

OFFICIAL

# Statement of Assurance 2021-22 and 2022-23

## Full Authority

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Date: 29 September 2023

Agenda Item:

**08**

Submitted By: Director of Corporate Services

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<b>Purpose</b>	To present Members with the annual Statement of Assurance 2021/22 and 2022/23 for approval.
<b>Recommendations</b>	Members are requested to approve the Statement of Assurance 2021/22 and 2022/23 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance.
<b>Summary</b>	This report presents the annual Statement of Assurance 2021/22 and 2022/23; the principal aim of which is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

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Local Government (Access to information) Act 1972

Exemption Category: None

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

Annexes: Statement of Assurance 2021-22  
Statement of Assurance 2022-23

## **1 Introduction**

- 1.1 The Government is committed to unburdening local government, eliminating top-down bureaucracy and increasing local flexibility. For fire and rescue authorities, this ethos is demonstrated by the revised Fire and Rescue National Framework for England (the Framework), and in the provisions of the Localism Act 2011, which helps to let them run their services as they see fit.
- 1.2 This freedom and flexibility is accompanied by the need for accountability and transparency. Providing an excellent service is only the starting point – communities expect to know how their services are being provided.
- 1.3 It is against this background that the Framework sets out a requirement for fire and rescue authorities to publish Statements of Assurance. It says:

‘Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework.

To provide assurance, fire and rescue authorities must publish an annual statement of assurance.

## **2 Information**

- 2.1 Whilst the Government have issued ‘Guidance on statements of assurance for fire and rescue authorities in England’, it is for individual fire and rescue authorities to determine the best way for them to present the information with their communities in mind.
- 2.2 West Yorkshire Fire and Rescue Authority (WYFRA) consider that the majority of the information required to meet the aim of the Statement of Assurance is already provided in an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of the Authority’s performance and, where this is the case, the attached Statement links to those documents.
- 2.3 The WYFRA’s Service Assurance Framework details the high-level expectations of the service relating to:
- Compliance with the National Framework.
  - The assessment of performance via His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
  - The annual completion of the Service Assurance process.
  - A comprehensive approach to the assurance of service delivery.
- 2.4 The Statement of Assurance will be used as a source of information on which to base the Secretary of State’s biennial report under section 25 of the Fire and Rescue Act 2004 and is required to be signed off by an elected member of West Yorkshire Fire and Rescue Authority. The Chair of the Authority is, therefore, requested to sign the statement on behalf of the Authority.

- 2.5 There is a requirement to publish the statement on an annual basis, however the publication of the 2021/22 statement was delayed as a result of the delay in the external audit of the final accounts. The first statement was published in September 2013.
- 2.6 The Statement of Assurance for the year 2021/22 and 2022/23 are attached to this report for Members to approve for signature by the Chair of the Authority and publication on the Authority's website.

### **3 Financial Implications**

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

### **4 Legal Implications**

- 4.1 The 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 The Authority remains committed to diversity and inclusion and to maintaining the highest possible standards. It takes a pragmatic and focused approach towards delivery of its legal equality duties.
- 5.2 The National Fire and Rescue Service Framework is a tool which helps WYFRS set and deliver diversity and inclusion objectives. It enables the Authority to demonstrate compliance with the Public Sector Equality Duty and benchmark its equality performance against other Fire and Rescue Services.

### **6 Equality Impact Assessment**

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? ( <a href="#">EIA guidance and form 2020 form.docx</a> ( <a href="http://westyorksfire.gov.uk">westyorksfire.gov.uk</a> ))	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](mailto:diversity.inclusion@westyorksfire.gov.uk)

### **7 Health, Safety and Wellbeing Implications**

- 7.1 There are no health and safety 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 all 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.

## **10 Conclusions**

10.1 Members are requested to approve the Statement of Assurance 2021/22 and 2022/23 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance for signature by the Chair of the Authority prior to publication on the Authority's website.



West Yorkshire  
Fire & Rescue Authority

# Statement of Assurance 2021-22

## OFFICIAL

Ownership: Corporate Services

Date Issued: 29 September 2023



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# Introduction

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

In April 2020, West Yorkshire Fire and Rescue Service (WYFRS) published [Your Fire & Rescue Service 2020-23](#) which outlines the key priorities and builds upon the delivery and achievements of our previous Service Plan. A report on the programme of change is produced regularly to focus the work of WYFRS and to manage and monitor performance in order to achieve our ambition of 'Making West Yorkshire Safer'.

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

# Financial

In accordance with the 2021/22 Code of Practice on Local Authority Accounting based on International Financial Reporting Standards (IFRS) for 2021/22 and the Accounting Codes of Practice published by the Chartered Institute of Public Finance and Accountancy (CIPFA), WYFRA has produced the [Statement of Accounts 2021/22](#) (the accounts are subject to final audit by Deloitte). As the Authority is funded by public money, it has a responsibility to ensure this money is used lawfully, effectively, efficiently, and economically.

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

The Authority's governance framework comprises systems and processes, and cultures and values, by which the Authority is directed and controlled. It enables the Authority to monitor the

achievement of its strategic objectives and to consider whether those have led to the delivery of appropriate, cost-effective services.

Each year, the external auditors, Deloitte LLP, issue an [audit opinion](#) on the Authority's financial statement (this is unavailable due to the delay in the external audit of the 2021/22 final accounts). There is a new reporting requirement from 2021/22, which is a separate Value for Money report which is required to be completed three months after the audit of the Statement of Accounts is complete.

The Medium-Term Financial Plan which was approved by the Full Authority in February 2022 shows that the Authority has a balanced budget for 2021/22. This has been assisted by an improved budget monitoring reporting system coupled with the introduction of Command, Leadership and Management. The Authority has received another one-year financial settlement in 2022/23, and it is expected that a multi-year settlement will be applied from April 2023 which will facilitate longer term financial planning.

## Internal Audit

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

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

Internal audit 'opinions' based on the level of assurance concerning each risk, system or process control is reported to the Authority's Audit Committee on a quarterly basis. The [Internal Audit Plan 2021/22](#) resulted in the majority of audits concluding with a 'substantial' or 'adequate assurance', which confirms a robust framework of all key controls exists, that are likely to ensure that objectives will be achieved. Internal Audit provides recommendations where it is thought that risks can be reduced, and the control environment improved.



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

## Transparency

In accordance with the Local [Government's Transparency Code 2015](#), WYFRA is committed to greater openness and financial transparency through the publication, on the website, of information regarding local decision making and how public money is being spent. This includes payments for goods and services to external bodies and suppliers above £500, details of salaries and allowances paid to staff and Members, transactions made via Government Procurement Cards, tender and procurement information, details of land and assets owned by WYFRA and details relating to Trade Unions. We ensure that the publication of any data complies with the Data Protection Act. All data is as accurate as possible at time of publication.

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

The Authority makes information publicly available and promotes a spirit of openness and accessibility adopting an approach of making information available and a commitment to sharing information whenever it is appropriate in line with legislation. This commitment is described in the [Access to Information Policy](#).

## Governance

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

The Authority is composed of 22 members, all of whom are a Councillor elected to one of the five constituent district councils within West Yorkshire: Bradford, Calderdale, Kirklees, Leeds and Wakefield. The overriding duty of Members of the Authority is to the whole community of West Yorkshire.

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

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

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

## Information Governance

The Authority has developed and implemented a robust information governance framework for the effective management and protection of information held by WYFRA.

WYFRA ensures that the Service has appropriate governance arrangements in place and that risk and performance are being effectively managed. There is an Information Governance Framework and an Information Risk Policy which sets out how this is achieved.

The Authority has a designated statutory Data Protection Officer (DPO) and a Senior Information Risk Owner (SIRO) who ensures legal compliance with data protection requirements.

Data Protection audits are carried out across the Service via departments self-assessing against relevant criteria as part of the Service Assurance process. This ensures appropriate arrangements are in place.

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

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

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

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

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

An audit of the Authority's data protection compliance was undertaken by Kirklees Internal Audit in December 2020/January 2021 which resulted in 'Substantial Assurance' for the arrangements in place.

## **Risk and Business Continuity**

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

- Implement and maintain risk policy arrangements including a risk framework and processes, which will enable the organisation to identify, assess and manage strategic

and corporate risks in an effective, systematic and consistent manner. This also assists in embedding a risk management culture.

- Implement and maintain a business continuity management system to ensure that key services can be maintained in the event of any disruption that threatens the delivery of services to the community of West Yorkshire.
- Protect the organisation from disruptive events and service interruptions and facilitate a co-ordinated recovery of organisational services and critical functions during and following such events.

## Operational (Service Delivery)

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

- the Fire and Rescue Services Act 2004
- the Civil Contingencies Act 2004
- the Regulatory Reform (Fire Safety) Order 2005
- the Fire and Rescue Services (Emergencies) (England) Order 2007
- the Localism Act 2011
- the Fire and Rescue National Framework for England
- the Fire Safety Act 2021

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

The [Your Fire & Rescue Service 2020-23](#) explains who we are, why we are here, what we do, how we identify, assess and manage risk and provides information on how WYFRS' services are delivered. This document also provides the overarching business case for delivering prevention, protection, response, and resilience, and sets out how we aim to use our resources to manage the risks we face in a proportional manner. The Community Risk Management Plan provides the means to deliver excellent but cost-effective fire and rescue services to the communities across West Yorkshire. This latest Community Risk Management Plan continues to underpin a flexible approach to managing risk and deliver future efficiency savings.

In February 2022, Authority members considered a report submitted by the Director of Service Delivery presenting the draft Community Risk Management Plan for 2022-2025, which is to replace the [Your Fire & Rescue Service 2020-23](#) document. The revised plan has been updated to reflect the recent national fire standard for Community Risk Management Planning, the Core Code of Ethics for fire and rescue services, and our updated organisational priorities and programme of change.

## Customer Service Excellence

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

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

WYFRA has an independent assessment against the standard annually and in 2022 was awarded full compliance against the 57 elements of the standard including 29 'Compliance Plus' awards, which are awarded for behaviours or practices that exceed the requirements of the standard and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service arena. The summary of the [Customer Service Excellence report](#) clearly demonstrates the continuous commitment of the Authority to provide an excellent service to customers.

## Communication and Engagement

WYFRS follows the Government's Consultation Principles 2018 in delivery and promotions of its consultations. The principles can be found [here](#).

# Service Delivery Performance

Service delivery standards are established in the Your Fire & Rescue Service document. Performance against targets is reported to the Fire and Rescue Authority on a regular basis, with the latest annual [Performance Management Report](#) for 2021/22 submitted in June 2022.

[Your Fire & Rescue Service 2020-23](#) includes reference to Risk Based Planning Assumptions (RBPA) for responding to emergencies. These are used to ensure resources are in the best place relative to risk and demand, with life risk incidents being the priority. The RBPAs are monitored at the quarterly Fire Cover Review Group. The impact of any proposed changes can be measured and communicated by reference to the RBPA down to Lower Layer Super Output Area level data available through the Office of National Statistics. These were used in comprehensive consultation on changes to emergency cover in 2011; 2012; 2016; [2019](#), and during the more recent [2020](#) Cleckheaton Fire Station relocation proposal. These changes enable WYFRS to provide appropriate emergency cover and fire prevention activity whilst delivering significant financial savings.

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

In June 2019, Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) carried out a formal inspection to assess how we deliver our service; following which we were rated 'Good' in all areas.

Our second full inspection took place in October and November 2021, where we were again rated 'Good' across all three pillars. HMICFRS stated that they were pleased with the performance of WYFRS in keeping people safe and secure from fires and other risks and pleased with the progress made in most areas since their initial pilot inspection in 2018.

The WYFRA's Service Assurance Framework details the high-level expectations of the service relating to:

- Compliance with the National Framework 2018.

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

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

## Agreements and Mutual Aid Arrangements

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

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

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

## Future Improvements

WYFRA's annual budget is £89.3million and despite cuts of £26.2 million since 2010, we believe that we are providing a high-quality affordable service for our communities. During this time, we have redesigned our service, moving fire station locations, removing fire engines, and ensuring resources remain allocated appropriate to risk and demand. The Authority has received one-year financial settlements since 2020/21 and it is expected that a Comprehensive Spending Review in 2022 will result in a multi-year funding settlement from April 2023. As such we face

financial uncertainty, and we continue to plan our future to deliver improvements in efficiency and productivity, whilst improving our effectiveness and safety.

Our Community Risk Management Plan, Medium-Term Financial Plan and Workforce Plan are now aligned, and a range of financial planning scenarios have been produced which ensures a joined-up approach to the analysis of risk and the deployment of resources. Subject to budget approval we aim to increase firefighter numbers to provide increased capacity within our operational response service.

All our people are fundamental to WYFRS delivering our ambition. We will continue to develop the culture of the organisation and ensure our service values are used to guide our behaviour and decisions. Our cultural development will be supported by our leadership and development programme, and there will be a clear focus on diversity and inclusion within our recruitment processes.

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

## **Mobile Working Phase 2, Safe and Well applications on mobile tablets for operational crews**

The Mobile Working Phase 2 project was initiated following phase 1, to obtain mobile devices and install Safe and Well applications on mobile tablets for operational crews.

## **Smarter Working Programme**

Review ways of working and processes in various departments within the organisation to determine efficiencies.

## **SharePoint 2016**

Update software for corporate intranet and document management system.

## **HR and Rostering Project**

In July 2018 WYFRS awarded contracts to Access and Gartan Technologies for the licensing and implementation of new HR and rostering solutions.



## **OneView Programme (Performance Management Programme)**

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

## **Wakefield Fire Station New Build**

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

## **Leadership Strategy**

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

## **Command, Leadership and Management**

To improve flexibilities, change responsibilities for station-based personnel and contribute towards the £2.4m savings requirement to provide a balanced budget.

The Command Leadership and Management Project will introduce an innovative approach to operational response, removing Watch Managers from fire appliances and place them in separate blue light vehicles.

## **Grenfell Programme**

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

## **Digital and Data Strategy**

To procure a delivery partner who could undertake effective stakeholder engagement and provide us with a picture of where we are now, what works well and what areas and key themes we need to work on to improve ways of working.

## **Aerial Review**

To introduce a regional approach to aerial provision and to evaluate the options of introducing new vehicles to replace some of the aerial fleet.

## **Fire Appliances**

To look at the future design of fire appliances taking account of developments within the marketplace and current and projected operational demand.

## **Fire Stations**

To research the most appropriate layout for a fire station to ensure there are clearly identified areas for clean and dirty Personal Protective Equipment and equipment and facilities for carrying out the required decontamination.

## **Headquarters Fire Control**

The existing mobilising system is approaching end of life. In order to meet the ever-changing demands placed on WYFRS and to continue to provide a resilient and effective service, a new mobilising system is required.

## **Corporate Identity Refresh**

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

## **Emergency Services Network Programme**

Provision of a national radio scheme utilising mobile phone technology.

## **Redevelopment of Fire Service Headquarters and Training Centre and Relocation of Cleckheaton Fire Station**

Replace existing outdated Headquarters and Training centre buildings on our existing site at Birkenshaw and relocate Cleckheaton Fire station to the Fire Service headquarters site at Birkenshaw. It is anticipated that the project will enter stage 2 in October 2021 with a completion date of early 2024.

The annual planning cycle encourages teams to plan and consider activities and initiatives a year in advance of implementation. This means that stakeholder engagement is carried out earlier,

involving those who are impacted and enabling change within the organisation. This assists with capacity planning and benefits realisation from the programme of change.

We are developing a new programme of change which will be finalised once our budget for 2022/23 is approved. This new programme of change will be consulted upon within our Community Risk Management Plan and reported to the Authority for approval in June 2022.

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

- The Grenfell Tower tragedy in 2017 and the inquiry into fire safety, building regulations and emergency response arrangements to fires in high rise buildings.
- The terror attack at Manchester Arena in 2017 and the review of the fire and rescue service role at such incidents.
- The heatwave of 2018 and the ability of the fire and rescue service to respond to multiple large moorland fires.
- COVID 19 Pandemic 2020/21 which has a huge impact on our service and resulted in significant changes in how large numbers of our employees are working.

In recent years the dedication and commitment of WYFRS staff has saved many lives within West Yorkshire. Working with our communities as part of an intelligence led approach, we aim to stop fires before they happen.

We model the risk of fire across our communities, utilising the very strong correlation between the likelihood of fire and deprivation. We have embedded this over the last three years and building on this, we will introduce new ways of identifying individuals who are at the greatest risk of fire and being injured by fire, wherever they live within West Yorkshire. This will allow us to target assistance to those at greatest risk to ensure our valuable resources are having the greatest impact on community safety.

Reducing the impact of climate related incidents such as flooding, and wildfire continues to be a priority for the service. We have worked collaboratively with local partners to proactively

challenge irresponsible behaviour, provide safety advice and where necessary responded quickly and effectively to mitigate the impacts on our communities.

Within the building safety environment, the Authority continues to respond to the needs of business and strives to ensure the safety of relevant persons is maintained. Where we have evidence that this is not the case, we utilise our powers of enforcement to bring about a safe environment.

Since the tragic events of Grenfell, WYFRS has played a significant role in supporting the Government and the National Fire Chiefs Council in assessing and developing new ways of working and bringing about much needed changes in legislation through work we have carried out with the Protection Board.

This work has led to the development of the Building Risk Review programme which set the priorities of Fire and Rescue Service's inspection plans. WYFRS completed this programme of inspections in December 2021 having delivered just under 500 inspections. The Government funding to deliver this work was allocated across both fire protection and operational staff.

The future of Fire Protection is changing and WYFRS is committed to ensuring that our team is ready, willing, and able to pick up the challenges we face. Our commitment is demonstrated within our CRMP and to ensure we achieve this, we are currently investing and recruiting in our fire protection teams structure. This will ensure we have the right people and number in the teams to continue to successfully deliver our statutory duties.

In relation to the Grenfell Tower Programme, a gap analysis of all 46 recommendations has been carried out and an action plan developed around ten thematic areas below:

- Buildings and fire safety measures
- Operational pre-planning
- Command and control
- Operations
- Control
- Communications
- Equipment
- Human factors
- Training

- Miscellaneous

Progress has been positive and 20 of the recommendations have already been completed.

Working with other organisations brings value to the service WYFRS provides. This has been proven during the multi-agency response to COVID 19. There is an ongoing programme of collaboration to improve how we work with the police and ambulance service and evaluation is being carried out on a wide range of opportunities to make more efficient use of resources. This includes sharing buildings, training, and staff to enhance community safety work, improve planning for emergencies, and supporting emergency response.

Working with local authorities, health teams, community groups and voluntary organisations to support the most vulnerable people in our communities continues. The focus of Tri-Service collaboration moving forwards will be reducing risk and demand through data sharing.

At the time of producing this report the service continues to operate in the context provided by the COVID 19 Pandemic, and at what has been a restricted level in terms of what has previously been considered as 'normal'. Whilst a recovery group has been established to learn from the pandemic and embed new ways of working, there will be further impacts yet to be felt and additional lessons yet to be learnt.

WYFRS are also working more closely than ever with fire and rescue service partners in the region on projects such as the joint procurement of Personal Protective Equipment (PPE) for Firefighters.

We are investing heavily in the health and safety of our firefighters by providing new PPE, appliances, and station upgrades to reduce the risks of contaminants from smoke on their health.

The importance of good health and wellbeing, as opposed to just safety can sometimes be overlooked, but plays a significant role in service delivery. The emphasis on improving mental health and wellbeing by improving our procedures and training, whilst developing a more robust framework of welfare support, continues to be a priority. This was a priority before COVID 19 and is evermore so now, given the impact this pandemic has had on our workforce.

As incident numbers have reduced, so has experiential learning. The training priority continues to be to ensure that realistic training and shared learning continues to be developed to bridge this gap.

The Authority has a risk-based training strategy and continues to invest in a central training programme to make sure firefighter skills are kept at the highest level. We are planning to invest in training facilities at our Headquarters as well as training our firefighters at the Fire Service College to provide realistic training opportunities.

Our Firefighter Safety Team work to reduce the risk to firefighters and improve knowledge and understanding of tactical options and National Operational Guidance.

The Information and Communication Technology Strategy delivered an ambitious programme of change. The Strategy maximised the use of electronic ways of working, simplifies systems and produces a consistent user experience reducing repetition and exploiting the value of the information held within a secure and resilient infrastructure. We have developed a new Digital and Data Strategy to meet our service ambitions. This will require financial investment and resource allocation. This strategy will be key to supporting our focus on performance management and smarter working for the year ahead.

This Statement of Assurance is signed on 29 September 2023 on behalf of West Yorkshire Fire and Rescue Authority.

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



# Statement of Assurance 2022-23

## OFFICIAL

Ownership: Corporate Services

Date Issued: 29 September 2023



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# Introduction

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

West Yorkshire Fire and Rescue Service (WYFRS) has published [Your Fire & Rescue Service 2022-25](#) which outlines the key priorities and builds upon the delivery and achievements of our previous Service Plan. A report on the programme of change is produced regularly to focus the work of WYFRS and to manage and monitor performance in order to achieve our ambition of 'Making West Yorkshire Safer'.

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

# Financial

In accordance with the 2022/23 Code of Practice on Local Authority Accounting based on International Financial Reporting Standards (IFRS) for 2022/23 and the Accounting Codes of Practice published by the Chartered Institute of Public Finance and Accountancy (CIPFA), WYFRA has produced the [Statement of Accounts 2022/23](#) (the accounts are subject to final audit by Deloitte). As the Authority is funded by public money, it has a responsibility to ensure this money is used lawfully, effectively, efficiently, and economically.

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

The Authority's governance framework comprises systems and processes, and cultures and values, by which the Authority is directed and controlled. It enables the Authority to monitor the

achievement of its strategic objectives and to consider whether those have led to the delivery of appropriate, cost-effective services.

Each year, the external auditors, Deloitte LLP, issue an [audit opinion](#) on the Authority's financial statement (this is unavailable due to the delay in the external audit of the 2021/22 and 2022/23 final accounts). There is a new reporting requirement from 2021/22, which is a separate Value for Money report which is required to be completed three months after the audit of the Statement of Accounts is complete.

The Medium-Term Financial Plan which was approved by the Full Authority in February 2022 shows that the Authority has a balanced budget for 2022/23. The lowest quartile of precepting Standalone Fire Authorities in England, of which West Yorkshire is the fourth lowest, were given powers by the Secretary of State to increase the precept by £5 on a Band D property. This additional precept income enabled the Authority to increase its establishment of whole-time firefighters by thirty-four.

In terms of Central Government funding, the Authority received another one-year financial settlement in 2022/23. In addition the Authority received additional grants to fund the increase in National Insurance and the work relating to Building Safety Reform.

The Authority has healthy reserves that can be used to support the revenue budget with a general fund balance of £5m and earmarked reserves of £38m at the 1<sup>st</sup> of April 2022.

## **Internal Audit**

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

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

Internal audit 'opinions' based on the level of assurance concerning each risk, system or process control is reported to the Authority's Audit Committee on a quarterly basis. The Internal Audit Plan 2022/23 resulted in the majority of audits concluding with a 'substantial' or 'adequate assurance', which confirms a robust framework of all key controls exists, that are likely to ensure that objectives will be achieved. Internal Audit provides recommendations where it is thought that risks can be reduced, and the control environment improved.

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

## Transparency

In accordance with the Local [Government's Transparency Code 2015](#), WYFRA is committed to greater openness and financial transparency through the publication, on the website, of information regarding local decision making and how public money is being spent. This includes payments for goods and services to external bodies and suppliers above £500, details of salaries and allowances paid to staff and Members, transactions made via Government Procurement Cards, tender and procurement information, details of land and assets owned by WYFRA and details relating to Trade Unions. We ensure that the publication of any data complies with the Data Protection Act. All data is as accurate as possible at time of publication.

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

The Authority makes information publicly available and promotes a spirit of openness and accessibility adopting an approach of making information available and a commitment to sharing information whenever it is appropriate in line with legislation. This commitment is described in the [Access to Information Policy](#).

