control during 2022/23 and approve the Audit Plan for 2023/24.

The report concluded that overall, the Authority has a sound control environment, and there are no Significant Governance Issues for inclusion in the Annual Governance Statement for 2022/23.

Members challenged the report author regarding the non inclusion of what they considered to be the two biggest threats, warfare and climate change. It was noted that these are included on the WYFRA risk register which is audited via recognised governance and audit processes and that there is work on going via the Local and National Resilience Forums. Members requested further information relating to two items receiving current media coverage: Battery Energy Storage Systems (BESS) and the Values and Culture within Fire and Rescue Services Report.

RESOLVED

- a) That the report be noted.
- b) That the Audit Plan for 2023/24 be approved

Chair



Minutes

Community Safety Committee

Date: 28 April 2023

Time: 10:30

Venue: FSHQ

Present: Cllr G Almas (in the chair), Cllrs R Ahmed, M S Fazal, P Harrand, D Kirton, M Midgley, M Pervaiz, M Pollard, K Renshaw and R Wood

In Attendance: Mr Ishaq Mahmood (Independent Person)

Apologies: None

29 Minutes of the last meeting held on 13 January 2023

RESOLVED

That the Minutes of the last meeting held on 13 January 2023 be signed by the Chair as a correct record.

30 Matters arising from the minutes.

There were no matters arising from the minutes.

31 Urgent items

There were no urgent items.

32 Admission of the public

There were no items requiring the exclusion of press and public.

33 Declarations of interest

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

34 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 – Nitrous Oxide
- b) Calderdale – Stay Safe Stay Warm
- c) Kirklees – Huddersfield University Partnership
- d) Leeds – Cost of Living Crisis Support
- e) Wakefield – Tackling Water Safety

It was emphasised that the Spotlight Ons are just examples of initiatives going on across all Districts all the time. 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. Members also passed on their thanks for the continued excellent collaborative work with partner agencies going on across all districts.

Members discussed the following points:

- a) Whether restrictions on the sale of Nitrous Oxide can be expediated by Trading Standards.
- b) The work of the Fire Investigation Team to establish whether the causes of fires across all districts are linked to the current cost of living crisis and that victims are signposted to the relevant service.
- c) The ongoing formal training taking place with Yorkshire Ambulance Service (YAS)
- d) The introduction of winter warm packs which will be updated in accordance with the change of seasons and the anonymity of accessing foodbanks and other cost of living support.
- e) The success of the recent National Fire Chiefs Council (NFCC) Be Water Aware Week

RESOLVED

That the report be noted

35 Performance Against PMI Targets 2022/23

Members received a report of the Director of Service Delivery which advised of the performance against the performance outcome targets for the period 1 April 2022 to 31 March 2023. Members were advised the final year-end figures may change very slightly following in depth audit and will be presented in full detail to the Full Authority Committee to be held on 29 June 2023.

Members requested clarification of the arson figures and discussed the recent multi agency work focused on tackling anti social behaviour in Leeds which has significantly reduced the figure, although it is still receiving a red rating. Members challenged the report author to explain the relationship of the hot weather to the huge increase in fires during the summer 2022 heatwave.

Members were advised that WYFRS must follow home office guidance on the classification of fires and that the new way of reporting Performance Management Figures via One View will provide greater clarity of the statistics in the future.

RESOLVED

That the report be noted

36 Arson Convictions 2022/23

Members considered a report of the Director of Service Delivery which advised of the arson convictions for the year 2022 – 2023, where the Fire Investigation Team have provided expert witness statements to the Crown Prosecution Service (CPS).

Members were advised that from 1st April 2022 to 31st March 2023 the Fire Investigation Unit Officers (FIOs) had investigated the origin, cause and development of fire in 216 incidents and of these they had provided 76 expert witness statements for the use of West Yorkshire Police (WYP) and the CPS. The details of the 18 cases that had been processed through the judicial system were provided in the report.

RESOLVED

That the report be noted

37 Grenfell Update

The Deputy Chief Fire Officer submitted a report to update members on the progress against the Grenfell Tower Phase 1 inquiry action plan. The report further outlined the areas covered by phase 2 of the inquiry.

The report noted that of the original 88 objectives included in the WYFRS Grenfell Action Plan which resulted from the Phase 1 inquiry, 78 have been completed and 10 local objectives remain ongoing. These have had good progress towards completion, having transitioned across to business as usual.

Members were advised that the Phase 2 hearings began on 27 January 2020 and ran through to 10 November 2022 and the report is expected to be released in late 2023. WYFRS will create an action plan to show how any necessary changes detailed in the report will be implemented and Members welcomed that staff views and opinions were sought in forming all action plans.

Following a challenge from a member regarding remediation, members were assured that WYFRS have residents' safety at the forefront and that there are strategies in place for all Higher Risk Residential Buildings (HRRBs) located within the Authority. The Service has been working closely with the responsible person for each building and there are plans to reinspect all appropriate buildings this year.

RESOLVED

That the report be noted

38 Safeguarding Activity Update

The Director of Service Delivery submitted a report informing members of the safeguarding activity undertaken during the period 1 January 2022 to 31 December 2022.

Members were advised that during the period 243 cases have generated a cause for concern. 173 of these were identified as requiring safeguarding and were referred to their local authority safeguarding team, 61 were identified as vulnerable individuals, 3 were the identification of soft intelligence and 6 were uncategorised.

The report noted that following the process review undertaken in March 2021, seven changes were identified. Four of these have been completed but three are awaiting the finalisation of the updated Cause for Concern Form. This has been unavoidably delayed due to other organisational IT System Updates. Members requested that an update on this is brought to a future committee and were reassured that the Internal Auditors had given a positive assurance opinion.

Members requested clarification of the rare occasions where the requirement to gain consent to raise a concern would be overridden.

RESOLVED

That the report be noted

39 Evaluation of Prevention Work

Members considered a report of the Director of Service Delivery which advised of the work being undertaken to evaluate the performance of our prevention initiatives, following the State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2022 report.

To demonstrate how evaluation is being used to improve how WYFRS learn from the prevention work undertaken, three evaluation reports were presented to members:

- Freshers Fair
- Ukraine Refuge Project
- Bradford Bonfire Period

RESOLVED

That the report be noted

40 Risk Based Inspection Programme Update

The Director of Service Delivery submitted a report informing members of the Risk Based Inspection Programme (RBIP) and the activities planned for 2023 – 2024.

Members were asked to note that as the national guidance on the methodology which should be incorporated into RBIPs has not yet been released, this is an interim document, to be reviewed when the guidance is published.

Members requested clarification that the sample inspections noted in the programme were in addition to the ten percent included as pro-active inspections and if they were in person or via questionnaire.

A member challenge regarding the internal assurance processes was answered as both the competence of the Fire Protection Inspectors (FPIs) and the associated assurance processes received Substantial Assurance from Kirklees Audit in March 2023. Members requested, and were provided with, clarification of prohibition and enforcement notices.

RESOLVED

- a) That the report be noted
- b) That the Risk Based Inspection Programme be approved

Chair



Minutes

Finance & Resources Committee

Date: 14 April 2023

Time: 10:30

Venue: FSHQ

Present: Cllr Steve Tulley (in the chair), Cllrs Gohar Almas, Caroline Anderson, John Illingworth, Nusrat Mohammed, Mike Pollard, Karen Renshaw (as substitute for Cllr Darren O'Donovan) and Adam Zaman

In Attendance: [Click here to enter text.](#)

Apologies: Cllrs Riaz Ahmed, Peter Harrand, Darren O'Donovan

36 Minutes of meeting held on 3 February 2023

RESOLVED

That the Minutes of the meeting held on 3 February 2023 be signed by the Chair as a correct record.

37 Matters Arising

There were no matters arising

38 Urgent items

There were no urgent items

39 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
E11	Property Capital Plan 2023 – 2024	46	Paragraph 3 – financial or business affairs

40 Declarations of interest

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

41 Insurance Renewals 2023 – 2024

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 2023 – 24.

Members were advised that the Authority joined the Fire and Rescue Indemnity Company (FRIC) for the provision of the majority of insurance cover from the 1st of April 2023 as approved at Full Authority on 23 September 2022. It was confirmed that there are some policies that sit outside of FRIC which have been subject to either competitive quotes or annual renewal under long-term agreements. Members challenged that the Excess Employers Liability had doubled but it was noted that it is expected that in the future the Authority will be able to collaborate with the other twelve members of FRIC to purchase those policies not covered by FRIC.

The report author was requested to outline the benefits of joining FRIC as opposed to WYFRS being its own insurers.

RESOLVED

That the outcome of the insurance renewals process be noted.

42 Efficiency and Productivity Plan 2023 – 2024

Members considered a report of The Director of Service Support which presented the West Yorkshire Fire Authority Efficiency and Productivity Plan, which details how we aim to deliver efficiencies and increase productivity against national targets set for the 2021/22 - 2024/25 spending review period.

Members were advised that the plan had been sent to the Fire Minister at the Home Office by the deadline of 31 March 2023 and had been published on the Authorities web site.

Members made the following comments and observations;

- That it is an excellent report but if further efficiencies are enforced WYFRS will have concerns regarding their ability to continue to serve the communities of West Yorkshire, although it is pleasing to note that many of the efficiencies are not detrimental to front line staff.
- That the huge reduction in resources since 2010 is communicated to the general public within the Community Risk Management Plan (CRMP)
- That the lower rate of dwelling fires relative to other metropolitan fire and rescue services highlights the success of the WYFRS Prevention Strategy, including safe and well visits
- That the turnover of staff has improved overall
- If recruitment should be extended further afield for on call stations, which is always under consideration and monitored using highly developed software modelling.

RESOLVED

That the Efficiency and Productivity Plan 2023/24 be noted.

43 Operations Equipment Capital Draw Down

The Director of Service Delivery presented a report requesting approval to purchase Breathing Apparatus (BA) Cylinders, BA Compressors, Ladders and Thermal Image Cameras. Members were advised that the purchase of these items was approved in the capital plan for 2023/24.

Members welcomed the investment into upgraded equipment to keep fire fighters safe. Members discussed the storage of lithium batteries and were informed of the options available when dealing with these types of fires, for which operational staff have received additional training. Members were further informed that the Thermal Image Cameras would be used alongside drones to provide additional capability.

Members were assured that old equipment would be recycled, auctioned for sale or donated to charity in accordance with their life expectancy.

RESOLVED

That the purchase of the Operation Equipment requested is approved.

44 Vehicle Replacement Programme 2023 – 2024

The Director of Service Delivery presented a report requesting approval to replace 21 fire appliances and to purchase an additional 10 fire appliance chassis to avoid a manufacturer price increase in January 2024.

Members were informed of the increased water storage capabilities of the new appliances and the report author explained the historic move from Volvo to Scania chassis.

RESOLVED

That the purchase of 21 fire appliances and 10 fire appliance chassis is approved

45 Mobile Data Terminal (MDT) Hardware Capital Draw Down

Members considered a report from the Director of Service Support seeking approval to replace the Mobile Data Terminal (MDT) hardware in all fire appliances. These funds were approved at the Full Authority budget meeting held on 24 February 2022 and were slipped into the 2023/24 capital plan.

Members discussed the differences in classification of revenue and capital costs for hardware and software.

RESOLVED

That the purchase of Mobile Data Terminal (MDT) hardware is approved

46 Property Capital Plan 2023 – 2024

(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 and upgrade projects across the estate's portfolio as part of the 2023 – 24 Capital Plan as detailed in the report now submitted.

Members challenged the use of a paid provider for the installation of EV Charging Points when there could be free installation available from some energy companies.

Members were assured that all tenders stipulate deadline dates and that there was a degree of confidence that all schemes would be completed within this financial year to prevent inflationary cost increases.

RESOLVED

That the proposed capital expenditure on itemised property management projects as detailed in the report be approved.

Chair



Minutes

Human Resources Committee

Date: 24 March 2023

Time: 10:30

Venue: FSHQ

Present: Cllrs Shaheen (in the chair), Anderson, Harrand, Keith, Kirton, Midgley
Mohammed, Pervaiz, Pollard (as substitute for Cllr Hall) and Wood

In Attendance:

Apologies: Cllr Hall

1 Minutes of meeting held on 20 January 2023

That the Minutes of the last meeting held on 20 January 2023 be signed by the Chair as a correct record.

2 Matters arising

There were no matters arising

3 Urgent items

There were no urgent items

4 Admission of the public

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

5 Declarations of interest

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

6 Mental Health and Wellbeing Review

The Chief Employment Services Officer presented a report detailing the recent in depth review of the Mental Health and Wellbeing provision for WYFRS staff.

Members challenged the report author on the definition of a traumatic incident and the support available via the Employee Assistant Programme (EAP). Members sought confirmation that staff were given encouragement to take the first step in accessing help as it was acknowledged this was the most challenging issue and that information regarding Mental Health and Wellbeing Support is included in the new staff induction programme.

Members welcomed the introduction of the well being fund and the improved manager training and were interested to learn about the Wellbeing and Inclusion Champions relaunch.

RESOLVED

That the report be noted.

7 Gender and Pay Gap Report

Members considered a report of the Chief Employment Services Officer giving details of the Gender Pay Gap for the year ending 31 March 2022.

Members were pleased to note that the pay gap has reduced to 2% which is a further reduction on the 2021 pay gap and 6.3% below the Office for National Statistics (ONS) figures for 2022.

It was noted that whilst in the short term, the success in employing more female firefighters would have a negative effect on the gender pay gap, it would result in there being a more diverse pool of staff available to apply for the higher paid jobs when they become available, thus having a positive effect on the gender pay gap in the longer term.

RESOLVED

That the report be noted.

8 Activity Report

The Chief Employment Services Officer submitted a report which advised Members of the key HR metrics for the reporting period ending 31 December 2022, including establishment strength, sickness absence data and high-level discipline and grievance figures.

Members were provided with a Supplementary Sickness Report giving the latest figures to March 2023.

Members were advised that the targets for the next financial year were currently being discussed and that there are plans to make them more achievable as it has been acknowledged across the board that attendance levels in all areas have not recovered to pre Covid levels. Ongoing research into the new ways of working and the shift in the way society functions will be fed into the targets.

RESOLVED

- a) That the report be noted.
- b) That the new posts as listed in the report now submitted be approved.

9 Pay and Industrial Relations

The Chief Employment Services Officer gave a presentation with an update on the current position regarding pay offers and the ongoing possibility of Industrial Action by Green Book Staff.

10 Staff Survey Results

Members received a presentation from the Chief Employment Services Officer with details of the results of the Staff Survey, which was undertaken in November and December 2022.

Members were advised that WYFRS have had to use a new provider this time as the provider previously used no longer offered the service. This means that year on year comparisons are difficult but that the new technology offers improved data analysis.

Members questioned whether the figures reflected a true representation of all staff and it was confirmed that the response rate of 53% was accepted by statisticians as an acceptable figure. Members were reassured that all staff are encouraged to complete the survey and that the Fire Brigades Union (FBU) encourages their members to complete it.

Chair

Minutes of last Fire Services Management Committee meeting

Fire Services Management Committee

Friday, 9 December 2022

Hybrid Meeting - 18 Smith Square and Online

Attendance

An attendance list is attached as **Appendix A**

Item	Decisions and actions
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1	Welcome, apologies and declarations of interest
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The Chair welcomed members to the meeting.

Apologies were received from Fiona Twycross, Cllr John Shuttleworth and Cllr Darren O'Donovan. Cllr Les Byrom substituted for Fiona Twycross.

There were no declarations of interest.

The Chair congratulated Fiona Twycross on her recent elevation to the House of Lords and informed members that although she would be remaining on FSMC, she would be handing over the Labour Lead Member role to Cllr Greg Brackenridge.

2	Minutes of the previous meeting held on 23 September 2022
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The minutes of the meeting held on 23 September 2022 were agreed as an accurate record.

3	Finance update
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The Chair invited CFO Ben Ansell (BA), NFCC Finance Lead, to update members on the latest financial situation for FRAs.

BA thanked all the members who had engaged in the recent lobbying for greater funding and financial flexibilities for FRAs. The letters had been well co-ordinated and well received. The continued focus was on an inflationary (CPI) uplift in the Business Rates Multiplier and Revenue Support Grant and £5 precept flexibility for Band D properties. The recent Autumn Statement had seen some welcome movement from the Government in relation to increasing the council tax referendum threshold from 2-3% but further funding details would not be released until the Local Government Finance Settlement, due on 20 or 21 December.

Members' comments and questions:

- The Chair thanked Ben and the NFCC for all their hard work in attempting to secure additional funding for the sector.
- Was the £5 precept flexibility request landing well with decision makers? BA said that the indications were that this was the right ask of Government in terms of scale and in comparison to the Police, and it seemed to be gaining some traction.
- The issue of lack of capital grant funding for FRAs was raised and the fact that capital spending had to be raised through revenue. Could Government be lobbied on this point? BA agreed that this needed to be raised as part of a wider conversation about fire funding. In particular, the functional split between the Home Office and DLUHC on fire policy and funding was an ongoing issue.
- Was the survey of FRAs now complete? BA confirmed that the survey had been completed and had been used to back up the case put to Government. The results had been shared within the Fire Finance Network and with LGA officers.

Decision:

FSMC **noted** the update.

4 Accountability and Transparency

The Chair invited Lucy Ellender (LE), Senior Adviser, and Jonny Bugg (JB), Head of Fire Strategy and Reform Unit - Home Office, to introduce the update.

LE reported that the Home Office had originally agreed to hold a discussion on governance at the current meeting but, given that the response to the Fire Reform White Paper consultation had not yet been released, they had asked (after the agenda had been circulated) for it to be postponed to the following meeting.

JB said that the new Minister, Chris Philp, had already shown some positive engagement on the fire agenda and remained committed to reform through the White Paper response. The London Fire Brigade's Culture Review had ignited significant interest in Parliament and the Minister was keen to address the problems it had highlighted. The Minister was also focussed on the finance and productivity agenda and JB considered that this was key to future funding. Finally, contingency planning for possible strike action was an area of immediate concern for the Home Office.

Members' comments and questions:

- Was the need for additional funding for FRAs for responding to the increasing number of flooding and wildfire incidents being communicated to the Minister? JB said that the Home Office was pushing for additional funding for change programmes but he couldn't give any further details until after the Local Government Finance Settlement.
- Concern was expressed that, by putting off the debate, the Home

Office was avoiding conversations on accountability and transparency. JB sought to reassure members that this was not the case and that the conversations would be more productive when the response to the White Paper consultation had emerged.

- Concern was expressed over the Home Office's commitment to the reform agenda set out in the White Paper and whether there would be sufficient parliamentary time and priority given to fire reform legislation. JB said that his hopes were high for fire and policing legislation in the 4th session of Parliament and this remained a priority for the Home Office.
- The Chair asked if the Home Office could give some thought, ahead of the discussion at FSMC, to what they considered accountability and transparency to mean and whether this necessarily needed to involve significant changes to governance in FRAs.

Decision:

FSMC **noted** the update and the postponement of the discussion on accountability and transparency until the FSMC meeting in March 2023.

5 Wildfires

The Chair invited Paul Hedley (PH), NFCC Wildfires Lead, to deliver his presentation.

PH ran through the unprecedented extent and impact of the wildfires during the 2022 season and the measures being taken by NFCC to try to mitigate risk. He reported that he had just launched a survey of FRSs on the impact of the 2022 wildfires, and on resilience in the sector more broadly.

Following the presentation, Rebecca Johnson (RJ), Adviser, drew members attention to the recommendations in the report and asked for their views on how best FSMC could support the NFCC work on wildfires.

Members' comments and questions:

- Members discussed the pros and cons of increased regulation to restrict the sale of high-risk items such as disposable barbecues, Chinese lanterns and fireworks. It was agreed that it would be useful to develop a wider evidence-based national strategy to look at the issues involved, and the possibility of holding a summit with all interested stakeholders (e.g. local authorities, supermarkets, FRAs) was suggested as a means of taking this forward in the first instance. Stronger public education/information campaigns were considered vital in highlighting the risks. Additional resources would need to be found for local authorities to support effective enforcement if regulation was to be increased. The Australian system of linking restrictions on barbecues to weather warnings was highlighted as a good best practice example that could be followed.
- Members further discussed the resources needed for FRSs to tackle the increasing number of wildfires, including the cost

effectiveness of aerial control with helicopters.

Decision:

It was agreed that:

1. FSMC work with the NFCC to push for more national capacity to support Fire and Rescue Services (FRS) in fighting wildfires
2. FSMC support and promote NFCC's work around wildfires including an updated and enhanced Wildfire Prevention Toolkit and National Training Packages
3. That FSMC amplifies national messages around wildfire awareness and safety and encourages government to launch a national awareness campaign around the risks of wildfires.
4. Officers carry out further research to enable FSMC to develop a position on the sale of disposable barbeques and other high-risk items such as lanterns and fireworks. This work to include considering whether to hold a workshop (potentially at the LGA Fire Conference) with stakeholders to discuss the issues.

Action:

Officers to carry out further work on 4) above and report back to a future FSMC meeting.

6 Emergency Services Mobile Communications Programme (ESMCP) update

The Chair invited Ian Taylor (IT), Senior User and Business Change Lead, NFCC, and Simon Parr (SP), Senior Responsible Owner, Home Office, to introduce the update.

SP updated members on developments with ESMCP since the previous report on the Business Case in March 2021. The Competition and Markets Authority (CMA) had carried out an investigation into Motorola, the suppliers of the current Airwave system, in relation to excess profits and possible deliberate delays to the introduction of the less profitable Emergency Services Network (ESN). The CMA published provisional findings in October 2022 and concluded that Motorola were making supernormal profits – at current prices, the opportunity to earn just under £1bn of excess profits between now and 2029. The CMA announced their intention to impose a price control to restrict excess profit, to require Motorola to facilitate a workable transition between Airwave and ESN and to instruct the Home Office to fully introduce ESN by 2029 at the latest. Motorola had decided to step away from delivering ESN at the end of their current contract in 2024 and were currently negotiating early release (Dec 2022). Market engagement had begun on reprocurring the ESN contract with a view to formally launching the process in early 2023 and starting a new contract in early 2024. The network contract with EE was also due to expire in 2024 and conversations were taking place about how to proceed on this front. SP concluded that, in spite of all the problems, the strategic case for ESN remained very strong as the Airwave technology gets closer to becoming obsolete.

IT added that in the light of the Motorola contract termination, those FRSs

that had been early adopters of ESN would unfortunately have to be transitioned back off early in 2023. Finally, IT drew members attention to recommendation 2 in the report and advised FRAs not to anticipate any Airwave related savings in their budget setting due to the possibility of legal challenge by Motorola.

Members' comments and questions:

- The logic behind taking early adopter services off ESN was queried. IT confirmed that once the Motorola contract ended, the data centres that enabled the system to function would no longer be accessible and so continuing would not be possible. This was very disappointing for those FRS's as ESN had proved extremely effective.
- It was suggested that the developments with Motorola might provide an opportune moment to review the whole project and the rationale behind it. SP ran through the benefits of ESN and explained that it would combine the benefits of standard mobile phones with new robust devices with access to reliable high bandwidth broadband.
- Cllr Carter, the FSMC representative on the ESMCP Fire Customer Group, reiterated the huge potential of ESN and reassured members that, despite the setback with Motorola, everything was being done by officers to bring the system to fruition.

Decision:

FSMC:

1. **noted** the content of the report
2. **acknowledged** the advice that FRAs may be best placed not to anticipate any Airwave related savings at this time.

7 **Manchester Arena Inquiry - Emergency Response report**

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

MN reported that one of the key findings from the second report of the Inquiry was that interoperability between the emergency services, in particular the Joint Emergency Services Interoperability Principles (JESIP), broke down on the night of the attack. The report recommendations were largely designed to ensure that this process worked better in practice in future. The NFCC had set up a working group to take forward the Inquiry's recommendations. Para 19 of the report set out how the FSMC could work to support FRAs to assure themselves their service was responding to the Inquiry's recommendations and successfully embedding the JESIP principles. This would include developing a guidance document for FRA members and working with the NFCC, Home Office and HMICFRS to implement the Inquiry's recommendations.

Decision:

FSMC:

1. **Noted** the publication of the second report from the Inquiry;

2. **Agreed** the work programme outlined in paragraph 19;

8 **LGA Annual Fire Conference and Exhibition 2023**

The Chair invited Rebecca Johnson (RJ), Adviser, to introduce the report.

RJ invited members to submit any ideas for conference sessions to officers by e-mail. The aim was to send out formal invites prior to Christmas.

Members' comments and questions:

- It was suggested that a session on JESIP and the role of Local Resilience Forums should be included given the Manchester Arena Inquiry report's criticisms
- It was suggested that the Local Government Minister, Lee Rowley MP, should be invited to talk about finance amongst other things
- The timing of the conference in relation to possible strike action by FBU members was raised and how this might impact on the programme
- Funding by FRAs for FSMC member attendance at the Conference was raised as an issue. Members agreed that all FSMC members should be able to attend conference if they wished to. MN agreed to speak to the LGA's political group offices to try and seek a resolution.

Decision:

FSMC **noted** the theme and draft programme for the Annual LGA Fire Conference and Exhibition 2023 and agreed to send ideas and suggestions for sessions to officers by e-mail.

Action:

MN to speak to political group offices about funding attendance at LGA Fire Conference.

9 **LGA Plan 2022-25**

The Chair invited MN to introduce the report.

MN explained that the Plan was a deliberately high level document that set the LGA's direction for the next 3 years, including several priorities around fire and rescue and building safety. The Plan had been signed off by the LGA Board in October 2022 and was presented for the Committee to note.

Decision:

FSMC **noted** the LGA Plan 2022-25.

10 **Workforce update**

The Chair invited Gill Gittins (GG), Senior Adviser (workforce and negotiations) and Claire Hey (CH), Senior Pensions Adviser, to introduce the update.

GG updated members on the latest industrial relations situation. The FBU strike action ballot would be closing on 30 January. Only where such a ballot produced a majority in favour of strike action and at least 50 per cent of those eligible to vote had voted, would the action be lawful. Further, in the case of important public services, such as the fire and rescue service, at least 40 per cent of those eligible to vote must have voted to support the action.

Talks were still ongoing with the FBU. However, it remained the position that there was no additional money available. The employers were also open to continued discussion on the 5 other points in the pay claim. GG highlighted the support available to FRAs to help with technical matters relating to the process of industrial action ballots including the legal requirements and, for example, wider matters such as calculation of pay deductions (should strike action take place). Information was available on the website and had already been provided directly to FRA/Ss. GG urged members to direct any queries to firequeries@local.gov.uk as the quickest way of getting a response.

CH drew members attention to an e-mail sent to CFOs and Chairs advising that a number of employment tribunal claims had been lodged by FBU members in relation to a long-running retained firefighters legal issue. Officers were proposing a collective defence to those claims under the existing cost-sharing arrangements.

Decision:

FSMC **noted** the update.

11 Building Safety update

The Chair invited Marshall Scott (MS), NGDP trainee, to introduce the update.

MS highlighted three issues from the report: (i) DLUHC had launched its first attempt to issue a Remediation Order, in Stevenage, under the new Building Safety Act; (ii) DLUHC was working on a decant protocol around Ministerial expectations of councils and FRS's as a result of Suffolk FRS's partial prohibition of a building in Ipswich; and (iii) Treasury approval had now been given for a number of Building Safety Regulator business cases including funding for Local Authority Building Control (LABC) and NFCC.

Decision:

FSMC **noted** the update.

12 National Fire Chiefs Council update

FSMC **noted** the update without discussion.

13 Fire Standards Board update

The Chair invited Cllr Nick Chard, LGA representative on the Board, to introduce the update.

Cllr Chard highlighted the 3 'asks' of FRA members listed at the end of the report.

Decision:

FSMC:

1. **noted** the contents of the report for information;
2. **agreed** to provide ongoing support to officers in enabling and empowering them to engage in the development and implementation of the Fire Standards both in production and when published; and
3. **agreed** to encourage the monitoring of the benefits of the Fire Standards in their services.

14 FSMC update

FSMC update

The Chair invited RJ to introduce the update.

RJ indicated that she was happy to take questions on the report.

Members' comments and questions:

- Roger Hirst reported that the APCC and NPCC had formally written to Government Ministers with some specific asks around the new Levelling Up and Regeneration Bill. These were (i) that a clause be inserted in the Bill enabling the transfer of Community Infrastructure Levy funding to emergency services, including FRAs; (ii) introducing a new 'duty to share' on councils in respect of the Community Infrastructure Levy; and (iii) that 'commencement' and 'completion' of development be defined to indicate precise timing of payment of any monies due. MN agreed to find out where conversations between LGA planning colleagues and the NFCC had got to on this issue and report back to Committee.

Decision:

FSMC **noted** the update.

Action:

MN to speak to NFCC colleagues about planning gain.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chair	Cllr Frank Biederman	Devon & Somerset Fire & Rescue Authority
Vice-Chair	Cllr Keith Aspden	City of York Council
Deputy-Chair	Cllr Greg Brackenridge	West Midlands Fire and Rescue Authority
Deputy-Chair	Cllr Rebecca Knox	Dorset & Wiltshire Fire & Rescue Authority
	Cllr Eric Carter	Shropshire and Wrekin Fire Authority
	Cllr Mark Healey MBE	Devon and Somerset Fire and Rescue Authority
	Mr Roger Hirst	Police, Fire and Crime Commissioner for Essex
	Cllr Nick Chard	Kent & Medway Fire & Rescue Authority
	Cllr Nikki Hennessy	Lancashire Combined Fire Authority
	Cllr Jane Hugo	Lancashire Combined Fire Authority
	Cllr Jeremy Hilton	Gloucestershire County Council
	Cllr Luke Frost	Cleveland Fire & Rescue Authority
	Cllr Les Byrom CBE (as sub)	Merseyside Fire & Rescue Authority
Apologies	Dr Fiona Twycross	Greater London Authority
In Attendance	Cllr Nigel Smith	North Wales Fire & Rescue Authority
	Jonny Bugg (for item 4)	Home Office
	CFO Ben Ansell	NFCC
	CFO Paul Hedley (for item 5)	NFCC
	Ian Taylor (for item 6)	NFCC
	Simon Parr (for item 6)	Home Office

Minutes of last Fire Services Management Committee meeting

Fire Services Management Committee

Monday, 6 March 2023

Hybrid Meeting - Crowne Plaza Hotel, Nottingham and Online

Attendance

An attendance list is attached as [Appendix A](#)

Item	Decisions and actions
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1	Welcome, apologies and declarations of interest
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The Chair welcomed members to the meeting. He introduced the new FSMC Equalities Advocate – Cllr Jane Hugo - and paid tribute to Cllr Keith Aspden (who was standing down as a councillor at the May 2023 elections) for all his work on the Committee as Lead Member for the Liberal Democrat group.

Apologies were received from Fiona Twycross, Cllr Roger Price and Cllr Darren O'Donovan. Cllr Les Byrom was substituting for Fiona Twycross.

2	Minutes of the previous meeting held on 9 December 2022
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The minutes of the meeting held on 9 December 2022 were agreed as an accurate record.

3	Fire Service Culture
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The Chair invited Mark Norris (MN), Principal Policy Adviser, to introduce the report.

MN set out some of the recent issues and incidents which had shone a light on culture within a number of Fire & Rescue Services (FRS) in England and Wales. The importance of the LGA continuing to work jointly with the National Fire Chiefs Council (NFCC) on addressing the challenges was stressed. Comments were invited from members on the proposed next steps and future actions outlined in paragraph 35.

Cllr Jane Hugo, FSMC Equalities Advocate, stated that there was plenty of best practice and skills/expertise both within and outside the sector that could be shared, and stressed the importance of all partners working together to address the worrying situation.

Mark Hardingham (MH), NFCC Chair, stated that FRSs were not yet as diverse as they should be and, although there had been progress in recent years, e.g. through establishing a Core Code of Ethics and the Fire Standards Board, there was much work still to be done. The current situation represented a failure of leadership within the sector and the challenge of addressing it ranked alongside the responses to Grenfell and Manchester Arena. MH outlined some of the measures being taken by the NFCC, including internal restructuring and establishing an external advisory group. Finally, it was important to link this into the wider fire reform agenda currently being taken forward by the Home Office.

Alex Hill, HMICFRS, reiterated that their inspection process had highlighted the fact that the people pillar was the one area that FRSs struggled with more than any other. HMICFRS was currently producing a 'spotlight' report on this issue which could feed into the wider work to address the problems. HMICFRS was also learning and adapting its inspection process in the light of emerging incidents and also using learning from recent experiences in police services.

Jonny Bugg (JB), Head of Fire Strategy and Reform Unit, Home Office, stated that this was a key issue of concern for the Minister, and the Home Office response to the Fire Reform White Paper would likely contain more about improving values and ethics. A 4th session Bill in Parliament was still on course. He reported that later in the Spring, the vetting system for FRS employees would be upgraded to move it in line with other public-facing professions. The vital importance of maintaining the trust and confidence of the public was emphasised

Members' comments and questions:

- Whilst there were 20 out of the 44 FRSs that HMICFRS had identified as requiring improvement on EDI issues, it should not be forgotten that 24 were performing well and there was plenty of good practice that could be used to support the 20. The LGA's sector-led support offer was highlighted as a means of helping FRAs and it was suggested that there would be benefits of jointly delivering this with the NFCC
- Support and training for EDI champions and other FRA members was requested to enable proper scrutiny of senior officers. The questions asked by HMICFRS of FRS's during an inspection could also be fed in
- It was stated that proposed Home Office reforms around governance and operational independence of CFOs were a distraction and would not address the underlying cultural issues in the sector. By contrast, it was stated that two thirds of the White Paper was about people and professionalism, and the FSMC should therefore get behind and embrace these proposed reforms which were essential in order to drive longer-term cultural change in the sector. The importance of strong leadership, and of embedding meaningful change within all processes in an FRS, was highlighted
- Members felt that the final bullet point in 'next steps' around engaging with the Home Office on sector-led support should be clarified and strengthened, with particular reference to seeking

funding for the LGA to provide peer support. In this regard, it was suggested that, following the publication of the HMICFRS spotlight report, a meeting be convened with the LGA, NFCC and Home Office to work out a way forward in terms of roles, responsibilities and funding. JB agreed that this would be a useful exercise in relation to directing existing funding more effectively

- It was considered vital for FRA members to appreciate the importance of communication and transparency within their service, from the bottom up, and to challenge their senior leadership team on those grounds
- The penultimate bullet point around legal frameworks was considered to be vital. Similarly, how FRSs operate, for example through the watch system, was central to the culture issue and needed to be looked at as part of a fundamental review. The Trade Unions should be a key partner in this work.
- All services could learn lessons from Dorset & Wiltshire, South Wales and London and how they considered, with hindsight, that they might have handled their interactions with the media in particular, differently.

In summarising, the Chair asked that the next steps be strengthened to include engagement, not just with NFCC, but also with the Home Office, HMICFRS and Trade Unions to consider a way forward for the sector as a whole, in order to tackle these deep-seated issues. MN added that officers would draft a revised next steps action plan, based on the comments made during the discussion, and bring it back to FSMC Lead Members for final agreement. This could then be used as a starting point for joint discussions with the NFCC, Home Office, HMICFRS and Trade Unions.

Decision:

- FSMC endorsed the next steps set out in the report, subject to the amendments agreed above

Action:

- Officers to redraft next steps in line with comments made and bring back to Lead Members for agreement

4 Building Safety Regulator update

The Chair invited Richard Fowler (RF), Head of Service Delivery and Improvement NFCC, to introduce the update.

RF reminded members of the background and context to the establishment of the new Building Safety Regulator (BSR) and how it would be operating, with 9 regional teams and MoUs with individual FRSs, with work carried out on a recharge basis.

RF then outlined current concerns with the new system – (i) recruitment and retention of sufficient FRS staff; (ii) availability of training providers; (iii) sufficiency of funding to resource the required work; (iv) HSE stating that inspection of existing buildings will be the exception, not the norm; (v)

definition of a building in multi-occupancy spaces.

Members' comments and questions:

- Allowing developers to employ their own building control officers was considered to be a mistake. Suggestion that recruiting 'clerks of works' roles could provide an additional layer of security. RF said that monitoring of building works should step up under the new system, albeit not necessarily under a clerk of works
- Could the LGA provide support to FRSs on charging for their work, utilising experience of councils in this area?
- Concern was expressed that funding from FRSs would get diverted into BSR activity and away from day-to-day fire service activities
- Further clarity was sought on the MoUs and when these would be available for FRAs to see and comment on? RF confirmed that MoUs were being prepared between the 9 regional teams and their constituent FRSs and would be available shortly
- Charles Loft, Senior Adviser, added that the LGA's Grenfell Working Group was meeting later in the week and would be discussing writing a letter to the Minister on the concerns around the definition of a building. It was agreed that the FSMC Chair should add his signature to this letter.

Decision:

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

5 State of Fire & Rescue, Spotlight Report and Round 3 Inspections

The Chair invited Alex Hill (AH), HMICFRS, to introduce the update.

AH reported on the recently published State of Fire & Rescue report (the first by new HMI, Andy Cooke), the final tranche of round 2 inspections and plans for the forthcoming round 3 inspections. The key points were as follows:

- An ongoing call for reform in the State of Fire & Rescue report – of the 6 national recommendations, only 2 had so far been implemented
- The importance of the inspection process in driving sustained improvement in services was emphasised
- For round 3, inspections would be in small batches, rather than larger tranches, to enable services to receive their reports in a more timely fashion. In addition, there would no longer be 'pillar' judgements and a 5th grade – 'adequate' – was being introduced. An innovative / promising practice section would be added to reports in order to help promote positive good practice
- Overall, the results from tranche 3 had been good although there were 4 new causes for concern
- Fire protection and risk planning had improved significantly
- Many services were still not prioritising prevention activity sufficiently and almost half of services were below 'good'

- Responses to routine and major incidents remained excellent
- Performance on efficiency varied considerably across services with appropriate allocation of resources against risk being a particular concern
- Performance across the people pillar remained worrying with 26 services requiring improvement. An Engage process had been set up with a Fire Performance Oversight Group (FPOG) established. Two services had entered this process on the back of serious concerns around culture

Decision:

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

6 LGA Fire Conference update

The Chair invited Rebecca Johnson (RJ), adviser, to introduce the update

RJ advised members that the full final conference agenda was now on the website. The Minister would now be joining the conference plenary session online rather than in person. The improvement workshop had had to be withdrawn due to speaker availability but there were still 4 other workshops to choose from. Over 180 delegates had signed up for the conference.

Decision:

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

7 Workforce update

The Chair invited Sarah Ward (SW), Principal Adviser, Workforce, and Claire Hey (CH), Senior Pensions Adviser, to introduce the update.

CH provided members with 2 updates since the report had been submitted:

- 1) The Home Office had just launched a consultation on the changes needed to the pension scheme regulations to implement the retrospective part of the age discrimination remedy. Officers were currently working through this substantial document and would report back to members. Deadline for submission – 23 May 2023
- 2) The Department for Work and Pensions had recently reset pensions dashboard activity, with a new later connection deadline to be agreed.

SW ran through the pay claims for green, grey and gold book staff as set out in paragraphs 37-48 of the report. Subsequent to the update being sent out, the FBU had just announced that their members had voted to accept the National Employers grey book offer, which had averted strike action by firefighters.

SW highlighted the workshop on the Core Code of Ethics that would be taking place the following day as part of the LGA Fire Conference. She also referred to the work of the Inclusive Fire Service Group and tie in with the Committee's previous discussion on culture in the fire and rescue service.

Finally, SW highlighted the LGA's proposed approach to responding to the Home Office's Minimum Service Levels consultation for Fire & Rescue staff, as set out in paragraph 58 of the report.

Members' comments and questions:

- Cllr Chard, as Chair of the Employer's Side, NJC for LAFRS, thanked the workforce team officers for all their hard work and support in relation to all the recent pay claims. This was echoed by the FSMC Chair.
- The Chair informed members that this was CH's final FSMC meeting before taking up a new role and put on record the Committee's gratitude for all her hard work and support over the years of her employment at the LGA.

Decision:

- Fire Services Management Committee **noted** the update and **endorsed** the proposed approach to responding to the Home Office Minimum Service Levels consultation set out in paragraph 58 of the report.

8 Building Safety update

The Chair invited Marshall Scott (MS), NGDP Graduate, to introduce the update.

MS drew the following points from the report to members attention:

- Latest DLUHC figures on remediation showed a marginal improvement
- Officers continued to promote the work of the Joint Inspection Team
- Ongoing concerns over the establishment of the new BSR (as discussed in item 4)
- The HSE had just launched its 'Be Ready' campaign
- The LGA had been finalising its response to the DLUHC consultation on proposed changes to Approved Document B
- The LGA's improvement work had been progressing well

Decision:

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

9 National Fire Chiefs Council update

The Chair invited MH to introduce the update. MH indicated that he was happy for the report to be taken as read and to take questions as required.

Decision:

Fire Services Management Committee **noted** the update without discussion.

10 Fire Standards Board update

The Chair invited Cllr Nick Chard, the LGA's representative on the FSB, to introduce the update.

Cllr Chard highlighted the conference plenary session on Fire Standards and encouraged members to attend to gain a better understanding of their roles and responsibilities as FRAs in relation to the Standards. Jonny Bugg reiterated the importance of the new Leadership and People Standards in helping to address the challenges highlighted in previous conversations on culture in the fire service.

Decision:

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

11 FSMC update

The Chair invited RJ to introduce the update.

RJ highlighted the upcoming Leadership Essentials course and thanked members for publicising this through their networks. The next meeting of the LGA's EDI Network would also be taking place on 22 March.

Members' comments and questions:

- A further update on the ESMCP programme was requested for a future meeting

Decision:

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

Action:

- Officers to schedule item on ESMCP at next FSMC meeting

Appendix A -Attendance

Position/Role	Councillor	Authority
Chair	Cllr Frank Biederman	Devon & Somerset Fire & Rescue Authority
Vice-Chair	Cllr Keith Aspden	City of York Council
Deputy-Chair	Cllr Rebecca Knox	Dorset & Wiltshire Fire & Rescue Authority
Deputy-Chair	Cllr Greg Brackenridge	West Midlands Fire & Rescue Authority
Members	Cllr Eric Carter	Shropshire and Wrekin Fire Authority
	Cllr Mark Healey MBE	Devon and Somerset Fire and Rescue Authority
	Mr Roger Hirst	Police, Fire and Crime Commissioner for Essex

	<p>Cllr Nick Chard Cllr Nikki Hennessy Cllr Jane Hugo Cllr Jeremy Hilton Cllr Les Byrom (as sub) Cllr Nigel Smith (as sub)</p>	<p>Kent & Medway Fire & Rescue Authority Lancashire Combined Fire Authority Lancashire Combined Fire Authority Gloucestershire County Council Merseyside Fire & Rescue Authority North Wales Fire & Rescue Authority</p>
Apologies	<p>Dr Fiona Twycross Cllr Roger Price Cllr Darren O'Donovan</p>	<p>Greater London Authority Hampshire & Isle of Wight Fire & Rescue Authority West Yorkshire Fire & Rescue Authority</p>
In Attendance	<p>Cllr John Shuttleworth Mark Hardingham CFO Justin Johnston Richard Fowler Alex Hill Alexandra Blohm Jonny Bugg Cllr Carolyn Lambert Susannah Hancock Steven Adams Joanne Livingstone</p>	<p>Co. Durham & Darlington Fire & Rescue Authority NFCC NFCC NFCC HMICFRS HMICFRS Home Office East Sussex Fire Authority NFCC NFCC Chair Firefighters' Pension Scheme Advisory Board</p>
LGA Officers	<p>Mark Norris Sarah Ward Rebecca Johnson Charles Loft Claire Hey Marshall Scott Gill Gittins Jamie Osowski Elena Johnson Jonathan Bryant</p>	<p>Principal Policy Adviser Principal Adviser – Workforce Policy Adviser Senior Adviser Senior Pensions Adviser NGDP Graduate Senior Adviser (Workforce and Negotiations) Adviser - Workforce Firefighters' Pensions Adviser Member Services Officer</p>

Minutes of last Fire Commission meeting

Fire Commission

Friday, 14 October 2022

Hybrid Meeting - 18 Smith Square and Online

Attendance

An attendance list is attached as [Appendix A](#)

Item	Decisions and actions
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1	Welcome, Apologies and Declarations of interest
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The new Chair welcomed members to the meeting and introduced himself.

Apologies were received from Cllr Carolyn Lambert, Cllr Darren O'Donovan, Cllr Dave Norman, Cllr Duncan Crow, Cllr Brenda Massey, Cllr Andy Crump, Cllr Morris Bright, Cllr Brian Kenny, Cllr Nikki Hennessey, Cllr Cal Corkery and Paul Fell.

There were no declarations of interest.

2	Minutes of the previous meeting held on 10 June 2022
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The minutes of the previous meeting held on 10 June 2022 were agreed as an accurate record.

3	Home Office - verbal update
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Jonny Bugg (JB), Head of the Fire Strategy and Reform Unit at the Home Office, introduced a short recorded message from the new Fire Minister – Jeremy Quin MP. In this, the Minister confirmed (a) that the Home Office would not be financially supporting a new pay offer to help resolve the dispute with the FBU; and (b) that a response to the consultation on the Fire Reform White Paper would be published before the end of 2022. The Chair thanked the Minister on behalf of the Fire Commission.

Members' comments and questions:

- Members felt it was disappointing that the Minister had not been able to find the time to attend the meeting in person. JB apologised on behalf of the Minister and added in his defence that his sole focus to date during his short time in the role had been on leading on facilitating the arrangements for HM the Queen's funeral. He added that the Minister had committed to address the LGA Fire Conference in March 2023. In addition, being a Minister of State in

the House of Commons should give more influence with other Government departments

- Disappointment was expressed at the Minister's decision not to intervene financially in the pay dispute. More generally, the view was expressed that fire had always been a 'cinderella' service when it came to Government funding and the new Minister's praise and admiration for the fire service should be backed up by increased investment. The split in responsibility and funding between the Home Office and DLUHC was not considered helpful in this respect. JB responded that the Minister had concluded early on that it was not appropriate for the Home Office to intervene in a pay dispute given the current NJC mechanism. He added that the Home Office had a good record in terms of getting funding from the Treasury although clearly, serious conversations were needed about the future.
- There were aspects of the White Paper, such as operational independence, which the sector could get on with implementing without waiting for the Government response. Others, such as governance, would be more challenging but the LGA should continue to work with the Home Office to find the best solution.

4 Resilience and Climate Change

The Chair invited CFO Ben Brook (BB), Warwickshire FRS and NFCC Climate Change lead, to give his presentation.

BB informed members of the NFCC's approach to Environment, Climate Change and Sustainability, particularly in relation to the large number of wildfires that hit the country during the Summer. BB set out both the legal and moral/ethical duties on the fire sector to act in relation to contributing to the UK's net zero target.

BB reported that there had been 976 wildfires in the UK so far this year related to the record high temperatures - a huge increase on previous years. Flooding events were also becoming more frequent with the changing climate. BB argued that climate change was an emerging and growing risk that needed to be taken into account by FRSs in their Community Risk Management Plans. This also needed to be reflected in emerging Fire Standards and in the Fit for the Future document.

BB talked about the toolkit that was being developed by the NFCC to help FRSs to understand the future risks and how to be best prepared to tackle them. He appealed to members to send him any examples of good practice in this field that could be included as part of the toolkit. It was hoped that the toolkit would be ready for use within the next 6 months and following that, a process of evaluation and stakeholder feedback would take place.

Members' comments and questions:

- Further detail was sought on the grant funding available to FRAs to increase their sustainability. BB said that he was working with a successful bidder to develop best practice that would be included

in the toolkit.

- The sheer pace of climate change impacts was raised and whether services could be prepared for the impacts in an increasingly short timeframe. Had the NFCC been working with colleagues internationally who might be further down the line in terms of impacts than the UK? BB said that the use of data for predicting extreme events needed to be improved, with more emphasis on prevention. The Climate Change Committee was due to release a report on wildfires in the near future which would be very helpful. The NFCC lead on wildfires, Paul Headley, would be attending the FSMC meeting in December to talk about his work. NFCC were engaged closely with the Metro Fire Chiefs in the US, AFAC in Australia & New Zealand and FEU in Europe.
- What more could the sector be doing to join up and capture all the data on wildfires and other events in order to build a case to put to the Home Office for greater resourcing? BB said that the NFCC was leading on debrief sessions following the Summer's wildfires and this would feed into further discussions with Government. This would also support the NFCC's project on the Economic and Social Impact of Fire & Rescue.
- The point was made that wildfires were often started by people's behaviour resulting from a lack of understanding of the risks. Whilst this has clearly been exacerbated by climate change, links needed to be made to education and overcoming 'psychological distance'.
- The importance of joining up with the devolved administrations over flooding prevention work and general catchment management was emphasised, particularly in relation to the River Severn. BB agreed that the discussions needed to be more wide-ranging than just wildfires and to take into account less well-known issues such as the impact of soil degradation on buildings.
- The Chair of Cheshire FRA outlined some of the actions they were already taking in relation to climate change, including building the first zero carbon fire station in the country. Early sight of some of the data in the toolkit was requested in order to further help planning. BB agreed to share this with the CFO.
- What more could be done to make things under the direct control of FRAs, such as buildings and vehicles, more sustainable? BB said that the NFCC was working to ensure that climate change preparation was embedded in all their work strands, including property, procurement etc.
- Members asked if the statistics from the presentation could be shared. BB agreed.

Decision:

Fire Commission **noted** the presentation.

Action:

BB to share wildfire statistics with LGA colleagues for circulation.

5 Building Safety Regulator update

The Chair invited Charles Loft (CL), Senior Adviser, to introduce the update.

CL briefly updated members on LGA activity since the previous Fire Commission meeting. Officers had continued to monitor the progress of the Building Safety Act's implementation and had planned related improvement work for FRAs. A response to the Emergency Evacuation Information Sharing (EEIS) consultation had been submitted and more specifically, concern expressed about the potential transfer of liability from responsible persons to the fire service.

CL then introduced Sandra Tomlinson (ST) and James Tancred (JT) from the Health & Safety Executive to give members an update on the new Building Safety Regulator (BSR).

ST and JT gave a presentation on the new Multi-Disciplinary Teams (MDT), comprising the BSR, local authorities and FRAs, and how they would jointly deliver building control and building assessment certification under the new regime. This had been a key recommendation of the Hackitt Review of Building Regulations and Fire Safety in the wake of the Grenfell tragedy. Each of the partner regulators would be reimbursed for their work within the MDTs with the NFCC setting the rates. The processes for both Building Control applications and In-Occupation Building Assessment Certificate applications were outlined. FRAs and local authorities would also retain their regulatory role under the Fire Safety and Housing Acts. The BSR was developing Memorandums of Understanding with FRAs and local authorities and also producing a National Framework Document that would set out in detail roles and responsibilities and the expectations of the BSR. Finally, the timeline for implementation of the new regime was presented.

Members' comments and questions:

- In response to a question about the strengthening of post-Grenfell regulation, ST confirmed that, as well as new high-rise buildings, the new regime applied to any works to existing buildings that would have to go through building regulations. As part of the new Gateway process, no works could begin on site until design approval had been achieved. Bringing FRSs into the MDTs would strengthen the voice of the fire sector in the process.
- Clarification was sought on the role of the new statutory resident panel. ST said that an interim panel was set up in December 2021 and that the final panel would be put in place by December 2022. She agreed to provide a further update to members following the meeting.
- Concern was expressed about the potential for the new regime to slow down the planning process, particularly in relation to new build housing. ST said that the Gateway 1 process had been in place now since August 2021 and the HSE was using that to advise of any potential building safety issues with projects moving forward. It was hoped that this would save time down the line when the building control regulator regime came into force.
- Members requested that the slides from the presentation be shared. ST agreed to this request.

Decision:

Fire Commission **noted** the presentation and update.

Actions:

HSE to provide copy of presentation slides and further update on resident panel.

6 Economic and Social Value of the UK Fire & Rescue Service

The Chair invited Assistant CFO Dan Quinn Shropshire FRS, and NFCC project lead to deliver his presentation.

DQ gave members a brief overview of the NFCC's Economic and Social Value of the UK FRS project, which aims, for the first time, to put a monetary value to the services provided by fire and rescue services in the UK. This will help negotiations around funding nationally, and also at a local level to allow FRS's to direct resources to the most beneficial activities. The final report was officially launched at the NFCC Autumn Conference. The initial report covered English FRS's with a further phase 2 report covering the whole of the UK. The digital tool for individual FRSs would be launched towards the end of 2022.

DQ reported that over the period 2016/17 – 2018/19 the model estimated that the value of saved property due to FRS intervention was £4.45bn per annum and the value of saved lives was £5.35bn per annum. There were also significant savings from water rescue, making environments safe, clearing spills and leaks, medical assistance and extrications. For every £1 spent on the Fire and Rescue Service there was £6.17 saved. DQ finished by saying that this was an ongoing project and he looked forward to further data and improvements from services to fine tune the model.

Members' comments and questions:

- Some of FRSs' work around prevention and protection – e.g. drowning prevention education work – is difficult to quantify. How could this be taken into account as part of the model? DQ said that they had done the best they could with the data currently available but this kind of activity had been identified as an area where more work was necessary in order to more accurately quantify the benefits. Work was currently taking place across the NFCC, for example through evaluation of the Community Risk Programme to try and address any gaps or shortfalls.
- Had the Home Office been made aware of this project and its implications in terms of resourcing the sector? DQ confirmed that they had held discussions with the Home Office team that was looking into the economic cost of fire around some of the methodology used in the model. DQ would be holding a workshop session at the LGA Fire Conference in March 2023 and was happy to present to any audience that members felt might be helpful.

Decision:

Fire Commission **noted** the presentation.

7 Fire Commission and FSMC priorities 2022-23

The Chair invited Lucy Ellender (LE), Senior Adviser, to introduce the report.

LE briefly outlined the work priorities for 2022-23 that had been agreed by the Fire Services Management on 23 September. This included the addition of two new priorities from those agreed for 2021-22 – Sector-Led Improvement and Climate Change.

Decision:

Fire Commission **noted** the report.

8 Workforce update

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

CH reported that since the update had been written, the proposed remedy hearing to assess injury to feelings awards had been vacated to enable all parties to negotiate a settlement. This applied only to claims bought by the FBU. The Government had confirmed that it would be covering the cost of these claims on the basis that funding would be provided to FRAs before they would be required to make any payments. The LGA would be persisting with its representations to Government that they must fund all other costs arising from the Sargeant discrimination case.

GG reported that in relation to the FBU's postal ballot, referred to in para 40 of the report, the timetable had now been pushed back, although it was not known by how much. In relation to para 41 of the report, updated FAQs and a template letter had been completed and were available for FRAs to use in local communications with their workforce to reflect local circumstances.

In relation to previous comments made during agenda item 3 by the Minister and Home Office representative, GG reminded members that recommendations from pay review bodies were often not accompanied by additional funding from Government.

Decision:

Fire Commission **noted** the update.

9 Building Safety update

Noted with item 5.

10 National Fire Chiefs Council update

The Chair invited Mark Hardingham (MH), NFCC Chair, to introduce the update. In view of the time, MH indicated that he was happy to take any questions from members on the update.

Members' comments and questions:

- The Chair asked MH to pass on the Commission's thanks to firefighters for the incredible work they did to tackle the summer wildfires.
- The climate change work needed to be joined up with effective public education campaigns about the risks associated with certain behaviours that lead to wildfires.

Decision:

Fire Commission **noted** the update.

11 Fire Standards Board update

The Chair invited Cllr Nick Chard and Mark Hardingham to introduce the update. Cllr Chard indicated that, in view of the time, they were happy to take questions on the report.

Decision:

Fire Services Management Committee **noted** the update without discussion.

12 Fire Commission update

The Chair invited Rebecca Johnson (RJ), Adviser, to introduce the update.

RJ highlighted some of the upcoming events that were outlined in the report.

LE reported that the Competition and Markets Authority had just released findings in relation to ESMCP and had provisionally concluded that Motorola, which operates the Airwave network, appears to be able to charge the Home Office (which represents the emergency services) prices well above competitive levels, resulting in higher costs which would ultimately be paid by taxpayers. The CMA had therefore outlined a set of proposed changes to limit the price that Motorola could charge to a level that would apply in a well-functioning, competitive market

Decision:

Fire Commission **noted** the update.

Appendix A -Attendance

Position/Role	Councillor	Authority
Chair	Cllr Frank Biederman	Devon County Council
Vice-Chair	Cllr Keith Aspden	City of York Council
Members	Cllr Paul Duckett	Bedfordshire Fire & Rescue Service
	Cllr Paul Gittings	Royal Berkshire Fire Authority
	Cllr Simon Rouse	Buckinghamshire and Milton Keynes Fire Authority
	Cllr Edna Murphy	Cambridgeshire and Peterborough Fire Authority
	Cllr Janet Willis	Cumbria County Council
	Cllr Trevor Ainsworth	Derbyshire County Council
	Cllr Sara Randall Johnson	Devon and Somerset Fire and Rescue Authority
	Cllr Simon Coles	Somerset County Council
	Cllr Rebecca Knox	Dorset and Wiltshire Fire and Rescue Service
	Cllr John Shuttleworth	Co. Durham and Darlington Fire Authority
	Cllr Carol Theobald	East Sussex Fire Authority
	Ms Jane Gardner	Essex Deputy Police, Fire & Crime Commissioner
	Dr Fiona Twycross	Greater London Authority
	Cllr David Lancaster	Greater Manchester Combined Authority
	Cllr Steve Williams	Greater Manchester Combined Authority
	Cllr Dylan Butt	Greater Manchester Combined Authority
	Cllr Rhydian Vaughan MBE	Hampshire and Isle of Wight Combined Fire Authority
	Cllr Roger Price	Hampshire and Isle of Wight FRA
	Cllr John Briggs	Humberside Fire Authority
	Cllr Nick Chard	Kent and Medway Fire and Rescue Authority
	Cllr Stuart Tranter	Kent and Medway Fire and Rescue Authority
	Cllr David O'Toole	Lancashire Combined Fire Authority
	Cllr John Shedwick	Lancashire Combined Fire Authority
	Cllr Neil Bannister	Leicester, Leicestershire & Rutland Combined Fire Authority
	Cllr Lindsey Cawrey	Lincolnshire County Council
	Cllr Les Byrom CBE	Merseyside Fire and Rescue Authority
	Cllr Elwyn Williams	Mid and West Wales Fire Authority
	Cllr Gordon Stewart	Northumberland County Council
	Cllr Jenny Hannaby	Oxfordshire County Council
	Cllr Eric Carter	Shropshire and Wrekin Fire Authority
	Cllr Charlie Hogarth	South Yorkshire Fire and Rescue Authority
	Cllr Rachel Bailey	Cheshire Fire Authority
	Cllr Mark Healey MBE	Devon and Somerset Fire and Rescue Authority
	Cllr Lynn Hall	Cleveland Fire Authority
	Cllr James Doyle	Tyne and Wear Fire Authority
	Cllr Jeremy Hilton	Gloucestershire County Council
	Cllr Ruth Skelton	Derbyshire Fire and Rescue Authority

	Cllr Steven Lambert	Buckinghamshire and Milton Keynes Fire Authority
	Cllr Ian Roome	Devon and Somerset FRA
	Cllr Luke Frost	Cleveland Fire Authority
	Cllr Tom Woodwark	Tyne & Wear Fire & Rescue Authority
	Cllr Denise Turner-Stewart	Surrey County Council
	Cllr Jane Hugo	Lancashire Combined Fire Authority
	Cllr Colleen Atkins MBE	Bedfordshire Fire & Rescue Authority
	Cllr Byron Quayle	Dorset & Wiltshire Fire & Rescue Authority
	Cllr Donald Davies (as sub)	Avon Fire Authority
	Cllr Tina Claydon	North Wales Fire & Rescue Authority
Apologies	Cllr Brenda Massey	Avon Fire Authority
	Mr Roger Hirst	Police, Fire and Crime Commissioner for Essex
	Cllr David Norman MBE	Gloucestershire County Council
	Cllr Morris Bright MBE	Hertfordshire County Council
	Paul Fell	Northants Police Fire & Crime Commissioner
	Cllr Andy Crump	Warwickshire County Council
	Cllr Duncan Crow	West Sussex County Council
	Cllr Darren O'Donovan	West Yorkshire Fire and Rescue Authority
	Cllr Carolyn Lambert	East Sussex Fire Authority
	Cllr Nikki Hennessey	Lancashire Combined Fire Authority
	Cllr Cal Corkery	Hampshire & Isle of Wight Combined Fire Authority
In Attendance	Mark Preece	Gloucestershire FRS
	Neil Odin	Hampshire & Isle of Wight FRS
	Mick Osborne	Buckinghamshire FRS
	Phil Shillito	Humberside FRS
	Steve Helps	Durham & Darlington FRS
	Steven Adams	National Fire Chiefs Council
	Mark Hardingham	National Fire Chiefs Council
	Jonny Bugg	Home Office
	Ben Brook	Warwickshire FRS and NFCC
	Dan Quinn	Shropshire FRS and NFCC
	Sandra Tomlinson	Health and Safety Executive
	James Tancred	Health and Safety Executive



OFFICIAL

Calendar of Meetings 2023 - 24 Amendment

Full Authority

Date: 29 June 2023

Agenda Item:

15

Submitted By: Director of Corporate Services

Purpose

To consider an amendment to the approved calendar of meetings for 2023 – 24.