# Governance

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

The Authority is composed of 22 members, all of whom are a Councillor elected to one of the five constituent district councils within West Yorkshire: Bradford, Calderdale, Kirklees, Leeds and Wakefield. The overriding duty of Members of the Authority is to the whole community of West Yorkshire.

To strengthen Government arrangements and provide greater transparency and accountability, WYFRA has appointed an Independent Member to the Audit Committee in line with CIPFA 'good practice'.

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

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

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

# Information Governance

The Authority has developed and implemented a robust information governance framework for the effective management and protection of information held by WYFRA.

WYFRA ensures that the Service has appropriate governance arrangements in place and that risk and performance are being effectively managed. There is an Information Governance Framework and an Information Risk Policy which sets out how this is achieved.

The Authority has a designated statutory Data Protection Officer (DPO) and a Senior Information Risk Owner (SIRO) who ensures legal compliance with data protection requirements.

Data Protection audits are carried out across the Service via departments self-assessing against relevant criteria as part of the Service Assurance process. This ensures appropriate arrangements are in place.

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

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

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

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

The General Data Protection Regulation (GDPR) came into force on 25 May 2018, extending the privacy rights granted to EU individuals. The GDPR placed many new obligations upon

organisations that process personal data. The Data Protection Act 2018 incorporated the GDPR and brought it into UK law.

An audit of the Authority's data protection compliance was undertaken by Kirklees Internal Audit in December 2020/January 2021 which resulted in 'Substantial Assurance' for the arrangements in place.

## **Risk and Business Continuity**

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

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

## **Operational (Service Delivery)**

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

- the Fire and Rescue Services Act 2004
- the Civil Contingencies Act 2004
- the Regulatory Reform (Fire Safety) Order 2005
- the Fire and Rescue Services (Emergencies) (England) Order 2007
- the Localism Act 2011
- the Fire and Rescue National Framework for England
- the Fire Safety Act 2021

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

The [Your Fire & Rescue Service 2022-25](#) explains who we are, why we are here, what we do, how we identify, assess, and manage risk and provides information on how WYFRS services are delivered. This document also provides the overarching business case for delivering prevention, protection, response, and resilience, and sets out how we aim to use our resources to manage the risks we face in a proportionate manner. The Community Risk Management Plan provides the means to deliver excellent but cost-effective fire and rescue services to the communities across West Yorkshire. This latest Community Risk Management Plan continues to underpin a flexible approach to managing risk and deliver future efficiency savings.

In February 2022, Authority members approved a report submitted by the Director of Service Delivery presenting the draft Community Risk Management Plan for 2022-2025, which replaced the [Your Fire & Rescue Service 2020-23](#) document. The revised plan was updated to reflect the recent national fire standard for Community Risk Management Planning, the Core Code of Ethics for fire and rescue services, and our updated organisational priorities and programme of change.

## Customer Service Excellence

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

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

WYFRA has an independent assessment against the standard annually and in 2022 was awarded full compliance against the 57 elements of the standard including 29 'Compliance Plus' awards, which are awarded for behaviours or practices that exceed the requirements of the standard and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service arena. The summary of the [Customer Service Excellence report](#) clearly demonstrates the continuous commitment of the Authority to provide an excellent service to customers.

## Communication and Engagement

WYFRS follows the Government's Consultation Principles 2018 in delivery and promotions of its consultations. The principles can be found [here](#).

## Service Delivery Performance

Service delivery standards are established in our Community Risk Management Plan Your Fire and Rescue Service 2022-25. Performance against targets are reported to the Fire and Rescue Authority on a regular basis, with the latest annual [Performance Management Report](#) for 2022/23 submitted in June 2023.

[Your Fire & Rescue Service 2022-25](#) includes reference to Risk Based Planning Assumptions (RBPA) for responding to emergencies. These are used to ensure resources are in the best place relative to risk and demand, with life risk incidents being the priority. The RBPAs are monitored at the quarterly Fire Cover Review Group. The impact of any proposed changes can be measured and communicated by reference to the RBPA down to Lower Layer Super Output Area level data available through the Office of National Statistics. These were used in comprehensive consultation on changes to emergency cover in 2011; 2012; 2016; [2019](#), and during the more recent [2020](#) Cleckheaton Fire Station relocation proposal. These changes enable WYFRS to provide appropriate emergency cover and fire prevention activity whilst delivering significant financial savings.

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



His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) carried out formal inspections to assess how we deliver our service in June 2019 and October and November 2021 following which we were rated 'Good' for all three pillars on both occasions. HMICFRS stated that they were pleased with the performance of WYFRS in keeping people safe and secure from fires and other risks and pleased with the progress made in most areas since their initial pilot inspection in 2018. Our third HMICFRS inspection is planned for January 2024.

The WYFRA's Service Assurance Framework details the high-level expectations of the service relating to:

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

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

## **Agreements and Mutual Aid Arrangements**

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

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

These agreements are regularly reviewed and updated as necessary and are supplemented by specific agreements on specialist services, for example aerial appliances, and WYFRA is a major contributor to national and regional resilience with the capability to respond to major disasters

and terrorist attacks. We are the only service in the country to host every national resilience asset. In addition, we are one of the main providers of national resilience training under the national resilience distributed learning (NRDL) model.

## **Future Improvements**

WYFRA's annual budget is £104.3million and despite cuts of £26.2 million since 2010, we believe that we are providing a high-quality affordable service for our communities. During this time, we have redesigned our Service, moving fire station locations, removing fire engines, and ensuring resources remain allocated appropriate to risk and demand. The Authority has received one-year financial settlements since 2020/21 and it is expected that a Comprehensive Spending Review in 2022 will result in a multi-year funding settlement from April 2023. As such we face financial uncertainty, and we continue to plan our future to deliver improvements in efficiency and productivity, whilst improving our effectiveness and safety.

Our Community Risk Management Plan, Medium-Term Financial Plan and Workforce Plan are now aligned, and a range of financial planning scenarios have been produced which ensures a joined-up approach to the analysis of risk and the deployment of resources. Following budget approval, we recently increased firefighter numbers to enable us to provide increased capacity within our operational response service.

All our people are fundamental to WYFRS delivering our ambition. We will continue to develop the culture of the organisation and ensure our service values and the Core Code of Ethics for fire and rescue services are used to guide our behaviour and decisions. Our cultural development will be supported by our leadership and development programme, and there will be a clear focus on diversity and inclusion within our recruitment processes.

We have embarked on a programme of change that will realise new, innovative, and more effective ways of working over the forthcoming years. Some of the initiatives that have been approved for 2023/24 that we are delivering include:

## **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**

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

## **OneView**

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

## **Fire Standards Programme**

Implementation of nationally agreed fire standards across Fire and 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**

We will continue to implement the recommendations from the Grenfell Tower Inquiry: Phase 1 Report and await the outcomes and recommendations of the phase 2 report.

## **Command Support Software**

The project will deploy a command support system including hardware and software that will improve situational awareness of our incident commanders at larger scale incidents.

## **Special Projects Implementation**

Two new high reach Aerial Appliances will be deployed and work to improve the Fire Station Design will continue to reduce the levels of contamination for those staff working within them.

### **Office 365**

Technical requirement to keep Microsoft office products up to date with the latest features and security.

### **Data Centre**

The relocation of our backup data centre which is required for disaster recovery and business continuity purposes.

### **MDT software**

Replacement of Lego MDT software to coincide with the go live of the replacement mobilising system.

## **Manchester Arena Inquiry Report**

Implement the recommendations and learning from the Manchester Arena Inquiry.

The annual planning cycle encourages teams to plan and consider activities and initiatives a year in advance of implementation. This means that stakeholder engagement is carried out earlier, involving those who are impacted and enabling change within the organisation. This assists with capacity planning and benefits realisation from the programme of change.

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

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

- The heatwave of 2022 and the ability of the fire and rescue service to respond to multiple large moorland fires and fires that are impacting on the wildland/urban interface.
- COVID 19 Pandemic 2020/21 which has a huge impact on our service and resulted in significant changes in how large numbers of our employees are working.

In recent years the dedication and commitment of WYFRS staff has saved many lives within West Yorkshire. Working with our communities as part of an intelligence led approach, we aim to stop fires before they happen.

We model the risk of fire across our communities, utilising the very strong correlation between the likelihood of fire and deprivation. We have embedded this over the last three years and building on this, we have introduced new ways of identifying individuals who are at the greatest risk of fire and being injured by fire, wherever they live within West Yorkshire. This allows us to target assistance to those at greatest risk to ensure our valuable resources are having the greatest impact on community safety.

To build on this work, we are utilising national guidance that has been released through the Definition of Risk Programme to profile all risk, not just risk from fire, across West Yorkshire.

Reducing the impact of climate related incidents such as flooding, and wildfire continues to be a priority for the Service. We have worked collaboratively with local partners to proactively challenge irresponsible behaviour, provide safety advice and where necessary responded quickly and effectively to mitigate the impacts on our communities.

Within the building safety environment, the Authority continues to respond to the needs of business and strives to ensure the safety of relevant persons is maintained. Where we have evidence that this is not the case, we utilise our powers of enforcement to bring about a safe environment.

Since the tragic events of Grenfell, WYFRS has played a significant role in supporting the Government and the National Fire Chiefs Council in assessing and developing new ways of working to bring about much needed change in legislation through work we have carried out with the Protection Board.

The introduction of the new Building Safety Regulator (BSR) and the Gateway regime will provide a new mechanism to ensure new buildings are built correctly, and existing occupied

premises meet the same stringent safety standards. Our protection team are prepared to enable them to support the work of the new BSR on a regional basis.

The future of Fire Protection continues to change and WYFRS is committed to ensuring that our team is ready, willing, and able to pick up the challenges we face. Our commitment is demonstrated within our CRMP and to ensure we achieve this; we continue to invest and recruit into our fire protection team structure. This will ensure we have the right number of people in the teams to continue to successfully deliver our statutory duties.

We continue to implement the recommendations from the Grenfell Tower Inquiry: Phase 1 Report and await the outcomes and recommendations of the Phase 2 report.

Since the release of the Manchester Arena Inquiry Report we have been working to understand how we will implement changes to meet the recommendations and learning from the inquiry.

Working with other organisations brings value to the service WYFRS provides. This was proven during the multi-agency response to COVID 19. There is an ongoing programme of collaboration to improve how we work with the police and ambulance service and evaluation is being carried out on a wide range of opportunities to make more efficient use of resources. This includes sharing buildings, training, and staff to enhance community safety work, improve planning for emergencies, and supporting emergency response. The focus of Tri-Service collaboration moving forwards will be reducing risk and demand through data sharing.

Working with local authorities, health teams, community groups and voluntary organisations to support the most vulnerable people in our communities continues.

WYFRS are also working more closely than ever with other fire and rescue service partners on projects such as the recent joint procurement of Personal Protective Equipment (PPE) for firefighters and an upcoming procurement of multi-role PPE.

We are investing heavily in the health and safety of our firefighters by providing new PPE, appliances, and station upgrades to reduce the risks of contaminants from smoke on their health.

The importance of good health and wellbeing, as opposed to just safety can sometimes be overlooked, but plays a significant role in service delivery. The emphasis on improving mental health and wellbeing by improving our procedures and training, whilst developing a more robust framework of welfare support, continues to be a priority.

Whilst the traditional fire calls have reduced over the past 20 years, we are seeing a more diverse range of incident types leading to increased call volumes including helping multi-agency partners. The training priority continues to be to ensure that realistic training and shared learning continues to be developed to bridge this gap.

The Authority has a risk-based training strategy and continues to invest in a central training programme to make sure firefighter skills are kept at the highest level. We are planning to invest in training facilities at our Headquarters as well as training our firefighters at the Fire Service College to provide realistic training opportunities.

Our Firefighter Safety Team work to reduce the risk to firefighters and improve knowledge and understanding of tactical options and National Operational Guidance.

The [Digital and Data Strategy 2021-25](#) continues to deliver an ambitious programme of change to meet the needs of our Service's ambition. The Strategy maximises the use of electronic ways of working, simplifies systems and produces a consistent user experience reducing repetition and exploiting the value of the information held within a secure and resilient infrastructure. This strategy will be key to supporting our focus on performance management and smarter working for the year ahead.

This Statement of Assurance is signed on 29 September 2023 on behalf of West Yorkshire Fire and Rescue Authority.

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







OFFICIAL

# Constitution Review

## Full Authority

Date: 29 September 2023

Agenda Item:

09

Submitted By: Director of Corporate Services

<b>Purpose</b>	To report on the annual monitoring and review of the Authority Constitution.
<b>Recommendations</b>	That Members consider this report and, if in agreement, approve the recommendations detailed at paragraph 2
<b>Summary</b>	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](mailto:Jik.townson@westyorksfire.gov.uk)  
Tel: 01274 682311, Ext: 671340

Background papers open to inspection: None

Annexes: None

## 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 The current version of the [Constitution](#) was approved at the Full Authority AGM held on 29 June 2023.
- 2.2 Members are requested to approve a minor amendment to include the provision of Say So, an independent reporting platform.

## 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? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	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](mailto: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.





OFFICIAL

# Calendar of Meetings 2023 - 24 Amendment

## Full Authority

Date: 29 September 2023

Agenda Item:

**10**

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 date of the AGM as detailed below and in the revised calendar in Annex A to this report.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Jik Townson. Committee Services  
E: [Jik.Townson@westyorksfire.gov.uk](mailto: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 date of the AGM

## 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 a request from members to bring the AGM forward.

## 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? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	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 20 June 2024 (AGM)





# Review of Response to Automatic Fire Alarms (AFA's)

## Full Authority

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Date: 29 September 2023

Agenda Item:

11

Submitted By: Director of Service Delivery

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<b>Purpose</b>	To update Members on changes to the Automatic Fire Alarm mobilising policy which will provide additional capacity for prevention, protection and training with limited impact on risk.
<b>Recommendations</b>	That members approve the change to how WYFRS will respond to incidents raised by automatic fire detection systems.
<b>Summary</b>	<p>In 2022 / 23, 42% of WYFRS' incidents resulted from Automatic Fire Alarms', a significant proportion of which are subsequently Unwanted Fire Signals (UwFS).</p> <p>Unwanted Fire Signals are false alarms generated by the activation of an AFA system, this is either a device malfunctioning or a malicious activation resulting in the third-party alarm centre generating a 999 call.</p> <p>It is recommended that WYFRS only attend a commercial premise on receipt of a call confirming it is not a false alarm and that all PDA attendances to AFA's are reduced to one appliance except for domestic high-rise buildings. This would provide significant capacity for training, prevention and protection work.</p>

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Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Scott Donegan, Operations Response AM <a href="mailto:Scott.Donegan01@westyorksfire.gov.uk">Scott.Donegan01@westyorksfire.gov.uk</a>
Background papers open to inspection:	None
Annexes:	WYFRS AFA Review

## 1 Introduction

1.1 On average over the last five years, WYFRS has responded to 7080 incidents per year in response to automatic fire alarms. The most recent WYFRS inspection report 21/22 from HMICFRS states:

*“Fewer unwanted calls mean that fire engines are available to respond to a genuine incident rather than responding to a false one. It also reduces the risk to the public if fewer fire engines travel at high speed on the roads.”*

## 2 Information

- 2.1 In 2023 a review was undertaken into how the service responds to automatic fire alarms in different premises types. The aim of this review was to inform decision making on the efficiency and effectiveness of the existing Automatic Fire Alarm Response Policy.
- 2.2 Responding to AFAs currently equates to approximately 42% of operational mobilisations. Only a small proportion (less than 2%) of these fire alarms result in a fire being found on attendance.
- 2.3 HMICFRS have referred to Unwanted Fire Signals in the annual State of Fire report and have recognised that reducing demand resulting from false alarms, fire and rescue services should increase effectiveness and productivity across prevention, protection, and response.
- 2.4 The review found the average time a fire crew would spend dealing with a single commercial AFA was 39 minutes.
- 2.5 By rationalising how we respond to AFAs, capacity in excess of 4000 hours could be realised. This time will be more effectively applied to operational training, prevention and protection activities. It is likely we would also see a significant reduction in road risk due to less blue light journeys.
- 2.6 The change to how we mobilise would lead to improvements in fire cover and response arrangements as fire appliances will be available for other incident types when not responding to fire alarms. This is particularly important for specialist teams, such as wildfire or water rescue as they are unavailable when dealing with an AFA.
- 2.7 The two primary changes if approved would be:
1. The service will not respond to AFAs in commercial properties unless on receipt of a confirmed incident. With the exception of sleeping risks (Inc Hospitals, Care Homes, Hotels), Education premises, COMAH and Heritage sites.
  2. The service will mobilise one appliance to AFAs at the above ‘exception’ sites other than high rise or high-risk priority premises).

- 2.8 A large proportion of AFAs have been attributed to businesses and organisations failing to manage / maintain their fire alarm system effectively. The changes resulting from the AFA review put the emphasis and responsibility for ensuring well maintained appropriate fire alarm system on the responsible person.
- 2.9 For every fire alarm actuation, the responsible person must arrange for somebody to attend to reset the system. This is not the duty of the fire and rescue service.
- 2.10 The review shows mobilising less resources to buildings such as hospitals, schools, and care facilities will have a negligible impact on operational response. Control operators will apply discretion and mobilise more resources if further information is received at the time.
- 2.11 The table below sets out our existing AFA policy against the mobilising model put forward by the AFA Review.

<b>Current AFA Mobilising Policy</b>	<b>Resources Mobilised</b>	<b>New AFA Mobilising Policy</b>	<b>Resources Mobilised</b>
AFA Domestic	1 Pump or 2 Pump	AFA Domestic	1
AFA Education/Heritage	2 Pumps for Heritage	AFA Education/Heritage	1
AFA High Risk Priority	3 Pump	AFA High Risk Priority	3
AFA Highrise	2 Pump	AFA Highrise	2
AFA Highrise Cladded	5 Pumps 1 Aerial CU Lite	AFA Highrise Cladded	5 Pumps 1 Aerial CU Lite
AFA Hospital/Nursing Home/Care homes	2 Pumps	AFA Hospital/Nursing Home/Care homes	1
AFA Industrial/Commercial Attended	1 Pump (Outside office hours)	AFA Industrial/Commercial Attended	*0
AFA Sports Venues/Public Assembly	1 Pump	AFA Sports Venues/Public Assembly	*0

\*A confirmed fire will continue to attract a full predetermined attendance.

### 3 Financial Implications

- 3.1 WYFRS recover mobilisation costs when businesses fail to make improvements into their fire alarm systems which results in repeat false alarms. £145,000 per year is currently recovered.
- 3.2 It is expected that the community benefit resulting from increased prevention and protection activity would offset this reduction.

### 4 Legal Implications

- 4.1 WYFRS will continue to fulfil statutory obligations. Responsibilities will be pushed back onto the responsible people.
- 4.2 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution

### 5 Human Resources 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? ( <a href="#">EIA guidance and form 2020 form.docx</a> ( <a href="http://westyorkshire.gov.uk">westyorkshire.gov.uk</a> ))	Yes
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@westyorkshire.gov.uk](mailto:diversity.inclusion@westyorkshire.gov.uk)

### 7 Health, Safety and Wellbeing Implications

- 7.1 The recommendations presented in this review, if approved, will lead to a significant decrease in the number of emergency mobilisations undertaken in fire appliances. Therefore, the likelihood of a road traffic collision whilst under blue lights will be directly reduced.

### 8 Environmental Implications

- 8.1 The review details the reduction of mobilisations from emergency vehicles if the recommendations are approved. This will have a positive impact on the environment. There will be significant fuel efficiency savings and Co2 reductions. Climate change issues will also be supported by the increased availability of specialist provisions for wildfire and flood incidents.

## **9 Your Fire and Rescue Service Priorities**

- 9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below;
- Focus our prevention and protection activities and therefore further reducing risk and vulnerability.
  - Provide ethical governance and value for money.
  - Improve the safety of our firefighters and the community by reducing blue light mobilisations.
  - Assists our area of focus of targeting our prevention activity on the most vulnerable in society.

## **10 Conclusions**

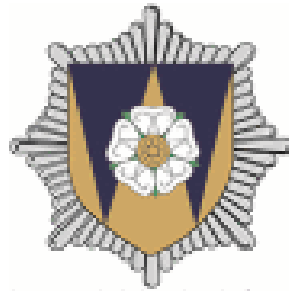
- 10.1 At present WYFRS attends over 10,000 false alarms per year, less than 2% of these result in a fire on attendance.
- 10.2 The recommendations within the report are in line with the mobilising policies of other fire and rescue services across the UK who have reviewed their response arrangements to AFAs with the objective of creating capacity and increasing productivity in other areas.
- 10.3 The proposed changes in how WYFRS will respond to AFA's at different premises types are based upon an assessment of risk and benefit, it will maintain a level of service to all premise types, reduce the risk of vehicle accidents and improve service productivity in relation to operation training, prevention and protection.
- 10.4 If approved, a comprehensive programme of communications will be undertaken with businesses before these changes are enacted in early 2024.



# **West Yorkshire Fire and Rescue Service**

## **Automatic Fire Alarm Review**

### **2023**



West Yorkshire  
Fire & Rescue Service

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## **1 Scope**

- 1.1** This paper aims to review the efficiency and effectiveness of the current WYFRS procedure for a response to Automatic Fire Alarms (AFAs). The paper will highlight the number and time spent at AFAs, offering a recommendation where changes could be applied to improve capacity and subsequently firefighter productivity.
- 1.2** Any increased capacity would then be directed to support operational training, prevention and protection initiatives, and community engagement. It must be noted that any changes to AFA mobilisation will be fully underpinned by a thorough risk assessment.
- 1.3** Additionally, amending our response to AFAs would reduce the time fire appliances and flexible duty officers respond on blue light to incidents thus reducing road risk to staff and members of the public.

## **2 Introduction**

- 2.1** The term AFA refers to an incident type where WYFRS mobilised as the result of a device (smoke detector, break glass) indicating potential fire within the premise.
- 2.2** An AFA is remotely monitored by a third-party alarm centre. The purpose of an AFA is to provide early warning to occupants in the event of a fire. WYFRS mobilise under blue lights as there is no remote way of establishing whether it is a genuine fire or system fault due to the automated process.
- 2.3** Unwanted Fire Signals (UwFS) are false alarms generated by the activation of an AFA system, then passed to the Fire and Rescue Service via the monitoring centre. Simplified – this is either a device malfunctioning or a malicious activation resulting in the third-party alarm centre generating a 999 call.
- 2.4** WYFRS are not responsible for resetting alarms and upon attendance at an UwFS crews check the premise and then return to base. Out of hours this is often difficult due to availability of key holders. In this situation the service will wait up to 45 minutes monitoring external signs of fire until a key holder arrives. Effecting entry to every out of hours AFA would result in a significant amount of unnecessary damage.
- 2.5** In 2022 / 23, 42% of WYFRS' operational activity resulted from AFA's. a significant proportion of which are subsequently UwFS.
- 2.6** WYFRS has a process in place to recover costs at premises where repeat attendances are recorded as UwFS. This approach is relevant to non-domestic premises if the alarm system is miss installed or has malfunctioning detection and when we have responded to three or more false alarms in a calendar year.
- 2.7** WYFRS do not normally recover costs for our response to an AFA for break glass or manual call points based on the assumption of human activation.
- 2.8** The data utilised as part of this review paper has been provided by the IRS business support team. The data represents those incidents defined as an AFA at the time of call.

### 3 Background

3.1 Pre-determined attendances are in place for AFA's weighted on premises type, time of day and the resulting risk. Below is an extract from the mobilisation policy which outlines our response to AFAs:

#### Automatic Fire Alarms

3.2 On receipt of a call informing Control of an AFA, the following PDA will be mobilised:

- 08:00hrs - 19:00hrs – Unconfirmed AFA call received – No attendance.
- 19:00hrs - 08:00hrs – Unconfirmed AFA call received - 1 fire appliance attendance.