Recommendations

That the revised calendar of meetings 2023 – 24 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 dates of various committees as detailed below and in the revised calendar in Annex A to this report.

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 2023 – 24

1 Introduction

- 1.1 The programme of meetings for the 2023 - 24 municipal year was originally approved at the February 2023 meeting of the Full Authority.
- 1.2 An amendment is now proposed in respect of the dates of the July Audit, Community Safety and Finance and Resources Committees, and the Audit, Human Resources and Local Pension Board Committees in October, January and April.

2 Information

- 2.1 The 2023 - 24 dates of the committee meetings were agreed at the meeting of the Full Authority on 23 February 2023.
- 2.2 Consideration has been given to annual leave already booked and the quarterly reviews reported by our Internal Auditors.

3 Financial Implications

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

4 Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5 Human Resource and Diversity Implications

- 5.1 There are no 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 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;
- 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.
 - Provide ethical governance and value for money.

- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

PROGRAMME OF MEETINGS 2023 / 2024

FRIDAY 10.30 AM AUDIT COMMITTEE	FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE	FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE	FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE	FRIDAY 12:00 LOCAL PENSION BOARD (UPON RISING OF HR)	FRIDAY 10.30AM AUTHORITY
28 July 2023	14 July 2023	21 July 2023	4 August 2023	4 August 2023	Friday 29 September 2023
27 October 2023	13 October 2023	20 October 2023	6 October 2023		Friday 15 December 2023
9 February 2024	26 January 2024	2 February 2024	19 January 2024	19 January 2024	Thursday 22 February 2024
26 April 2024	22 March 2024	19 April 2024	15 March 2024		Thursday 27 June 2024 (AGM)



OFFICIAL

Constitution Review

Full Authority

Date: 29 June 2023

Agenda Item:

16

Submitted By: Director of Corporate Services

Purpose	To report on the annual monitoring and review of the Authority Constitution.
Recommendations	That Members consider this report and, if in agreement, approve the recommendations detailed at paragraph 2
Summary	This report contains proposals for amendments to the Constitution which require Member approval.

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None

Annexes: Schedule of Proposed Amendments

Introduction

- 1.1 The Authority has a formal Constitution. Article 14 of the Constitution requires the Monitoring Officer to monitor and review the operation of the Constitution and make recommendations for changes as necessary to maintain its relevance and effectiveness.

Information

- 2.1 Member approval was given at the Full Authority on 23 February 2023 to amend the Contract Procedure Rules (CPR) and the appropriate updates have been made to the Constitution.
- 2.2 Member approval was given at the Full Authority EGM on 30 March 2023 to amend the Member Allowances Scheme following a full independent review and the appropriate updates have been made to the Constitution.
- 2.3 The Chief Employment Services Officer has requested minor amends to the wording within the constitution.
- 2.4 Change of name from IRMP to CRMP

Financial Implications

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

Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

Human Resource and Diversity Implications

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

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	DD/MM/YY
Date EIA Approved	DD/MM/YY

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

Health, Safety and Wellbeing Implications

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

Environmental Implications

8.1 Once approved it is proposed to circulate the updated Constitution to members via email and also provide a link to the updated version which will appear on the West Yorkshire Fire and Rescue external website, thus reducing the printing output.

Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;

- 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.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Continuously improve using digital and data platforms to innovate and work smarter.

Conclusions

10.1 Members are requested to approve the amendments to the Constitution.

Constitution amends (June 2023)

Page/Para	Original	Updated to	Reason
65-83	CPR 2022	CPR 2023	Amendments to CPR approved at meeting of the Full Authority in February 2023
105/8	The Authority has a published scheme for Members' Allowances which is subject to annual review	The Authority has a published scheme for Members' Allowances which is subject to annual review and quadrennial review by an independent remuneration panel in accordance with The Local Authorities (Members' Allowances) (England) Regulations 2003	Independent Member Allowances Review
147		In accordance with the above, the scheme is reviewed every 4 years.	Independent Member Allowances Review
147/3	(save for the costs of the provision of a mobile telephone to the Chairman of the Authority for official use only).	Delete	Independent Member Allowances Review / Mobile phones no longer issued
148/5	The amounts referred to in paragraphs 3 and 4 shall be increased yearly with effect from 1 April 2004 and 1 April each year thereafter in line with any increase in the Annual Local Government pay percentage increase (linked to spinal column point 49 of the NJC Scheme on pay and conditions for	The amounts referred to in paragraphs 3 and 4 shall be indexed to the annual percentage salary increase that is applicable to staff as agreed each year by the National Joint Council for Local Staff, specifically at the percentage increase that applies to Spinal Column Point 43, and to be implemented from the start of the municipal year, for which year it is applicable.	Independent Member Allowances Review

Page/Para	Original	Updated to	Reason
	Local Government Services).		
148/6	These allowances shall be indexed by reference to annual increases in the Local Government NJC Employee Allowances for Travel and Subsistence and adjusted with effect from 1 April each year in accordance with any awards made.	Mileage allowance for travel shall be indexed to the HMRC mileage rates and subsistence allowances shall be indexed to the same rates and conditions that are applicable to Officers of the WYFRS and adjusted with effect from the start of the municipal year, for which year they are applicable.	Independent Member Allowances Review
150/10.1	If any Member fails to attend a meeting or undertake a scheduled approved duty without good reason or if the alternative fails to give notice of being unable to attend in sufficient time to enable the Committee Secretariat to invoke the substitution scheme to the satisfaction of the Chief Finance & Procurement Officer, then a sum of £50 will be deducted from any allowances due to the Member. A Member may appeal against any such deduction to the Executive Committee.	Delete	Independent Member Allowances Review
151	Schedule 1. Members' Allowances From 1.4.2022	Schedule 1. Members' Allowances 2022/23	Independent Member Allowances Review

Page/Para	Original	Updated to	Reason
152	Schedule 2. Travel Allowances 2019/20	Schedule 2. Travel Allowances 2022/23	Independent Member Allowances Review
153	Subsistence Allowance (Out Of West Yorkshire)	Subsistence Allowance 2022/23	Independent Member Allowances Review
155/4	Part 6 Paragraph 10.1 of the Authority's Constitution allows for a deduction of £50 to be made from a Member's allowances payment for non-attendance at meetings where no, or insufficient, notice has been given.	Delete	Independent Member Allowances Review
155/4	For the avoidance of doubt, apologies will be formally acknowledged by this office with an individual reference number. Should a Member not receive the number in advance of the meeting date, they must assume that apologies have not been recorded and would be at risk of having a deduction made from their allowances. Please contact Committee Services by telephone immediately.	Apologies will be formally acknowledged by this office with an individual reference number. Should a Member not receive the number in advance of the meeting date, they must assume that apologies have not been recorded. Please contact Committee Services by telephone	Independent Member Allowances Review
158/3.1	...within the authorised permanent employee establishment	...within the approved budget	Change of wording

Page/Para	Original	Updated to	Reason
67/6.1	...shall be reported to the Director of Human Resources,	...shall be reported to the Chief Employment Services Officer	Correction of job title
21/9.2	Integrated Risk Management Planning	Community Risk Management Plan	Update



[Protective Markings]

Performance Management Report

Full Authority

Date: 29 June 2023

Agenda Item:

17

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@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Performance Management Report
1 April 2022 – 31 March 2023

1 Introduction

- 1.1 The attached Performance Management and Activity Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance against targets.
- 1.2 The report shows a summary of the cumulative performance for the year 1 April 2022 to 31 March 2023 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 is satisfied it is presented in compliance with the Authority's Constitution

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 with the Community Risk Management Plan 2022-25 strategic priorities below;

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

9 Conclusions

9.1 That Members note the report.

Performance Management and Activity Report 2022/23

Period covered: 1 April 2022 – 31 March 2023
Date Issue: 29 June 2023



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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 2022 – 31 March 2023.

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 (2019/22)	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 (2022/23)	End of Year (2022/23)
		2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23	2021/22	2022/23		
Arson	6383	1979	2094	1270	2472	1209	962	1196	1064	5654	6592	3.3%	6592
Actual Rescues	1621	294	306	372	298	290	297	278	305	1189	1204	-25.7%	1204
Total Activity	24209	6835	7002	6443	8664	5998	5759	5741	5235	25017	26660	10.1%	26660
Dwelling Fires	1144	281	272	276	278	252	260	261	269	1070	1079	-5.7%	1079
Non-Domestic Building Fires	406	93	91	86	95	85	83	94	92	358	361	-11.1%	361
Prevalence of False Alarms	10558	2609	2744	3113	3237	2948	2990	2595	2332	11265	11303	7.1%	11303
Fire-Related Injuries	181	41	44	35	26	29	33	29	50	134	153	-15.5%	153
Road Traffic Collisions	645	138	150	156	150	163	149	131	144	588	591	-8.4%	591
Malicious False Alarms	358	85	102	107	80	113	93	73	70	378	345	-3.6%	345

Service Delivery Indicators

Description	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Cumulative	
	(Apr-Jun)		(Jul-Sep)		(Oct-Dec)		(Jan-Mar)			
	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23	2021-22	2022-23
Accidental Dwelling Fires (per 10,000 dwellings)	2.43	2.28	2.40	2.41	2.13	2.19	2.27	2.27	9.23	9.15
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.09	0.04	0.04	0.04	0.13	0.04	0.09	0.09	0.35	0.22
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.04	0.04	0.04	0.00	0.09	0.04	0.13	0.00	0.30	0.09
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.30	1.17	1.13	0.82	0.74	0.87	0.78	1.69	3.94	4.55
(a) Number of Serious Injuries (per 100,000 population)	0.13	0.13	0.56	0.09	0.13	0.13	0.04	0.13	0.87	0.48
(b) Number of Slight Injuries (per 100,000 population)	1.17	1.04	0.56	0.74	0.61	0.74	0.74	1.56	3.08	4.07
The percentage of dwelling fires attended where there was a working smoke alarm which activated	57.30%	62.13%	60.87%	52.52%	61.11%	57.31%	62.45%	61.34%	60.37%	58.29%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	18.86%	18.01%	16.30%	24.82%	22.62%	18.46%	14.18%	18.96%	17.94%	20.11%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	3.56%	3.68%	1.81%	2.16%	3.17%	3.46%	3.07%	2.97%	2.90%	3.06%
The percentage of dwelling fires attended where no smoke alarm was fitted	20.28%	16.18%	16.30%	24.82%	13.10%	20.77%	20.31%	16.73%	18.79%	18.54%
Number of calls to malicious false alarms (per 1000 population) – attended	0.04	0.04	0.05	0.03	0.05	0.04	0.03	0.03	0.16	0.15
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	7.84	8.54	11.41	10.26	10.63	10.97	8.92	7.91	38.80	37.68
False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	1.01	1.04	1.23	1.19	1.19	1.21	1.05	0.99	4.49	4.43
Fires in non-domestic premises (per 1000 non-domestic premises)	1.10	1.08	1.02	1.13	1.01	0.98	1.11	1.09	4.25	4.28
Number of Primary Fires (per 100,000 population)	34.85	33.12	30.95	38.66	30.39	30.47	28.78	31.04	124.97	133.29

Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	1.65	1.82	1.43	1.08	1.04	1.34	1.04	2.08	5.16	6.33
Arson Incidents – All Deliberate Fires (per 10,000 population)	8.58	9.08	5.50	10.72	5.24	4.17	5.18	4.61	24.51	28.57
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	1.30	1.33	1.08	1.56	1.12	1.24	1.08	1.27	4.59	5.40
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	7.27	7.75	4.42	9.15	4.12	2.93	4.10	3.34	19.92	23.18

3. Site Specific Risk Inspections (including Fire Safety)

Below is a summary of Site-Specific Risk Inspections (SSRIs) undertaken in the financial year 2022-23. The visits were generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area.

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

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

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Completed	213	273	336	216	231	308	203	241	193	301	353	214	3082

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.

We have built on our success over the last five years and have established more robust quality assurance processes. We are implementing opportunities to learn from domestic fires to improve our understanding of risk and by implementing triage processes to ensure those vulnerable to fire receive the support they require in a timely fashion.

We have considered the findings from the most recent HMICFRS inspection and have implemented processes to ensure visits are undertaken on a prioritised basis and completed within a prescribed timeframe.

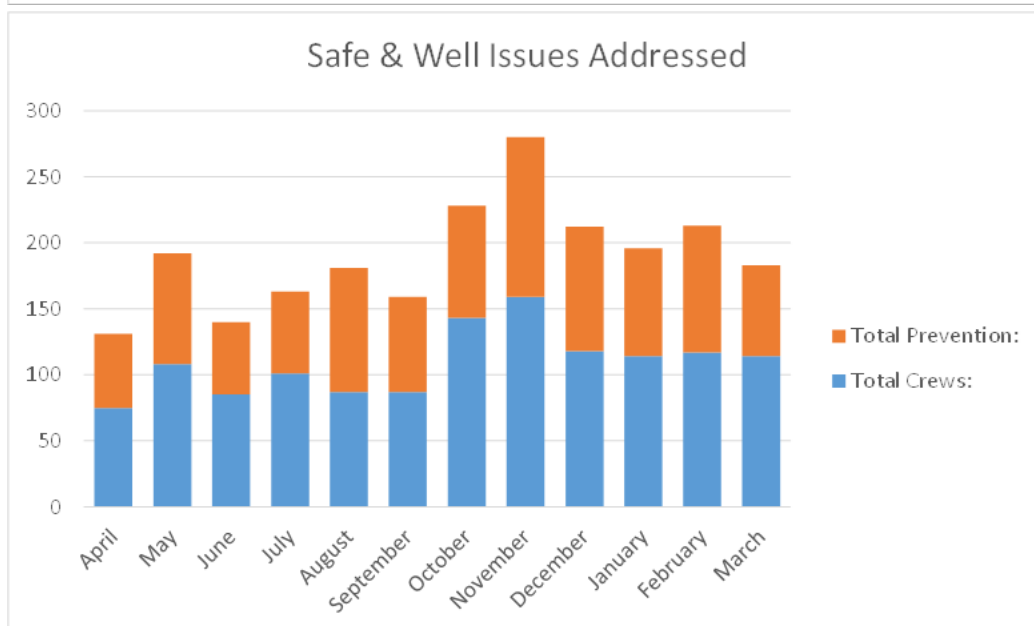
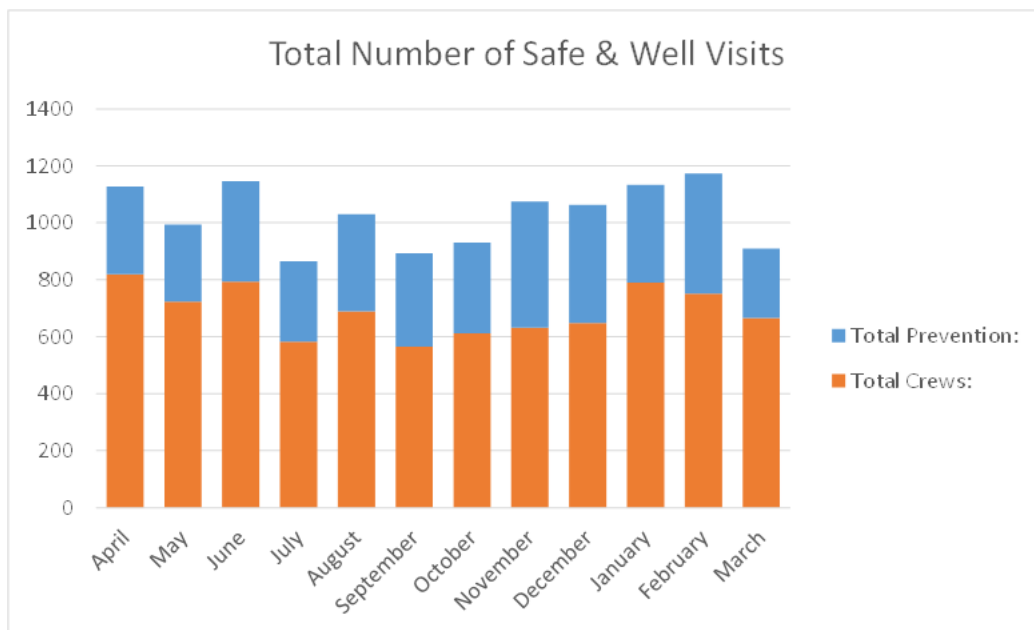
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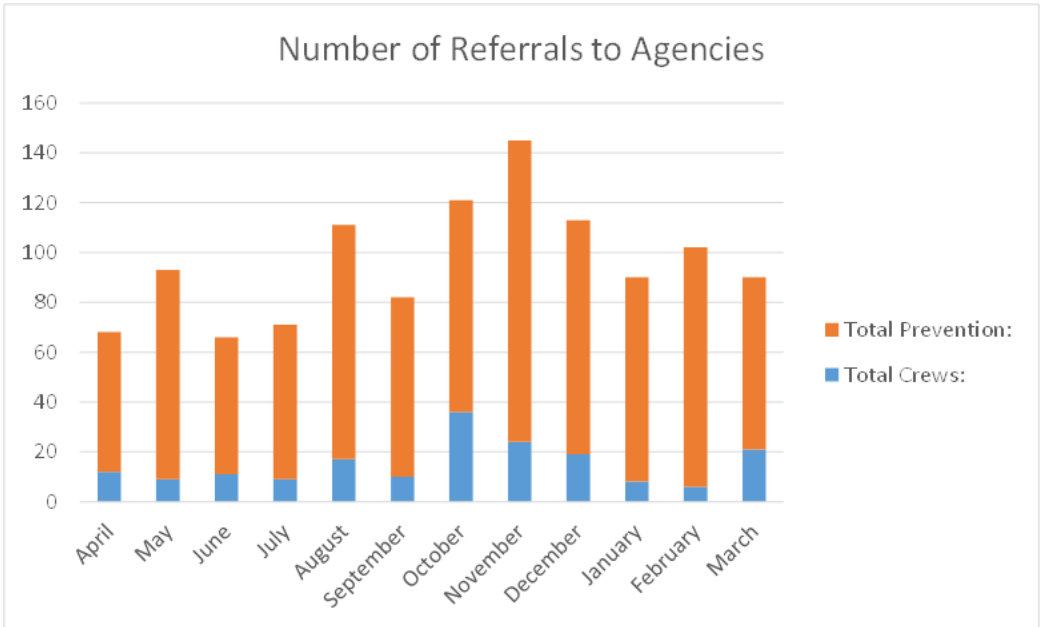
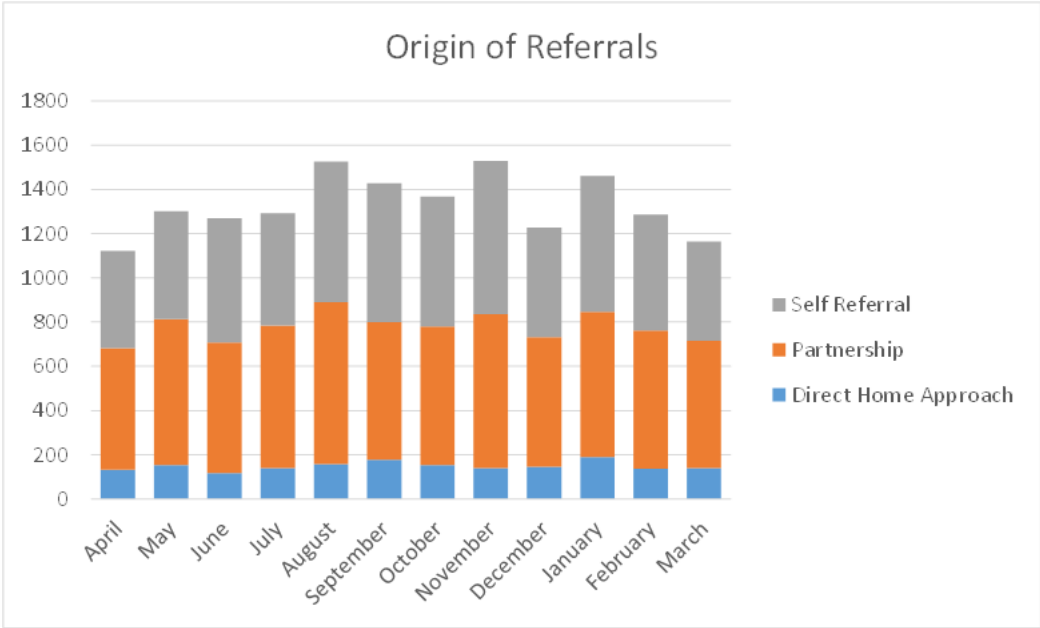
We are now undertaking visits at a rate greater than pre-covid delivery, we aim to increase this rate as we progress through the year by targeting visits in areas where antisocial behaviour is prevalent whilst also responding to referrals from partners. We are revisiting our partnerships to ensure we are targeting our responses at the most vulnerable people in our communities.

In 2022/23, 12,336 Safe and Well visits were undertaken.

When delivering safe and well visits, providing high quality advice to the right people is key.

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



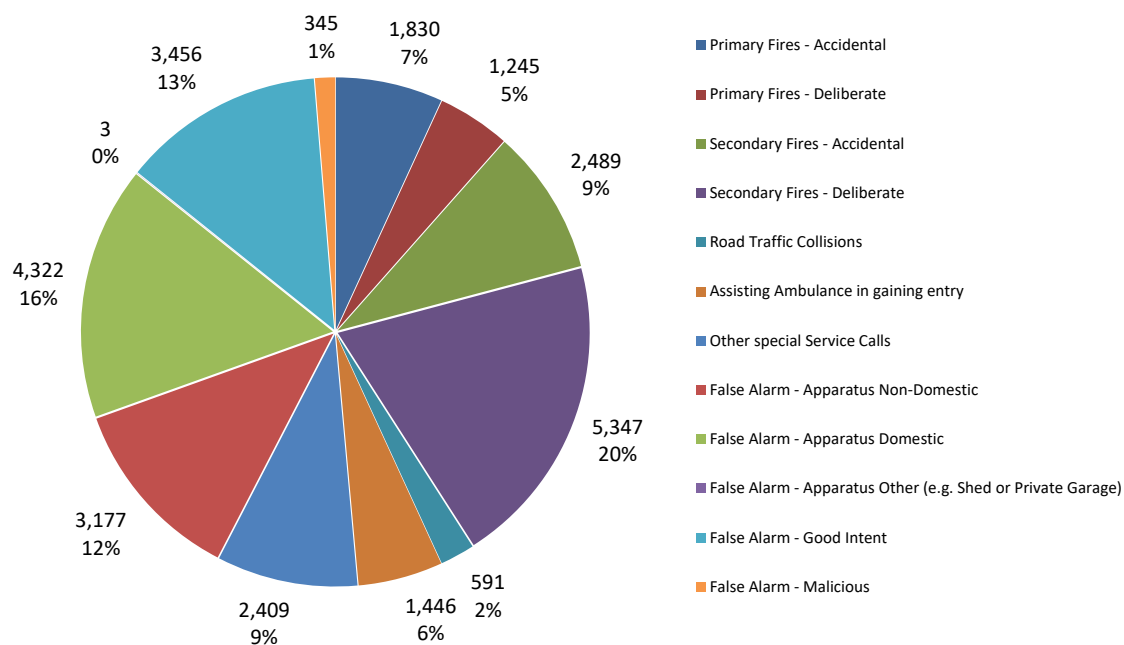


5. Incidents

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	1,830	6.86%
Primary Fires - Deliberate	1,245	4.67%
Secondary Fires - Accidental	2,489	9.34%
Secondary Fires - Deliberate	5,347	20.06%
Road Traffic Collisions	591	2.22%
Assisting Ambulance in gaining entry	1,446	5.42%
Other special Service Calls	2,409	9.04%
False Alarm - Apparatus Non-Domestic	3,177	11.92%
False Alarm - Apparatus Domestic	4,322	16.21%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	3	0.01%
False Alarm - Good Intent	3,456	12.96%
False Alarm - Malicious	345	1.29%
Total	26,660	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 2012 to 31 March 2013		Number of incidents 1 April 2017 to 31 March 2018		Number of incidents 1 April 2021 to 31 March 2022	
	Percentage		Percentage		Percentage	
Primary Fires - Accidental	1,930	8.7%	1,756	7.7%	1,824	7.3%
Primary Fires - Deliberate	1,226	5.5%	1,516	6.6%	1,059	4.2%
Secondary Fires - Accidental	1,060	4.8%	1,652	7.2%	1,629	6.5%
Secondary Fires - Deliberate	3,577	16.1%	5,198	22.7%	4,595	18.4%
Road Traffic Collisions	382	1.7%	599	2.6%	588	2.4%
Special Service Calls	2,046	9.2%	1,898	8.3%	4,057	16.2%
False Alarm - Apparatus	8,501	38.2%	6,537	28.5%	7,650	30.6%
False Alarm - Good Intent	3,055	13.7%	3,403	14.8%	3,237	12.9%
False Alarm - Malicious	457	2.1%	377	1.6%	378	1.5%
Total	22,234	100.0%	22,936	100.0%	25,017	100.0%

Comments on Fatal Fires in the current quarter

Sunny Bank Road, Meltham

1st February 2023

The deceased male was 81 years old and lived with his wife in a privately-owned, detached house. The fire was in the living room and was slow-burning localised to a chair. It is believed the cause of the fire was radiated heat from an open fire.

Manchester Road, Slaithwaite

24th March 2023

The deceased male was 75 years old and lived in a privately-owned terraced house. The fire was in the living room, however, the cause of fire was not able to be conclusively determined.

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.

Please note that the total number of fire-related fatalities in this financial year is seven.

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

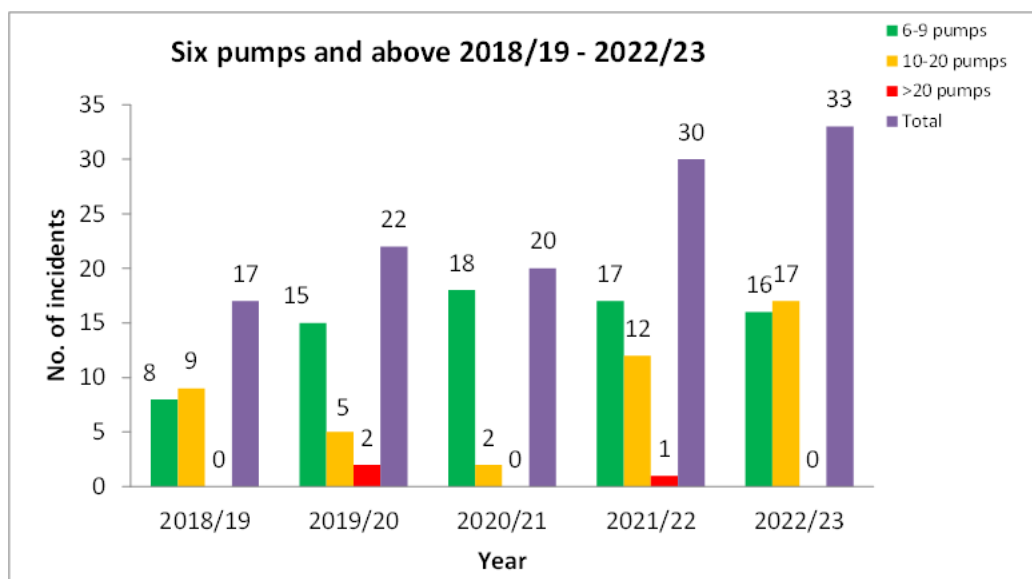
General Commentary

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.

Our operational commanders are trained to the highest possible standard and are able to anticipate the resources required for any given incident type. To ensure safe systems of work, to protect life and property, and to mitigate the impact on the environment, Commanders will often request a large number of fire engines at the early stage of an incident before releasing them once the emergency is under control. This 'speed and weight' of response allows the service to quickly and safely resolve incidents.