3.3 Weekends / Bank Holidays - Unconfirmed AFA call received – 1 fire appliance attendance.

3.4 This will apply to all non-domestic premises, except for:

- Sleeping Premises (including such premises as hospitals, care homes, hotels etc.)
- Educational Premises
- COMAH Sites
- Heritage Sites

These premises will receive a mobilisation 24hrs per day.

3.5 Calls made by a person direct from a premises to report a fire alarm actuating will be challenged by Control to obtain more information before mobilising any resources.

3.6 A confirmed fire will always attract a full pre-determined attendance.

Predetermined attendances:

Incident Type	PDA
AFA Domestic	1 Pump or 2 Pump
AFA Education/Heritage	2 Pumps for Heritage
AFA High Risk Priority	3 Pump
AFA Highrise	2 Pump
AFA Highrise Cladded	5 Pumps 1 Aerial CU Lite
AFA Hospital/Nursing Home/Care homes	2 Pumps
AFA Industrial/Commercial Attended	1 Pump (Outside office hours)
AFA Sports Venues/Public Assembly	1 Pump

**3.7** The chart below shows mobilisations to AFAs where no fire was found.

Financial year	AFAs attended where no fire was found (UwFS)	Percentage of UwFS against total activity
2017/18	6896	30.1%
2018/19	6672	26.0%
2019/20	7143	30.6%
2020/21	7013	29.6%
2021/22	7677	30.1%

**3.8** The mobilisation strategy through Covid was temporarily amended due to commercial premises being unoccupied due to lock down. This has since returned to the standard mobilising model, that said, mobilisations to AFAs continue to rise year on year.

**3.9** On average, over the last five years, UwFS account for 29.3% of all WYFRS operational activity, equivalent to 7080 mobilisations per year where no fire was found.

**3.10** A further break down of the information provides greater understanding of the premise types drawing the greatest level of response:

**3.11** Dwellings – Within 2021 / 22 Dwellings accounted for 56.5% of all UwFS

2017/18	2018/19	2019/20	2020/21	2021/22
3695	3692	3970	3932	4337

**3.12** It is widely acknowledged that the UK is an ageing population. With age comes frailty and increased vulnerability to fire. As people live longer and independently in their homes it is likely we will continue to see a rise dwelling related AFAs.

**3.13** Non-residential – In 2021/22 Non-residential accounted for 40.3% of all UwFS.

2017/18	2018/19	2019/20	2020/21	2021/22
2910	2749	2920	2876	3093

**3.14** Other residential (Hostel, Hotel, Residential home) – In 2021/22 Other residential accounted for 3.1% of all UwFS.

2017/18	2018/19	2019/20	2020/21	2021/22
284	226	245	201	241

**3.15** The remaining 0.1% of attendances to AFA's (UwFS) are experienced within the following premise types:

- Property not found.
- Outdoor – including land.

**3.16** A small proportion of mobilisations to AFAs do result in a fire being found. the proportion of AFA mobilisations resulting from an unplanned fire can be seen below.

Year	%of AFA mobilisations which result in fire	Count
2017/18	1.9%	135
2018/19	2.3%	164
2019/20	2.0%	147
2020/21	1.9%	139
2021/22	1.9%	146

**3.17** Of those AFA's that result in an incident over the last five years:

- 65% occurred in dwellings.
- 24% occurred in non-residential.

## **4 Resource Allocation**

**4.1** A significant amount of resource has been committed to the 35,401 UwFS over the last five years. A more effective risk-based approach would likely provide increased capacity for:

- Training and exercises
- Prevention and risk reduction
- Community engagement
- Protection (SSRI)

**4.2** On average every appliance mobilised to an UwFS during 2021 / 22 was unavailable for 39.25 minutes. This does not include the travel time to return to the home station.

**4.3** WM's mobilised in separate vehicles these were unavailable on average for 12.43 minutes. Although this is not a significant time period it does disrupt managerial activities.

**4.4** Based on the AFA predetermined attendance, WYFRS are allocating the following operational resources time to each UwFS:

Type	Pumps	WM	Total (mins)	21.22 incidents	Time spent at incidents
Domestic	78.5	12.43	90.93	3155	4781 hours
Education	78.5	12.43	90.93	713	1080 hours
Highrise	78.5	12.43	90.93	1182	1791 hours
Hospital / Care home	78.5	12.43	90.93	1636	2479 hours
Industrial Commercial	39.25	-	39.25	1952	1276 hours
Sports	39.25	-	39.25	76	50 hours
				<b>Total</b>	<b>11,457 hours</b>

**4.5** From the table above it is clear to see a significant amount of time could be reallocated if we rationalise our response to false alarms.

## **5 Options**

**5.1** The options presented below provide opportunities to reduce the number of mobilisations to UwFS. A full overview with further detail of each option can be seen in the appendix 1.

**5.2** No single option has to be implemented in isolation and a combination of options will provide the greatest benefit considered against risk.

1. Adjustment of time parameters
2. Training within Fire Control
3. Attendance at commercial properties only on receipt of call
4. PDA adjustment (exception premises 08:00 -19:00)
5. Adjustment of all PDA's to one appliance

## **6 Financial Implications**

**6.1** WYFRS has a process in place to recover costs from premises that have reoccurring UwFS. The criteria to which WYFRS can recover costs is limited to the following:

- Unsuitable fire alarm systems installed (smoke detection instead of heat detection within a kitchen)
- Malfunctioning detectors

**6.2** Cost recovered by WYFRS since 2017 / 18 have averaged £145,661 per annum.

**6.3** Reducing the number of AFAs attended would significantly reduce costs recovered by the Service. However, the appliance time would be used more effectively if undertaking prevention and protection activities.

## 7 Community Impact

7.1 Each of the recommended options will have similar impact but to varying degree:

- Improved response times – fire appliances less likely to be assigned to an AFA type incident, therefore available for other incidents.
- More efficient and effective use of resources demonstrating value for money and further evidencing WYFRS' approach to resourcing to risk.
- Less appliances mobilised to AFAs reducing the likelihood of road traffic collision.
- WYFRS maintain a risk proportionate response level to AFAs.

7.2 Released capacity during core working hours allowing for prevention and protection work, allowing for the targeting and reduction of risk within the community.

## 8 Legal Implications

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

## 9 Human Resource and Diversity Implications

9.1 A full Equality Impact Assessment has been undertaken and can be provided on request.

## 10 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? ( <a href="#">EIA guidance and form 2020 form.docx</a> ( <a href="http://westyorksfire.gov.uk">westyorksfire.gov.uk</a> ))	Yes / No
Date EIA Completed	DD/MM/YY
Date EIA Approved	DD/MM/YY

The EIA is available on request from the report author or from [diversity.inclusion@westyorksfire.gov.uk](mailto:diversity.inclusion@westyorksfire.gov.uk)

## 11 Health, Safety and Wellbeing Implications

- 11.1 The recommendations presented in this review will lead to a significant decrease in the number of emergency mobilisations undertaken in fire appliances. Therefore, the likelihood of a road traffic collision whilst under blue lights will be directly reduced.
- 11.2 It can be seen from the below data WYFRS' drivers perform well under blue lights with lower incident numbers than when not on blues. However, the recommendations in this report would look to further support a road risk reduction making our staff and the public safer.

Year	2019/20	2020/21	2021/22
Not on blues lights	45	20	30
Year percentage	58%	43%	48%
On blue lights	33	26	33
Year percentage	42%	57%	52%

## 12 Environmental Implications

- 12.1 There are negligible environmental impact resulting from this review.

## 13 Conclusions

- 13.1 At present WYFRS attends over 10,000 AFA's per year, less than 2% of these result in a fire on attendance.
- 13.2 Changes in the way WYFRS approach AFA's would demonstrate greater assessment and use of resource weighted against risk, maintains a level of service to all premise types, reduce the risk of vehicle accidents and improve service capacity.
- 13.3 The increased capacity for front line appliances and watch managers can then be re-focused on training, prevention, and protection activities. With the introduction of the data led direct approach for safe and well visits, The recommendations within this review would provide the time needed to increase the of site-specific risk inspections and visit thousands more vulnerable members of the community, providing detection and education with the intention of 'Making West Yorkshire Safer'. It is recommended that options two, three and five are approved for progression.
- 13.4 Option 2 should be done regardless. Fire Control has a large percentage of new staff, and those experienced staff may not be fully aware of the AFA mobilisation policy in full. This option would act as training/CPD, upskill new members of staff and provide opportunity to review the settings within START prior to the implementation of a new control system. This option would provide 196.25 hours of capacity annually.
- 13.5 Option 3 reflects the direction of travel of surrounding metropolitan services. It places greater responsibility on the owners of commercial premises to understand and fulfil their legislative requirements. A confirmed fire would still receive the designated building fire predetermined attendance. This option would provide 2,023 hours of capacity annually.

- 13.6** With the exception of high-rise buildings, option 5 would reduce all AFA PDAs to one appliance. Premises would still receive the appropriate PDA upon confirmation of fire from a responsible person, calls from the public or on request of the OiC. This option would provide 4,582 hours capacity annually.
- 13.7** Each of the options are linked and there is the potential to double count the number of hours each provides specific to capacity. On the conservative side option 5 without influence from option 2 and 3 would provide 4,582 hours if approved. This capacity redirected to additional training, prevention, and protection work.



## Appendix 1 – Options

### Option 1 - Adjustment of time parameters

Between 08:00hrs and 19:00hrs no resources are mobilised

(Monday – Friday), except for:

- Sleeping premises (including hospitals, care homes, hotels etc.)
- COMAH
- Heritage

This approach is based on the assumption that outside of office hours no persons would be within premises to confirm a fire to the FRS. This is not necessarily the case with hybrid working, greater automation of processes, and greater flexibility of working hours.

Many of the retail premises resulting in 441 UwFS occurrences within 2021/22 are occupied to wider time parameters.

By widening the time band in which no resources are mobilised to 'non exception' premises there would be a reduction in the number of attendances to AFAs.

Current non-mobilisation time period is between 08:00 - 19:00.

In each example below the time banding of non-mobilisation has been altered from the existing policy of 08:00 – 19:00. education in mobilisations based on 5-year data:

- Time banding 07:00 x 19:00 – 4.04% reduction in mobilisations (1428 incidents)
- Time banding 08:00 x 19:30 – 6.80% reduction in mobilisations.
- Time banding 07:00 x 19:30 – 11.72% reduction in mobilisations.
- Time banding 08:00 x 20:00 – 16.11% reduction in mobilisations (1852 incidents)
- Time banding 07:00 x 20:30 – 2.76% reduction in mobilisations.
- Time banding 08:00 x 21:00 – 5.23% reduction in mobilisations.
- Time banding 07:00 x 21:30 – 9.95% reduction in mobilisations.

An alteration of mobilisation time periods would see a reduction in UwFS attendance which would build capacity back into the service. Further review of the data did expose based on a 5-year period:

- 1428 more incidents between 7:00 and 8:00, which resulted in 23 fires.

Whereas the hour in the evening between 19:00 and 20:00 you have 1852 more incidents which resulted in 48 fires.

In this case for an extra 1-hour the likelihood a false alarm is an actual incident is higher in the evening than the morning. This is likely due to the absence of persons conducting activity that would likely cause or lead to fire, knowing the premise has been unattended throughout the night/early hours (00:00 x 07:00).

Based on the 5-year average. If the non-mobilisation time was change by 1 hour in the morning to 07:00 this would remove 1428 incidents. If those that turned in to incident were then removed from the 1428 (23) this would equate to 1405 UwFS.

Weighted on the lowest PDA resource (39.25min) x the number of UwFS incidents removed from a 1-hour time difference (1405) this equates to 919 hours over 5 years.

Based on the 5-year average. If the non-mobilisation time was change by 1 hours in the evening to 20:00 this would reduce mobilisations by 1852.

Weighted on the lowest PDA resource (39.25min) x the number of UwFS incidents removed from a 1-hour time difference (1805) this equates for 1180 hours over 5 years.

## **Risk Assessment**

An alteration to the time banding in which WYFRS mobilises to AFA's will increase likelihood of an incident occurring. Current likelihood is 1.9%. A change of 1 hour in the morning would change likelihood to 1.92%

With the likelihood that the additional 0.02% occur in domestic property this would be offset by targeted S&W with the improved community engagement. This is supported through the use of Acorn data targeting those most likely to be victim of fire.

## **Recommendation**

WYFRS to trial the alteration of mobilisation periods to AFA's.

A change weighted to early morning based on likelihood of an incident occurring. This would reduce attendance numbers and reduce the road risk potential when attending UwFS. A change to the morning would create little useable capacity.

A change weighted to the evening, although increasing the potential of incident (minimally) would free capacity that could be used to conduct Safe and Well. This could equate to 708.5 S&W across WYFRS.

The start of a 224-night shift is utilised for training. This change and increase in capacity if not used for S&W would support uninterrupted and focused training.

## Option 2 Training within Fire Control

As per policy between 08:00hrs and 19:00hrs no resources are mobilised with the exception of:

- Sleeping premises (including hospitals, care homes, hotels etc.)
- COMAH
- Heritage
- Educational

It has been identified that resources have been mobilised by Control between 08:00 and 19:00. All exceptions have been removed and the AFA's listed are those that received mobilisation between 08:00hrs x 19:00hrs on weekdays.

In 2021/22, 300 AFA's resulted a mobilisation of resources during the period in which WYFRS stipulates it wouldn't. Between 2020/21 the number was higher at 452.

Of the responses to premises outside the exception rule

- 2021/22 (300) 102 malicious call points / 198 detection and good intent
- 2020/21 (452) 62 malicious call points / 390 detection and good intent

Updating the mobilising system and refreshing control operator knowledge and understanding will reduce the number of AFAs attended.

### Risk Assessment

This recommendation carries negligible risk. The approach would provide CPD for Fire Control staff, providing increased knowledge and ensure policy compliance. In addition, it would provide opportunity to check Systel operation against AFA mobilisation policy.

### Recommendation

Fire Control to receive training specific to the mobilisation of resources to AFA's in line with policy. Based on the information provided, if administrated correctly this would in retrospect result in a 4% decrease in AFA's globally for 2021/22 and a 6.6% decrease in 2020/21.

In addition, the responsibility for audit should take place over an agreed period assuring change in approach.

Weighted on the lowest AFA PDA (industrial 1 pump) and the known average time allocated (39.25 minutes) the removal of the 300 mobilisations in 2021/22 would place 196.25 hours back into service.

This would equate to adding capacity back into the system to perform 294 S&W visits.

A review of Fire Controls action card and START PDA tables should take place ensuring automated PDA's to AFA's are in line with current policy.

### **Option 3 – Attendance at commercial properties only on receipt of call**

Adopt an approach consistent with other Metropolitan Services in our region and during the normal working day, a procedure should be in place for staff in the building to liaise with the Alarm Receiving Centre and confirm whether the Fire and Rescue Service need to be called in the event of a fire alarm activation.

Outside of normal working hours contact details for nominated persons should be available to the Alarm Receiving Centre so that a responsible person can be called to attend the premises and determine the nature of the incident prior to the Fire and Rescue Service being called.

Based on 2021/22 non-residential premises accounted for 3093 attendances out of 7677 AFA's (40.3%).

This would need piloting to truly understand how many alarm activations were followed up by call from a responsible person.

3093 incidents weighted on our lowest attendance model of 1 appliance (39.25 minutes) would produce capacity equivalent to 2,023 hours.

#### **Risk Assessment**

This approach would require communication with known commercial premises within WY similar to that produced by Lancashire Fire and Rescue Service Appendix 3.

This would place responsibility for confirming fire on the responsible person. Currently there can be delays of up to an hour before a key holder arrives on scene. This delay would potentially lead to more developed fires. However, historically this is a burden the fire service have carried and placing this back with the responsible person is the right thing to do.

## **Option 4 - PDA adjustment (exception premises 08:00 -19:00)**

At present WYFRS does not mobilise resources to AFA's between the hours of 08:00-19:00. This is on the belief that these premises are staffed/occupied, and a fire would be confirmed by a person on site.

There are exceptions to the rule based on industry and potential sleeping risk. The exceptions being:

- Sleeping premises (including hospitals, care homes, hotels etc.)
- Education premises
- COMAH
- Heritage

Over a 5-year period WYFRS attended 4051 UwFS in these exception premise types between 08:00-19:00

In 2021/22 WYFRS attended 792 UwFS in these premise types between 08:00 x 19:00

The existing predetermined attendance is 2 appliances and a WM to each of these AFAs.

### **Recommendation**

These premises are staffed at least Monday to Friday and in many cases 24 hours per day, 7 days a week. It is recommended that PDAs are reduced to 1 pump between the hours of 08:00 x 19:00. This would still provide a level of response during the period in which WYFRS would expect to receive a confirmation call from staff.

This recommendation accounts for the removal of 1 appliance and 1 WM from the PDA.

Of the 35,576 AFA's attended over the last 5 years only 175 of these resulted in incident within non-residential/exception type premises.

WYFRS would continue to respond to all AFAs at these premises. If a confirmatory call is made from site or a member of the public, Control operators will mobilisation a proportionate number of additional resources.

On average (calculated from a 5-year data set) WYFRS would recover capacity for appliances equivalent to (810 UwFS x 39.25 pump) equal to 529.9 hours annually. As this capacity is within core working hours it can be redirected to training, prevention and response activities.

On average (calculated from a 5 year data set) WYFRS would recover capacity for WM equivalent to (810 UwFS x 12.43 WM) = 10,068 minutes annually or 167.8 hours annually. As this capacity is within core working hours it can be redirected to watch management, prevention and protection activities.

## Option 5 - Adjustment of all PDA's to one appliance

At present WYFRS sends a range of appliances to AFA's dependant on property type as per the table below:

Incident Type	PDA	Officers
AFA Domestic	1 Pump or 2 Pump	WM OIC
AFA Education/Heritage	2 Pumps for Heritage	WM OIC
AFA High Risk Priority	3 Pump	WM OIC
AFA Highrise	2 Pump	WM OIC
AFA Highrise Cladded	5 Pumps	SM IC
	1 Aerial	SM OPA
	CU Lite	2 WM
AFA Hospital/Nursing Home/Care homes	2 Pumps, extra pump if care home	WM OIC
AFA Industrial/Commercial Attended	1 Pump (Outside office hours)	N/A
AFA Sports Venues/Public Assembly	1 Pump	N/A

By moving to a single appliance attendance (with the exception of high rise) the table below highlights the 4,582 hours that WYFRS would recover.

Type	Pumps	Aerial	WM	FDS	Total (mins)	21.22 inc	Lost Time	Time gained
Domestic	78.5	0	12.43	0	90.93	3155	4781 hours	2,390 hours
Education	78.5	0	12.43	0	90.93	713	1080 hours	540 hours
Highrise	78.5	0	12.43	0	90.93	1182	1791 hours	0
Hospital / Care home	117.75	0	12.43	0	90.93	1636	2479 hours	1652 hours
Industrial Commercial	39.25	0	0	0	39.25	1952	1276 hours	0 hours
Sports	39.25	0	0	0	39.25	76	50 hours	0 hours
						Total	11,457 hours	4,582 hours

## Risk

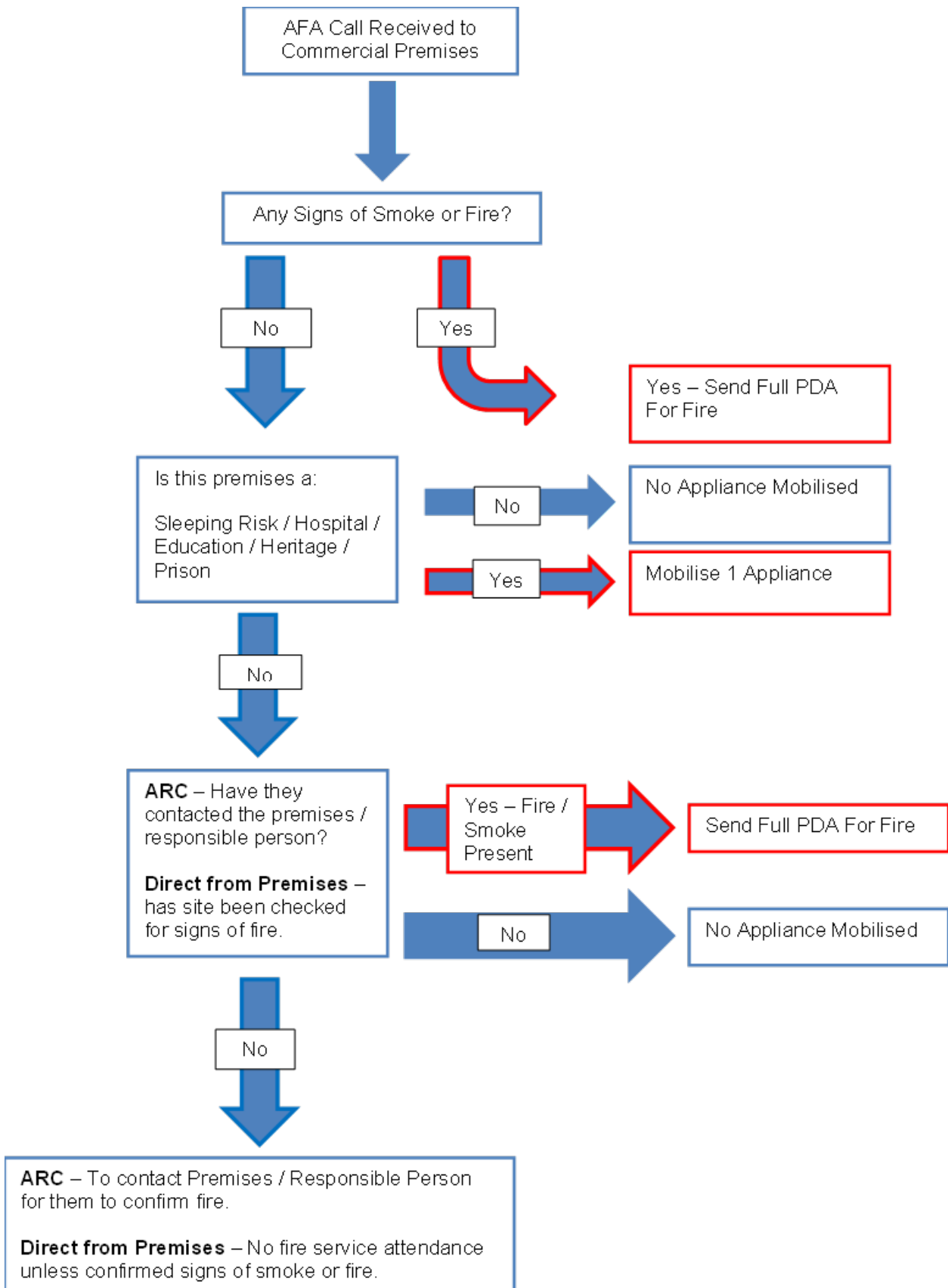
Reduced response levels therefore crews may need to wait slightly longer for additional appliances if the AFA turned out to be a fire. Based on the information provided within this review the likelihood of this is minimal and expectation is further calls would come from the public resulting in an make up through Control or the OiC.

## Recommendation

WYFRS change all PDA attendances to AFA's except for high rise to one appliance. Weighted on continued learning from Grenfell, changes to internal high-rise policy and procedures, plus the redevelopment of some high-rise blocks (construction) the current PDAs would be maintained.

All property types would still receive a response within the designated time periods. For those living in the most deprived areas, WYFRS has appliances strategically positioned and for this reason they will still receive the same timely response.

## Appendix 2 – AFA Flowchart





## Appendix 3 – Lancashire Fire and Rescue Service



Please ask for: Protection Support Team  
Telephone: 01772 862545  
Email: [afaenquiries@lancsfirerescue.org.uk](mailto:afaenquiries@lancsfirerescue.org.uk)  
Date: March 2023

### **We are changing our attendance to automatic fire alarms (AFA) from May 2023.**

Dear Sir or Madam

In April 2022, Lancashire Fire and Rescue Service (LFRS) changed how we respond to automatic fire alarms (AFA) in non-sleeping risk premises, during the day between 8am – 7pm, seven days a week.

Since 1 April 2022, LFRS no longer responded to automatic fire alarm activations between 8am – 7pm, unless the Alarm Receiving Centre (ARC) confirmed that the premises provides sleeping accommodation. LFRS continued to respond to confirmed fires.

With this policy having now been in place since the 1 April 2022, and having reviewed the intelligence after twelve months, LFRS is now expanding this policy to 24 hours a day, seven days a week, from 2 May 2023.

### **Changes to our response to AFAs in non-sleeping risk premises – does this affect my building?**

We are not changing the way we respond to automatic fire alarm systems in higher risk premises (see below) – we will continue to respond as we always have.

We will always respond to calls from a person reporting a fire, or sign of fire, in any type of premises at any time.

From 2 May 2023 however, we are changing the way we respond to calls from automatic systems and from persons who have not investigated the source of a

**Headquarters**  
Lancashire Fire & Rescue Service  
Garstang Road, Fulwood  
Preston PR2 3LH

making Lancashire safer

sounding fire alarm in non-sleeping risk buildings to encompass the full 24 hours of the day.

We will always respond to automatic fire alarm calls, 24 hours a day, if:

- A back-up call is received through 999 reporting a fire or signs of fire (such as a smell of burning)
- You have successfully applied to LFRS for a fire alarm exemption, and it has been granted (see below).

If your building has a monitored fire alarm system, you should ensure the alarm receiving centre holds accurate information regarding building type/use and whether it contains sleeping accommodation. This is because we will always respond to automatic fire alarm calls 24 hours a day if the premises is a:

- Sleeping risk.
- Single private domestic dwelling.
- Sheltered accommodation.
- Other residential premises such as hostel, hotel, student accommodation, care/nursing home etc.
- Registered Upper Tier Control of Major Accident Hazards (COMAH) sites, nuclear sites covered by the REPPiR legislation.
- High rise.
- Hospitals.
- Prison/young offenders institution.
- Police station and military barracks.
- Infant, primary and secondary education premises.
- Grade 1 and Grade 2\* heritage premises.

Further information on this change is available on our website at:

[Automatic Fire Alarms | Lancashire Fire and Rescue Service \(lancsfireandrescue.org.uk\)](https://www.lancsfireandrescue.org.uk)

### **What do I need to do?**

Firstly, decide if this policy change affects you. If you are responsible for a building that isn't in any of the categories above, then you will need to:

- Ensure you have procedures in place to safely investigate the source of a fire alarm activation, both in the hours your business operates and out of hours.
- Ensure your staff are aware of the procedures and trained to safely investigate the source of an alarm and make a back-up 999 call.
- Ensure that you provide your alarm monitoring company with relevant keyholder information, for out of hours responses to your premises, as LFRS will no longer automatically respond to AFAs, in non-sleeping risk premises.
- Consider if you would like to apply for an enhanced reliability alarm system exemption.

### **Unwanted fire signals (UWFS) policy and its application to your premises.**

All premises, except single private domestic dwellings are subject to LFRS UWFS policy. This includes those granted an enhanced reliability fire alarm exemption or a premises type listed above. For further information please see:

[Unwanted fire signal \(UwFS\) policy - Lancashire Fire and Rescue Service \(lancsfireandrescue.org.uk\)](https://lancsfireandrescue.org.uk)

### **Call challenge at fire control.**

On all occasions automatic fire alarm (AFA) calls are received by North West Fire Control (NWFC), no matter the type of premises, who will adopt a call challenge procedure. This will ask that you investigate the cause of the activation of the fire alarm.

Being able to safely investigate the source of a sounding fire alarm is an important part of a building's fire procedures. Knowing if an alarm is sounding due to a developing fire enables appropriate action to be taken immediately to keep people safe. If the cause is a false alarm, investigating the source also enables the 'all clear' to be given minimising disruption and avoiding the need for fire engines to attend a known false alarm. It also helps avoid the wider risk to the community which occurs when the fire service is asked to attend with valuable resources that may be needed elsewhere for a genuine emergency.

**If you have not already done so, please update your fire procedures in readiness for the policy change on the 2 May 2023.**

Further guidance on safely investigating the source of a sounding fire alarm is provided here: [An introduction to business fire safety and the law - Lancashire Fire and Rescue Service \(lancsfireandrescue.org.uk\)](https://lancsfireandrescue.org.uk)

Please remember, it is not the responsibility of the fire service to evacuate your premises. You must ensure that you have an evacuation strategy appropriate for your buildings use and occupancy, paying particular attention to occupants who may require assistance to escape.

Further guidance is available at [Guidelines for businesses - Lancashire Fire and Rescue Service \(lancsfireandrescue.org.uk\)](https://lancsfireandrescue.org.uk) Your organisation's fire evacuation strategy and evacuation procedures should be practised regularly to ensure they are timely and fit for purpose.

### **Enhanced reliability fire alarm exemptions.**

If your premises is exempt, we will continue to attend AFA activations at any time of day or night. To be considered for this exemption, your fire alarm system must meet certain criteria which means it is highly unlikely to generate false signals. You will need to provide:

- Certification confirming that the fire alarm detection system has been installed to BS 5839 Part 1 or equivalent standard (preferably with third party accreditation).

- Evidence that the fire alarm detection system is serviced and maintained in compliance with the recommendations of BS 5839 Part 1 or equivalent standard.
- Certification confirming that a fire signal output is only obtained when at least two independent triggering signals are present at the same time (preferably with third party accreditation). This is referred to as a 'Coincidence Alarm' in BS5839.

Enhanced reliability fire alarm exemptions may be withdrawn at the discretion of LFRS if systems are not maintained and managed effectively resulting in UWFS.

For more information on how to apply for a fire alarm exemption, contact the Business Fire Safety Team on 01772 866954 or email at [afaenquiries@lancsfirerescue.org.uk](mailto:afaenquiries@lancsfirerescue.org.uk).

All applications are considered on an individual basis.

### **Preventing false alarms**

Prevention is always better than cure. Avoiding unnecessary fire alarm activations ensures your business is not disrupted and that in the event of a real emergency staff and visitors will react to the alarm.

Further guidance on how to avoid false alarms is available at [NFCC Reducing false alarms in the workplace - YouTube](#)

Yours faithfully



**Area Manager Matthew Hamer  
Head of Prevention & Protection  
Lancashire Fire and Rescue Service**



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# Membership of the Authority and Appointment to Committees

## Full Authority

Date: 29 September 2023

Agenda Item:

# 12

Submitted By: Director of Corporate Services

<b>Purpose</b>	To advise of a change in membership of the Authority and make changes to Committee memberships as appropriate.
<b>Recommendations</b>	That the report be noted and the appointments to Committees agreed.
<b>Summary</b>	Councillor Mussarat Pervaiz has resigned from the Fire Authority and her replacement Cllr Habiban Zaman has been appointed with effect from 23 August 2023.

---

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None

Annexes: Committee Memberships 2023/24

## 1 Introduction

- 1.1 Notification has been received from Kirklees Council of a replacement appointment for Councillor Mussarat Pervaiz who resigned from the Fire Authority with effect from 22 August 2023.

## 2 Information

- 2.1 Councillor Habiban Zaman has been appointed to the Fire Authority and will take over Cllr Pervaiz's position's as Vice Chair for Community Safety Committee and Member of Human Resources Committee.

## 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? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	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.

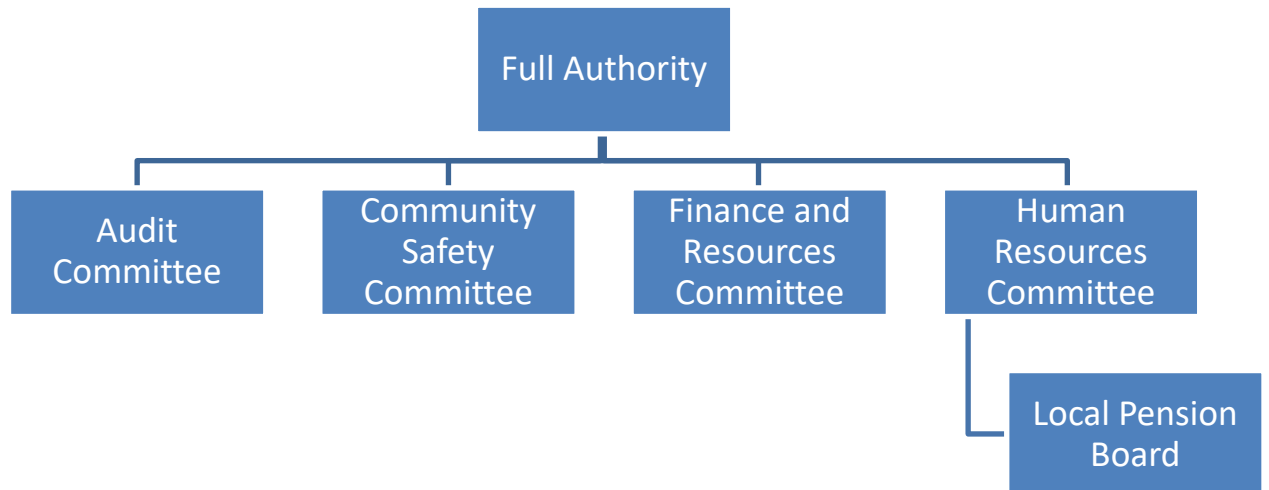
## 9 Your Fire and Rescue Service Priorities

- 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.
- Plan and deploy our resources based on risk.C

# West Yorkshire Fire and Rescue Authority

## Committee Structure and Membership 2023 / 24



### Full Authority (22)

<b>Labour (14) Chair</b>	O'Donovan
<b>Vice Chair</b>	Tulley
	Almas
	Bowden
	Fazal
	Garvani
	Hawkins
	Hussain
	Keith
	Mohammed
	Renshaw
	Shaheen
	Wood
	Zaman

<b>Conservative (5) Lead</b>	Hall
	Anderson
	Farmer
	Kirton
	Pollard

<b>LMG (3) Lead</b>	Downes
	Hutchison
	Sutcliffe



## Executive Committee (6)

<b>Labour (4) Chair</b>	O'Donovan
<b>Vice Chair</b>	Tulley
	Renshaw
	Shaheen
<b>Conservative (1)</b>	Hall
<b>LMG (1)</b>	Downes

### Substitutes

Any Member from relevant Group who is not substantive Member of this Committee.

## Human Resources Committee (11)

<b>Labour (7) Chair</b>	Shaheen
<b>Vice Chair</b>	Keith
	Garvani
	Hussain
	Mohammed
	Wood
	Zaman
<b>Conservative (3) Lead</b>	Anderson
	Kirton
	Pollard
<b>LMG (1)</b>	Sutcliffe

### Substitutes

Any Member from relevant Group who is not substantive Member of this Committee.

### Finance And Resources Committee (11)

<b>Labour (7) Chair</b>	Tulley
<b>Vice Chair</b>	Mohammed
	Almas
	Bowden
	Hawkins
	Hussain
	O'Donovan
<b>Conservative (3) Lead</b>	Pollard
	Anderson
	Hall
<b>LMG (1)</b>	Hutchison

Substitutes

Any Member from relevant Group who is not substantive Member of this Committee.

## **Audit Committee (6)**

<b>Labour (4) Chair</b>	Renshaw
<b>Vice Chair</b>	Fazal
	Hawkins
	Tulley
<b>Conservative (1) Lead</b>	Hall
<b>LMG (1)</b>	Downes

### Substitutes

Any Member from relevant Group who is not substantive Member of this Committee.

### Community Safety Committee (11)

<b>Labour (7) Chair</b>	Almas
<b>Vice Chair</b>	Zaman
	Fazal
	Garvani
	Keith
	Renshaw
	Wood
<b>Conservative (2) Lead</b>	Kirton
	Pollard
<b>LMG (2) Lead</b>	Downes
	Sutcliffe

#### Substitutes

Any Member from relevant Group who is not substantive Member of this Committee.

**Local Pension Board (2 x Employer representatives)**

<b>Labour (1)</b>	Shaheen
<b>Conservative (1)</b>	Pollard

### Consultation And Negotiation Panel (6)

<b>Labour (4)</b>	O'Donovan
	Renshaw
	Shaheen
	Tulley
<b>Conservative (1)</b>	Hall
<b>LMG (1)</b>	Downes

### Substitutes

Any Member from relevant Group who is not substantive Member of this Committee.

**Briefing Group Arrangements  
2023 / 2024**

<b>Group / Position</b>	<b>Member</b>	<b>Substitute</b>
<b>Full Authority</b>		
Chair	Cllr O'Donovan	Any Labour Member
Vice Chair	Cllr Tulley	Any Labour Member
Conservative	Cllr Hall	Any Conservative Member
<b>Human Resources Committee</b>		
Chair	Cllr Shaheen	Any Labour Member
Vice Chair	Cllr Keith	Any Labour Member
Conservative	Cllr Anderson	Any Conservative Member
<b>Finance And Resources Committee</b>		
Chair	Cllr Tulley	Any Labour Member
Vice Chair	Cllr Mohammed	Any Labour Member
Conservative	Cllr Pollard	Any Conservative Member
<b>Audit Committee</b>		
Chair	Cllr Renshaw	Any Labour Member
Vice Chair	Cllr Fazal	Any Labour Member
Conservative	Cllr Hall	Any Conservative Member
<b>Community Safety Committee</b>		
Chair	Cllr Almas	Any Labour Member
Vice chair	Cllr Zaman	Any Labour Member
Conservative	Cllr Kirton	Any Conservative Member





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# Performance Management Report

## Full Authority

Date: 29 September 2023

Agenda Item:

13

Submitted By: Head of Corporate Services

<b>Purpose</b>	To inform Members of the Authority's performance against key performance indicators.
<b>Recommendations</b>	That Members note the report.
<b>Summary</b>	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.

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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](mailto:alison.davey@westyorksfire.gov.uk)

Background papers open to inspection: None

Annexes: Performance Management Report  
1 April 2023 – 17 September 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 17 September 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? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	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](mailto: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 Report Fire Authority

## Period Covered:

01 April 2023

17 September 2023





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Performance Summary
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Non-fires
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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	17 September 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	17 September 2022
3 Year Average Comparison Period	01 April 2022 01 April 2021 01 April 2020	17 September 2022 17 September 2021 17 September 2020
Colour Key	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; background-color: #cccccc; padding: 2px 5px;">Positive Arrows</div> <div style="border: 1px solid black; background-color: #ff0000; color: white; padding: 2px 5px;">Negative Arrows</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <div style="border: 1px solid black; background-color: #0000ff; color: white; padding: 2px 5px;">Positive Charts</div> <div style="border: 1px solid black; background-color: #ff0000; color: white; padding: 2px 5px;">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>	

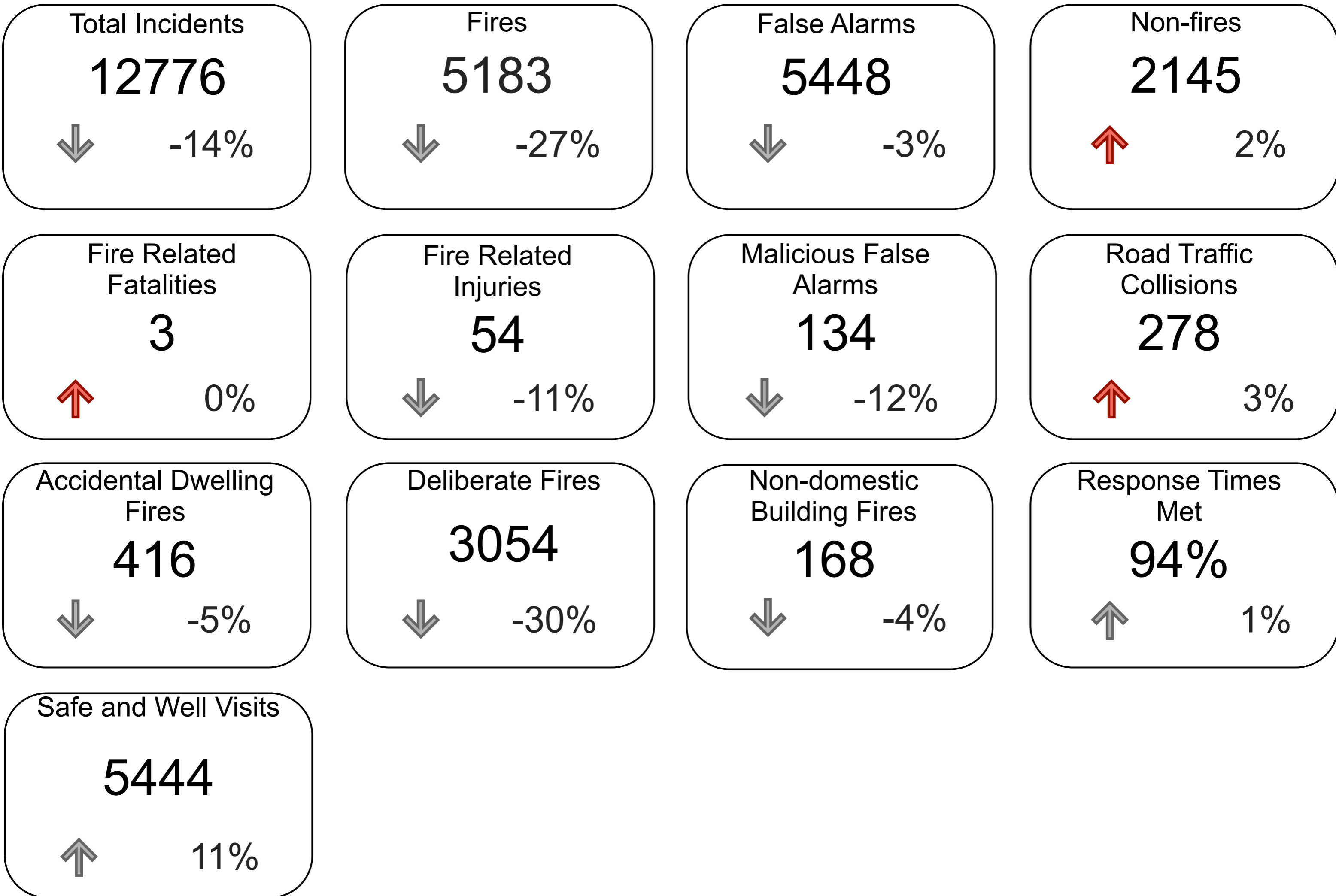
Due to seasonality **Previous Year** and **3 Year Average** comparison are based on selected range and not the whole of the previous year.

# 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

**17 September 2023**  
17 September 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	41	58	55	58	75	86	67	105	97	122	131	128	115	98	72	72	57	54	37	33	33	27	42	34
Tue	35	60	61	66	67	73	85	104	104	135	116	166	159	104	89	82	66	39	47	27	30	33	30	44
Wed	57	48	61	71	90	77	86	76	88	125	126	122	132	111	89	72	60	44	39	45	34	24	28	33
Thu	45	68	65	82	75	93	109	99	117	131	134	151	140	107	100	70	62	54	39	30	30	23	23	49
Fri	49	44	52	73	94	73	86	110	112	94	133	116	115	130	119	76	49	54	36	30	30	24	41	52
Sat	43	55	59	69	92	83	81	97	120	106	113	145	162	134	114	85	72	52	52	45	41	26	31	45
Sun	36	58	61	60	70	84	92	119	130	129	148	141	135	116	88	59	84	57	49	42	34	40	32	45

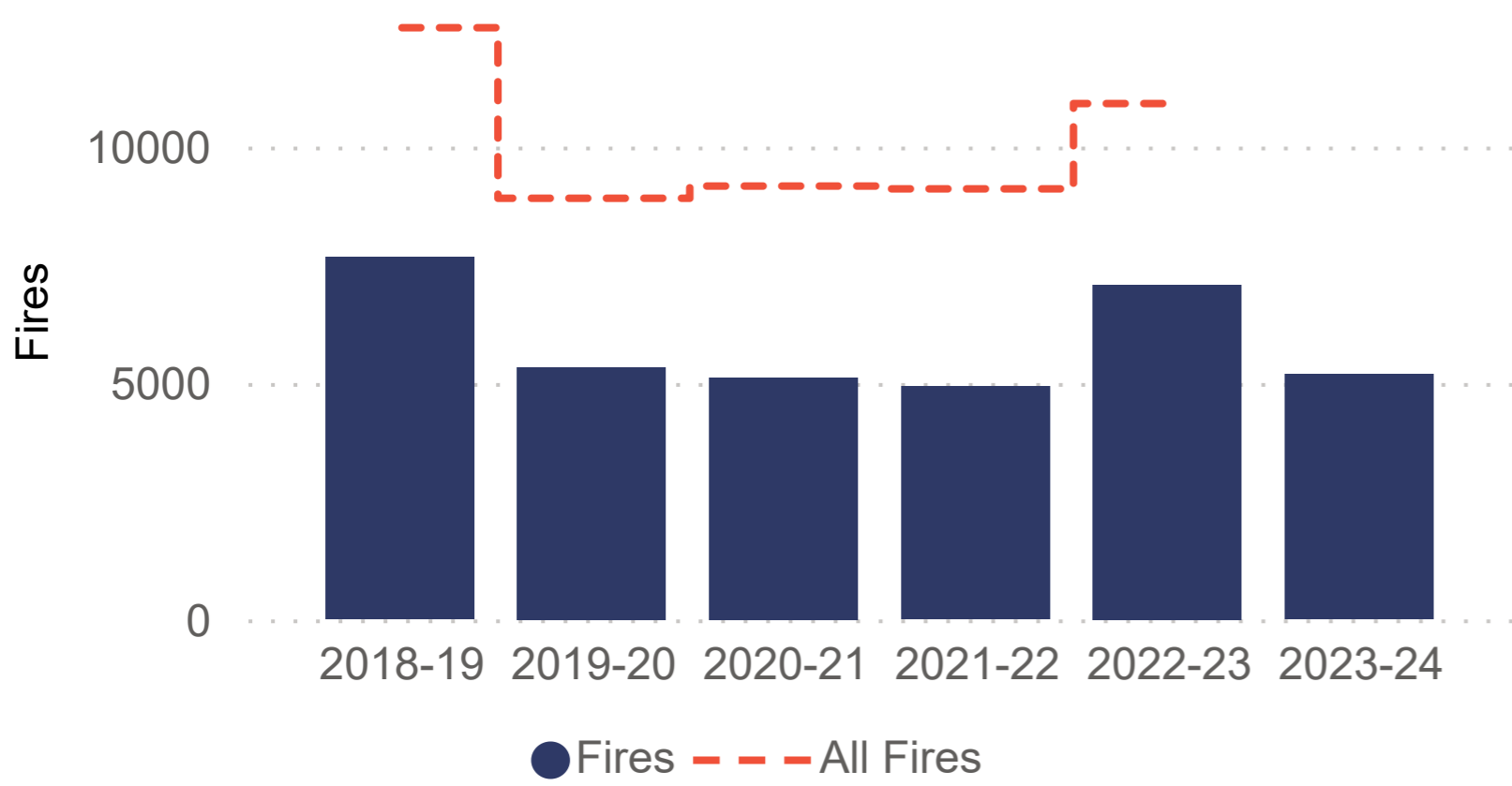


# Fires

01 April 2023

17 September 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	-20%	↓
Calderdale	-21%	↓
Kirklees	-31%	↓
Leeds	-32%	↓
Wakefield	-27%	↓

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	3735
Building	879
Road Vehicle	565
Unknown	4

## Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.31%	
Primary Fire	16.82%	11.14%
Secondary Fire	23.90%	47.83%