The following chart details the numbers and severity of such incidents over the last five years up to 31 March 2023:



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 02/04/2022	LSS Waste Knowsthorpe Lane Cross Green Leeds	Recycling	Hunslet	Natural Occurrence	8 Pumps 3 Support 4 Specials	52 Ffs 6 Officers 2 CLM Vehicles
Sunday 10/04/2022	86 Queen Street Ravensthorpe Dewsbury	Dwelling	Dewsbury	Deliberate	10 Pumps 3 Support 5 Specials	62 Ffs 7 Officers 2 CLM Vehicles
Friday 15/04/2022	Pearl Supermarket Ltd Queens Road Works Queens Road Halifax	Supermarket	Halifax	Deliberate	10 Pumps 5 Support 6 Specials	72 Ffs 6 Officers 5 CLM Vehicles
Wednesday 20/04/2022	Derelict building Waterton Road Wakefield	Derelict school	Ossett	Deliberate	5 Pumps 3 Support 3 Specials	38 Ffs 4 Officers 2 CLM Vehicles
Saturday 23/04/2022	High Bracken Hill Farm Green Lane Silsden	Barn	Silsden	Bonfire out of control	13 Pumps 5 Support 4 Specials	80 Ffs 8 Officers 5 CLM Vehicles
Thursday 28/04/2022	Trade Bathrooms & Tiles Savile Road Castleford	Bathroom and tile showroom	Castleford	Lithium-ion battery	7 Pumps 5 Support 4 Specials	56 Ffs 5 Officers 3 CLM Vehicles
Sunday 15/05/2022	Widdop Road Heptonstall Hebden Bridge	Moorland	Todmorden	Deliberate	11 Pumps 4 Support 5 Specials	70 Ffs 6 Officers 4 CLM Vehicles
Saturday 04/06/2022	156 Grattan Road Bradford	Café	Bradford	Faulty electricity supply	12 Pumps 3 Support 6 Specials	72 Ffs 6 Officers 5 CLM Vehicles
Monday 06/06/2022	Cathedral City Furniture Unit 4 Millennia Park Wakefield	Furniture Unit	Wakefield	Deliberate	8 Pumps 3 Support 5 Specials	54 Ffs 6 Officers 4 CLM Vehicles
Wednesday 08/06/2022	BSB Furnishings Unit 2 Millennia Park Wakefield	Vehicle Diagnostics	Wakefield	Deliberate	5 Pumps 1 Support 3 Specials	26 Ffs 4 Officers 2 CLM Vehicles
Friday 10/06/2022	Wolseley UK Ltd Elmfield Road Morley Leeds	Vehicle Repair	Morley	Spark from welding equipment	12 Pumps 5 Support 6 Specials	80 Ffs 6 Officers 5 CLM Vehicles
Monday 27/06/2022	Cardinal Logistics Logistics House St Johns Works Neville Road Bradford	Office	Bradford	Deliberate	8 Pumps 4 Support 5 Specials	58 Ffs 6 Officers 5 CLM Vehicles

Wednesday 29/06/2022	Landmark House 11 Broadway Bradford	Flats	Bradford	Naked Flame	10 Pumps 3 Support 3 Specials	58 Ffs 6 Officers 5 CLM Vehicles
Monday 11/07/2022	Spa Field Terrace New Street Slaithwaite	Waste Plant	Slaithwaite	Deliberate	10 Pumps 2 Support 5 Specials	58 Ffs 7 Officers 4 CLM Vehicles
Saturday 16/07/2022	Castleford and Fryston Skip Service Kirkhaw Lane Knottingley	Waste Recycling Plant	Pontefract	Lithium-ion battery	10 Pumps 4 Support 4 Specials	64 Ffs 6 Officers 3 CLM Vehicles
Sunday 17/07/2022	Bradley Avenue Castleford	Derelict Public House	Castleford	Not known	5 Pumps 3 Support 4 Specials	40 Ffs 5 Officers 2 CLM Vehicles
Sunday 17/07/2022	Dacre Avenue Wakefield	Grassland	Ossett	Careless disposal of unknown items	15 Pumps 2 Support 3 Specials	74 Ffs 6 Officers 3 CLM Vehicles
Tuesday 02/08/2022	Burlees House Hangingroyd Lane Hebden Bridge	Office	Mytholmroyd	Faulty electrical supply	10 Pumps 4 Support 5 Specials	66 Ffs 6 Officers 5 CLM Vehicles
Sunday 04/09/2022	Allied Glass South Accommodation Road Hunslet, Leeds	Factory	Hunslet	Faulty Kiln	6 Pumps 3 Support 4 Specials	44 Ffs 5 Officers 1 CLM Vehicle
Sunday 02/10/2022	Prima Continental Bakeries Buck Street Bradford	Bakery and Car Wash	Bradford	Deliberate	8 Pumps 3 Support 4 Specials	52 Ffs 6 Officers 4 CLM Vehicles
Saturday 15/10/2022	Leonardo Building 2 Rossington Street Leeds	Building under construction	Leeds	Deliberate	10 Pumps 2 Support 2 Specials	52 Ffs 6 Officers 4 CLM Vehicles
Saturday 05/11/2022	N&P Recycling Ltd Unit 1 Thorpe Hill Farm Lingwell Gate Lane Thorpe Wakefield	Recycling Plant	Morley	Deliberate	6 Pumps 3 Support 5 Specials	46 Ffs 4 Officers 3 WM Vehicles
Friday 11/11/2022	P Waddington & Co Buck Street Bradford	Recycling Plant	Bradford	Vehicle fault (Vehicle inside building)	10 Pumps 5 Support 5 Special	70 Ffs 6 Officers 5 WM Vehicles
Wednesday 16/11/2022	Allied Glass Containers Ltd Fernley Green Road Knottingley	Industrial Manufacture	Pontefract	Electrical Appliance	10 Pumps 2 Support 4 Specials	56 Ffs 7 Officers 5 WM Vehicles
Wednesday 07/12/2022	Leeds City College Printworks Campus Hunslet Road Hunslet Leeds	College	Hunslet	Natural Occurrence	8 Pumps 3 Support 4 Specials	52 Ffs 6 Officers 2 WM Vehicles
Wednesday 21/12/2022	Allan Austin Ltd Jacob Street Bradford	Warehouse	Odsal	Faulty electrical appliance	9 Pumps 3 Support 3 Specials	54 Ffs 7 Officers 5 WM Vehicles
Tuesday 27/12/2022	Premier Beds Bradford Road Batley	Factory	Dewsbury	Not known	10 Pumps 3 Support 5 Specials	62 Ffs 6 Officers 6 WM Vehicles

Thursday 12/01/2023	Carr Dyke Mills Bradford Road Dewsbury	Mill	Dewsbury	Electrical Supply	9 Pumps 4 Support 6 Specials	64 Ffs 6 Officer 3 WM Vehicles
Tuesday 31/01/2023	City Road Bradford	Wholesale Warehouse	Bradford	Electrical Equipment	10 Pumps 2 Support 4 Specials	56 Ffs 7 Officers 5 WMs
Monday 20/02/2023	Arum Street Bradford	Community Centre	Odsal	Deliberate	6 Pumps 3 Support 4 Specials	42 Ffs 5 Officers 3 WMs
Wednesday 08/03/2023	Ravensthorpe Mills Huddersfield Road Ravensthorpe Dewsbury	Yarn Factory	Dewsbury	Overheated Appliance	6 Pumps 1 Support 3 Specials	34 Ffs 5 Officers 4 WMs
Tuesday 14/03/2023	CA English Textile Recycling Ltd Providence Mills Wormald Street Liversedge	Recycling	Cleckheaton	Deliberate	12 Pumps 3 Support 6 Specials	72 Ffs 7 Officers 5 WMs
Tuesday 14/03/2023	Dolly Lane Burmantofts Leeds	Shisha Lounge	Leeds	Combustible articles too close to heat source	6 Pumps 2 Support 4 Specials	40 Ffs 4 Officers 4 WMs

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

Carr Dyke Mills, Bradford Road, Dewsbury

11th January 2023

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

The pre-determined attendance was 3 pumps from Dewsbury and Cleckheaton. This was increased to 9 pumps and pumps from Ossett, Morley, Hunslet, Wakefield and Rothwell were mobilised. Three WM vehicles were also mobilised.

Also mobilised were the Command Unit Lite from Featherstone, aerials from Huddersfield and Bradford, the Hose Laying Unit from Mirfield and the Personnel Refreshment Unit from Skelmanthorpe. Support pumps were also mobilised from Killingbeck, Bradford, Rastrick and Mirfield.

Officers also attending the incident were Group Manager Jones as Incident Commander, Station Manager Ali was Ops Assurance Officer, Station Manager Loney was Command Support, Station Manager Wolski was Hazmat Officer, Station Manager Cameron as a Working Officer and Watch Manager Cavalier was Fire Investigation Officer.

The time of call for this incident was 2332 hours and the stop was sent at 0730 hours on 12th January 2023. The incident was closed the same day at 1249 hours.

The cause of the fire was a fault in the electrical supply.

City Road, Bradford

31st January 2023

This incident was a fire in a wholesale warehouse in Bradford station area.

The pre-determined attendance was 3 pumps from Bradford and Shipley. This was increased to 10 pumps and pumps from Cleckheaton, Odsal, Stanningley, Illingworth, Rawdon, Keighley and Dewsbury were mobilised. Five CLM vehicles were also mobilised.

Also mobilised were the Command Unit Lite from Featherstone, the Technical Rescue Unit from Cleckheaton, the Hose Laying Unit from Mirfield and the Personnel Refreshment Unit from Skelmanthorpe. Support pumps were also mobilised from Morley and Mirfield.

Officers also attending the incident were Group Manager Kovacs and Station Manager Garvey as Incident Commanders, Station Manager Goldwater was Ops Assurance Officer, Station Manager Earl was Command Support, Station Manager Wolski was Hazmat Officer, Station Manager Tully was Fire Investigation Officer with Station Manager Harrop shadowing.

The time of call for this incident was 0953 hours and the stop was sent at 1136 hours. The incident was closed the same day at 1717 hours.

The cause of the fire was faulty electrical equipment.

Arum Street, Bradford

20th February 2023

This incident was a fire in a community centre in Odsal station area.

The pre-determined attendance was 3 pumps from Bradford and Odsal. This was increased to 6 pumps and pumps from Fairweather Green, Shipley and Stanningley were mobilised. Three CLM vehicles were also mobilised.

Also mobilised were an aerial from Huddersfield, the Command Unit from Featherstone, the Hose Laying Unit from Mirfield and the Personnel Refreshment Unit from Ilkley. Support pumps were also mobilised from Hunslet, Mirfield and Dewsbury.

Officers also attending the incident were Station Manager Fox as Incident Commander, Station Manager Bell was Ops Assurance Officer, Station Manager Butterfield was Command Support, Station Manager Bambrook was Hazmat Officer and Station Manager Kilburn was Fire Investigation Officer.

The time of call for this incident was 0730 hours and the stop was sent at 1541 hours. The incident was closed the same day at 1644 hours.

The cause of the fire was deliberate.

Ravensthorpe Mills, Huddersfield Road, Ravensthorpe, Dewsbury

8th March 2023

This incident was a fire in a yarn factory in Dewsbury station area.

The pre-determined attendance was 3 pumps from Dewsbury and Mirfield. This was increased to 6 pumps and pumps from Ossett, Cleckheaton and Rastrick were mobilised. Four WM vehicles were also mobilised.

Also mobilised were the Command Unit from Pontefract, the Hose Laying Unit from Mirfield and the Personnel Refreshment Unit from Skelmanthorpe. A support pump was also mobilised from Huddersfield.

Officers also attending the incident were Station Manager Hargreaves as Incident Commander, Station Manager Butterfield was Ops Assurance Officer, Station Manager Moxon was Command Support, Station Manager Atkins was Hazmat Officer and Watch Manager Cavalier was Fire Investigation Officer.

The time of call for this incident was 0458 hours and the stop was sent at 0733 hours. The incident was closed the same day at 0948 hours.

The cause of the fire was overheating wool dust in the production of textiles.

Providence Mills, Wormald Street, Liversedge

14th March 2023

This incident was a fire in a recycling factory in Cleckheaton station area.

The pre-determined attendance was 5 pumps from Cleckheaton, Dewsbury, Morley and Rastrick. This was increased to 12 pumps and pumps from Odsal, Huddersfield, Bradford, Ossett, Hunslet and Leeds were mobilised. Five WM vehicles were also mobilised.

Also mobilised were the Command Unit from Pontefract, the Technical Rescue Unit from Cleckheaton, the Hose Laying Unit from Mirfield, the Drone from FSHQ, an aerial from Bradford and the Personnel Refreshment Unit from Skelmanthorpe. Support pumps were also mobilised from Huddersfield, Moortown and Mirfield.

Officers also attending the incident were Group Manager Daly and Station Manager Hargreaves as Incident Commanders, Station Manager Thornton was Ops Assurance Officer, Station Manager Bairstow was Command Support, Station Manager Clark was Hazmat Officer, Station Manager Pearson as Welfare Officer and Watch Manager Driver was Fire Investigation Officer.

The time of call for this incident was 1909 hours and the stop was sent at 1942 hours on 15th March 2023. The incident was closed the same day at 2052 hours.

The cause of the fire was deliberate.

Dolly Lane, Burmantofts, Leeds

14th March 2023

This incident was a fire in a Shisha lounge in Leeds station area.

The pre-determined attendance was 3 pumps from Killingbeck and Hunslet. This was increased to 6 pumps and pumps from Garforth, Leeds and Illingworth were mobilised. Four WM vehicles were also mobilised.

Also mobilised were the Command Unit from Featherstone, the Technical Rescue Unit from Cleckheaton, an aerial from Leeds and the Personnel Refreshment Unit from Ilkley. Support pumps were also mobilised from Cleckheaton and Rothwell.

Officers also attending the incident were Station Manager Clark as Incident Commander, Station Manager McCulloch was Ops Assurance Officer, Station Manager Garvey was Command Support, and Station Manager Thornton was Hazmat Officer.

The time of call for this incident was 2310 hours and the stop was sent at 0340 hours on 15th March 2023. The incident was closed the same day at 0355 hours.

The cause of the fire was combustible articles too close to heat source.

7. Violence at Work

Attacks on Personnel

There have been 72 incidents reported by West Yorkshire FRS so far in the financial year.

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Attacks on Firefighters	40	76	64	60	87	92	75	81	68	66	72

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.

District / Station	No.of Turnouts	Physical Assault	Weapon Brandished	Missile Thrown	Firework Thrown	Stoning	Aggressive Behaviour	Verbal Abuse	Total	Percentage
Bradford District										
Bradford	4138	4	1	2	1	7	4	1	20	0.48%
FWG	1256			1	3	1			5	0.40%
Keighley	928				2			1	3	0.32%
Odsal	1480		1				1		2	0.14%
Shipley	1765	1			2				3	0.17%
District Total	10395	5	2	3	8	8	5	2	33	0.32%
Calderdale District										
Rastrick	1153			1				1	2	0.17%
Halifax	1233						1		1	0.08%
Ilkworth	1086					1			1	0.09%
District Total	3910	0	0	1	0	1	1	1	4	0.10%
Kirklees District										
Huddersfield	2583	2			1		1	1	5	0.19%
Dewsbury	2297	3							3	0.13%
District Total	7404	5	0	0	1	0	1	1	8	0.11%
Leeds District										
Leeds	4280			1	1	1	1	1	5	0.12%
Cookridge	806				2		1		3	0.37%
Hunslet	3164		1					1	2	0.06%
Moortown	1041							1	1	0.10%
Rawdon	516			1					1	0.19%
Stanningley	1265	1				2			3	0.24%
Killingbeck	2866			2		2	1	2	7	0.24%
District Total	15799	1	1	4	3	5	3	5	22	0.14%
Wakefield District										
Wakefield	1121						1		1	0.09%
Ossett	886							2	2	0.23%
Pontefract	933							1	1	0.11%
South Kirkby	670							1	1	0.15%
District Total	4975	0	0	0	0	0	1	4	5	0.10%
Totals	42644	11	3	8	12	14	11	13	72	0.17%

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 (0.17% 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
- Deployment of body worn video cameras

Bradford

In Bradford there were 33 attacks on firefighters at incidents, details of which are available from the District Commander. At one of these incidents a firefighter was hit with a stone thrown by a member of the public. Five of these attacks have resulted in minor damage to our fire appliances with one causing severe damage to the fire appliance shattering a window and denting panels.

Calderdale

In Calderdale there were 4 attacks on firefighters at incidents, details of which are available from the District Commander. None of these caused injuries to firefighters but one instance resulted in damage to fire appliances during these attacks.

Kirklees

In Kirklees there were 8 attacks on firefighters at incidents, details of which are available from the District Commander. There was an injury to a firefighter at two of these incidents and one incident where there was damage to the fire appliance.

Leeds

In Leeds there were 22 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.

Wakefield

In Wakefield there were 5 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.

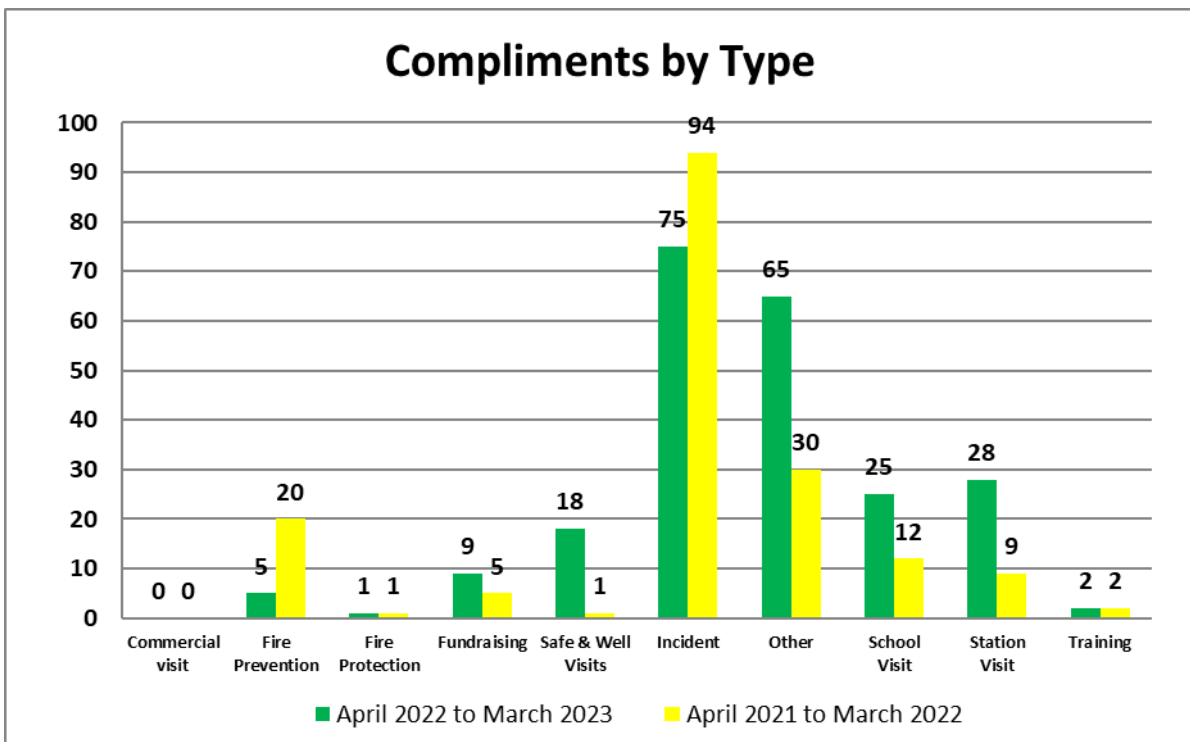
8. Corporate Performance Activity

Details of key corporate performance areas are shown below.

Compliments

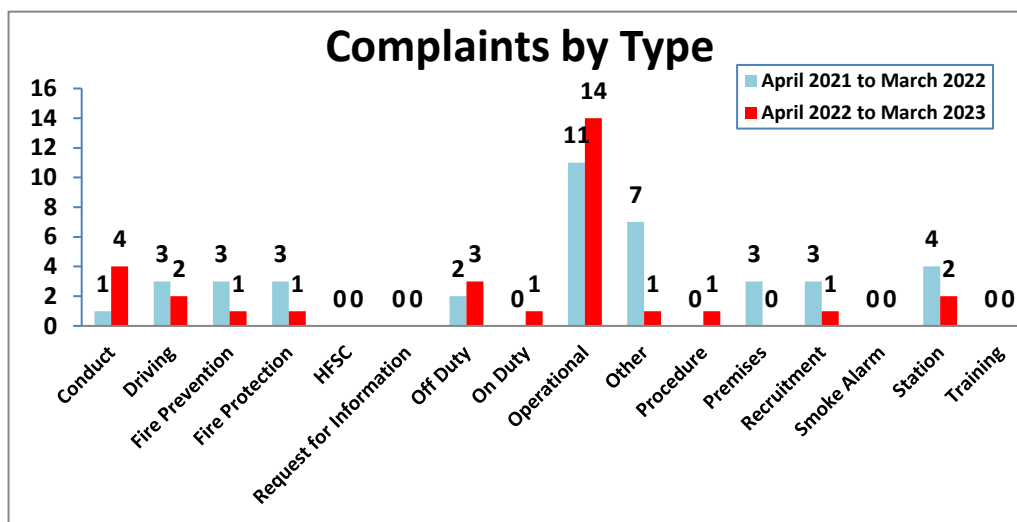
The charts below show by the type and the number of compliments and complaints received by West Yorkshire FRS for the period 1 April 2022 to 31 March 2023 and the same period in 2021/22.

During this period West Yorkshire FRS has recorded 228 compliments, which is higher than the 174 received in 2021/22.



Complaints

For the period 1 April 2022 to 31 March 2023, we have received 31 complaints, of which 10 were upheld. This compares to 40 received between the same dates in 2021, of which 16 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 2022 to 31 March 2023 and a comparison with the same period during the year 2021-22.

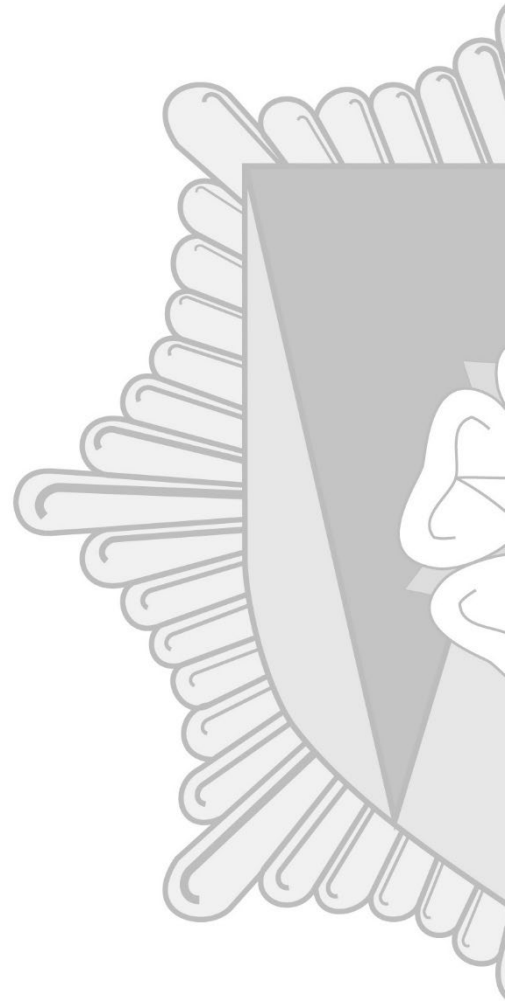
Category	2021-22		2022-23	
	Received	Upheld	Received	Upheld
Conduct	1	1	4	1
Driving	3	2	2	1
Fire Prevention	3	0	1	1
Fire Protection	3	0	1	1
HFSC	0	0	0	0
Request for Information	0	0	0	0
Off Duty	2	0	3	1
On Duty	0	0	1	0
Operational	11	3	14	4
Other	7	2	1	0
Procedure	0	0	1	0
Premises	3	2	0	0
Recruitment	3	3	1	0
Smoke Alarm	0	0	0	0
Station	4	3	2	1
Training	0	0	0	0
TOTALS	40	16	31	10

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 2022 to 31 March 2023.

Freedom of Information Requests	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Number due for response	6	6	6	6	12	8	12	6	9	6	10	17	104
Number responded to within time limit	6	6	6	6	12	8	12	6	9	6	10	17	104
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	1	1	0	0	0	0	0	0	0	0	0	2
Number of Internal Reviews due for response	0	0	0	0	0	0	0	1	0	0	0	0	1
Number of Internal Reviews responded to within time limit	0	0	0	0	0	0	0	1	0	0	0	0	1

Subject Access Requests	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Number due for response	0	3	0	0	0	0	2	1	2	3	4	1	16
Number responded to within time limit	0	3	0	0	0	0	2	1	2	3	4	1	16
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

Performance Management Report

Full Authority

Date: 29 June 2023

Agenda Item:

18

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 2023 – 18 June 2023

1 Introduction

- 1.1 The attached Performance Management and Activity Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance against targets.
- 1.2 The report shows a summary of the cumulative performance for the period 1 April 2023 to 18 June 2023 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.

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 is satisfied it is presented in compliance with the Authority's Constitution

4 Human Resource and Diversity Implications

- 4.1 There are no Human Resource and Diversity implications arising from this report.

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 with the Community Risk Management Plan 2022-25 strategic priorities below;

- Improve the safety and effectiveness of our firefighters.

- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

9 Conclusions

9.1 That Members note the report.



West Yorkshire
Fire & Rescue Service

Performance Management Report Fire Authority

Period Covered:

01 April 2023

18 June 2023





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Non-fires
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Fatalities and Injuries
Attacks on Firefighters
Response Times
Safe and Wells
SSRI

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

Period Covered:

Financial Year	2023-24	
Date Range	01 April 2023	18 June 2023

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

This report is comparing the date range above against:

Previous Year Comparison Date Range	01 April 2022	18 June 2022
3 Year Average Comparison Period	01 April 2022 01 April 2021 01 April 2020	18 June 2022 18 June 2021 18 June 2020
Colour Key	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; background-color: #cccccc; padding: 5px; margin: 2px;">Positive Arrows</div> <div style="border: 1px solid black; background-color: #ff4500; padding: 5px; margin: 2px;">Negative Arrows</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 10px;"> <div style="border: 1px solid black; background-color: #0056b3; color: white; padding: 5px; margin: 2px;">Positive Charts</div> <div style="border: 1px solid black; background-color: #ff4500; padding: 5px; margin: 2px;">Negative Charts</div> </div> <p style="font-size: small; margin-top: 10px;">*When doing a comparison the key above is used. In all other cases graphs, charts and visuals are using contrasting colours to support accessibility.</p>	

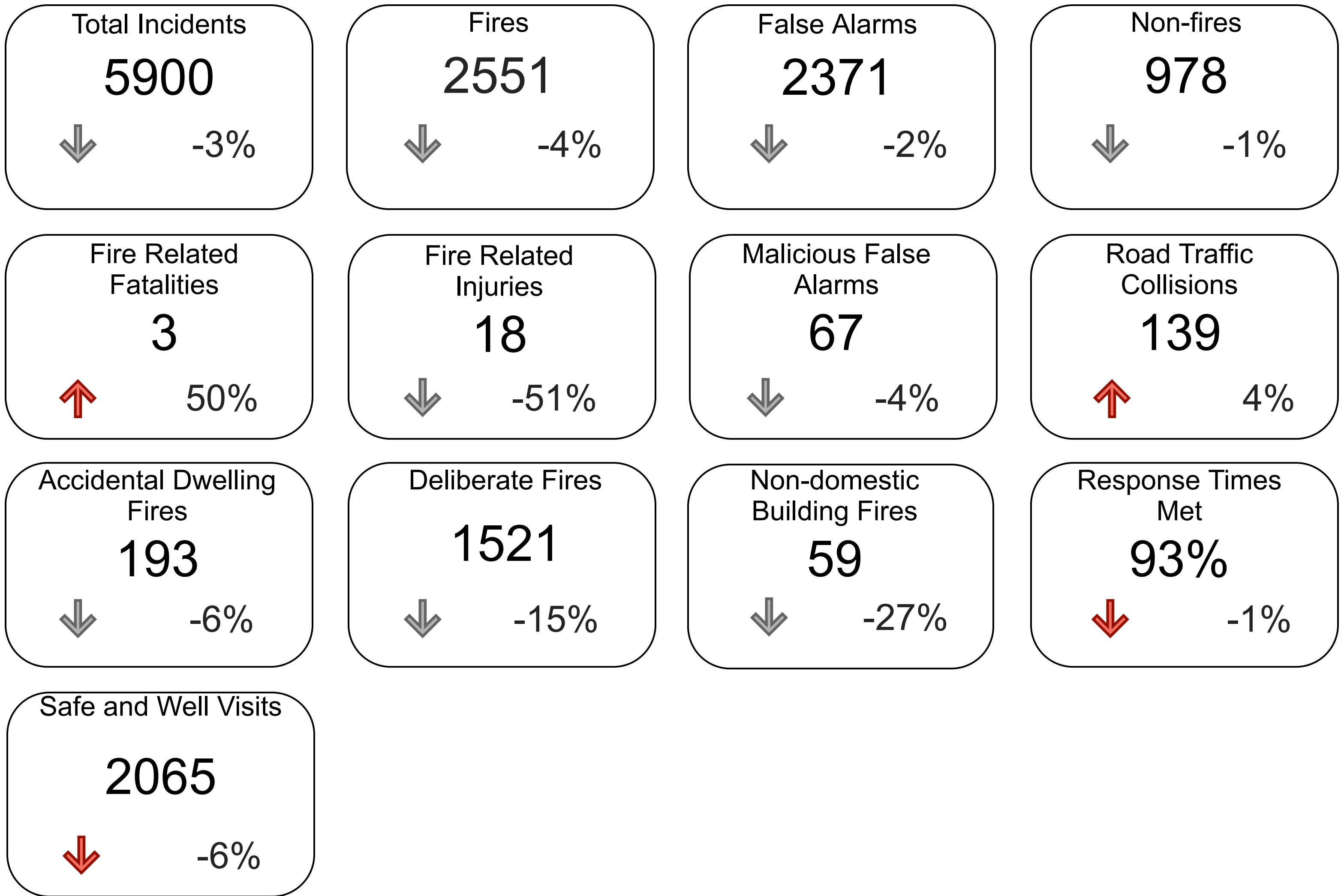
Due to seasonality **Previous Year** and **3 Year Average** comparison are based on selected range and not the whole of the previous year.