## Fires by Building Property Type

Dwelling	500
Non Residential	356
Other Residential	23

## Fires by Outdoor Property Type

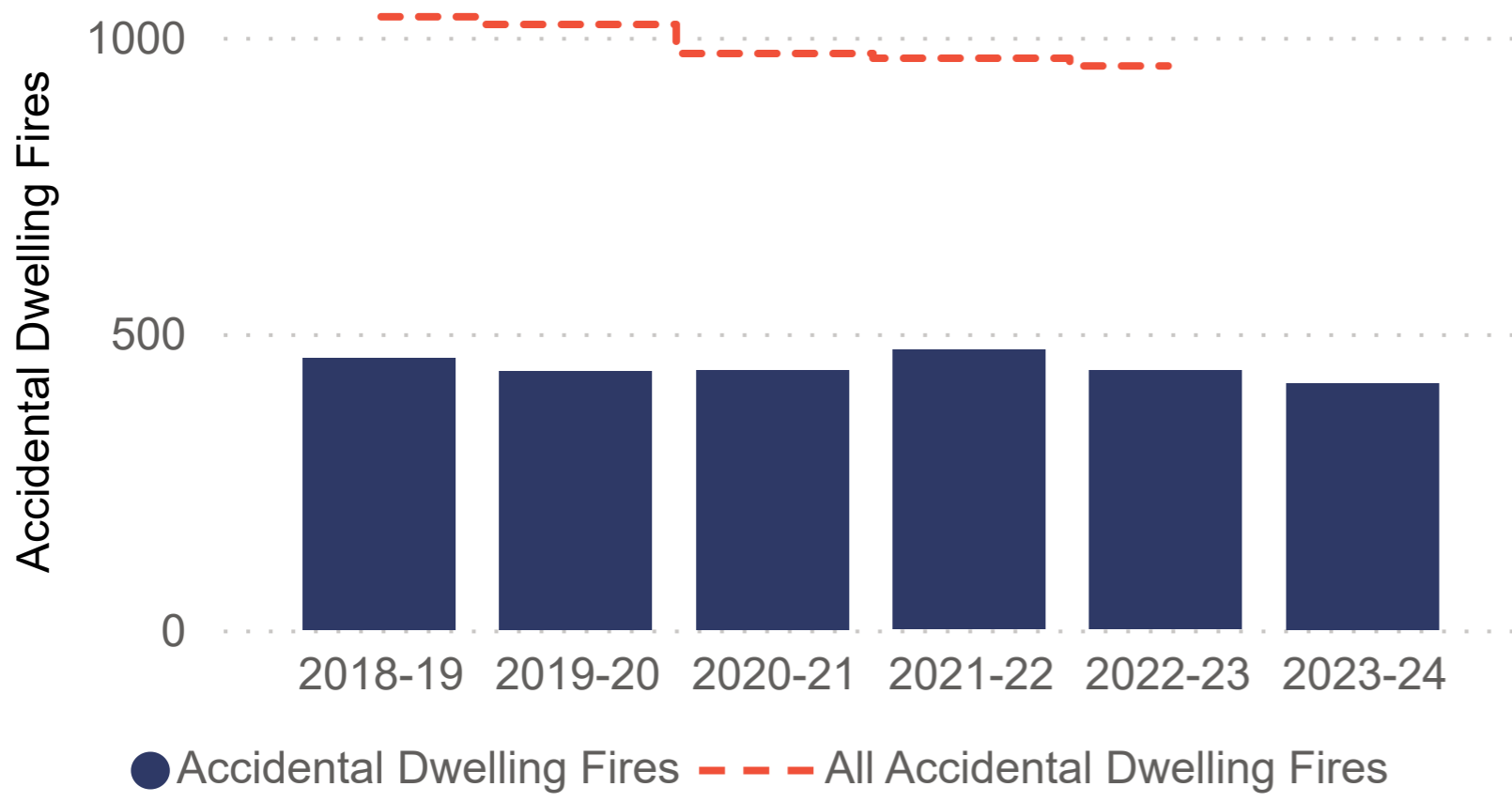
Other outdoors (including land)	1545
Grassland, woodland and crops	1133
Outdoor structures	999
Outdoor equipment and machinery	58

# Accidental Dwelling Fires

01 April 2023

17 September 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	16%	↓
Calderdale	-18%	↓
Kirklees	-19%	↓
Leeds	6%	↓
Wakefield	-31%	↓

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	274
Purpose Built Flat/Maisonette - multiple occupancy	71
Converted Flat/Maisonette - multiple occupancy	29
Self contained Sheltered Housing	20
Bungalow - single occupancy	15
Licensed HMO	5
Unknown if licensed HMO	2

## Top Fire Cause

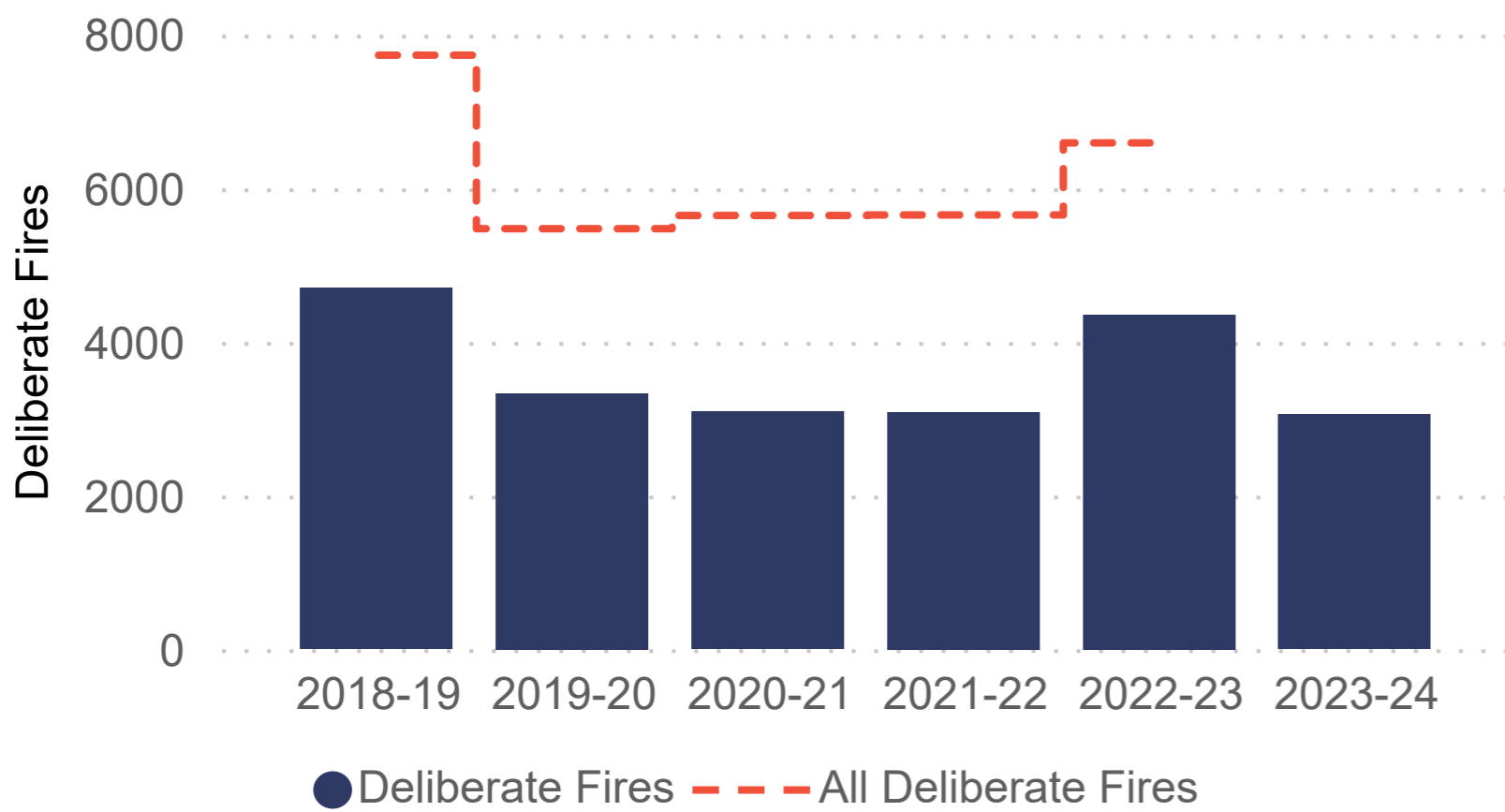
Accidental - Cooking - other cooking

# Deliberate Fires

01 April 2023

17 September 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	-27%	↓
Calderdale	-16%	↓
Kirklees	-35%	↓
Leeds	-32%	↓
Wakefield	-31%	↓

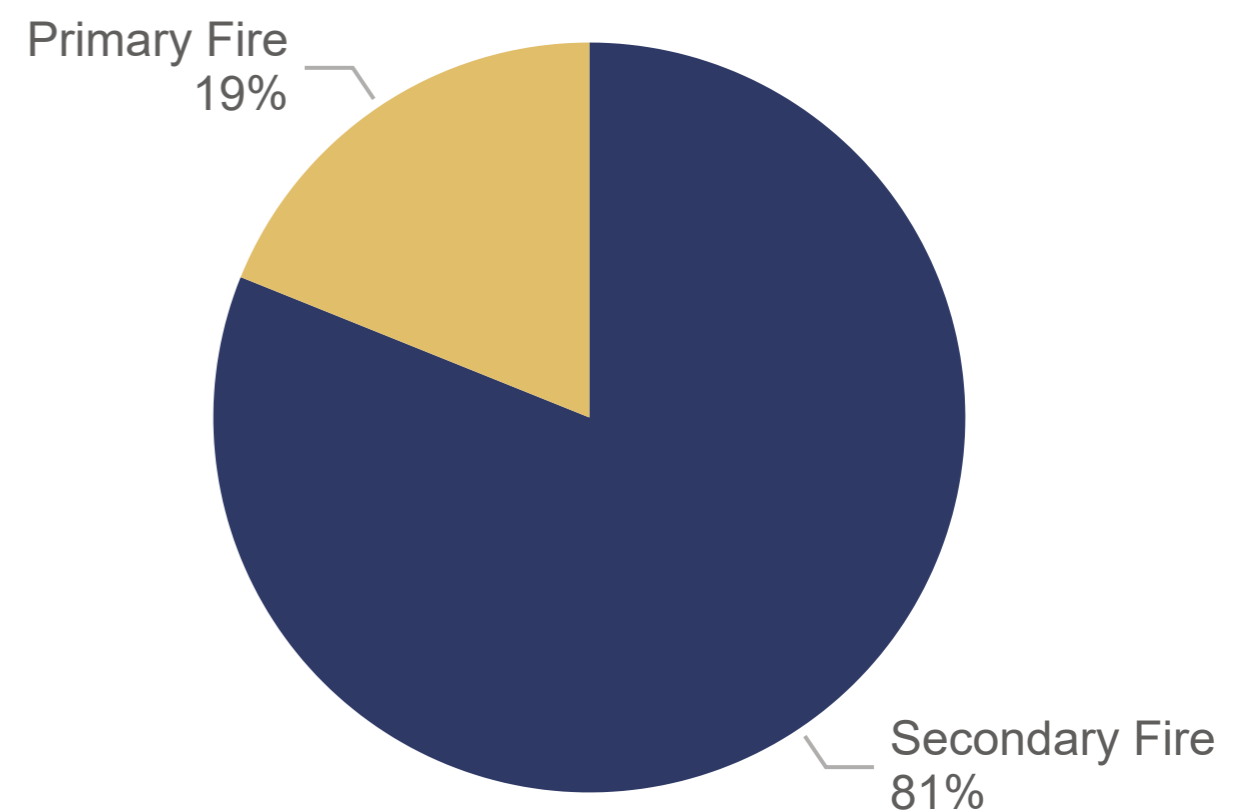
3 Year average indicator shows if current number of Deliberate Fires this financial year is an increase/decrease of Deliberate Fires against the 3 year average. Looking at only the comparison range.

## Top 10 Property Types

### Deliberate Fires

Other outdoors (including land)	1130
Outdoor structures	646
Grassland, woodland and crops	643
Car	189
Non Residential	170
Dwelling	84
Motorcycle	77
Outdoor equipment and machinery	27
Van	26
Multiple Vehicles	24

## Deliberate Fires by Primary or Secondary



## Top 5 Fire Causes

### Deliberate Fires

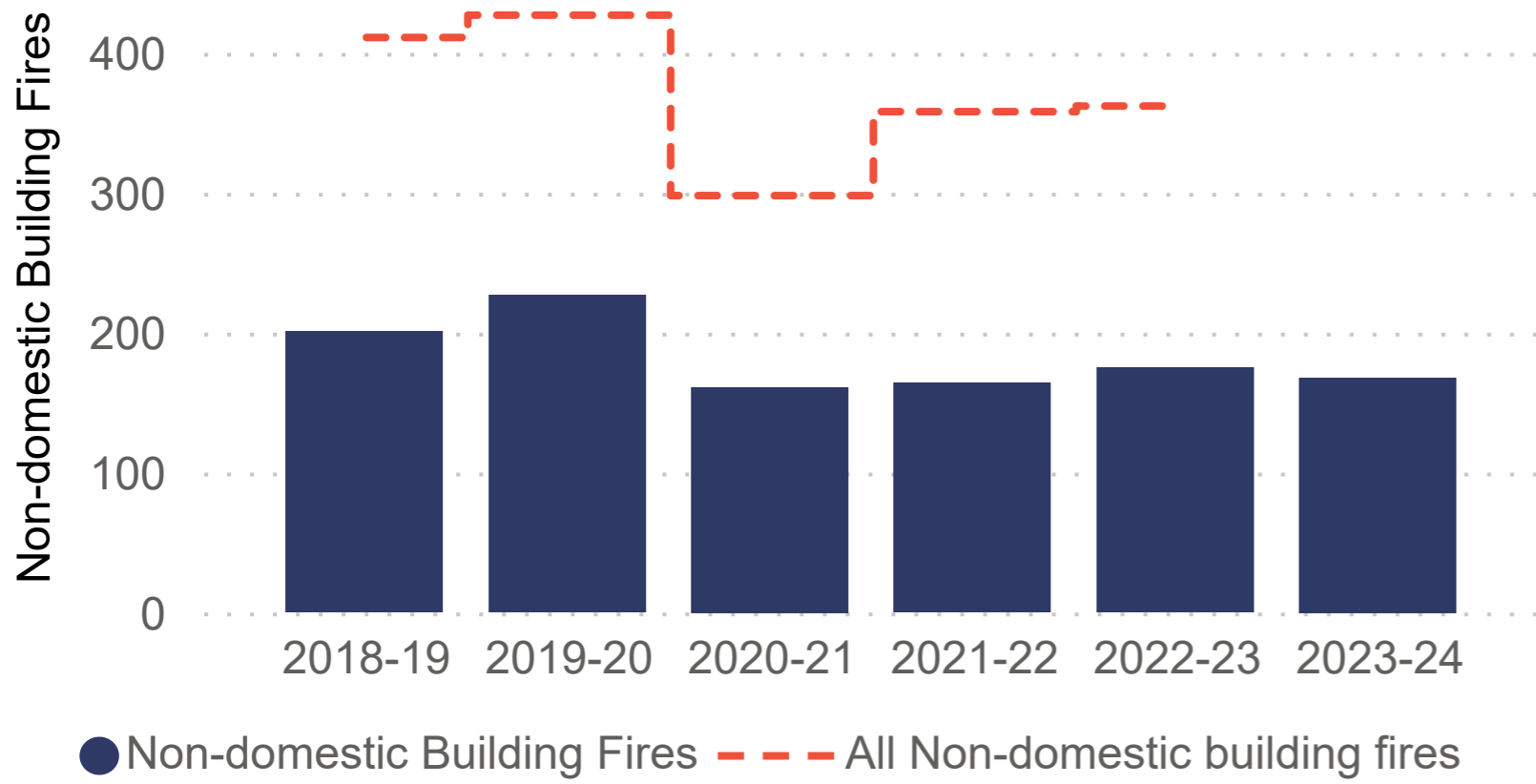
Deliberate - unknown owner	1157
Deliberate - others property	1044
Deliberate - others property - Heat source and combustibles brought together deliberately	367
Deliberate - own property	276
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	162

# Non-domestic Fires

01 April 2023

17 September 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	32%	↑
Calderdale	-56%	↓
Kirklees	-5%	↓
Leeds	-9%	↑
Wakefield	0%	↑

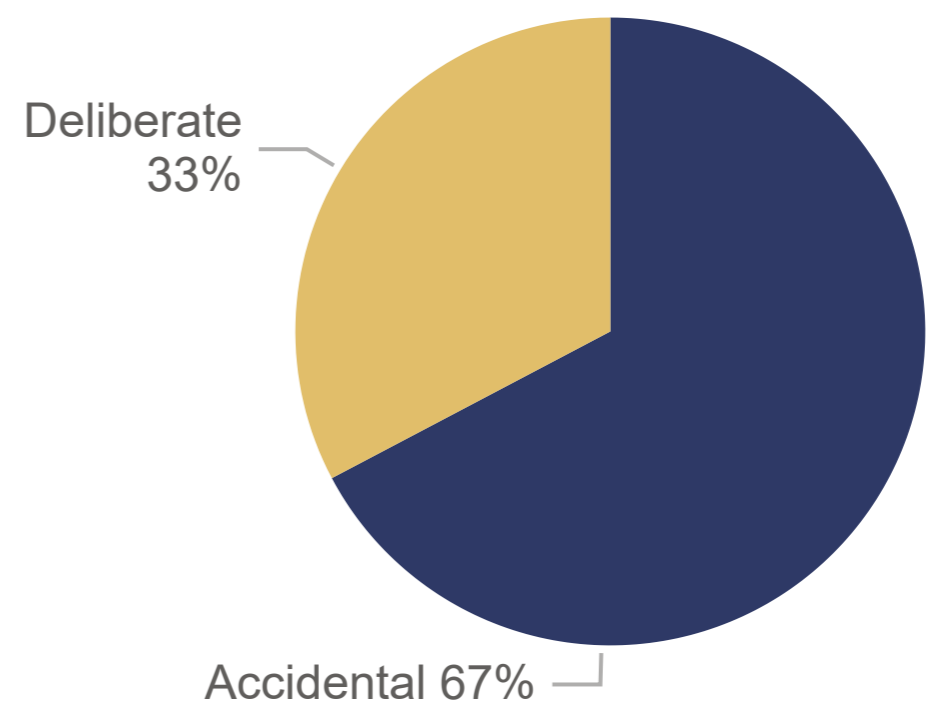
3 Year average indicator shows if current number of Non-domestic Building Fires this financial year is an increase/decrease of Non-domestic Building fires against the 3 year average. Looking at only the comparison range.

## Top 5 Property Types

### Non-domestic Building Fires

Food and Drink	33
Industrial Manufacturing	25
Public admin, security and safety	25
Retail	18
Industrial Processing	9

## Non-domestic Building Fires by Accidental or Deliberate Fires



## Top 5 Fire Causes

### Non-domestic Building Fires

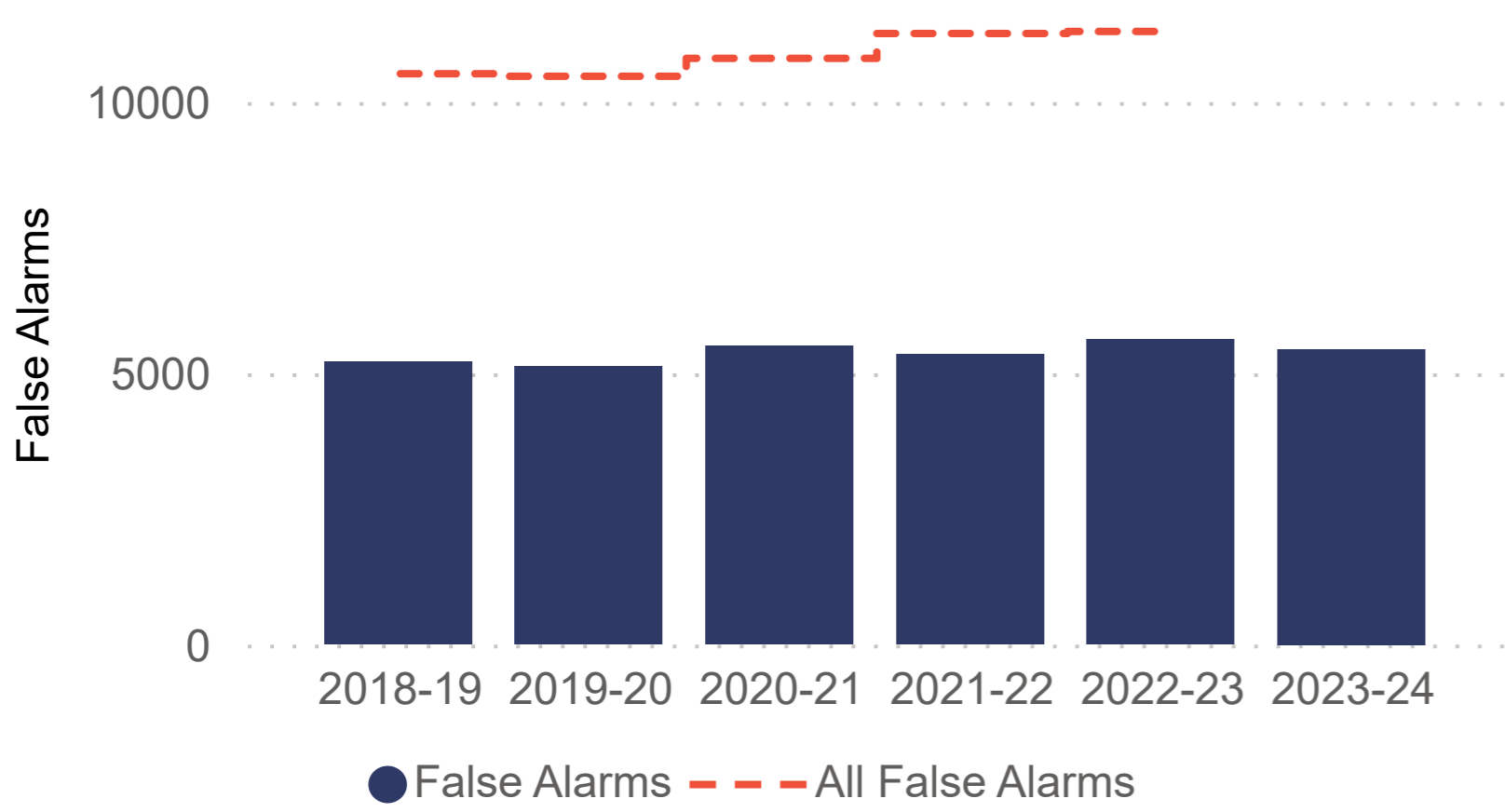
Deliberate - others property - Heat source and combustibles brought together deliberately	45
Accidental - Fault in equipment or appliance	23
Accidental - Faulty fuel supply - electricity	17
Accidental - Negligent use of equipment or appliance (heat source)	12
Accidental - Accumulation of flammable material	8
Accidental - Combustible articles too close to heat source (or fire)	6
Accidental - Overheating, unknown cause	5