Performance Summary

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

This report is comparing: **01 April 2023**
Against: 01 April 2022

18 June 2023
18 June 2022



Incident Demand by Time of Day

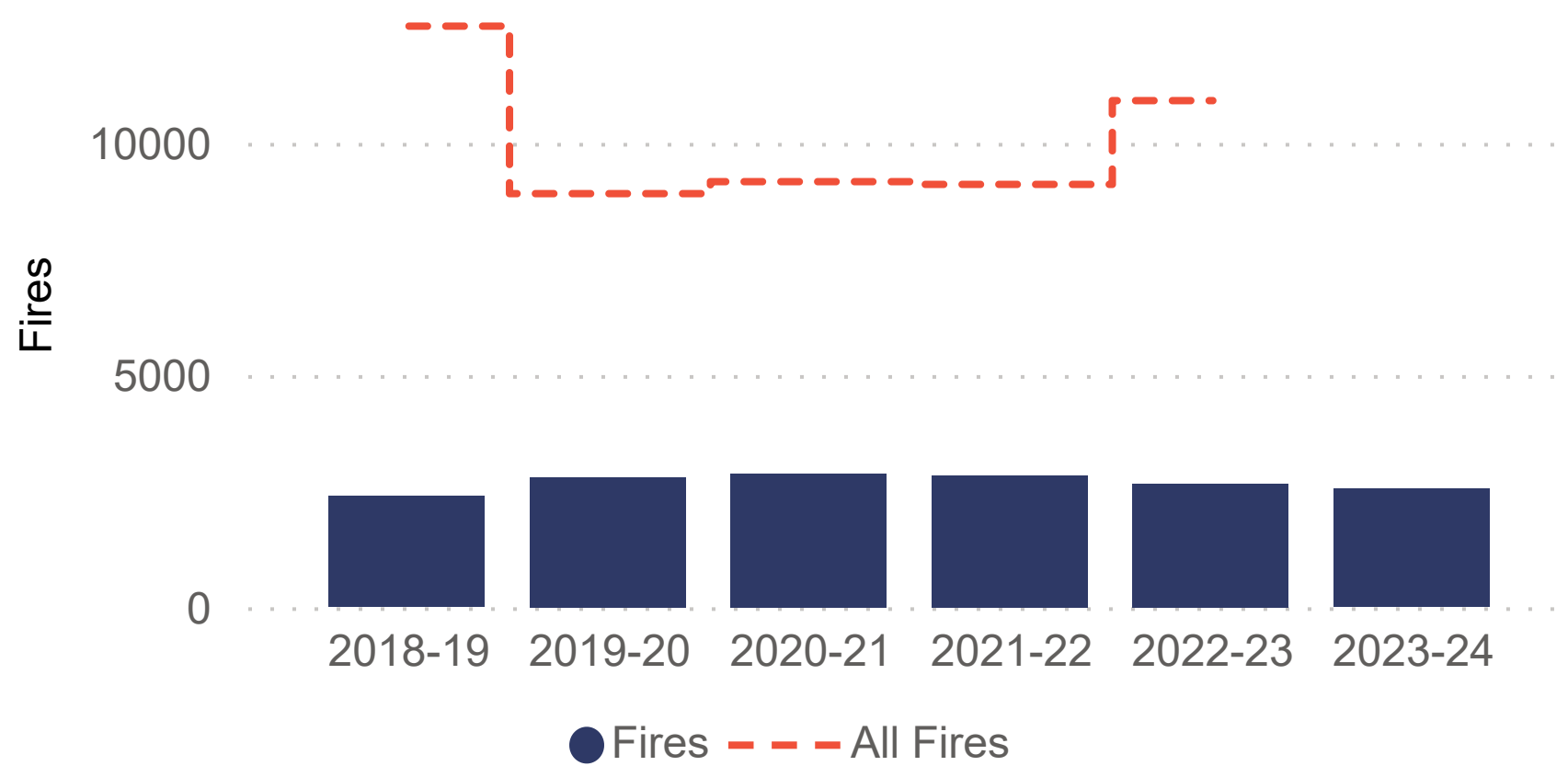
Day	08:00-08:59	09:00-09:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59	22:00-22:59	23:00-23:59	00:00-00:59	01:00-01:59	02:00-02:59	03:00-03:59	04:00-04:59	05:00-05:59	06:00-06:59	07:00-07:59
Mon	17	26	25	18	41	37	31	53	49	54	61	64	63	49	29	40	19	29	18	11	15	9	16	17
Tue	17	34	26	31	34	40	31	47	45	62	61	89	83	50	42	36	26	17	23	12	10	11	8	16
Wed	22	18	32	31	39	33	41	29	46	67	67	51	66	55	45	29	27	16	23	20	9	10	11	16
Thu	17	27	33	48	44	41	53	42	57	62	63	73	70	44	37	24	25	17	12	13	9	14	11	18
Fri	20	16	17	24	34	35	38	41	48	39	66	59	57	52	51	36	23	20	13	16	14	10	19	23
Sat	25	17	22	34	39	44	39	39	61	51	61	76	95	61	57	44	36	26	25	21	18	11	9	18
Sun	14	35	29	30	35	44	38	55	66	57	67	65	64	64	53	22	42	22	22	25	13	17	7	15

Fires

01 April 2023

18 June 2023

Fires by Financial Year



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

Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	-5%	↓
Calderdale	-8%	↓
Kirklees	-4%	↓
Leeds	-3%	↓
Wakefield	-3%	↓

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

Fires by Property Type

Outdoor	1917
Building	383
Road Vehicle	249
Unknown	2

Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.43%	
Primary Fire	14.83%	10.63%
Secondary Fire	25.07%	49.04%

Fires by Building Property Type

Dwelling	227
Non Residential	146
Other Residential	10

Fires by Outdoor Property Type

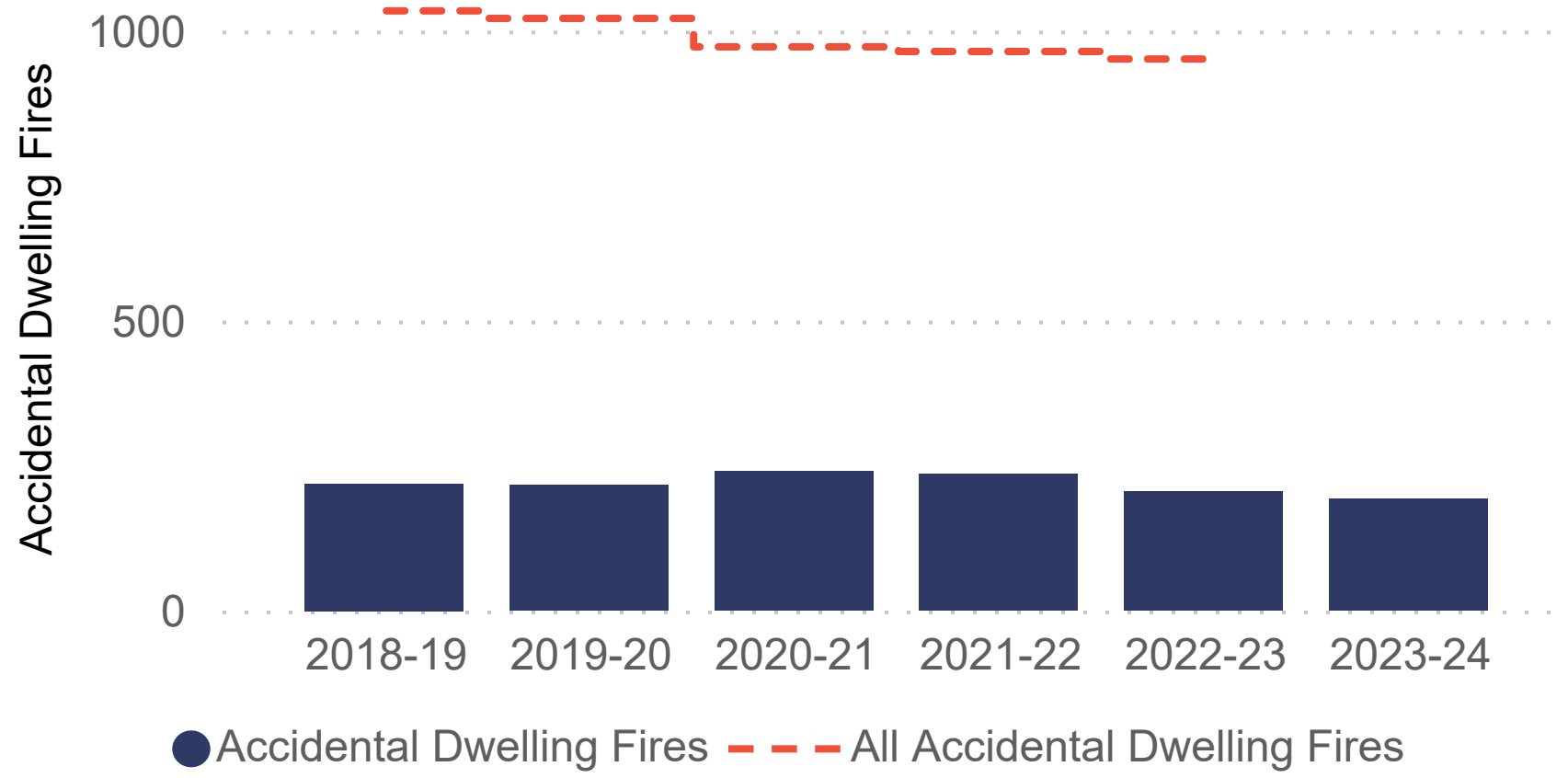
Other outdoors (including land)	773
Grassland, woodland and crops	625
Outdoor structures	488
Outdoor equipment and machinery	31

Accidental Dwelling Fires

01 April 2023

18 June 2023

Accidental Dwelling Fires by Financial Year



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

Accidental Dwelling Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	2%	↓
Calderdale	0%	↓
Kirklees	-37%	↓
Leeds	23%	↓
Wakefield	-38%	↓

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

Accidental Dwelling Fires by Property Type

House - single occupancy	127
Purpose Built Flat/Maisonette - multiple occupancy	28
Converted Flat/Maisonette - multiple occupancy	16
Bungalow - single occupancy	12
Self contained Sheltered Housing	7
Licensed HMO	2
Unknown if licensed HMO	1

Top Fire Cause

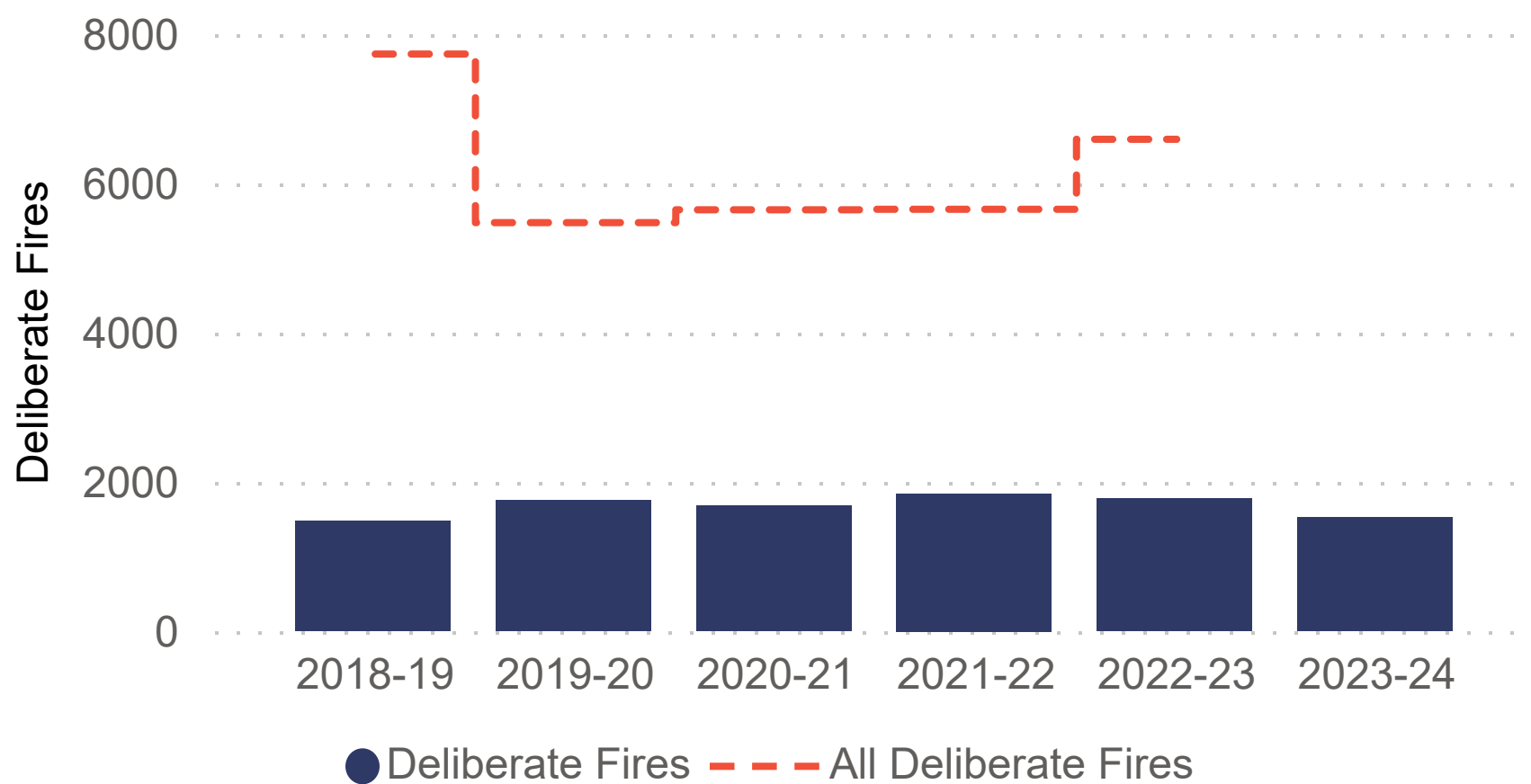
Accidental - Cooking - other cooking

Deliberate Fires

01 April 2023

18 June 2023

Deliberate Fires by Financial Year



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

Deliberate Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	-18%	↓
Calderdale	-18%	↓
Kirklees	-13%	↓
Leeds	-5%	↑
Wakefield	-26%	↓

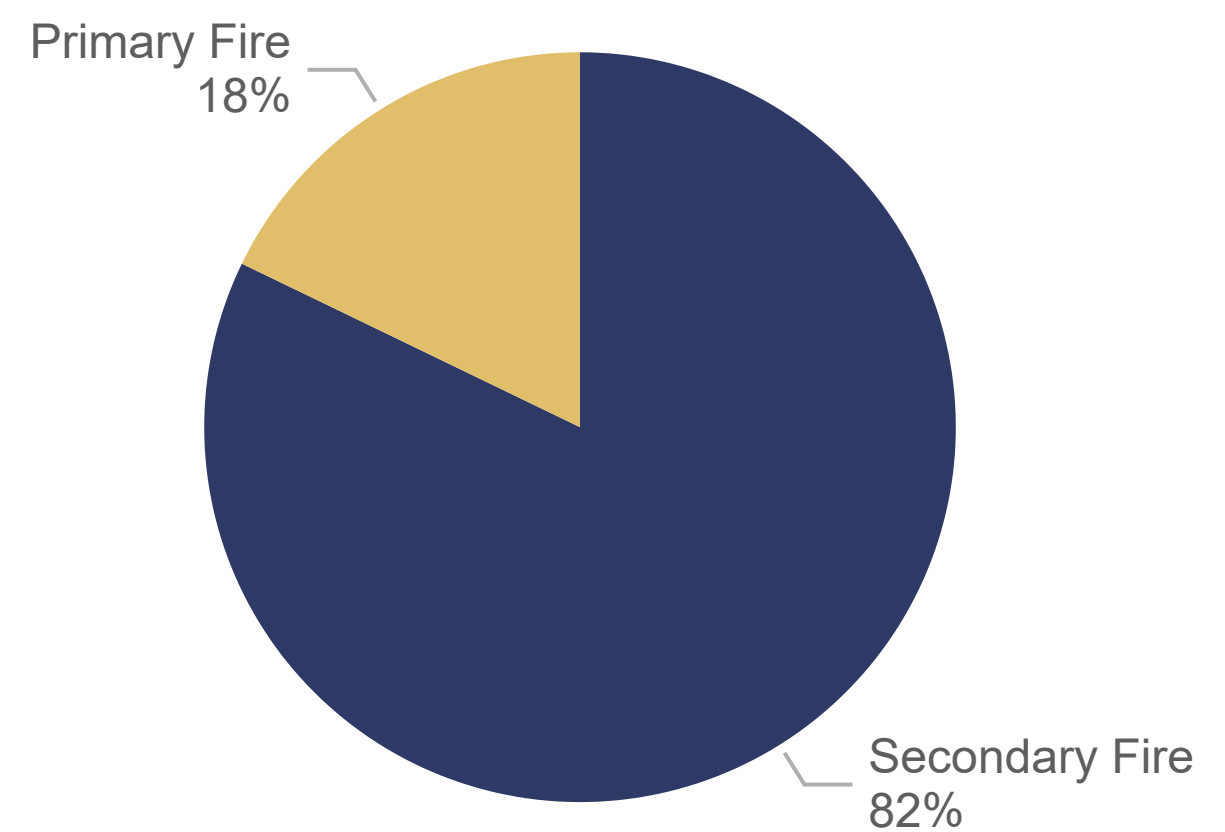
3 Year average indicator shows if current number of Deliberate Fires this financial year is an increase/decrease of Deliberate Fires against the 3 year average. Looking at only the comparison range.

Top 10 Property Types

Deliberate Fires

Other outdoors (including land)	565
Grassland, woodland and crops	344
Outdoor structures	317
Car	87
Non Residential	79
Motorcycle	43
Dwelling	34
Outdoor equipment and machinery	17
Multiple Vehicles	12
Van	9

Deliberate Fires by Primary or Secondary



Top 5 Fire Causes

Deliberate Fires

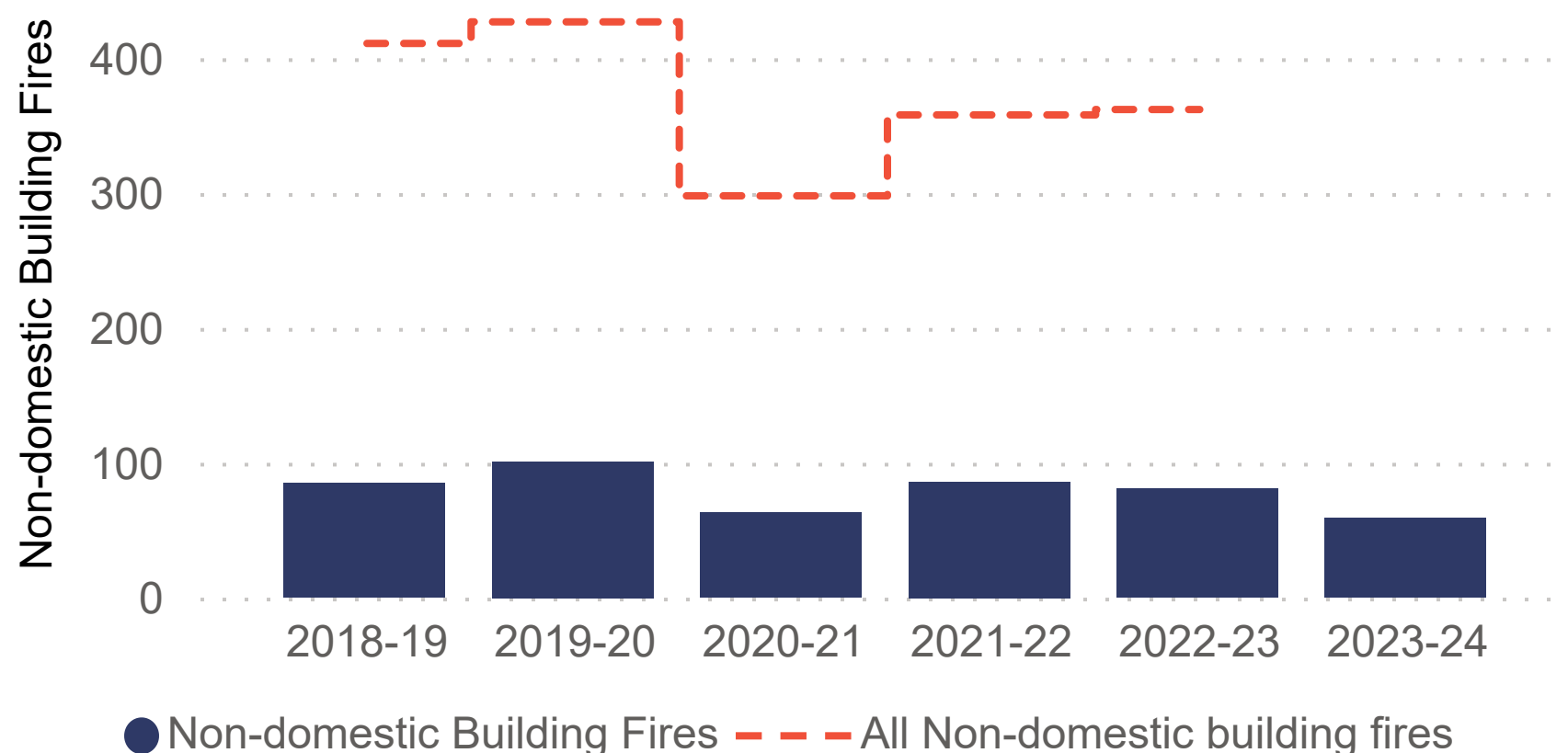
Deliberate - unknown owner	561
Deliberate - others property	534
Deliberate - others property - Heat source and combustibles brought together deliberately	172
Deliberate - own property	155
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	80

Non-domestic Fires

01 April 2023

18 June 2023

Non-domestic Building Fires by Financial Year



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

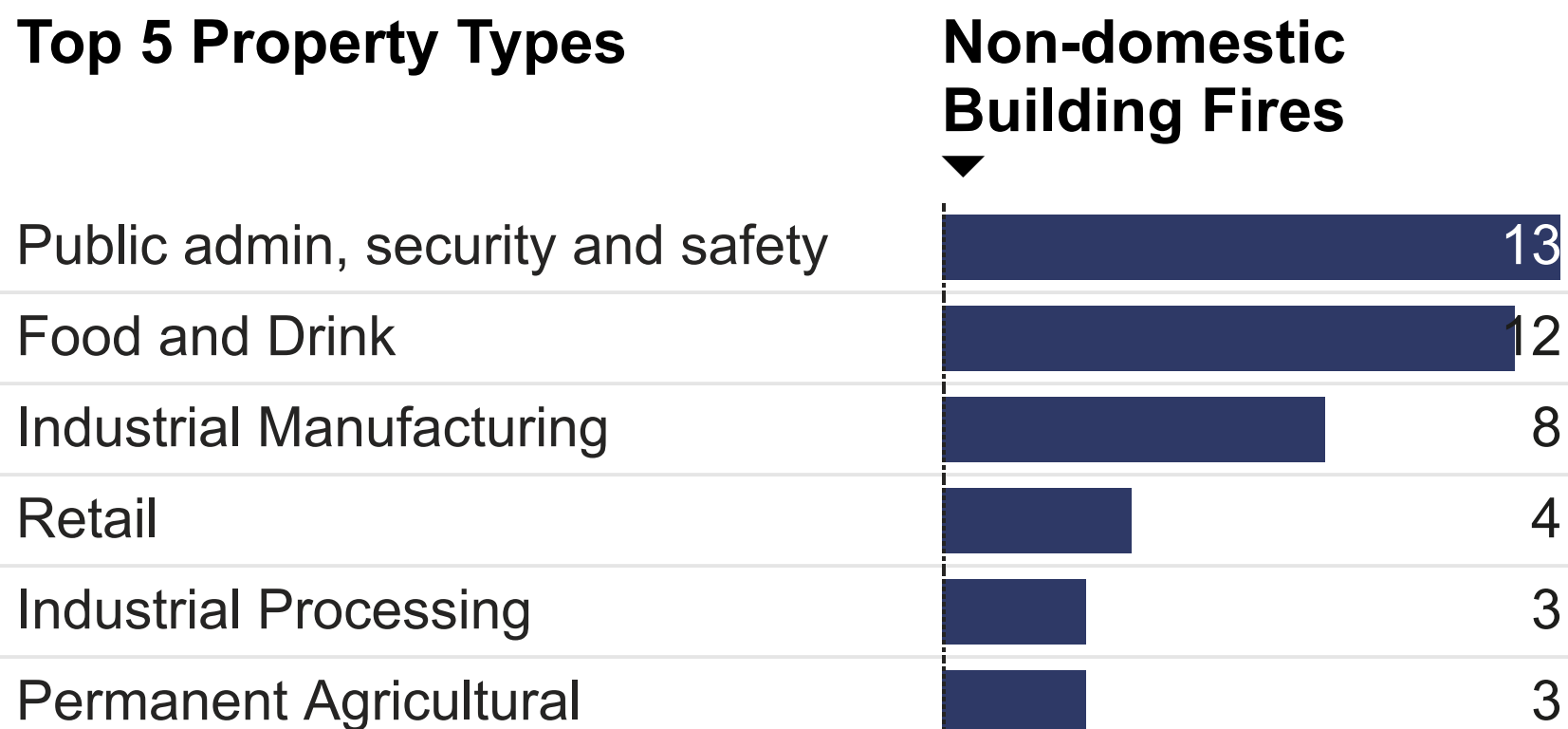
The bars show the value for selected date range.

Non-domestic Building Fires Previous Year To Date Comparison

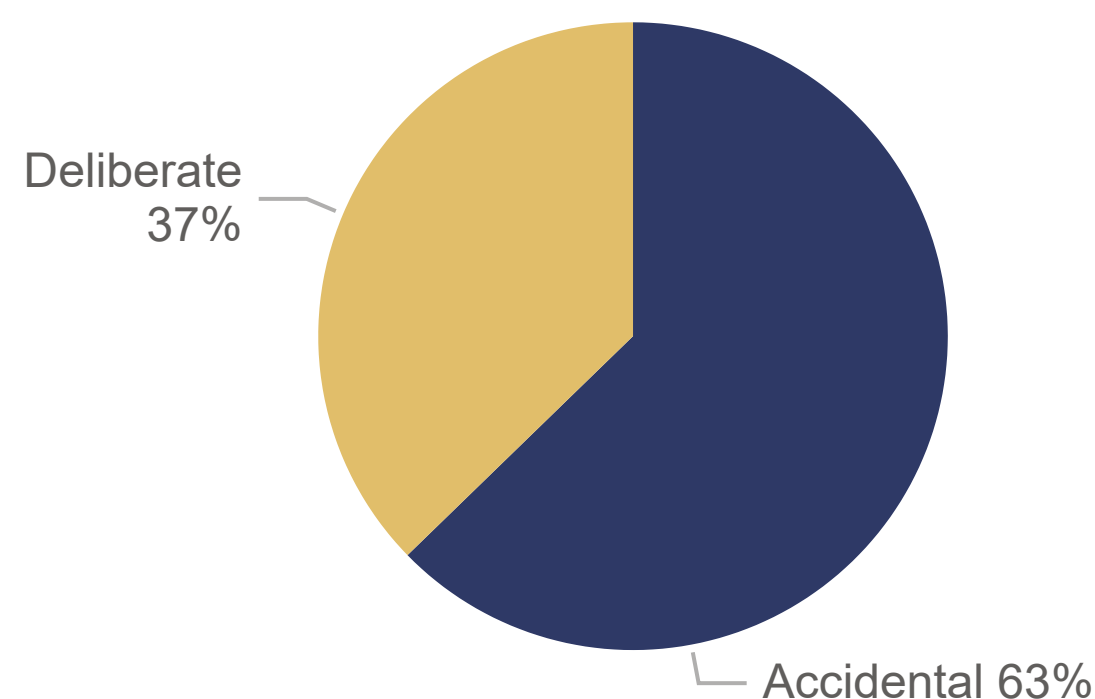
District	% increase/decrease on previous year	3 Year Average
Bradford	-20%	↓
Calderdale	-78%	↓
Kirklees	-30%	↓
Leeds	-14%	↑
Wakefield	-26%	↑