# False Alarms

01 April 2023

17 September 2023

## False Alarms by Financial Year



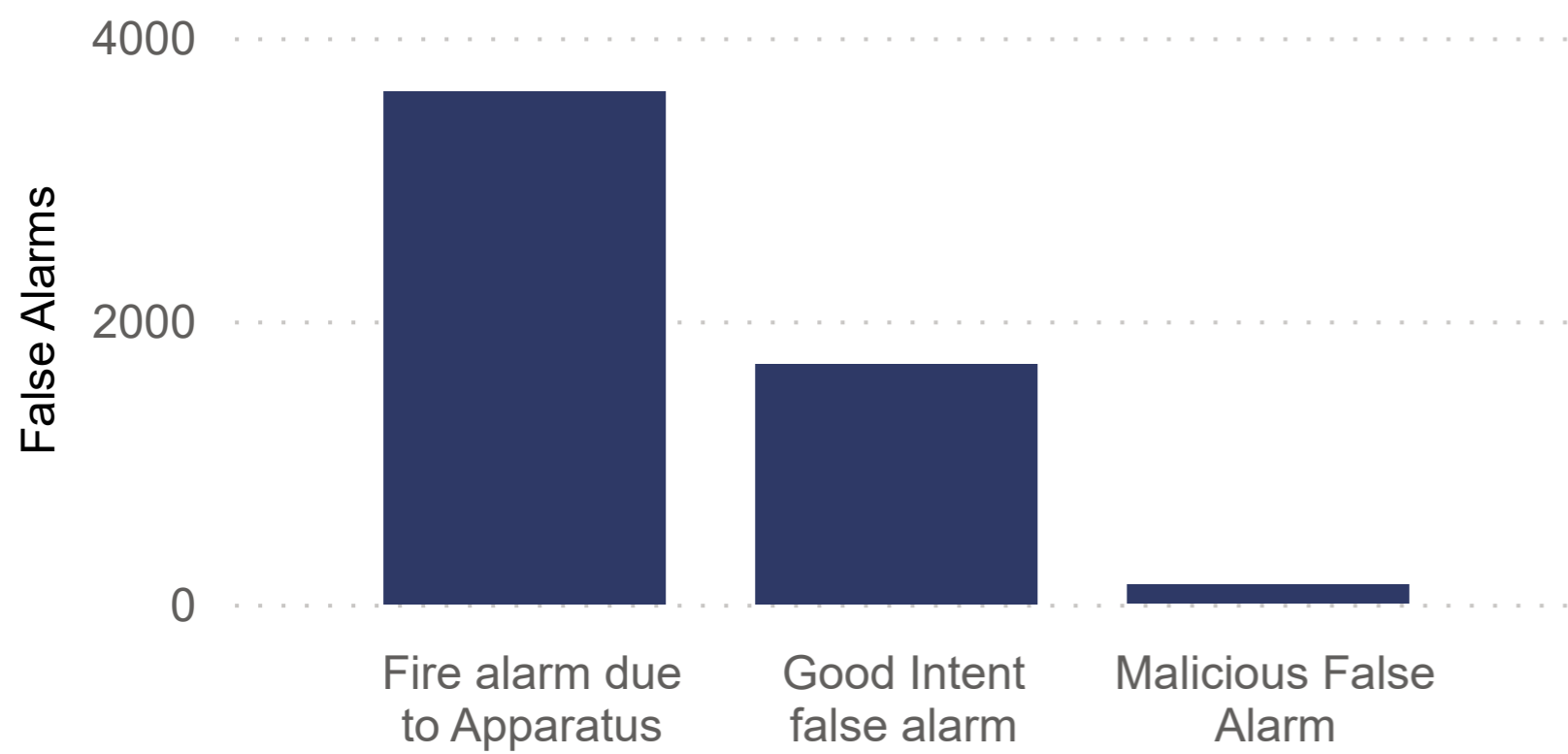
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## False Alarms Previous Year To Date Comparison

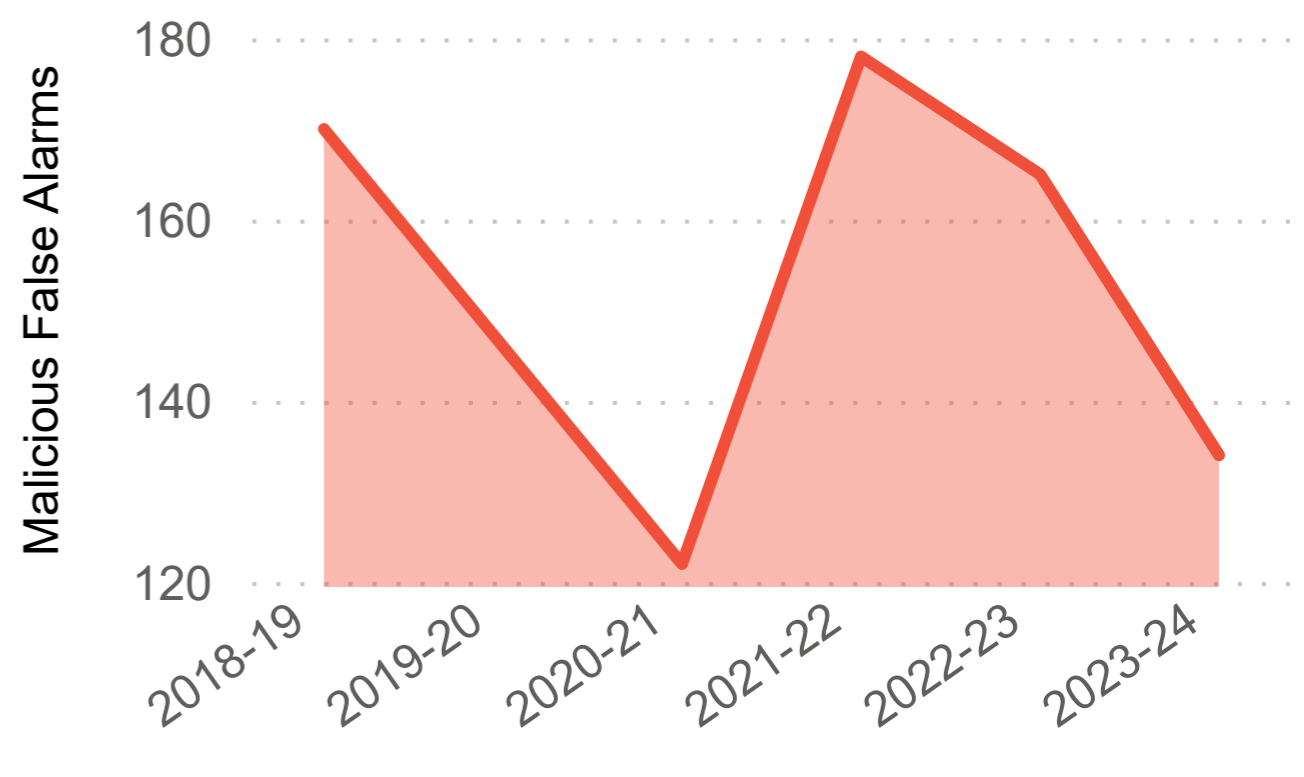
District	% increase/decrease on previous year	3 Year Average
Bradford	0%	↑
Calderdale	-4%	↑
Kirklees	-11%	↓
Leeds	-3%	↓
Wakefield	3%	↑

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

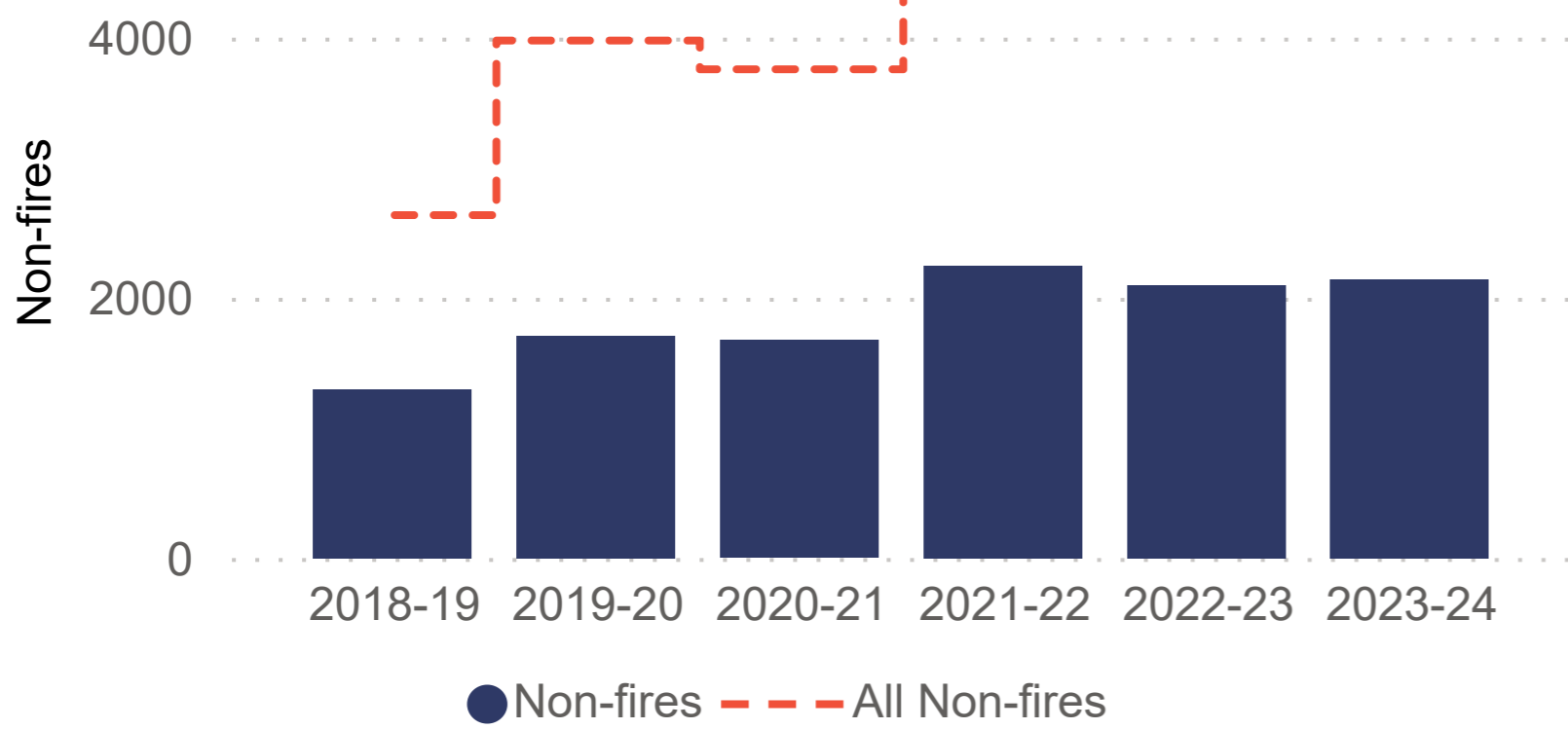
Faulty

# Non-fires

01 April 2023

17 September 2023

## Non-fires by Financial Year



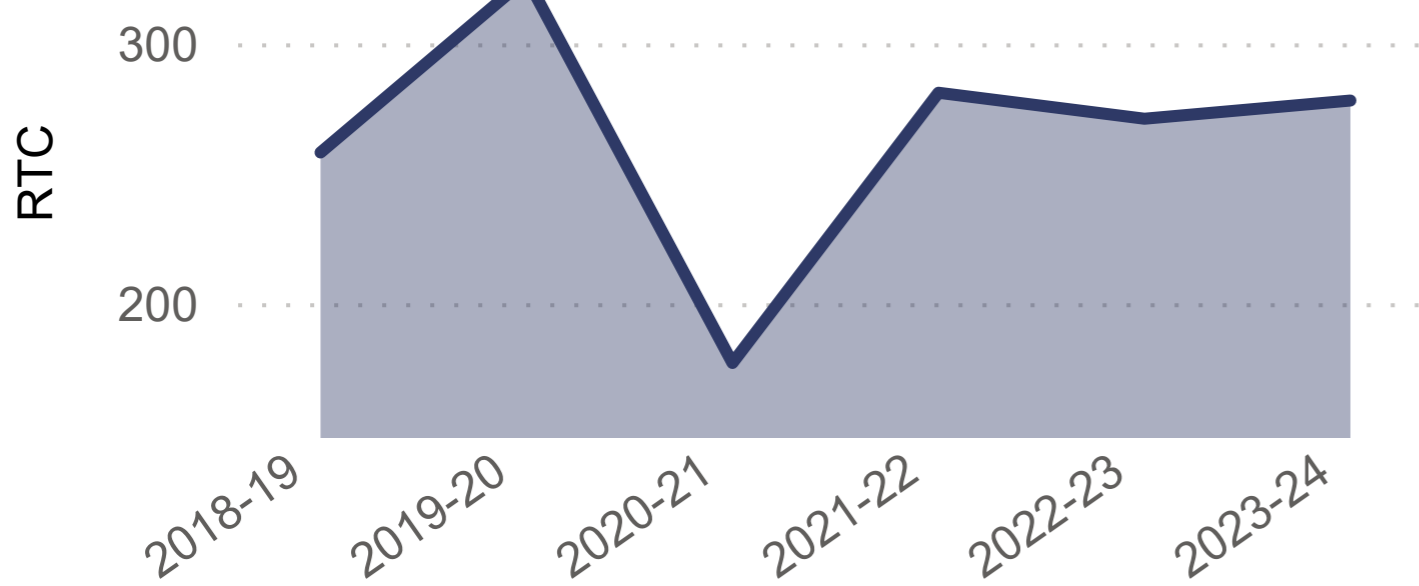
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Non-fires Previous Year To Date Comparison

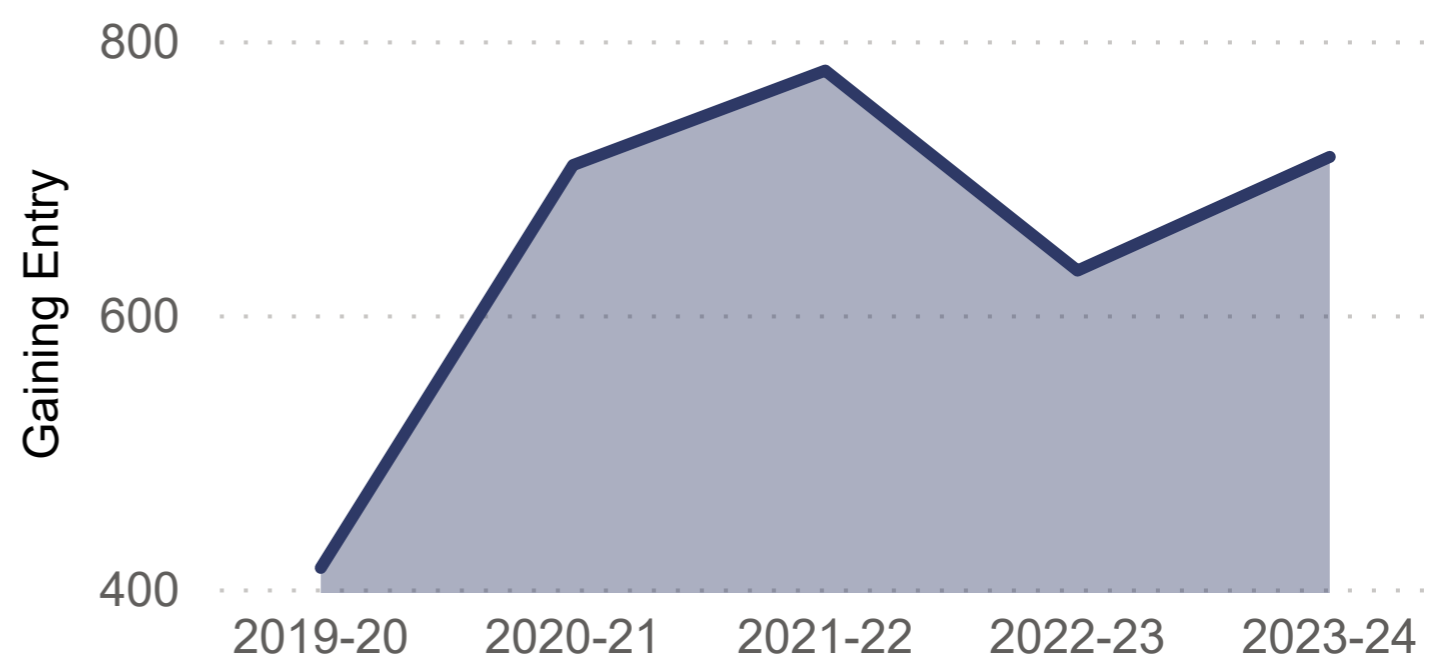
District	% increase/decrease on previous year	3 Year Average
Bradford	15%	↑
Calderdale	-2%	↑
Kirklees	3%	↑
Leeds	-7%	↓
Wakefield	9%	↑

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

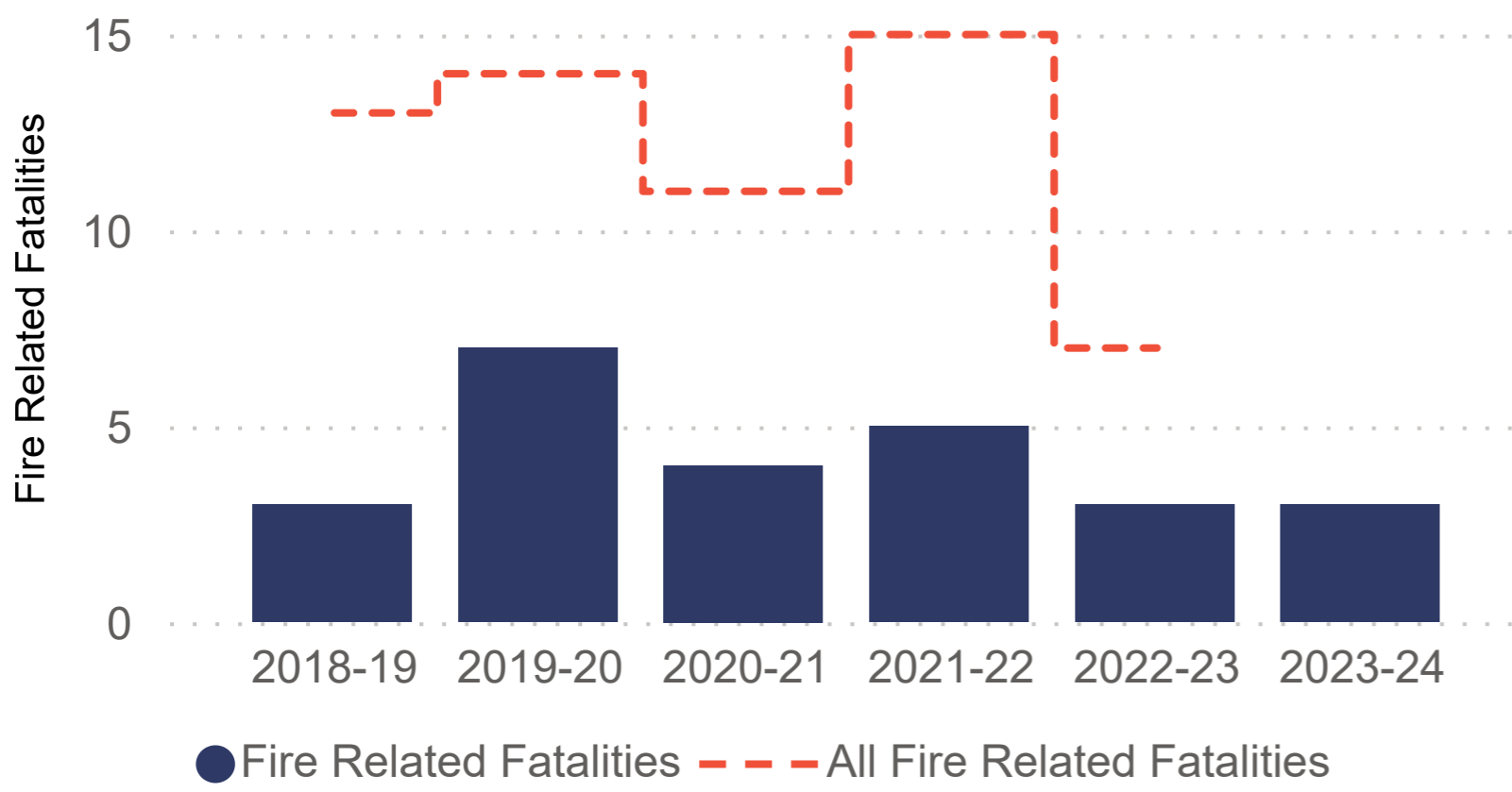
Non-fire Type	Count
Effecting entry/exit	540
Assist other agencies	434
RTC	280
No action (not false alarm)	144
Lift Release	113