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

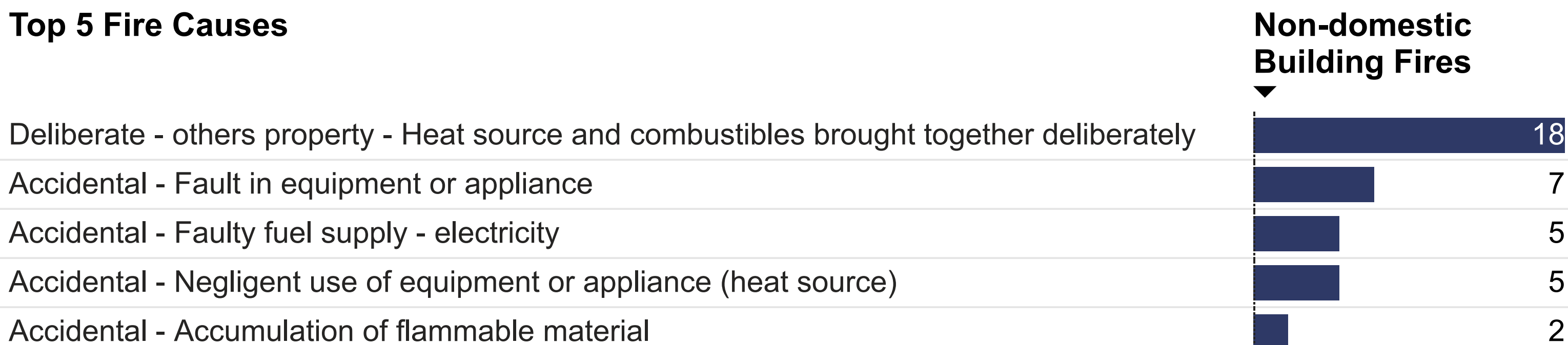
Top 5 Property Types



Non-domestic Building Fires by Accidental or Deliberate Fires



Top 5 Fire Causes

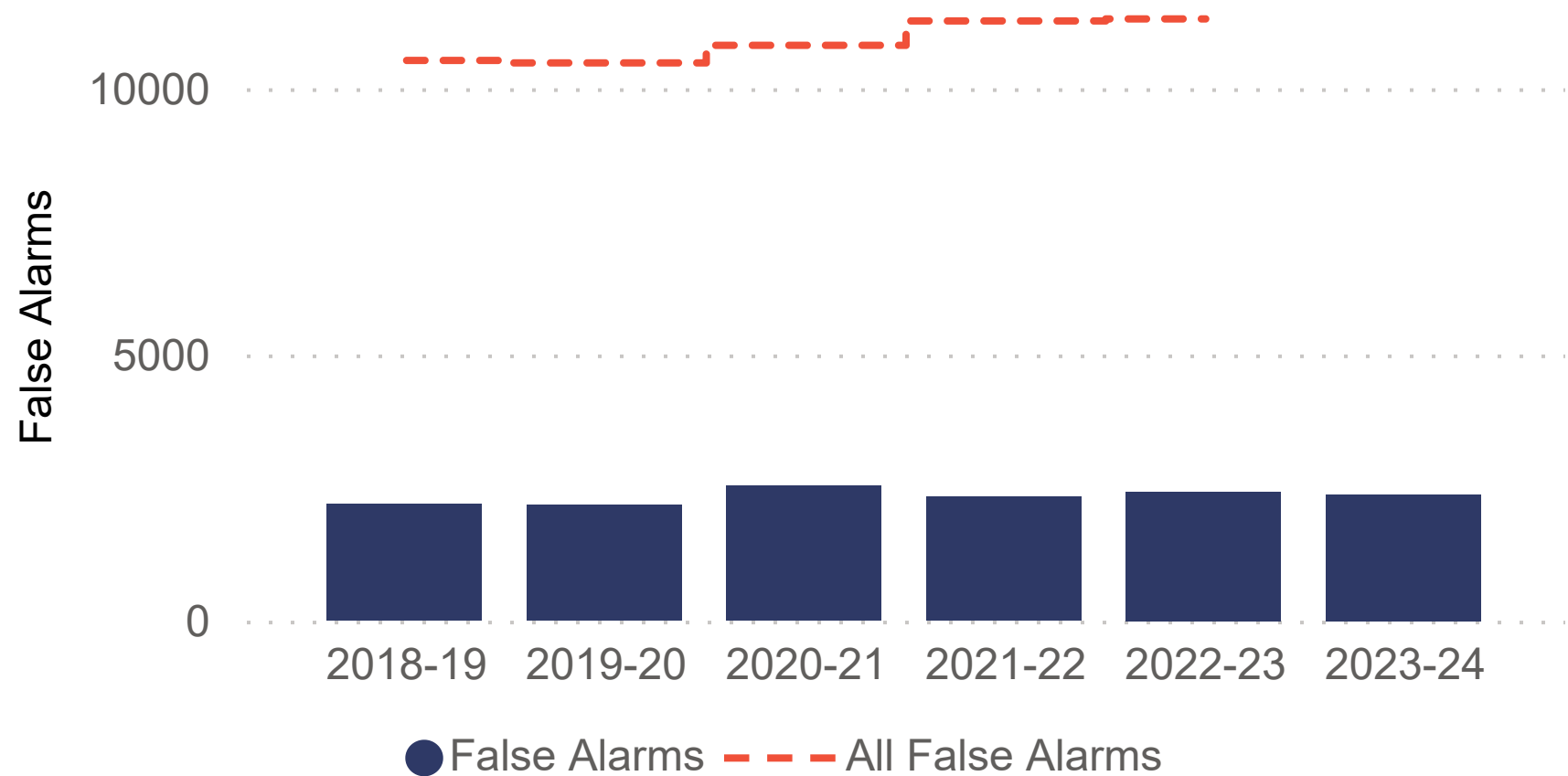


False Alarms

01 April 2023

18 June 2023

False Alarms by Financial Year



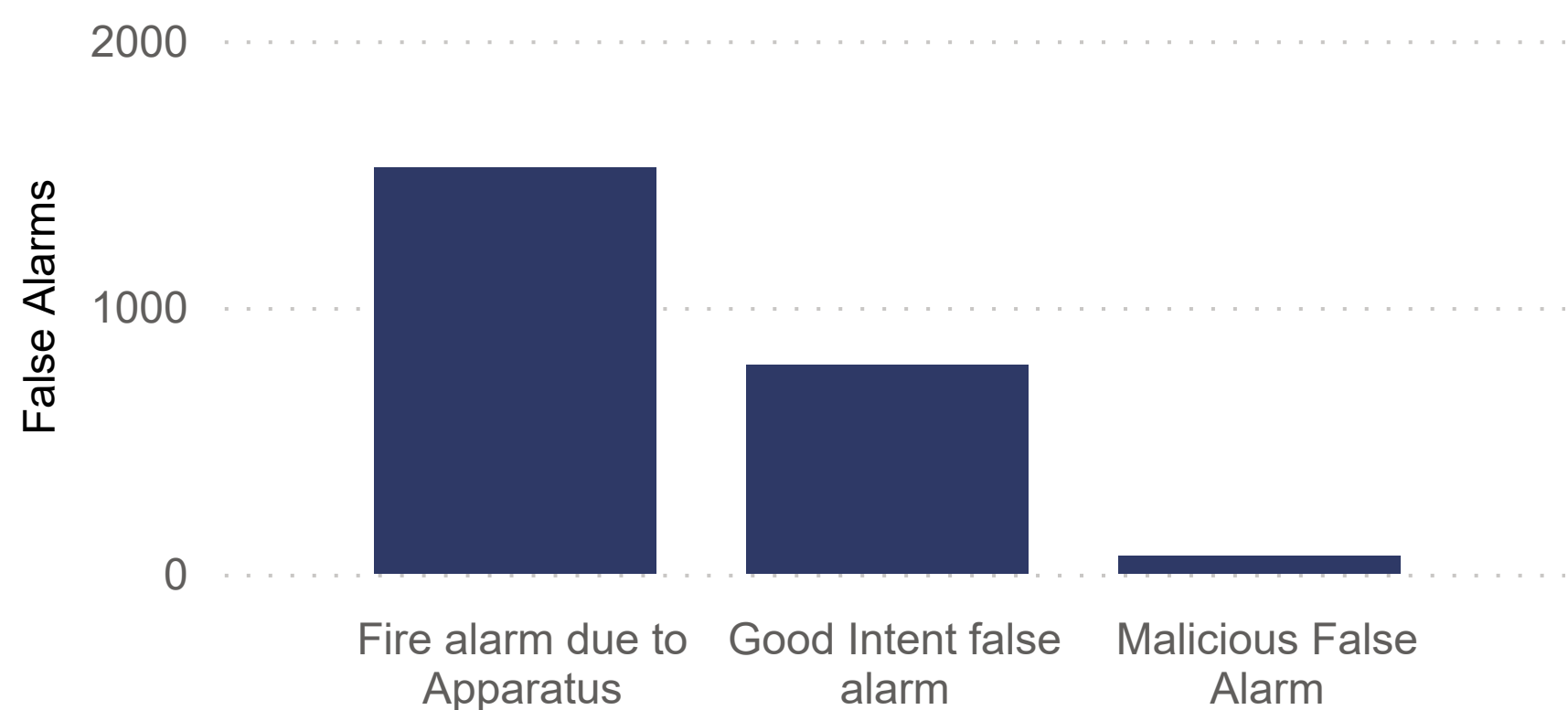
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

False Alarms Previous Year To Date Comparison

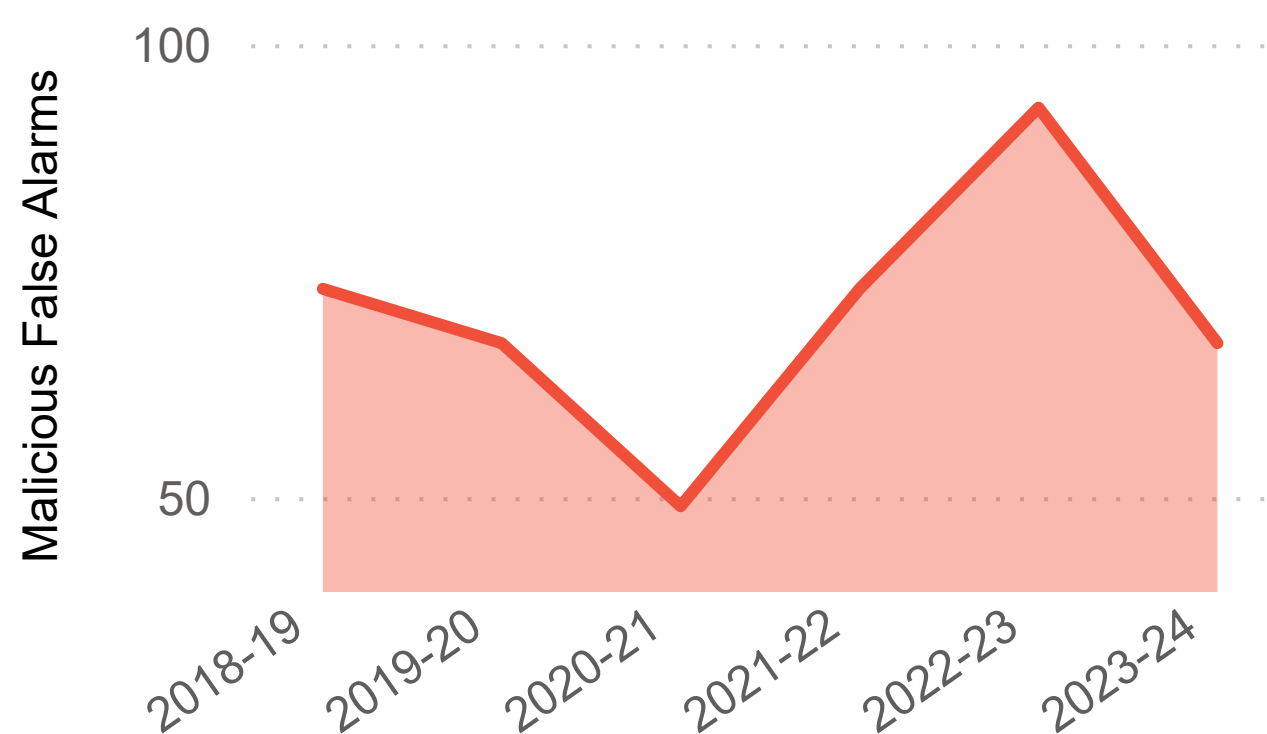
District	% increase/decrease on previous year	3 Year Average
Bradford	-5%	↓
Calderdale	4%	↑
Kirklees	-12%	↓
Leeds	-4%	↓
Wakefield	25%	↑

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

False Alarm by Reason



Malicious False Alarms by Financial Year



Top Dwelling Properties

Purpose Built
Flat/Maisonette - multiple occupancy

Top Other Residential Buildings Properties

Residential Home

Top Non-Residential Building

Education

Top Dwelling Reason

Cooking/burnt toast

Top Other Residential Building Reason

Faulty

Top Non-Residential Reason

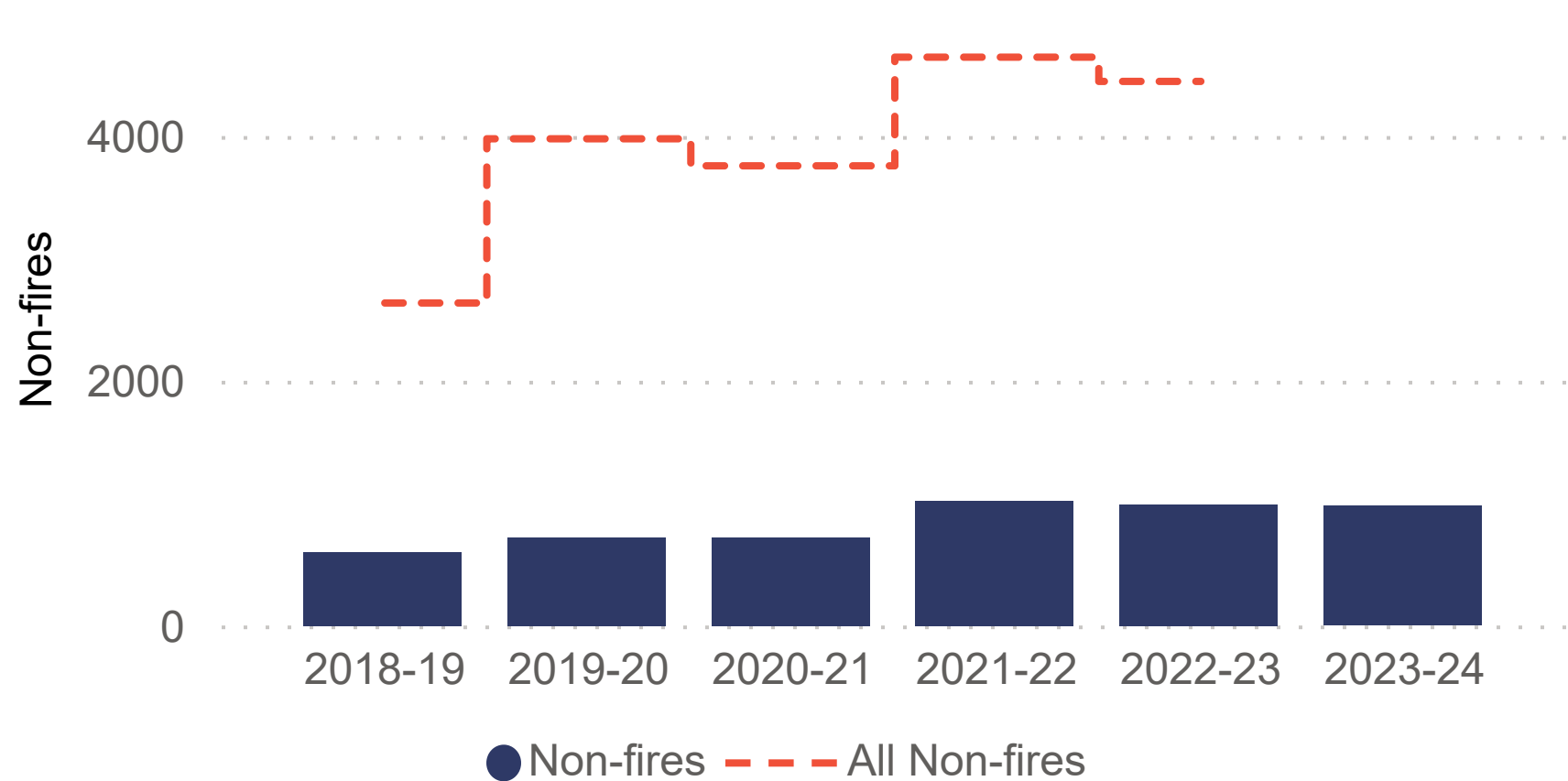
Faulty

Non-fires

01 April 2023

18 June 2023

Non-fires by Financial Year



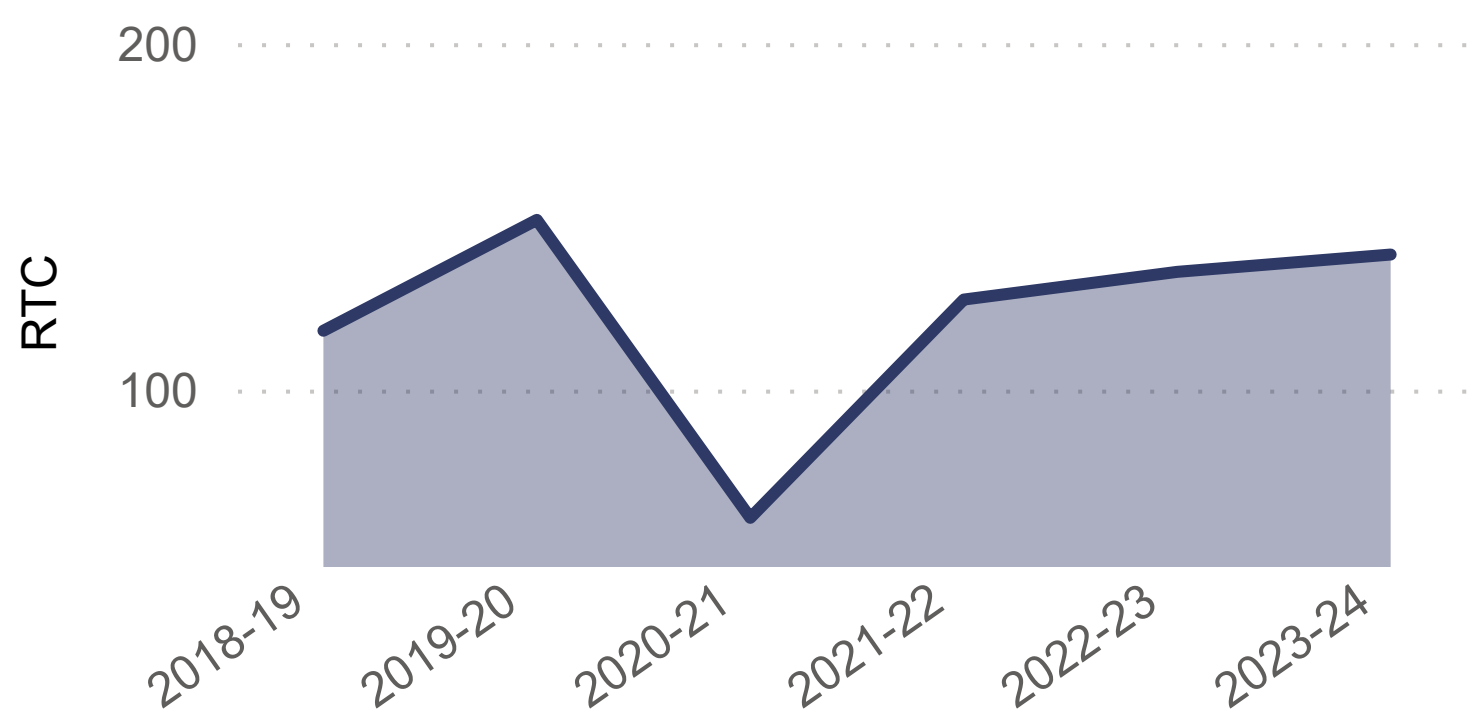
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Non-fires Previous Year To Date Comparison

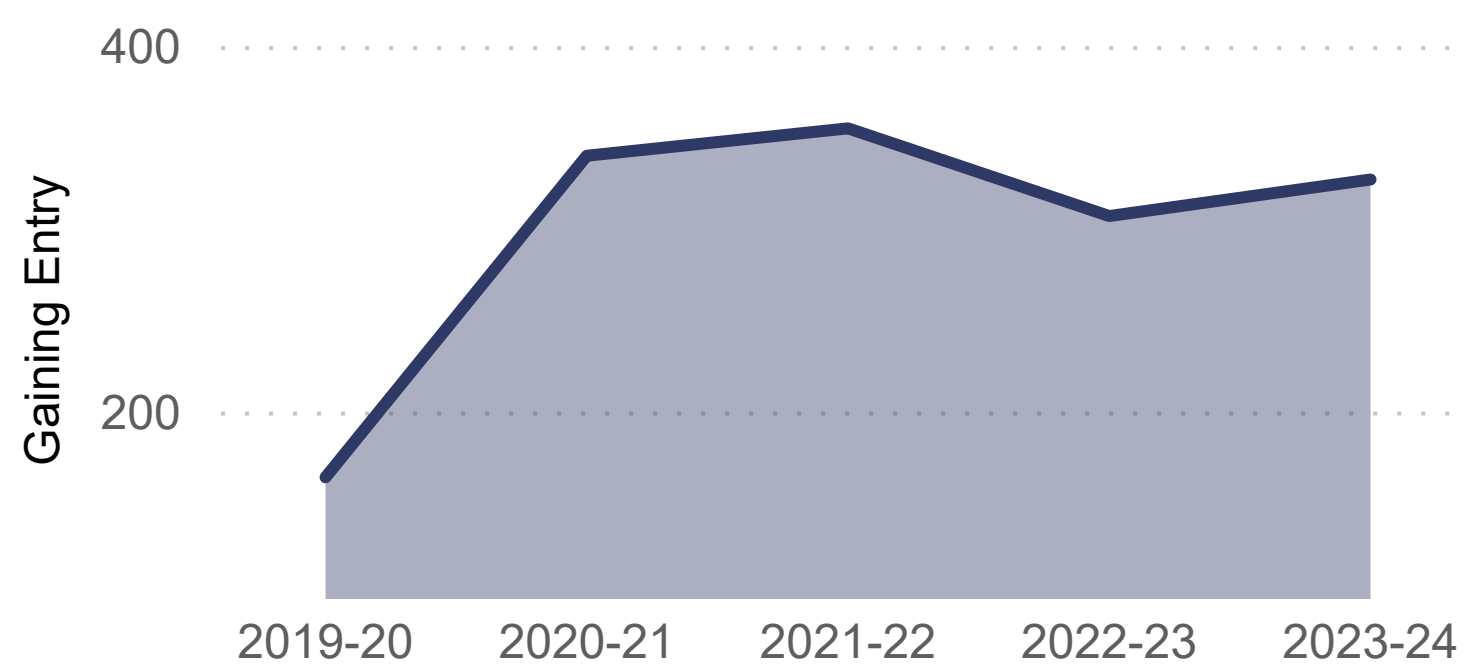
District	% increase/decrease on previous year	3 Year Average
Bradford	12%	↑
Calderdale	-11%	↑
Kirklees	9%	↑
Leeds	-10%	↓
Wakefield	-2%	↑

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

Road Traffic Collisions by Financial Year



Gaining Entry Cause for Concern by Financial Year



Top 5 Non-fire Types

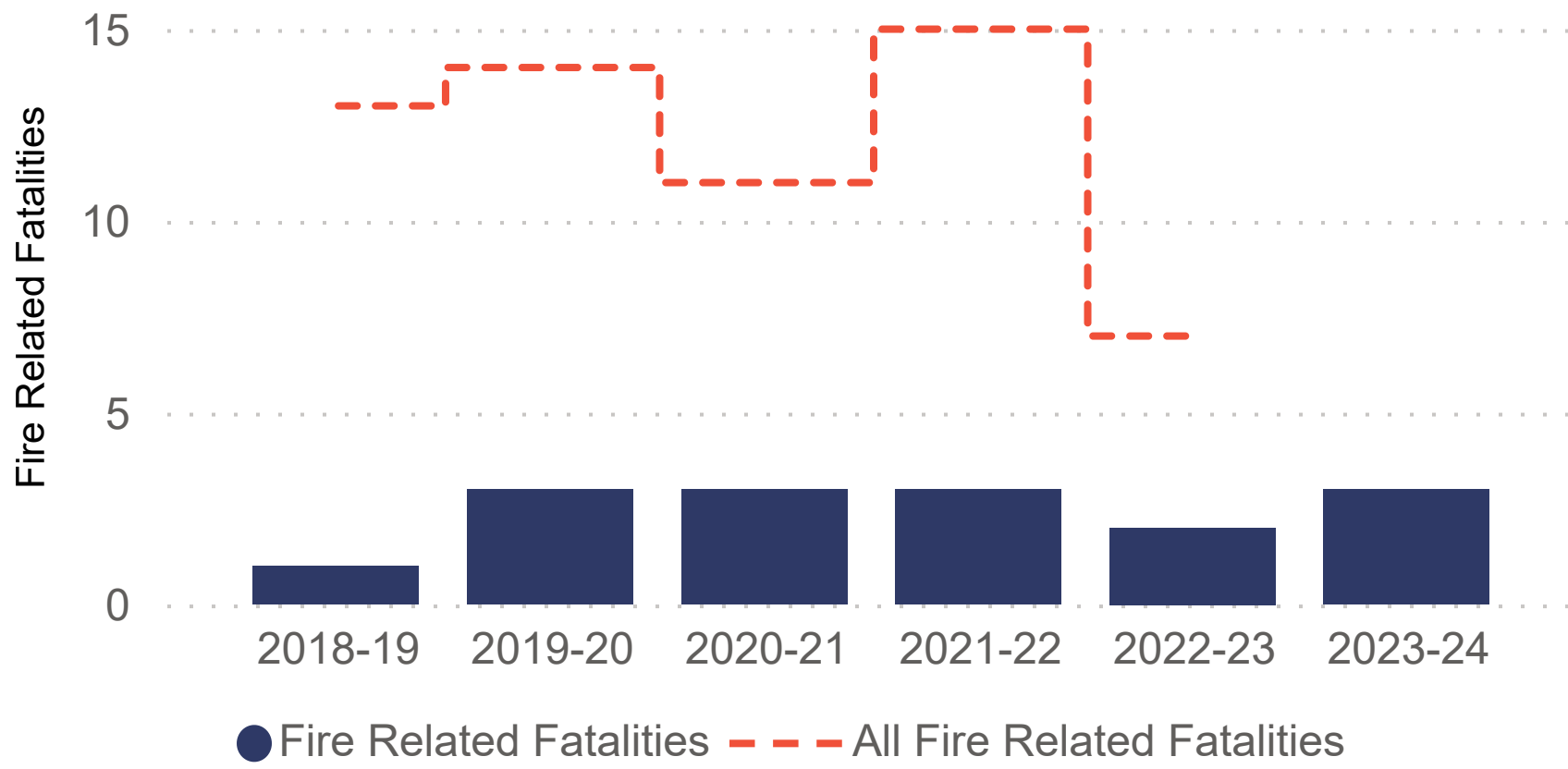
Non-fire Type	Count
Effecting entry/exit	252
Assist other agencies	189
RTC	140
No action (not false alarm)	77
Lift Release	49

Fatalities

01 April 2023

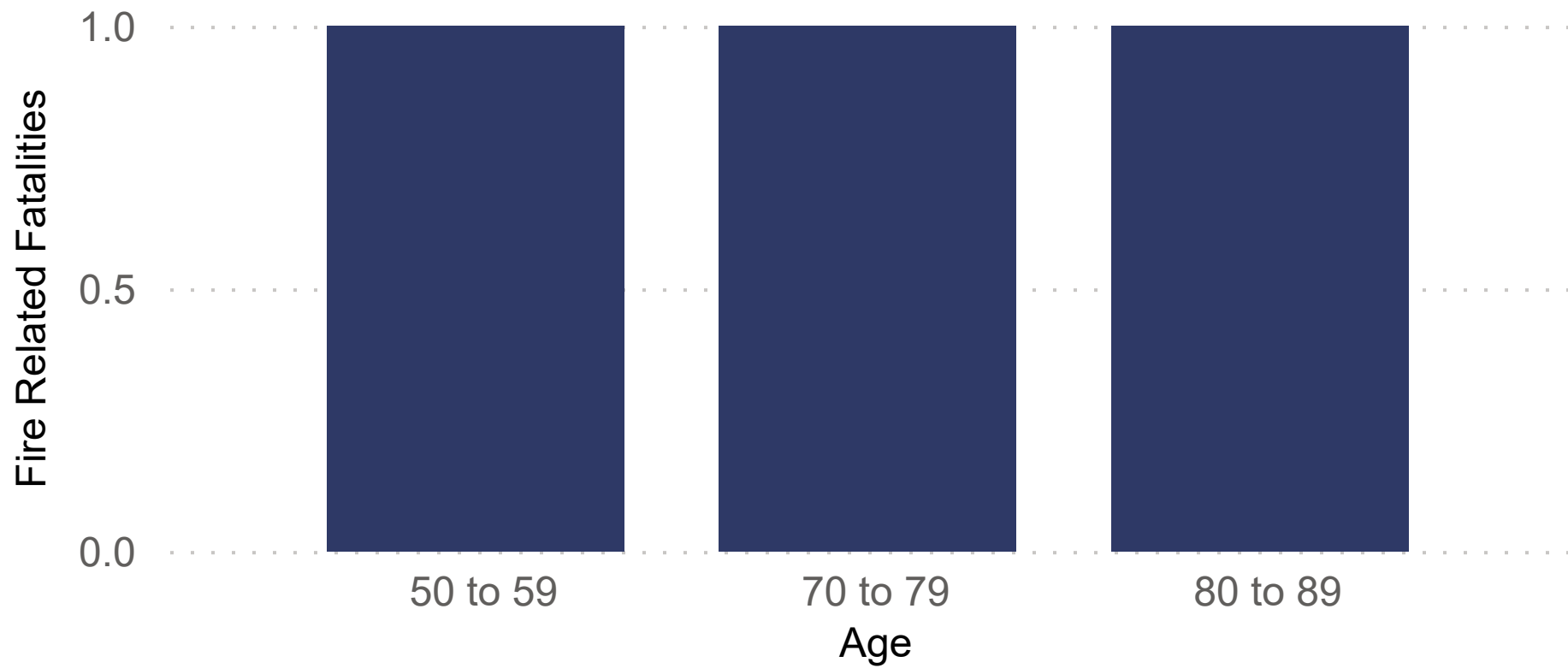
18 June 2023

Fire Related Fatalities by Financial Year

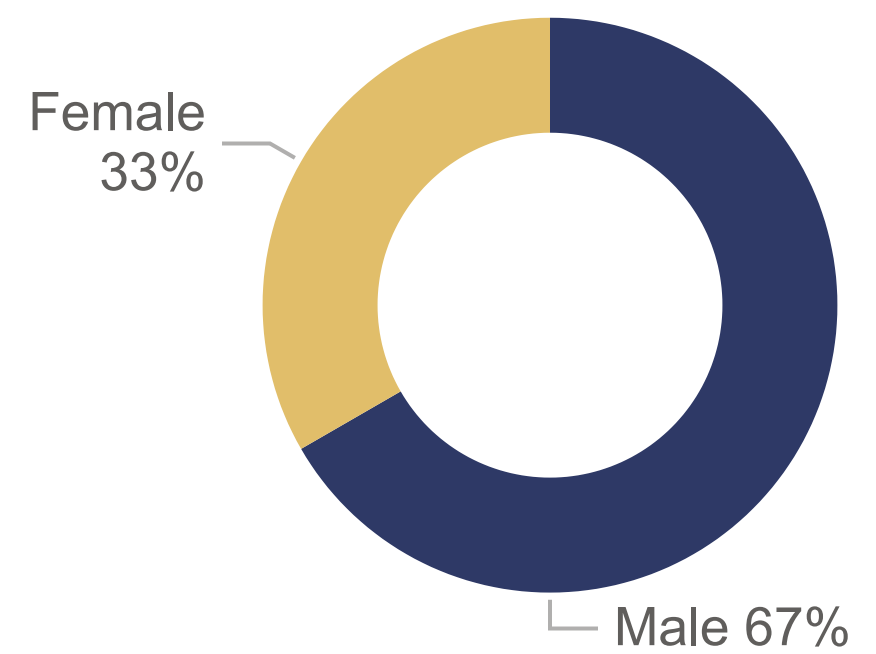


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Fire Related Fatalities by Age



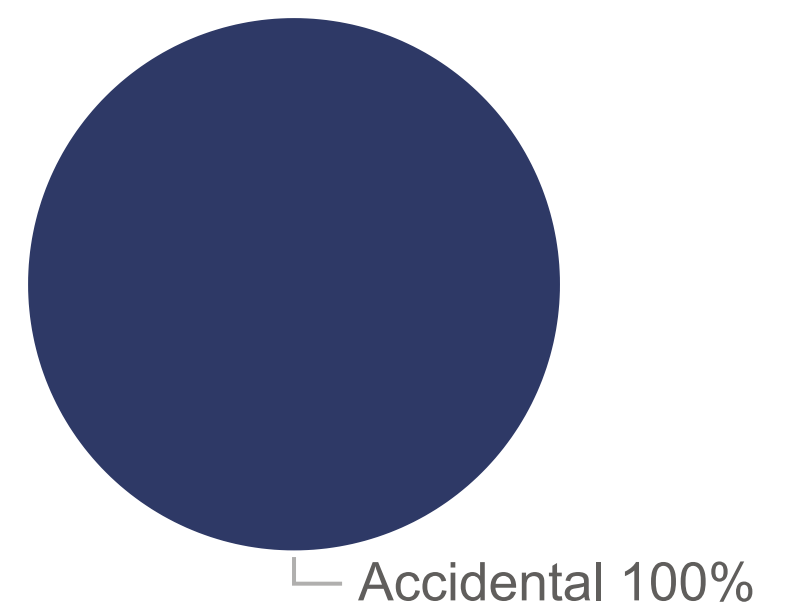
Fire Related Fatalities by Gender



Fire Related Fatalities by Property Type

Property Type	Fire Related Fatalities
House - single occupancy	1
Loose refuse (incl in garden)	1
Purpose Built Flat/Maisonette - multiple occupancy	1