# Fire Related Fatalities

01 April 2023

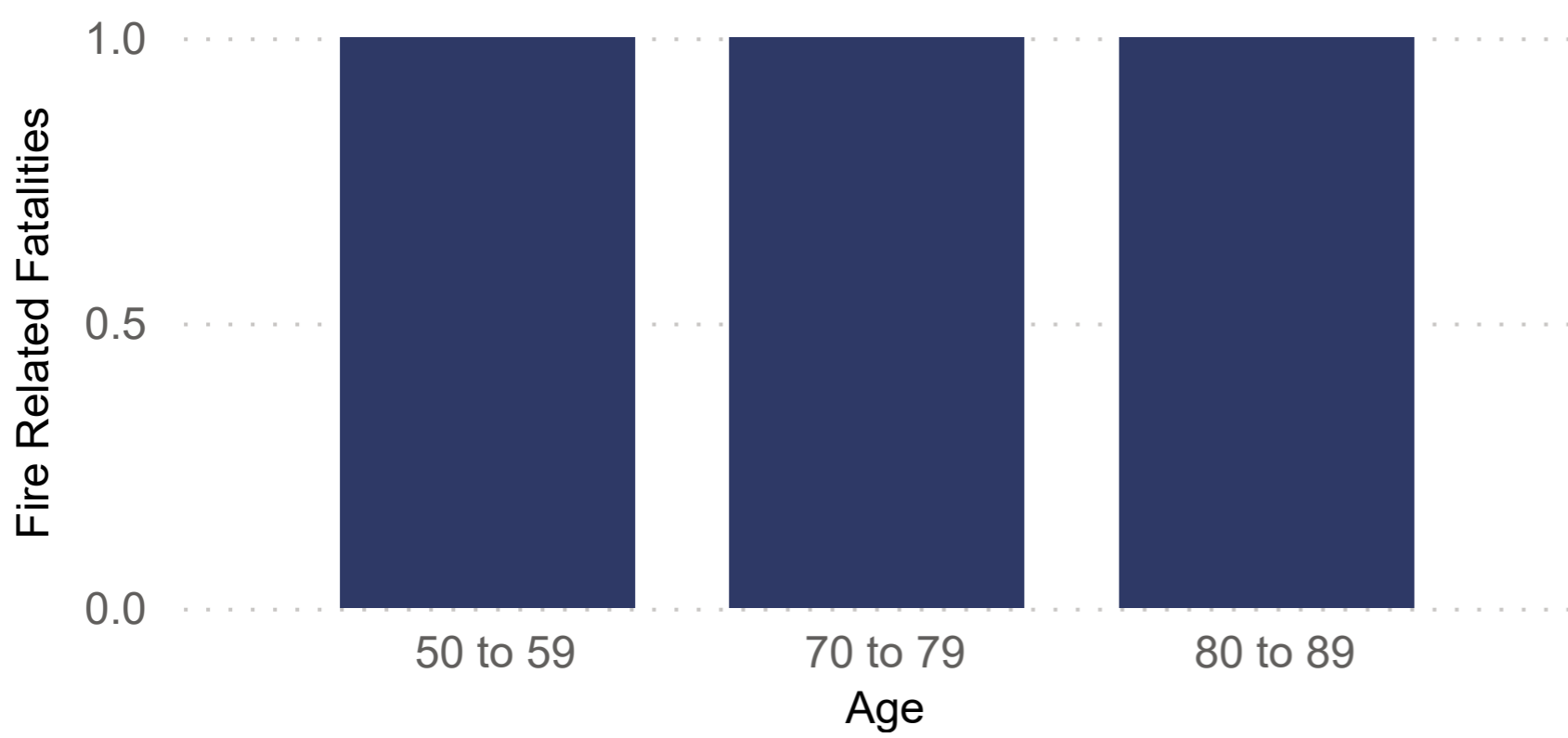
17 September 2023

## Fire Related Fatalities by Financial Year

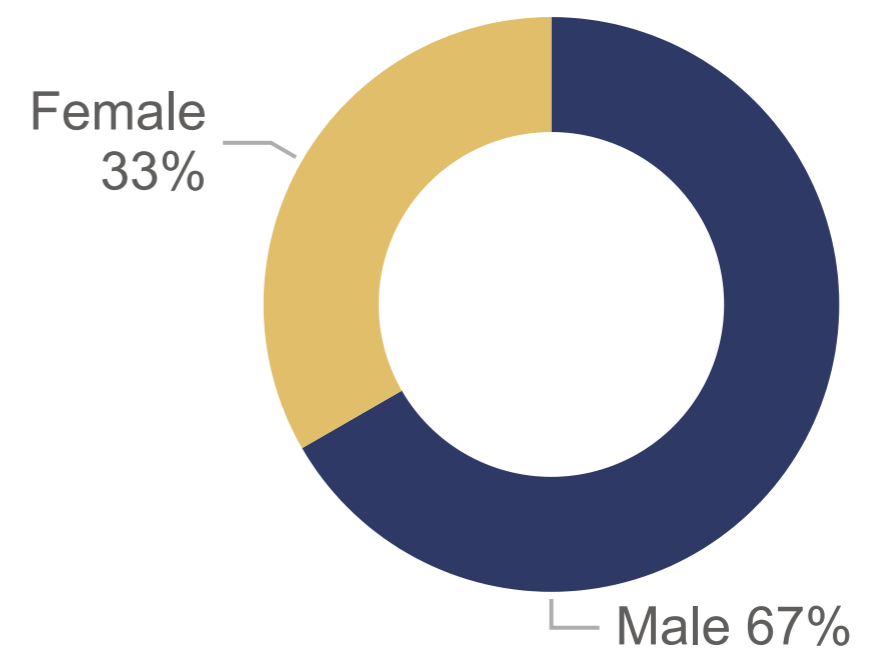


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Fatalities by Age



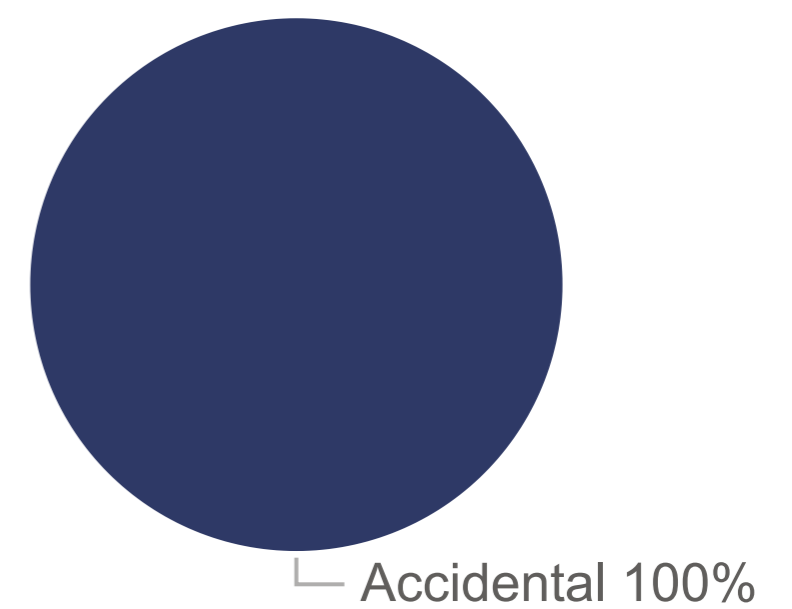
## Fire Related Fatalities by Gender



## 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

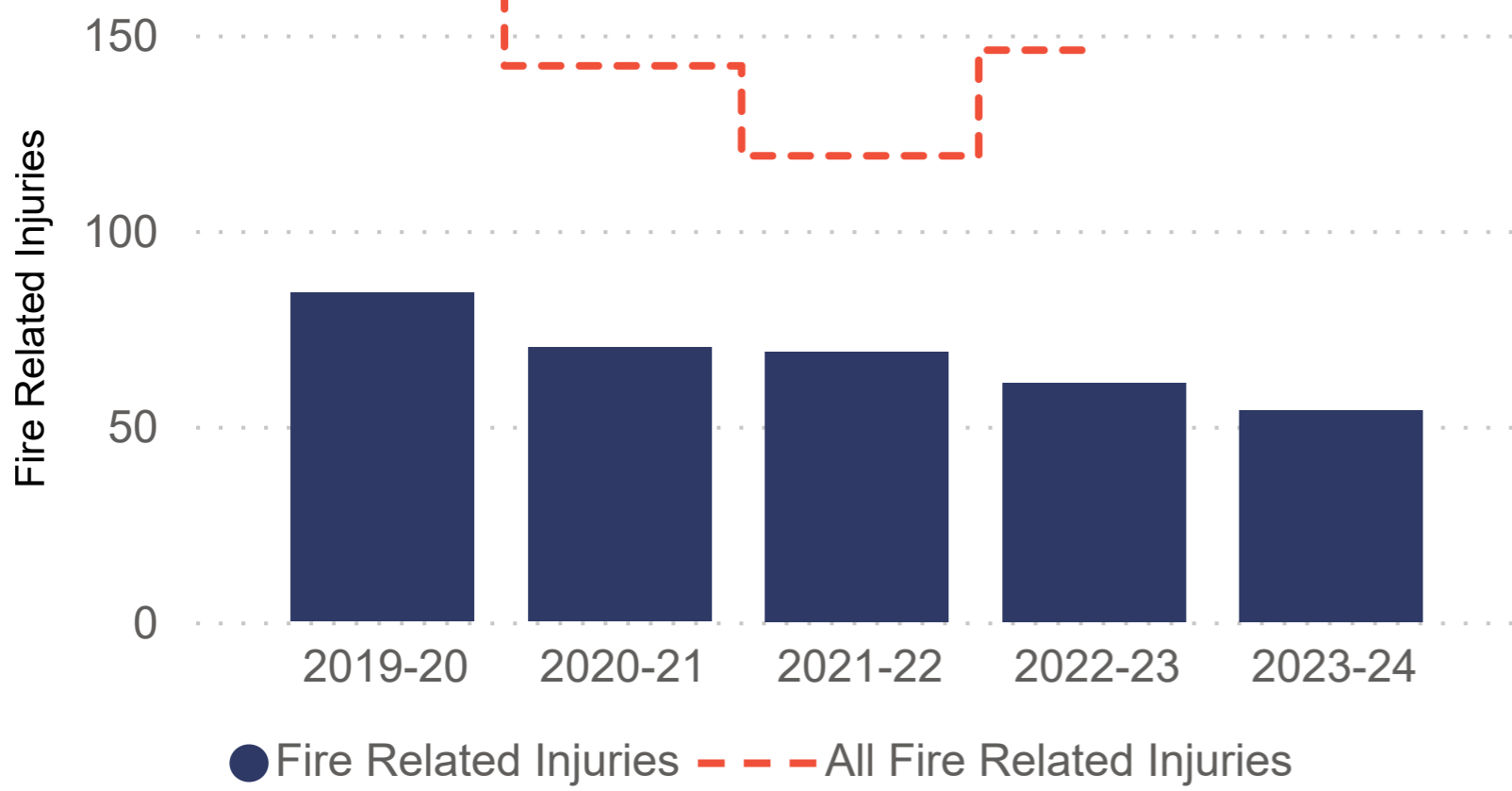


# Fire Related Injuries

01 April 2023

17 September 2023

## Fire Related Injuries by Financial Year



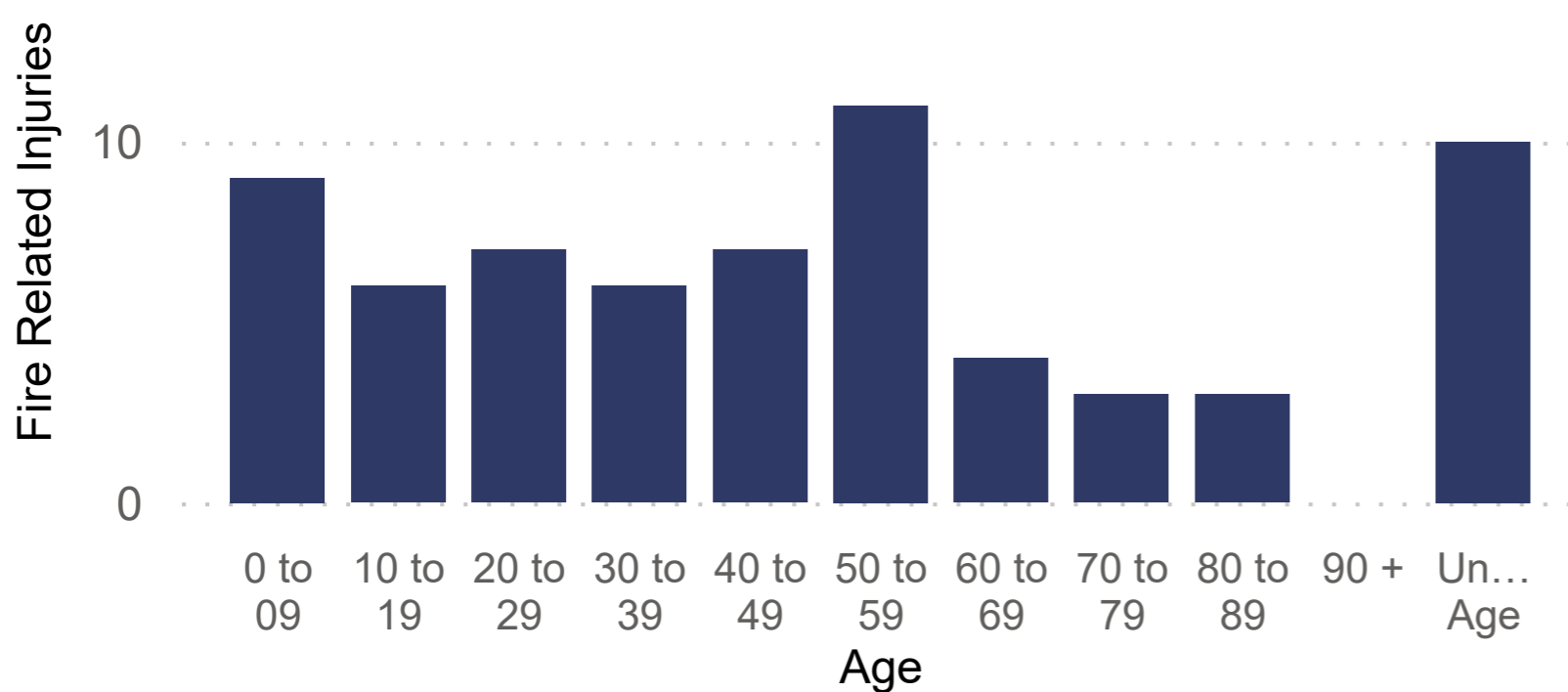
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Injuries Previous Year To Date Comparison

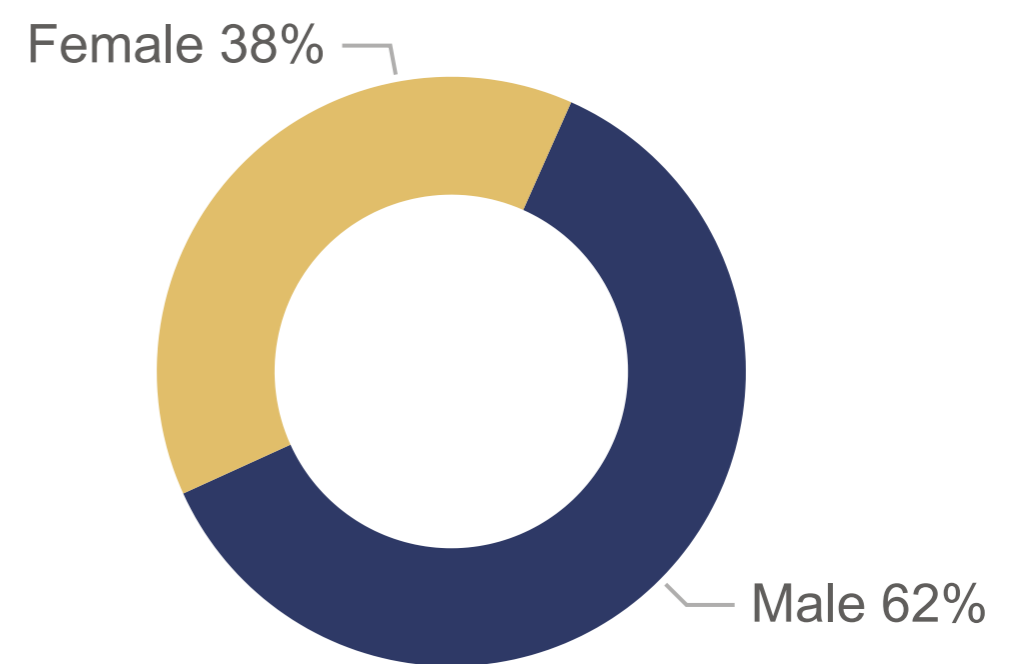
District	% increase/decrease on previous year	3 Year Average
Bradford	-12%	↓
Calderdale	-27%	↑
Kirklees	-33%	↓
Leeds	27%	↓
Wakefield	-33%	↓

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.

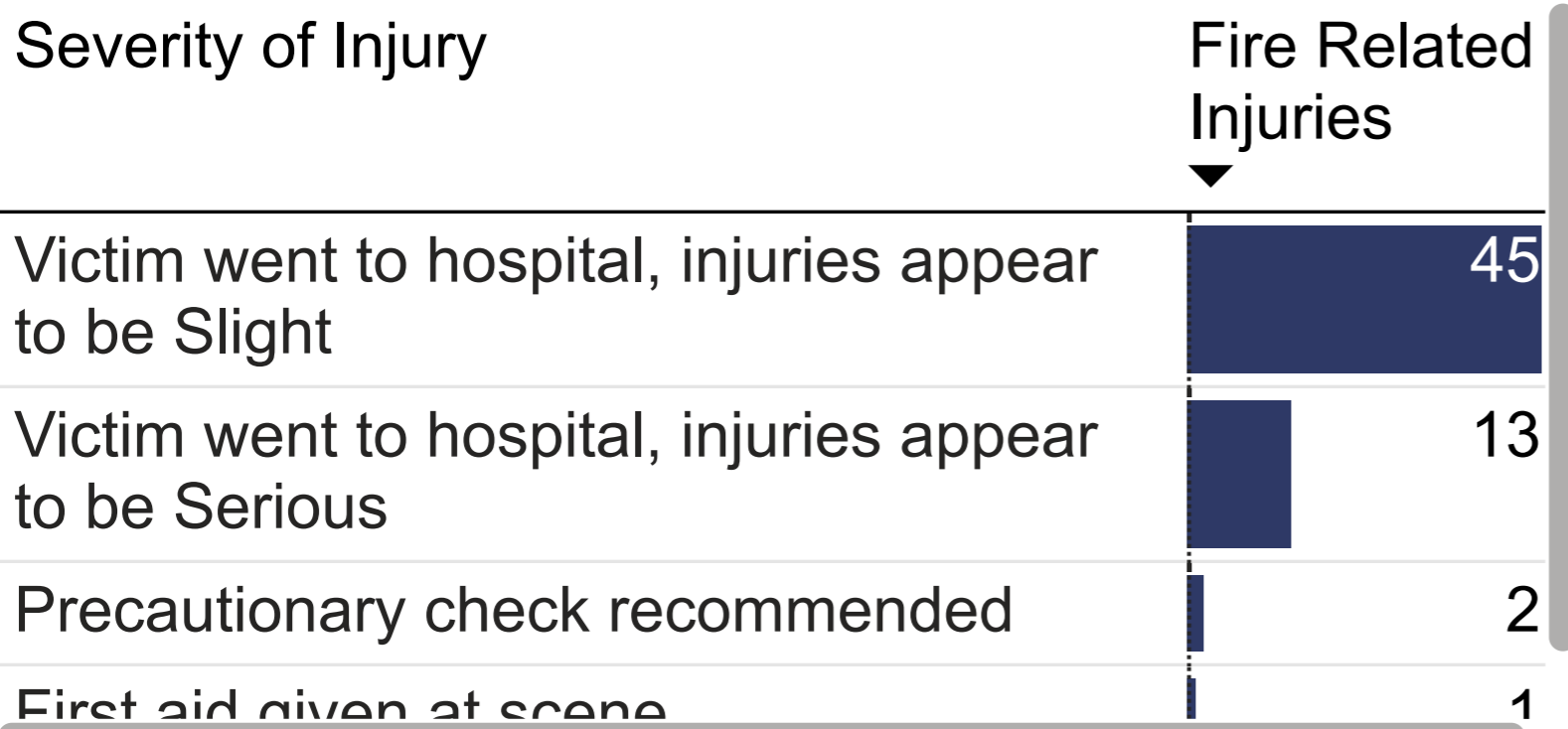
## Fire Related Injuries by Age



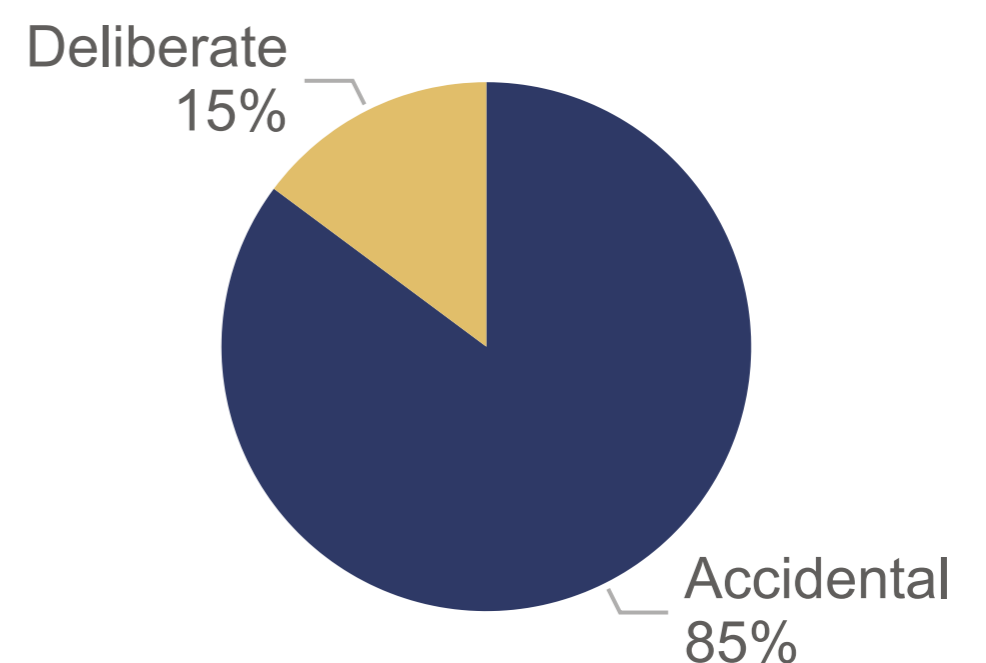
## Fire Related Injuries by Gender



## Fire Related Injuries by Severity



## Fire Related Injuries by Accidental or Deliberate Fires



## Top Property Type

House - single occupancy

## Top Fire Cause

Accidental - Combustible articles too close to heat source (or fire)

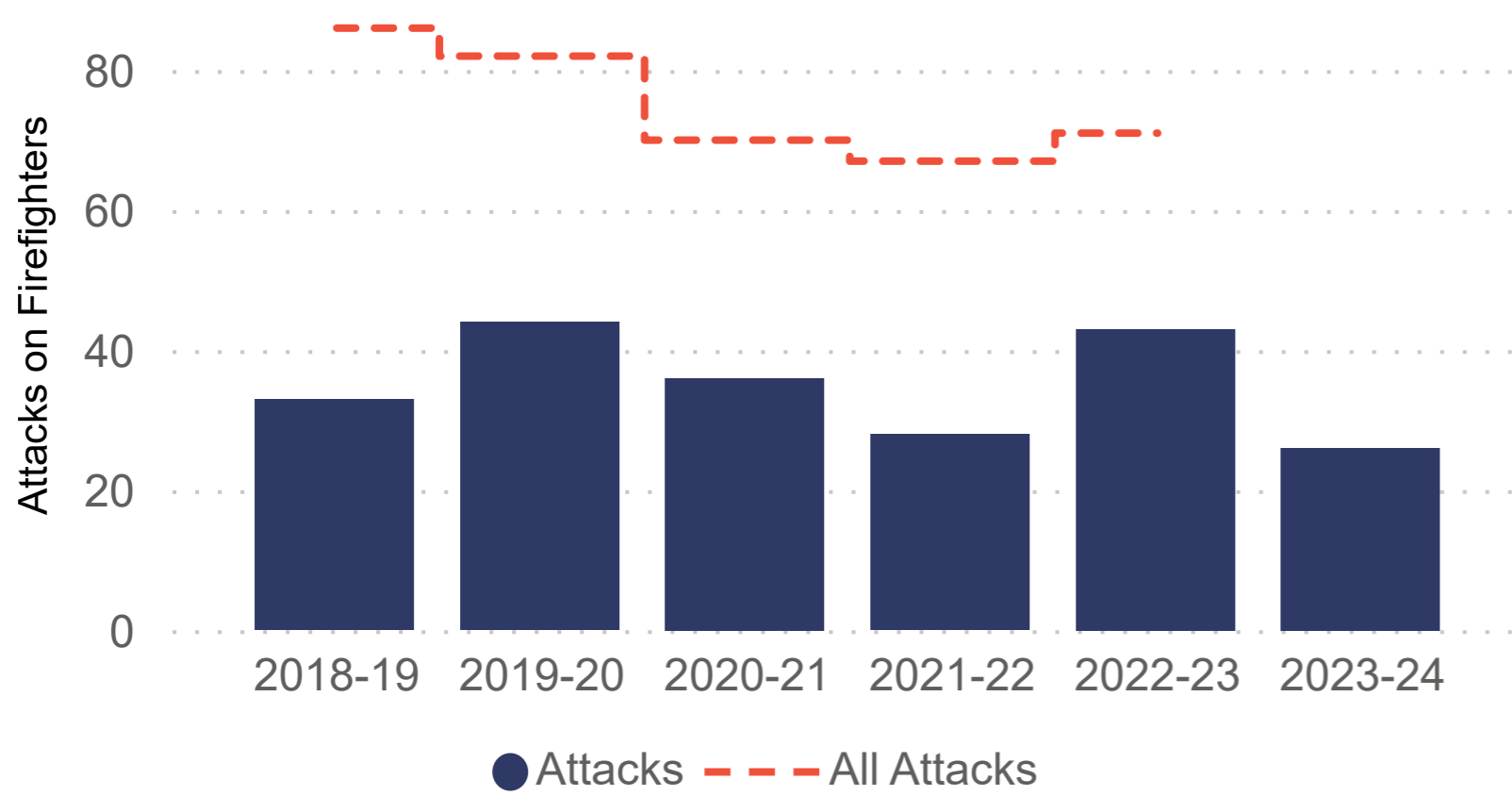


# Attacks on Firefighters

01 April 2023

17 September 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

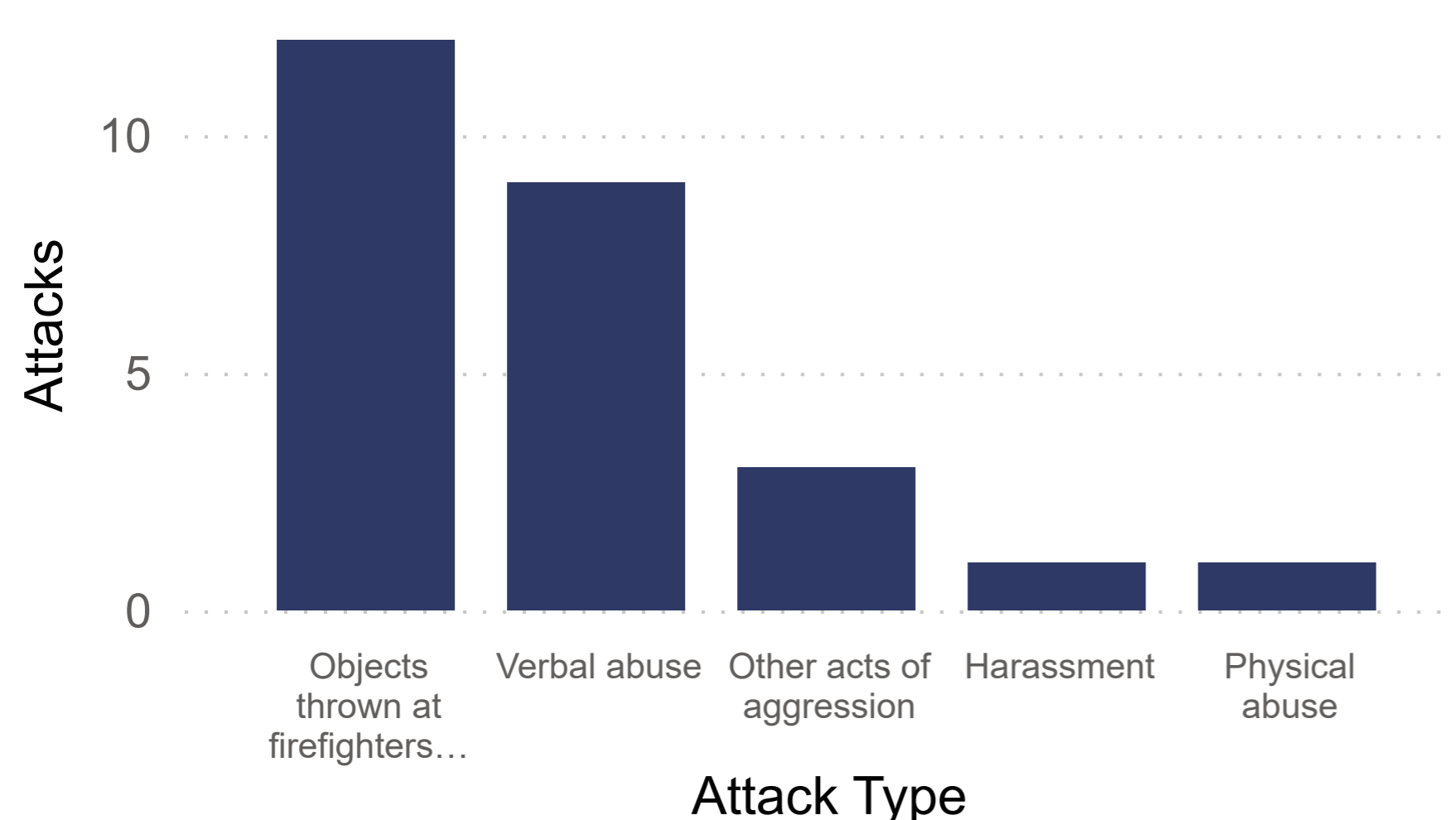
District	Current period	Previous year	% increase/decrease on previous year	3 Year Average
Bradford	11	18	-39%	↓
Calderdale	1	2	-50%	↓
Kirklees	2	5	-60%	↓
Leeds	6	16	-63%	↓
Wakefield	6	2	200%	↑