Fire Related Fatalities by Accidental or Deliberate Fires

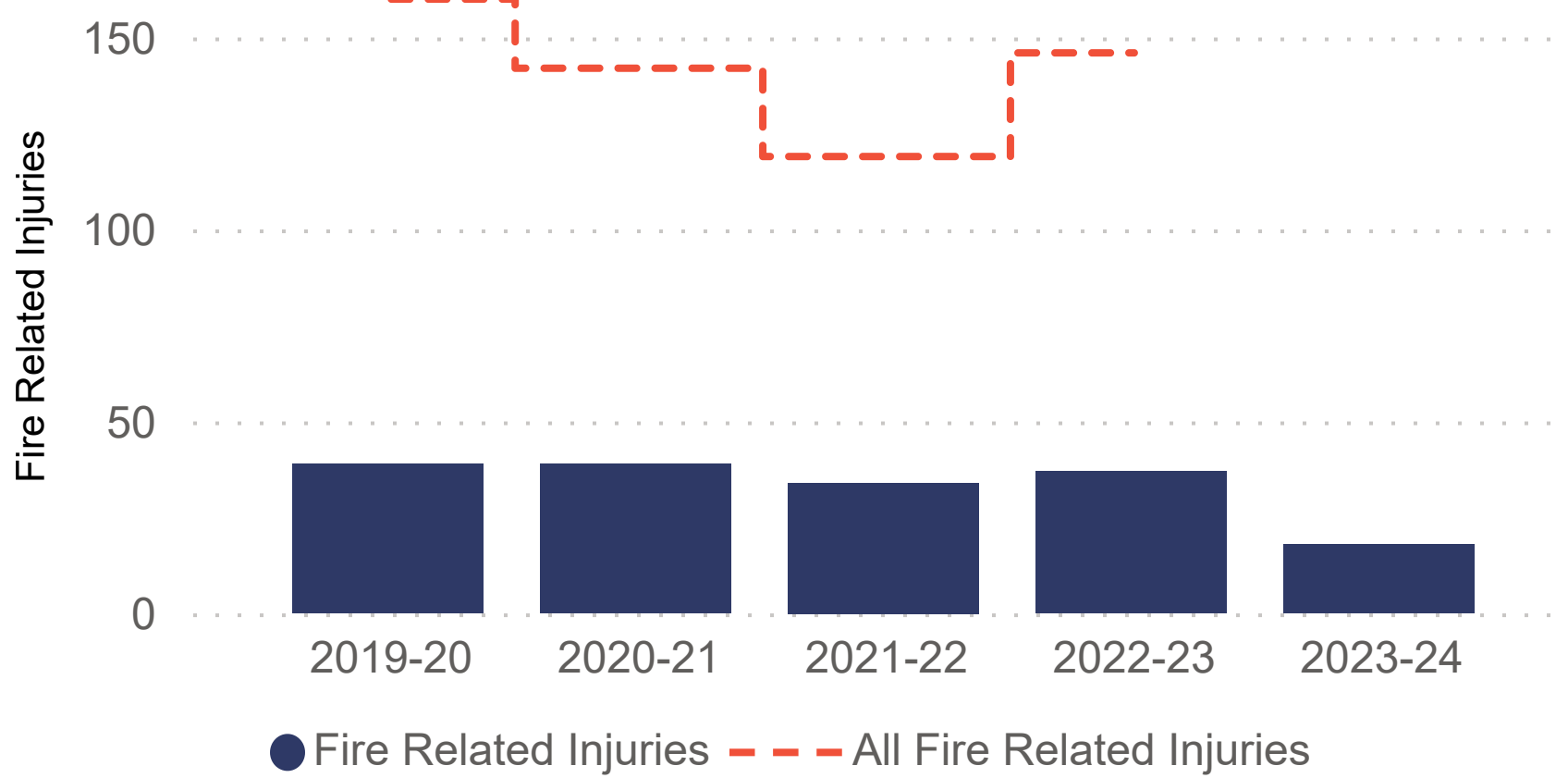


Fire Related Injuries

01 April 2023

18 June 2023

Fire Related Injuries by Financial Year



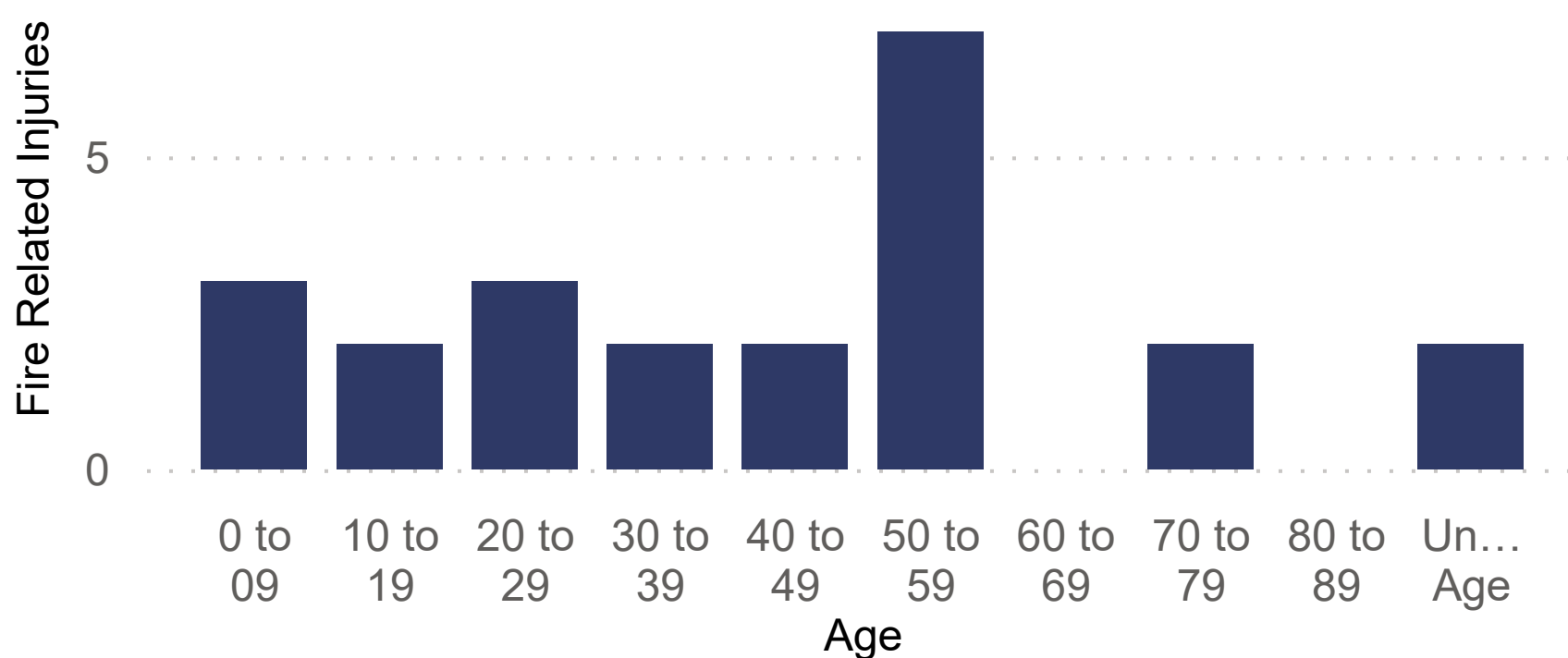
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Fire Related Injuries Previous Year To Date Comparison

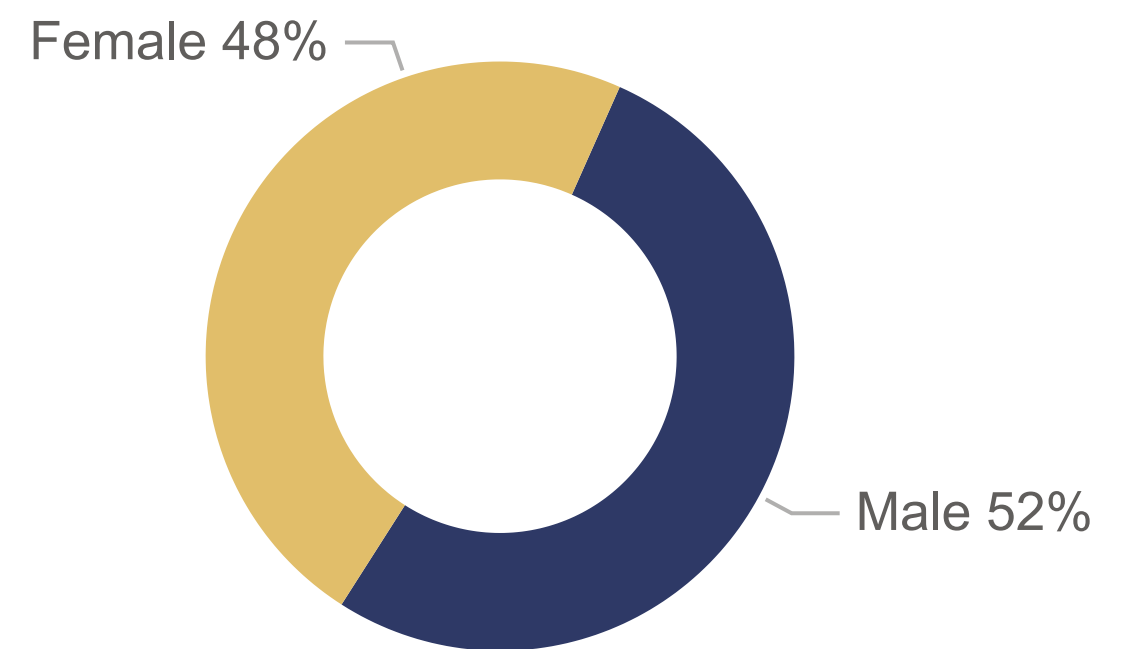
District	% increase/decrease on previous year	3 Year Average
Bradford	-54%	↓
Calderdale	-60%	↓
Kirklees	-78%	↓
Leeds	-13%	↓
Wakefield	-50%	↓

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

Fire Related Injuries by Age



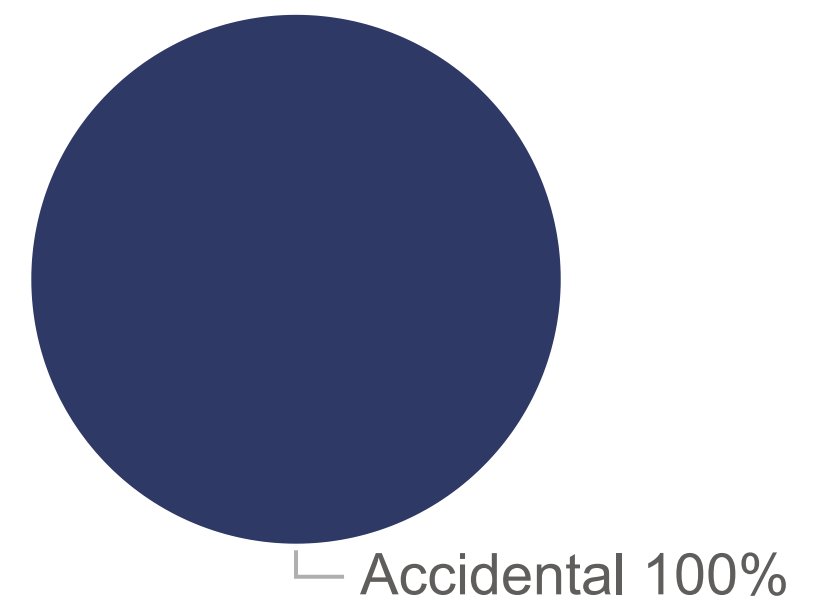
Fire Related Injuries by Gender



Fire Related Injuries by Severity



Fire Related Injuries by Accidental or Deliberate Fires



Top Property Type

House - single occupancy

Top Fire Cause

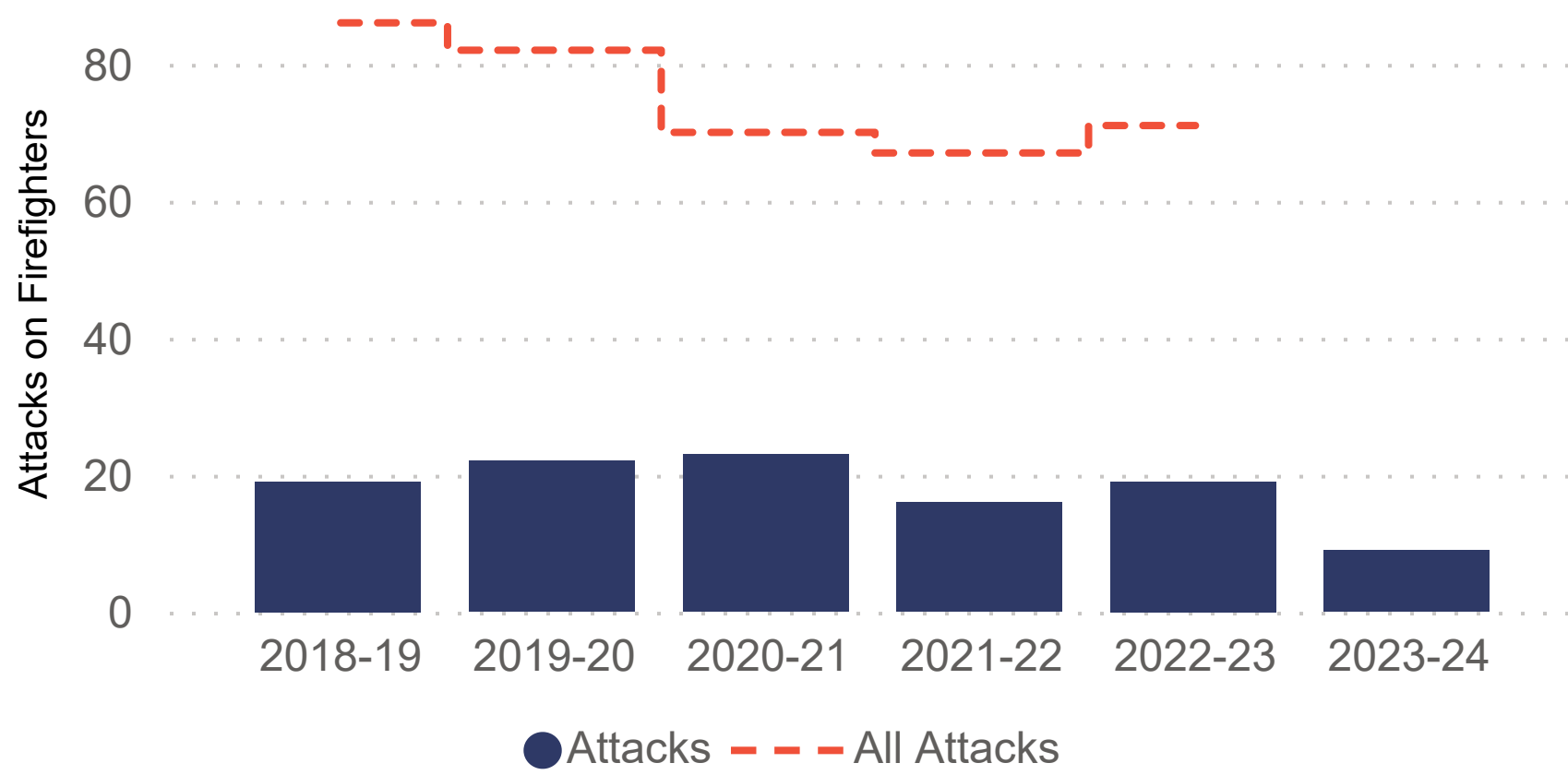
Accidental - Cooking - chip pan/deep fat fryer

Attacks on Firefighters

01 April 2023

18 June 2023

Attacks on Firefighters by Financial Year



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

Attacks on Firefighters Previous Year To Date Comparison

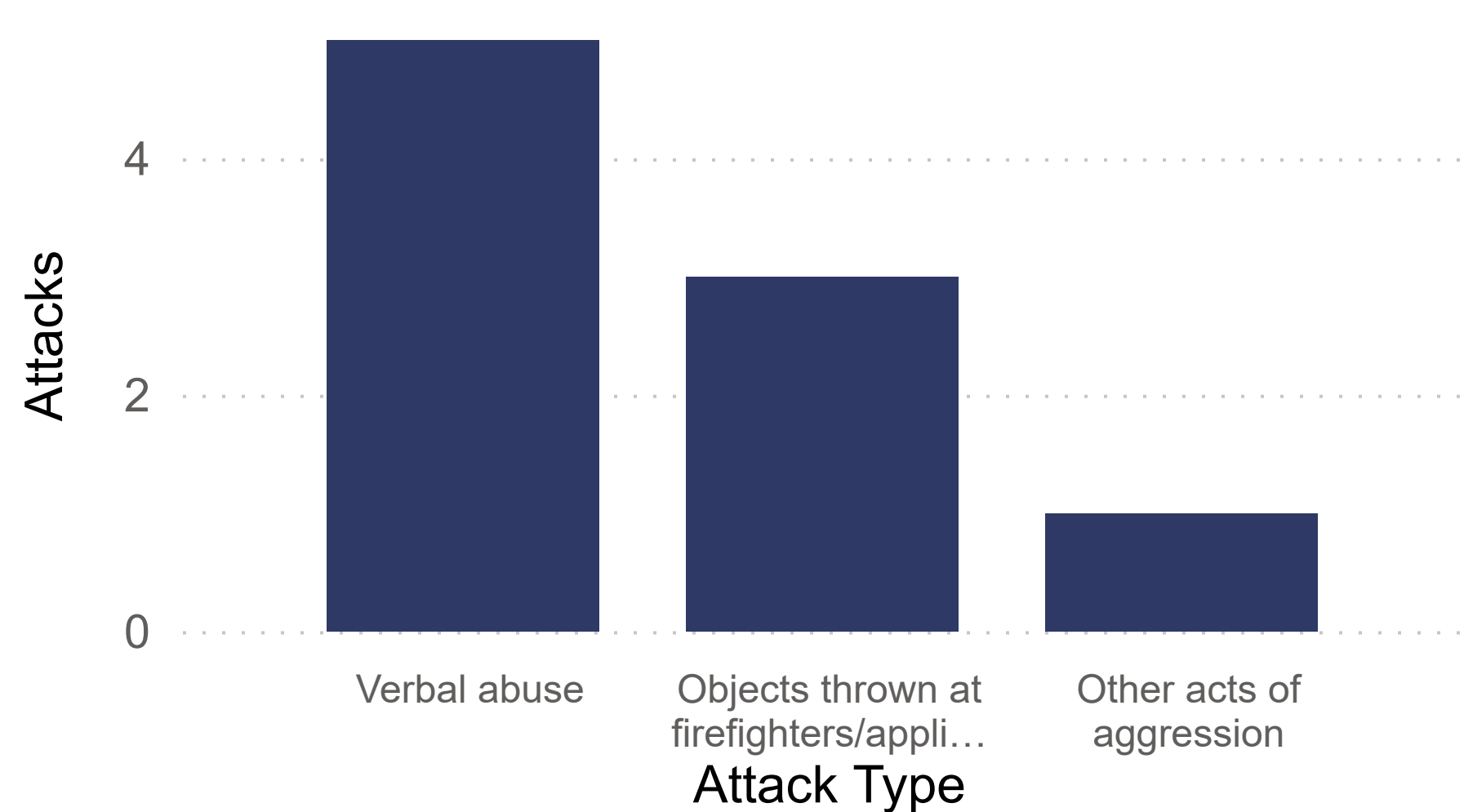
District	Current period	Previous year	% increase/decrease on previous year	3 Year Average
Bradford	2	12	-83%	↓
Calderdale	1	1	0%	↑
Kirklees	2	1	100%	↓
Leeds	1	4	-75%	↓
Wakefield	3	1	200%	↑

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

Attacks on Firefighters by Severity

Visual may be blank if 0 slight and serious injuries are recorded for the date range.

Attacks on Firefighters by Attack Type



Percentage of incidents with an attack

District	% Attacks at district total incidents
Wakefield	0.36%
Kirklees	0.22%
Calderdale	0.17%
Bradford	0.13%
Leeds	0.05%

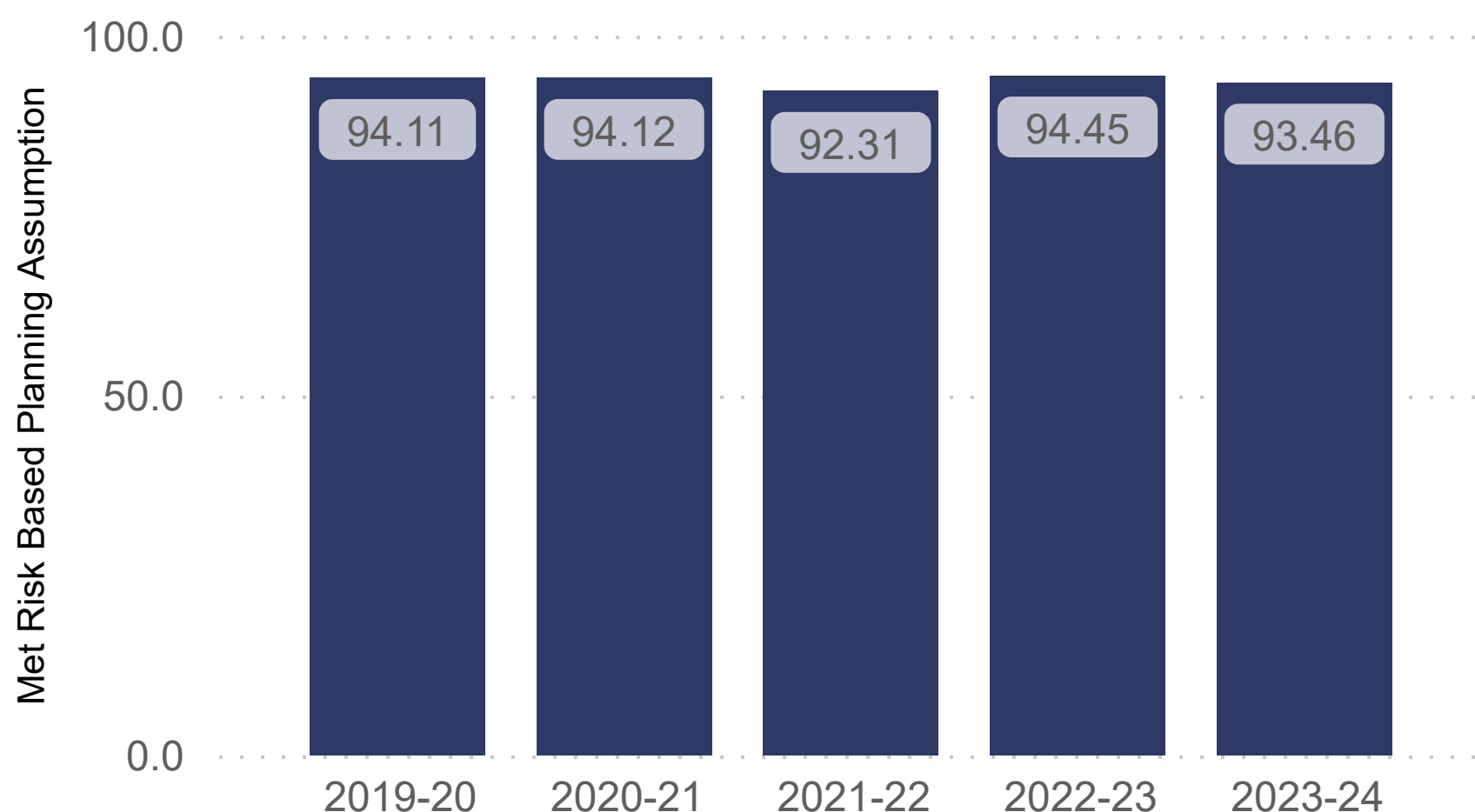
Percentage of attacks based on number of incidents per district.

Response Times

01 April 2023

18 June 2023

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



Percentage of Met Risk Based Planning Assumption Response Time

District	% Met
Leeds	95.87
Bradford	94.21
Wakefield	91.19
Kirklees	90.96
Calderdale	90.38

Average Response Time by LSOA Risk Score

Risk Score	Average Response Time
Very High	00:06:37
High	00:06:34
Medium	00:07:02
Low	00:07:31
Very Low	00:08:35

Average Response Time by Severity

Severity	Average Response Time
Life	00:06:49
Property	00:08:24
Other	00:07:26

LSOA: Lower Super Output Area.

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

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

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

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

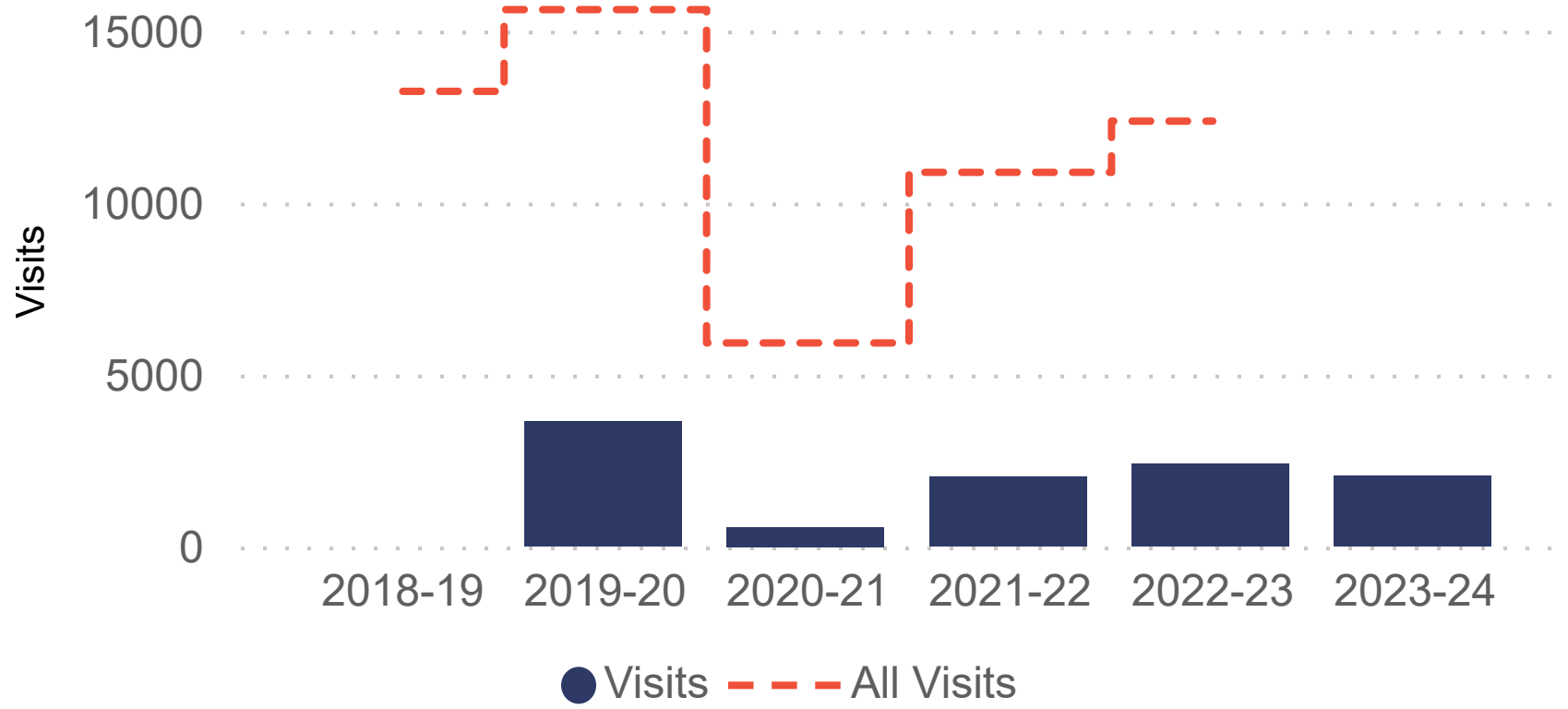
The RBPA's are underpinned by a comprehensive risk assessment for WYFRS.

Safe and Wells and High Risk Interventions

01 April 2023

18 June 2023

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

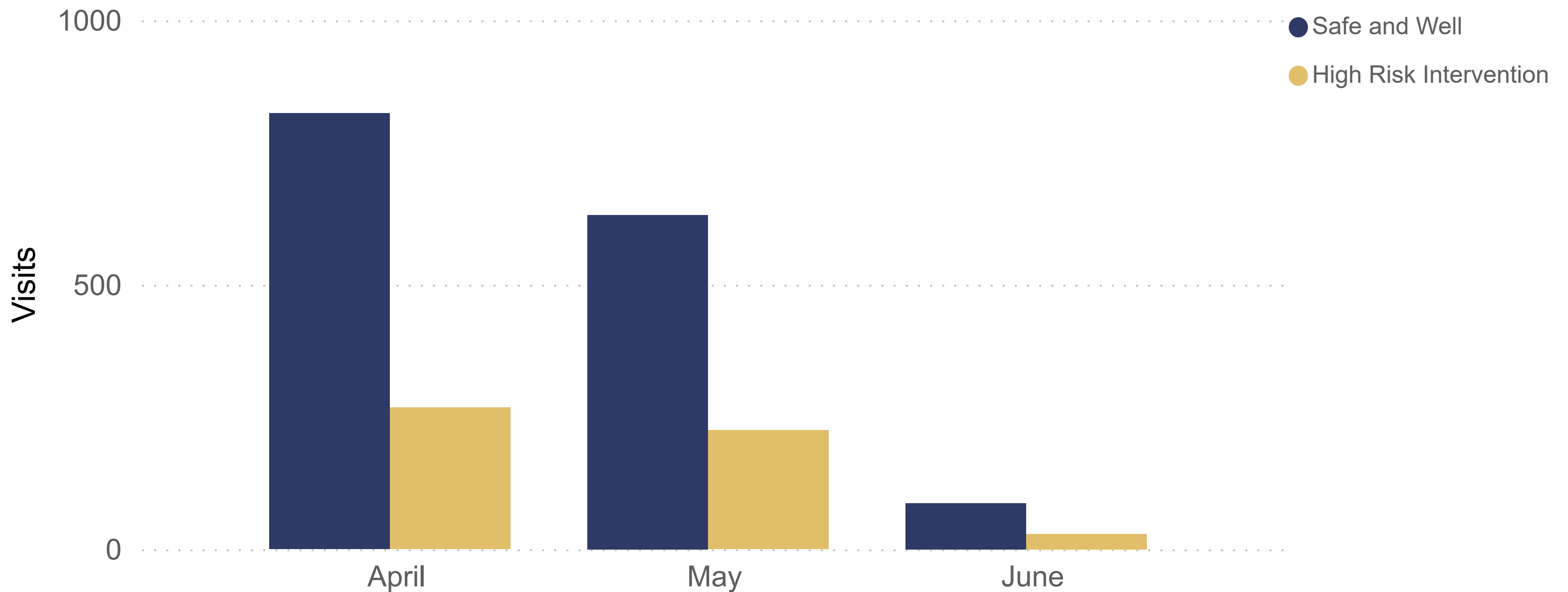


Completed Safe and Well Visits Previous Year To Date Comparison

District	% increase/decrease on previous year
Bradford	-20%
Calderdale	-1%
Kirklees	12%
Leeds	-27%
Wakefield	-14%

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

Completed Visits by Month



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

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

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

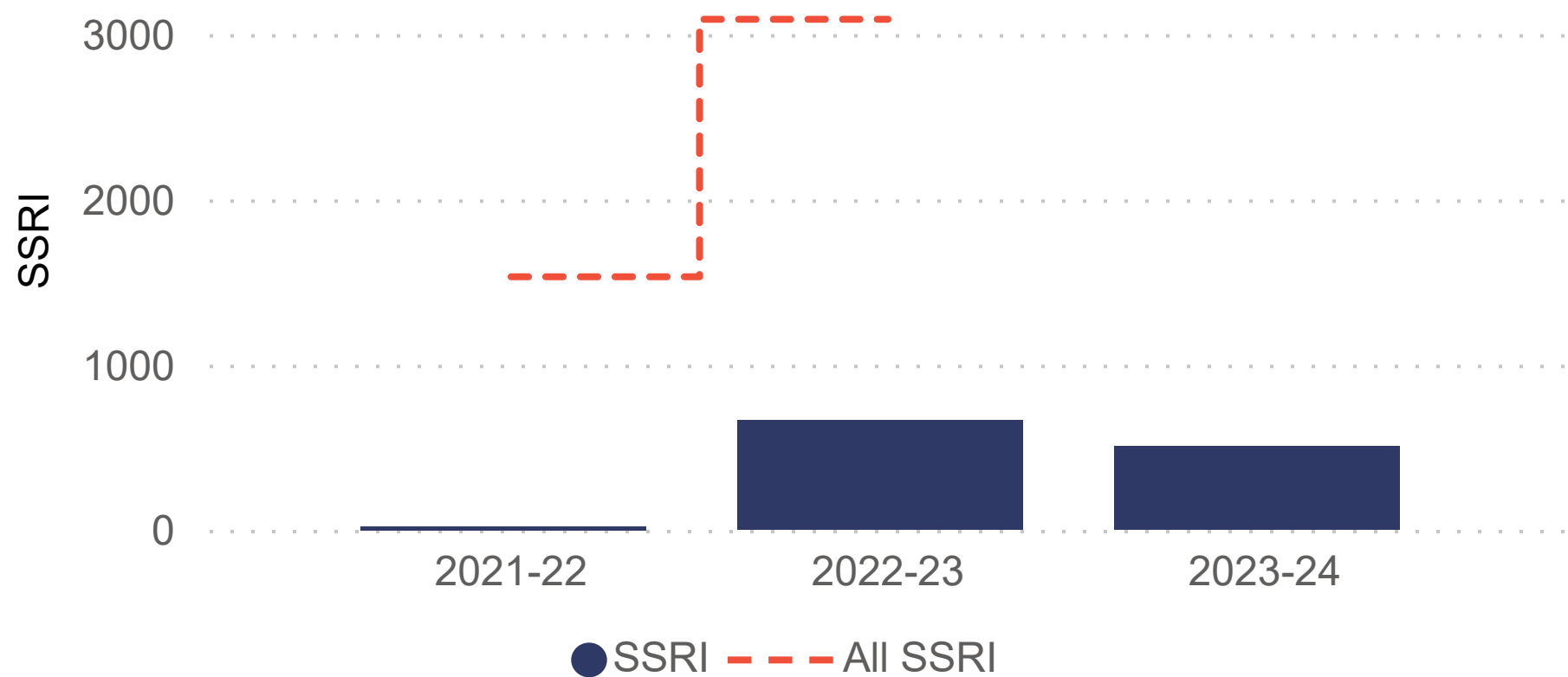
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking

Site Specific Risk Inspections (SSRI)

01 April 2023

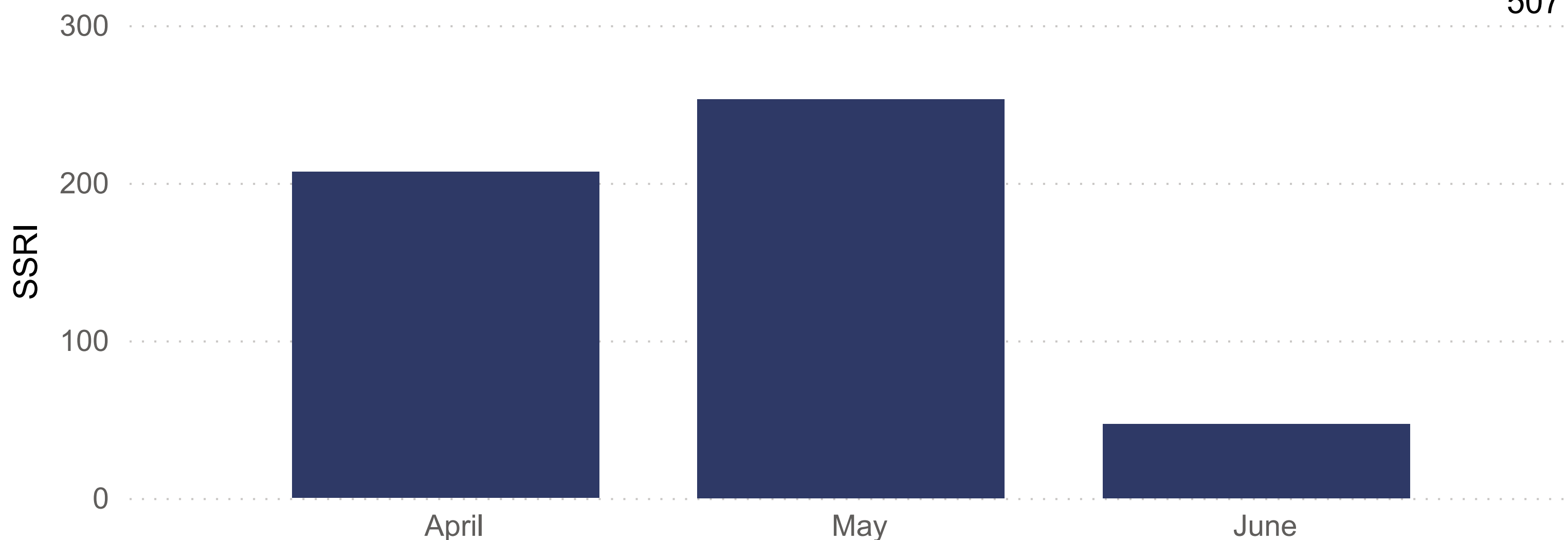
18 June 2023

SSRI by Financial Year



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

SSRI by Month



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

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

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



OFFICIAL

Corporate Health Report 2022-23

Full Authority

Date: 29 June 2023

Agenda Item:

19

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.

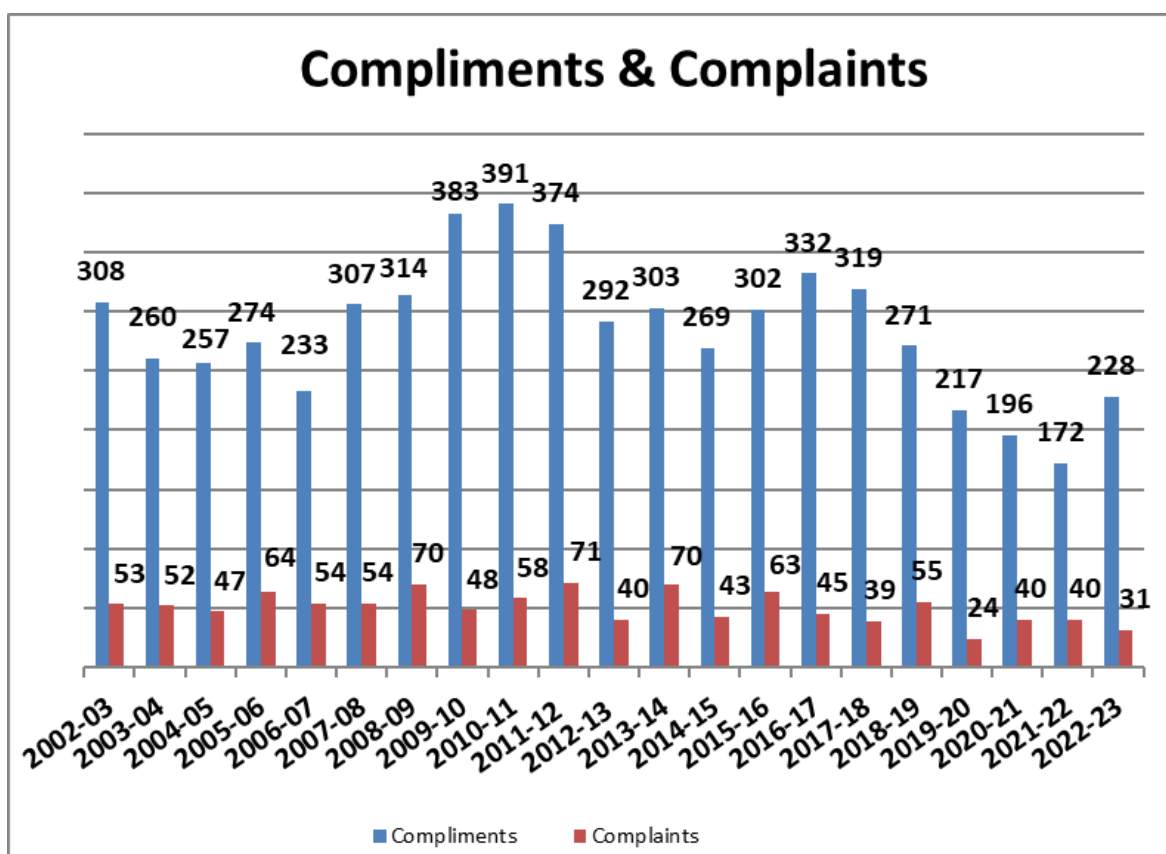
1.2 In April 2005 the Authority adopted a new formal Constitution which, along with a range of existing policies and standing orders, also incorporated new provisions relating to citizens' rights and the role and responsibilities of Members. The Constitution is a voluntary commitment to seeking to achieve 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

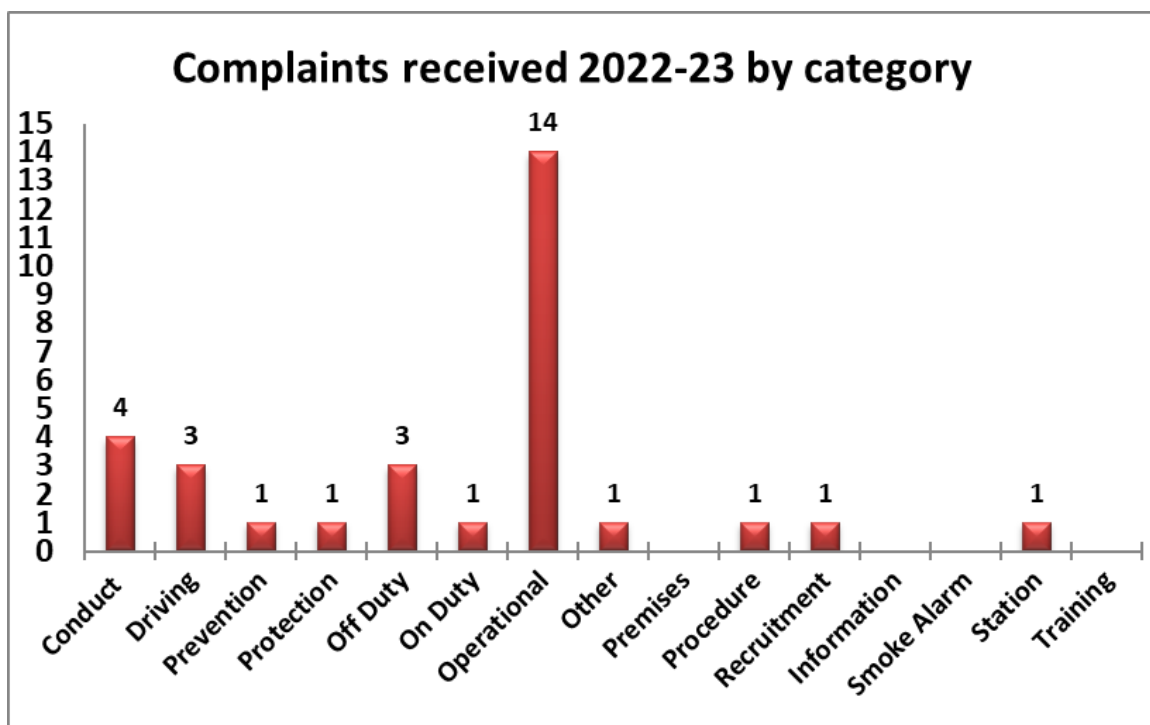
The graph below summarises West Yorkshire Fire and Rescue Service (WYFRS) performance compared to previous years' figures. During the period 1 April 2022 to 31 March 2023 WYFRS received 228 compliments, which is higher than the 174 received during the previous year.

WYFRS received 31 complaints during the 12-month period 2022/23 compared with the 40 complaints received during 2021/22.



3 Complaints

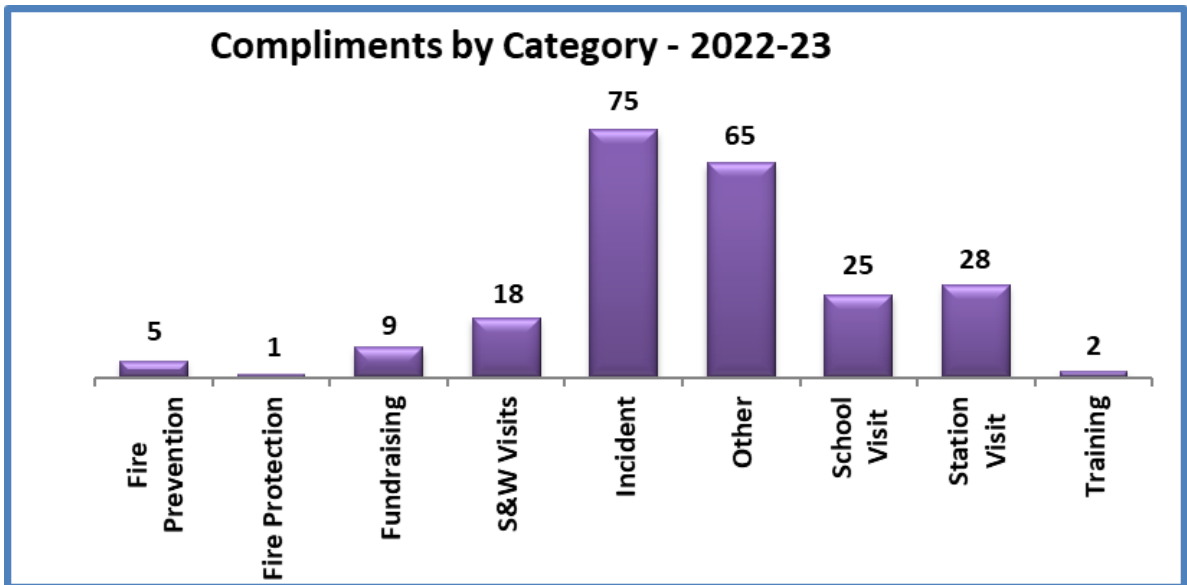
- 3.1 The receipt of a complaint either by telephone, email or letter is, if possible, to be resolved at the point of contact. The Corporate Services department is advised via the compliments/complaints website, by telephone, or email, giving details of the complaint and subsequent action taken.
- 3.2 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 31 complaints received in 2022/23, 10 were upheld. All 31 complaints have been resolved at Stage I to the satisfaction of the complainant. 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 31 complaints were received, WYFRS have attended 26,660 incidents, carried out 3,082 Site Specific Risk Inspections and delivered 12,336 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 228 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 (PIs)

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 PIs for 2022/23 are shown in the table below along with the figures for 2021/22.

Corporate Health Indicators			
Ref	Description of Indicators	2021/22 Outturn	2022/23 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).	12.19*	10.82*
	Average number of working days / shifts lost to long term sickness	5.06*	6.44*
CH5	Health and Safety – Total Injuries to staff		
	<3 days Injuries	21	19
	3 + days	28	22
	RIDDOR Major Injury/Disease	0	2
	Total	49	43
CH9	Forecast Budget Variance (% Variance against overall budget)	0%	0.86%
CH11	Forecast Capital Payments (Actual figures £s)	£3.469m	£11.726m
CH13	Debtors – Value of debt outstanding which is over 60 days old	£43,945	£76,385
CH14	Customer Satisfaction - % Overall Satisfaction with the service provided.		
	Quality of Service: Domestic	96%	98%
	Quality of Service: Non-Domestic	98%	99%
	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*

***This figure is not yet available*

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 the last 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 2023 were referred to the Local Government Ombudsman.

8 Whistleblowing Complaints

No complaints were received in the year ending 31 March 2023.

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

11.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

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

16.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.

- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

17 Recommendation

That Members note the Corporate Health Report.



OFFICIAL

Programme of Change 2023 - 24

Full Authority

Date: 29 June 2023

Agenda Item:

20

Submitted By: Director of Service Support

Purpose	To update members of the progress of the Programme of Change 2023-24
Recommendations	That members note the report.
Summary	The report highlights progress against the Programme of Change 2023-24.

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None

Annexes: Annex 1 – Update Programme of Change 2023-24

1 Introduction

1.1 The Organisational Annual Planning Cycle is an embedded process which aims to achieve the following:

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

1.2 The approved change activities which fall out of the planning process become programmes or projects of varying scale and form the Programme of Change. Lower-level change is often managed within departments or districts.

2 Information

2.1 Progress on the implementation of the programme is reported to each Full Authority and [Annex 1](#) shows the status for current projects.

One project (SharePoint 2016). is showing as overdue. The project is almost complete and is in the final stages. The final stage is to lock down the Fire Space site to read only and retire the servers from use.

One project (WY ESMCP) is on hold. This is due to the national timeline moving to the right approximately 12-18 months due to retendering process happening in the programme.

Four projects are showing as not started. These projects have been approved as part of the Programme of Change. Projects have been added for visibility.

2.2 Progress of the Programme of Change is reported at Change Management Board on a six-weekly basis. Achieved activities (completed or closed) are removed from the portfolio.

2.3 The Strategic Review Workshop was held on the 23 March 2023 which is a key milestone within the Organisational Planning Cycle. The event was attended by guest speakers Jonny Bugg, Head of Fire Strategy and Reform Unit and Katy Coleman, Senior Lead of Workforce. from the Home Office. The talks helped to provide context and set the scene for the day.

2.4 The next key milestone within the Annual Planning Cycle is the Annual Strategic Workshop. This is scheduled to be held on the 22 September 2023 and preparation is underway with planning the event.

3 Financial Implications

3.1 Although there are no financial implications arising from this report each project completed a full business case highlighting any financial implications.

4 Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5 Human Resource and Diversity Implications

- 5.1 There are no Human Resources and Diversity implications arising from this report at the time of submission. 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))	Each project/programme is required to complete an individual EIA.
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

7 Health, Safety and Wellbeing Implications

- 7.1 There are no Health and Safety implications arising from this report at the time of submission.

8 Environmental Implications

- 8.1 There are no Environmental implications arising from this report at the time of submission.

9 Your Fire and Rescue Service Priorities

- 9.1 This report details the activities undertaken in meeting our Priorities as detailed in Your Fire and Rescue Service 2022-25.


10 Conclusions

- 10.1 The status of each project can be seen in the attached dashboard ([Annex 1](#)).

The achieved activities (completed or closed) have been removed from the portfolio. Evaluation reports are presented at Change Management Board to formally close projects and evaluate the effectiveness of projects realising benefits. Lessons learned are captured and documented.

Annex 1 – Programme of Change

Programme of Change 2023-2024 Projects and Activities Status Dashboard (N.B. Status as at 14/06/2023)

 West Yorkshire Fire & Rescue Service Portfolio Management Office												Programme of Change 20 2023/2024		Report Date: 14/06/2023	
Board	Strategic alignment	Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	No of Change Controls	Project Completion %			
CMB	38	FSHQ Programme	On Track	Nick Smith		Bruce Cowen	07/10/2021	01/02/2025		▶	8	<div style="width: 25%;"></div>	25		
CMB	36	OneView Programme	On Track	Martin McCarthy	Kirsty James	Sarah Bairstow	14/09/2020	17/05/2025		▶	2	<div style="width: 25%;"></div>	25		
CMB	33	HQ Fire Control	On Track	Dave Walton	Scott Donegan	Julie Jowett	01/09/2021	31/12/2024		▶	0	<div style="width: 25%;"></div>	25		
CMB	30	Microsoft 365	On Track	Nick Smith	Naz Choudhury	Kirsty James		31/08/2023		▶	0	<div style="width: 0%;"></div>	0		
CMB	28	Keighley Fire Station	On Track	Nick Smith	Richard Young	Emma Kettlewell		31/03/2025		▶	0	<div style="width: 0%;"></div>	0		
CMB	20	Accessible Content Toolkit Project	On Track	Nick Smith	Nick Smith	Gill Cockburn/Cath Rose	01/07/2021	01/07/2023		▶	0	<div style="width: 80%;"></div>	80		
CMB	20	Grenfell Programme	On Track	John Roberts	Dave Teggart		03/03/2020	31/04/2024		#VALUE!	1	<div style="width: 80%;"></div>	80		
CMB	19	Fire Standards Programme	On Track	Martin McCarthy		John Hodson	16/02/2021	31/12/2029		▶	0	<div style="width: 40%;"></div>	40		
CMB	16	Command Support Software	On Track	Dave Walton		Dave Teggart	01/06/2022	29/02/2024		▶	0	<div style="width: 25%;"></div>	25		
CMB		Sharepoint 2016 - Update software for corporate intranet and document management system	Overdue	Nick Smith	Naz Choudhury	Rebecca Hajes	03/01/2017	31/07/2022	31/03/2018	▶	9	<div style="width: 80%;"></div>	80		
CMB		Special Projects Implementation	On Track	Dave Walton	Dave Teggart	Mick Kilburn	15/11/2021	31/04/2024		#VALUE!	0	<div style="width: 40%;"></div>	40		
CMB		Halifax Fire Station New Build	Not started	Nick Smith	Richard Young		tbc	tbc		#VALUE!	0	<div style="width: 0%;"></div>	0		
CMB		Huddersfield Fire Station New Build	Not started	Nick Smith	Richard Young		tbc	tbc		#VALUE!	0	<div style="width: 0%;"></div>	0		
CMB		Data Centre	Not started				tbc	tbc		#VALUE!		<div style="width: 0%;"></div>			
CMB		MDT Software	Not started				tbc	tbc		#VALUE!		<div style="width: 0%;"></div>			
CMB	19	WY ESMCP AP - WYFRS acting as Assurance Partner for transition to the ESN under the Emergency Services Mobile Communications Programme.	On hold	Nick Smith	Benjy Bush	Helen Peace	01/12/2020	TBC		#VALUE!	0	<div style="width: 25%;"></div>	25		



OFFICIAL

Community Risk Management Plan - Annual Review and Update

Full Authority

Date: 29 June 2023

Agenda Item:

21

Submitted By: Director of Service Support

Purpose	To provide Members of West Yorkshire Fire and Rescue Authority an update following our annual review of WYFRS Community Risk Management Plan - Your Fire & Rescue Service 2022/25.
Recommendations	That members of West Yorkshire Fire and Rescue Authority note the contents of this report.
Summary	This report provides an update on the Community Risk Management Plan and subsequent interventions.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Toby May, Area Manager Service Support

Toby.may01@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Your Fire & Rescue Service 2022 – 25 (To Follow)

1 Introduction

- 1.1 This report provides West Yorkshire Fire Authority with an update on the Community Risk Management Plan (CRMP) and subsequent interventions.
- 1.2 Your Fire & Rescue Service 2022/25 (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 Corporate Communications has made the changes to the plan which will be updated in an accessible digital format and will be available to view on our website [here](#) shortly after today's meeting.

2 Information

- 2.1 Your Fire & Rescue Service 2022/25 was approved by the Fire Authority at the meeting on 30 June 2022. It is a three-year plan; however, it is subject to an annual review.
- 2.2 The plan has been reviewed internally and as a result it will be subject to some minor amendments to ensure information is current and up to date. There is no requirement to formally consult on these changes. The amendments include:
 - Areas of Focus reviewed and updated to reflect current workstreams - page 7.
 - District Team Plans updated - page 8.
 - Performance against planned response times updated - page 18.
 - Efficiency and effectiveness updated to reflect current budget information and to include reference to the WYFRS Efficiency and Productivity Plan 2023/24 - Page 28.
 - Programme of Change updated to reflect 2023/24 - page 34/35.
- 2.3 Corporate Communication will make the changes to the plan which will be updated in digital format only and will be available to view on our website.

3 Community Risk Management Plan Interventions

- 3.1 At the Full Authority meeting on 30 June 2022, the Director of Service Support presented the business case to improve the flexibility, resilience and efficiency of staffing on wholetime fire stations.
- 3.2 This report detailed how we would invest in Service Delivery by increasing the operational establishment by 34 wholetime posts. This growth in firefighter establishment is the first of its kind for decades.
- 3.3 The report informed Members how the increase in establishment of 34 wholetime posts would be supplemented by the 22 establishment posts from the Operational Resource Pool being assigned to a station, thus removing the Operational Resource Pool as a duty system.
- 3.4 Therefore, 56 operational posts in total will be allocated to all 14 single pump fire stations increasing the firefighter posts by four posts per station, assigning one firefighter to each watch.

- 3.5 To support the investment of £1.5m in 34 new firefighters and the removal of the Operational Resource Pool a project commenced 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.
- 3.6 The operational staffing project is making good progress, consultation and engagement with staff and representative bodies continues to be positive.
- 3.7 Several projects objectives will be worked through over the next 12 months which will support the transition from global to localised staffing.
- 3.8 There are currently no other CRMP interventions ongoing at this moment in time.

4 Financial Implications

- 4.1 There are no financial implications because of this report.

5 Legal Implications

- 5.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

6 Human Resource and Diversity Implications

- 6.1 There are no internal human resource or diversity implications arising from this report.

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 (westyorkfire.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@westyorkfire.gov.uk

8 Health, Safety and Wellbeing Implications

8.1 There are no direct health, safety and wellbeing implications resulting from this report.

9 Environmental Implications

9.1 There are no environmental implications resulting from this report.

10 Your Fire and Rescue Service Priorities

10.1 This report links with the Community Risk Management Plan 2022/25 strategic priorities below:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

11 Conclusions

11.1 That members of the West Yorkshire Fire Authority note the contents of this report.

Your Fire & Rescue Service

2022/25

Foreword

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/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

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 well-being, 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**

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

ALT text: Our ambition = Making West Yorkshire Safer. To improve community safety and well-being, and reduce the risk to life, property, and the environment from fire and other emergencies.

How we do it

Strategic Priorities

Our CRMP sets out our priorities for the period 2022-2025. We will:

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and well-being of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

Areas and 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:

- invest in our estate in Birkenshaw to provide a state-of-the-art, energy-efficient, headquarters, training centre and new fire station.
- 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.

- continue to engage with owners of high-rise residential buildings to ensure they are aware of the duties placed on them through new regulations which aim to make buildings safer for residents

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.

Service Support

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

- Finance & Procurement
- Property Services
- Information & Communications Technology
- Occupational Health, Safety & Wellbeing
- Fire Stations

- Committee & Member Services
- Equipment
- Corporate Communications
- Human Resources
- Diversity & Inclusion
- Corporate Services
- Strategic Development
- Transport & Logistics
- Legal Services
- Training & Development
- Districts
- Service Improvement & Assurance
- Fire Prevention
- Fire Protection

Our people

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.

Our values

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

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

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

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.

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.

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

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

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

Planned Response Times

Risk Band	Risk to Life	Risk to Property	Other
Very high risk	7 minutes	9 minutes	15 minutes
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.

- 88.0% Risk to Life
- 89.9% Risk to Property
- 96.8% Other
- 95.4% Average

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 and the cost of living.
- 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.

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 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.

- Prevention Strategy 2022 - 2025

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.

- Protection Strategy 2022

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 wholtime (24/7) stations. Lower risk areas are covered by

on-call stations. Those areas in between have a combination of both; day crewed (working during the day and on-call at night).

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.

- Response and Resilience Strategy 2022 – 2025

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.

- [Response and Resilience Strategy 2022 - 2025](#)
- [Learn more about JESIP](#)

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

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.

Where the budget is spent:

- Employees - £74.011m
- Premises - £5.118m
- Transport - £2.267m
- Supplies and services - £7.420m
- Lead Authority Charges - £0.285m
- Capital financing £8.98m
- Income – (£2.433m)

Total - £95.651m

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.

- Our achievements/performance against 'Your Fire and Rescue Service 2020-23' priorities

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.

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.

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.

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

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.

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.

Annual State of Fire Report

Our most recent HMICFRS report found that we were rated good in all areas across the three pillars; Effectiveness, Efficiency and People. 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. 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.

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.

Birkenshaw Site Redevelopment

Modern, energy-efficient Headquarters, and Training Centre constructed on the existing site.

New Fire Engine Fleet

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

Keighley Fire Station New Build

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

Halifax Fire Station New Build

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

Huddersfield Fire Station

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

Relocation of Cleckheaton Fire Station

The construction of a new fire station on our site in Birkenshaw 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.

OneView

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

Leadership Strategy

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

Emergency Services Mobile Communication Programme

Provision of a national radio scheme utilising mobile phone technology.

Fire Standards Programme

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

Accessible Content Toolkit Project

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

Grenfell Project

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

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.

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.

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