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 no 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	0.34%
Bradford	0.33%
Leeds	0.14%
Kirklees	0.10%
Calderdale	0.08%

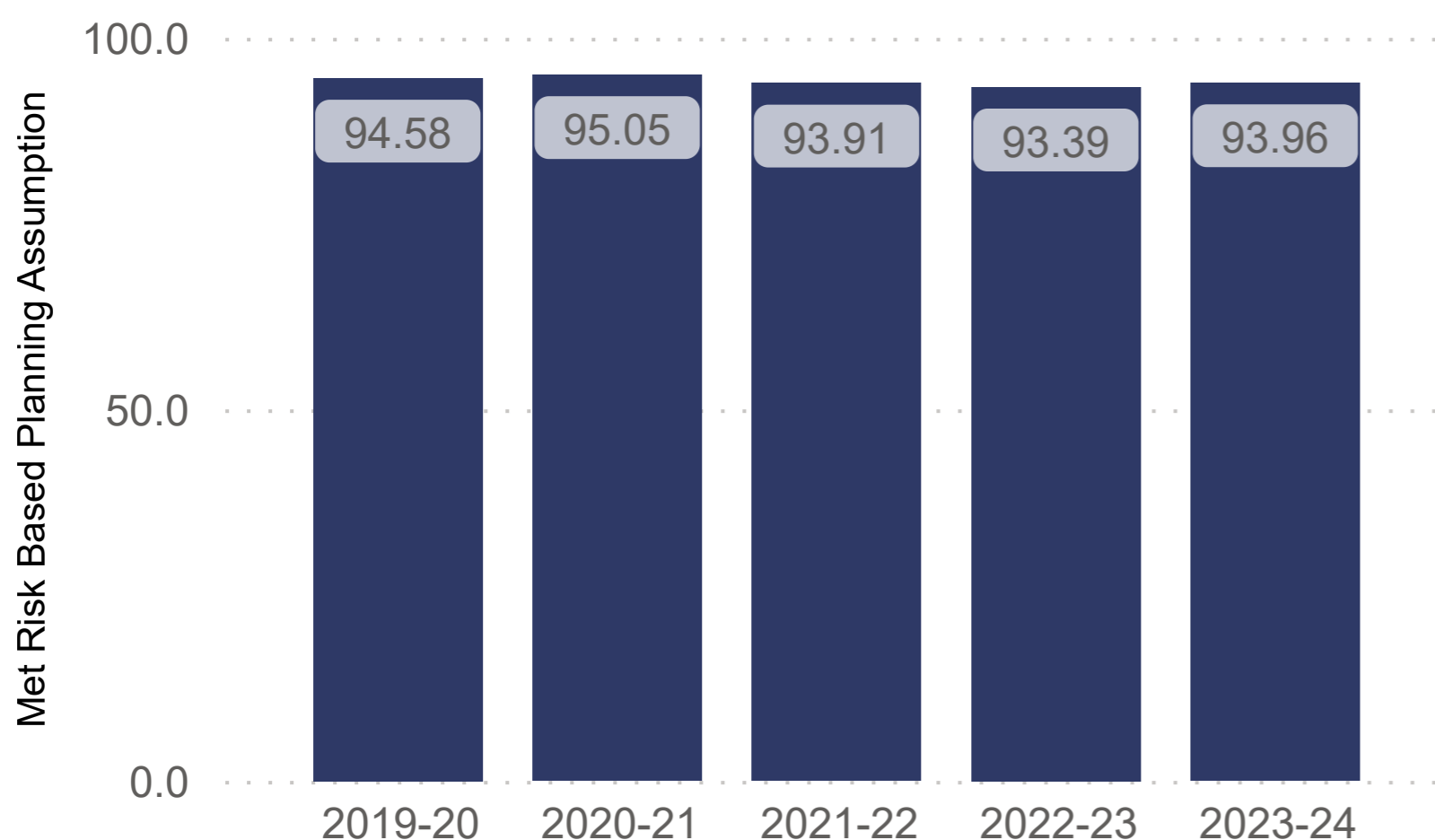
Percentage of attacks based on number of incidents per district.

# Response Times

01 April 2023

17 September 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	96.07
Bradford	94.79
Kirklees	92.27
Wakefield	91.11
Calderdale	90.89

## Average Response Time by LSOA Risk Score and Severity

Risk Score	Life	Property	Other	Total
Very High	00:05:49	00:05:47	00:06:27	<b>00:06:21</b>
High	00:05:37	00:06:33	00:06:35	<b>00:06:30</b>
Medium	00:06:18	00:07:15	00:07:00	<b>00:06:57</b>
Low	00:06:52	00:09:11	00:07:11	<b>00:07:17</b>
Very Low	00:07:48	00:09:05	00:08:38	<b>00:08:34</b>
<b>Total</b>	<b>00:06:45</b>	<b>00:07:56</b>	<b>00:07:21</b>	<b>00:07:19</b>

## Average Response Time Targets

Risk Score	Life	Property	Other
Very High	7.00	9.00	15.00
High	8.00	10.00	15.00
Medium	9.00	11.00	15.00
Low	10.00	12.00	15.00
Very Low	11.00	13.00	15.00

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.

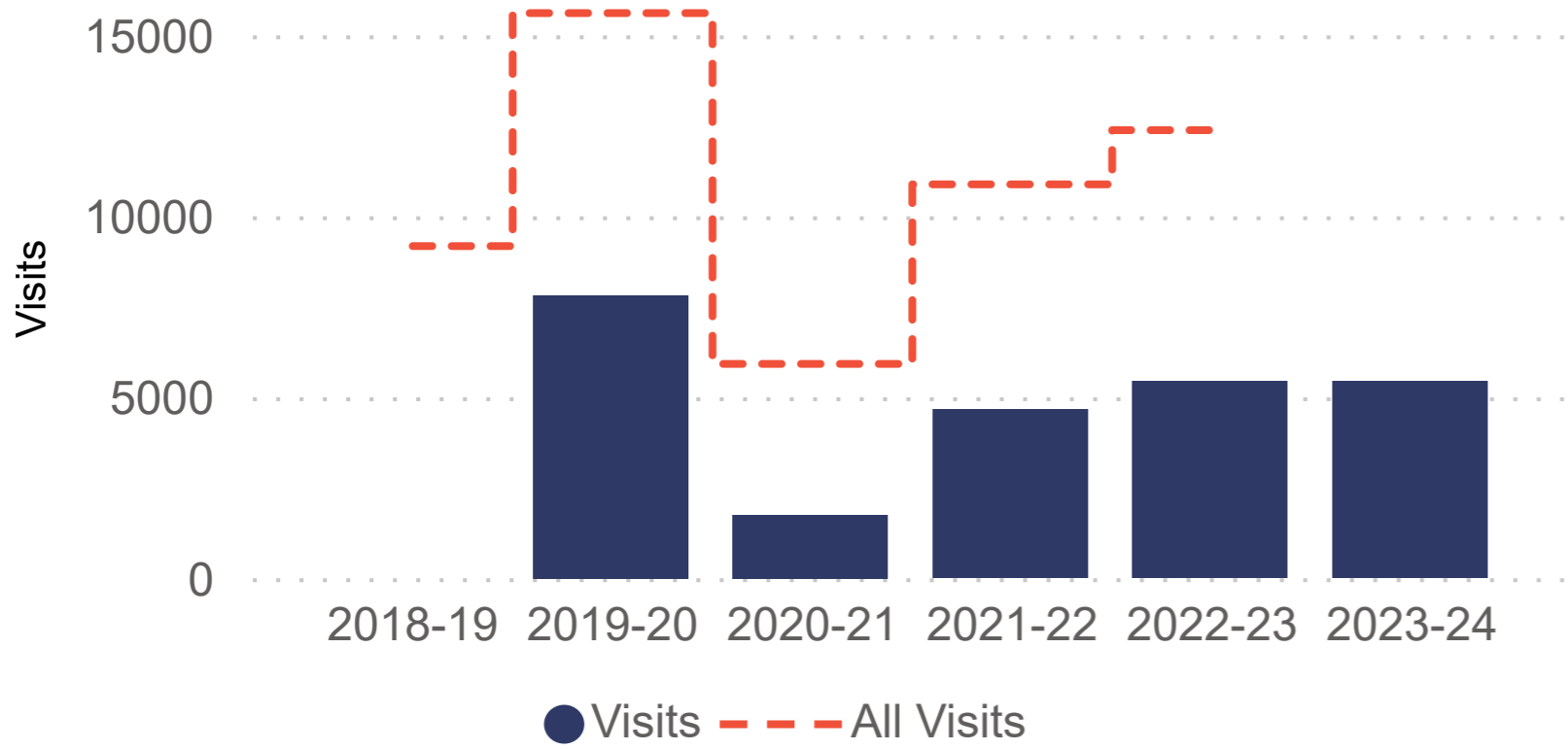
The RBPA's are underpinned by a comprehensive risk assessment for WYFRS.

# Safe and Wells and High Risk Interventions

01 April 2023

17 September 2023

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



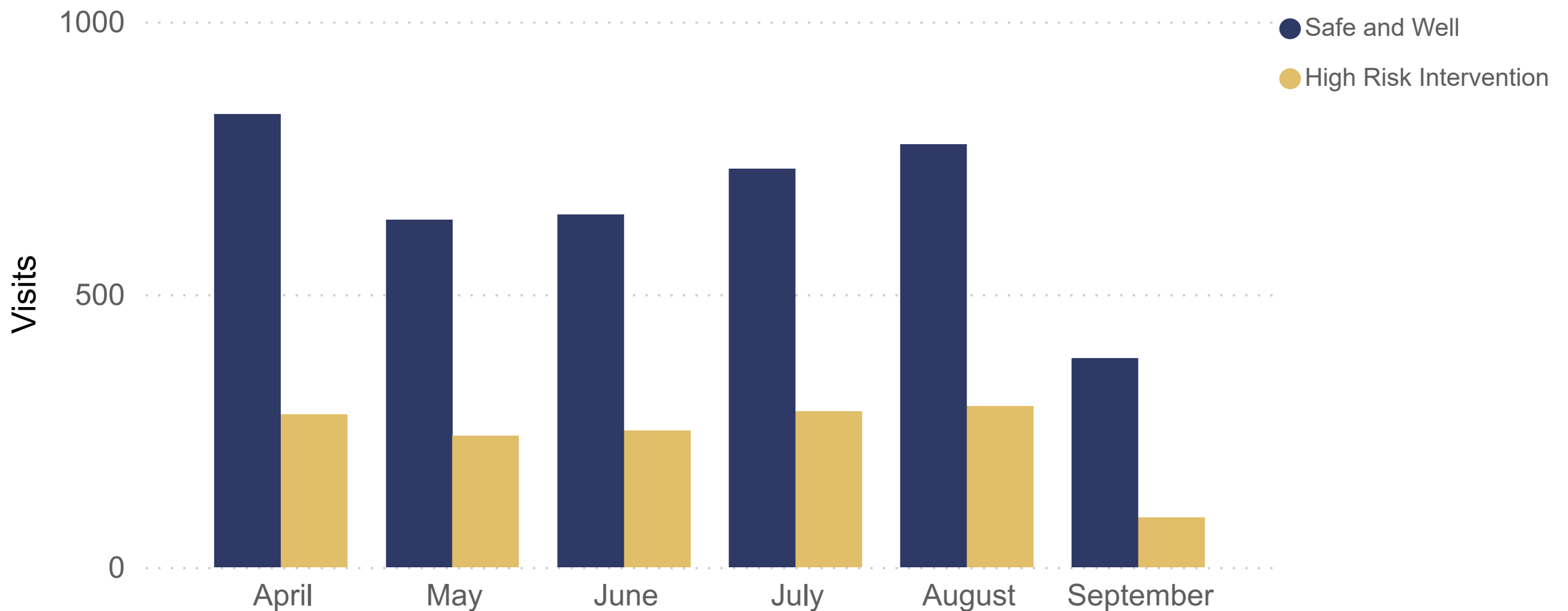
## Completed Safe and Well Visits Previous Year To Date Comparison

District	% increase/decrease on previous year
Bradford	0%
Calderdale	16%
Kirklees	14%
Leeds	-10%
Wakefield	-10%

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:

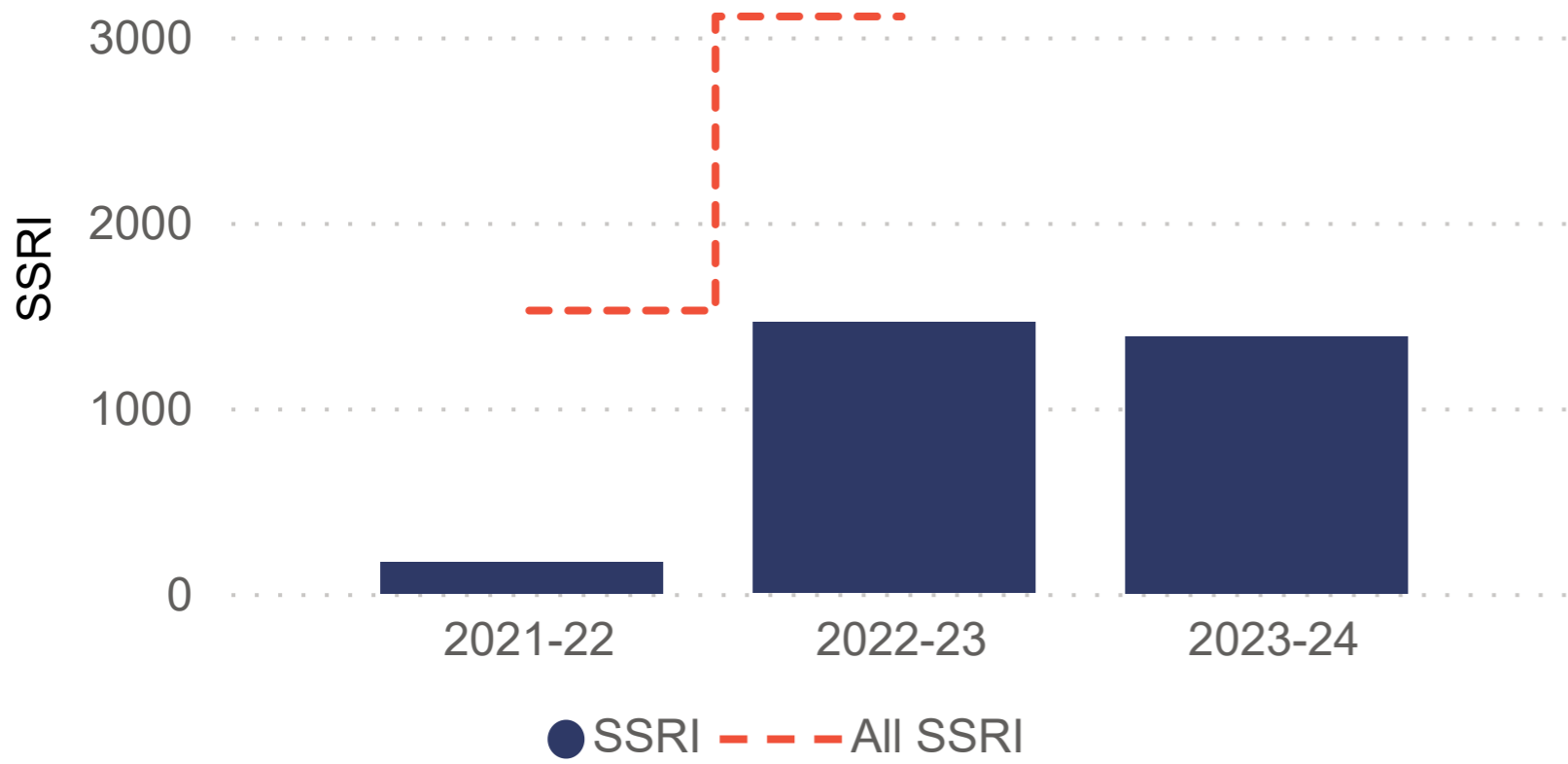
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking

# Site Specific Risk Inspections (SSRI)

01 April 2023

17 September 2023

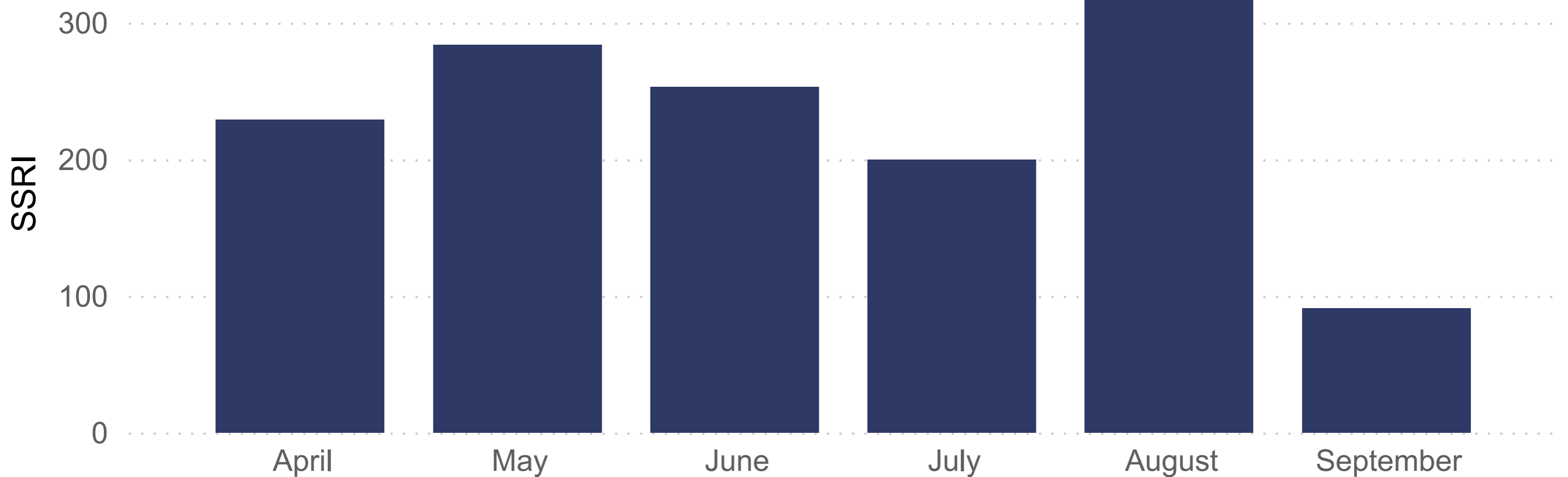
## SSRI by Financial Year



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.



# YOUTH INTERVENTIONS

A CATALYST FOR CHANGE  
IN THE LIVES OF YOUNG PEOPLE



West Yorkshire  
Fire & Rescue Service

# Who are we?

- Specialist youth department within WYFRS.
- Experienced Youth Trainers and Firefighters.
- Our mission is to be a “catalyst for change in the lives of young people”

**“OUR MISSION  
IS TO BE A  
CATALYST FOR  
CHANGE IN THE  
LIVES OF  
TARGETED  
YOUNG  
PEOPLE.”**

**YOUTH INTERVENTIONS**



West Yorkshire  
Fire & Rescue Service

# What do we do?

- Specialise in delivering targeted interventions for the most vulnerable young people in our local communities.
- Target young people most likely to use or instigate the use of blue light services now or in the future.
- Our interventions aim to increase a young persons social responsibility and personal protective factors such as resilience.

**"OUR MISSION  
IS TO BE A  
CATALYST FOR  
CHANGE IN THE  
LIVES OF  
TARGETED  
YOUNG  
PEOPLE."**

**YOUTH INTERVENTIONS**



West Yorkshire  
Fire & Rescue Service

# Targeted Young People:

Low social  
economic status

Drug and alcohol  
issues

Troubled families

Associated with  
Criminal activity

Inactive and/or  
eating related issues

Mental Health  
Issues

Educational  
Underachievers

Unemployed

Living in Poverty

**The young people we target are not young people with behavioural problems, they have complex life challenges which they face on a daily basis.**

**YOUTH INTERVENTIONS**



West Yorkshire  
Fire & Rescue Service



# How we do it?

- We work in partnership with professionals and organisations already engaging with the same targeted young people.
- Our aim is to improve the partner's engagement with the young person as well as achieving a prevention remit for WYFRS.
- Deliver programmes on operational fire stations with operational fire-fighters sharing skills and knowledge

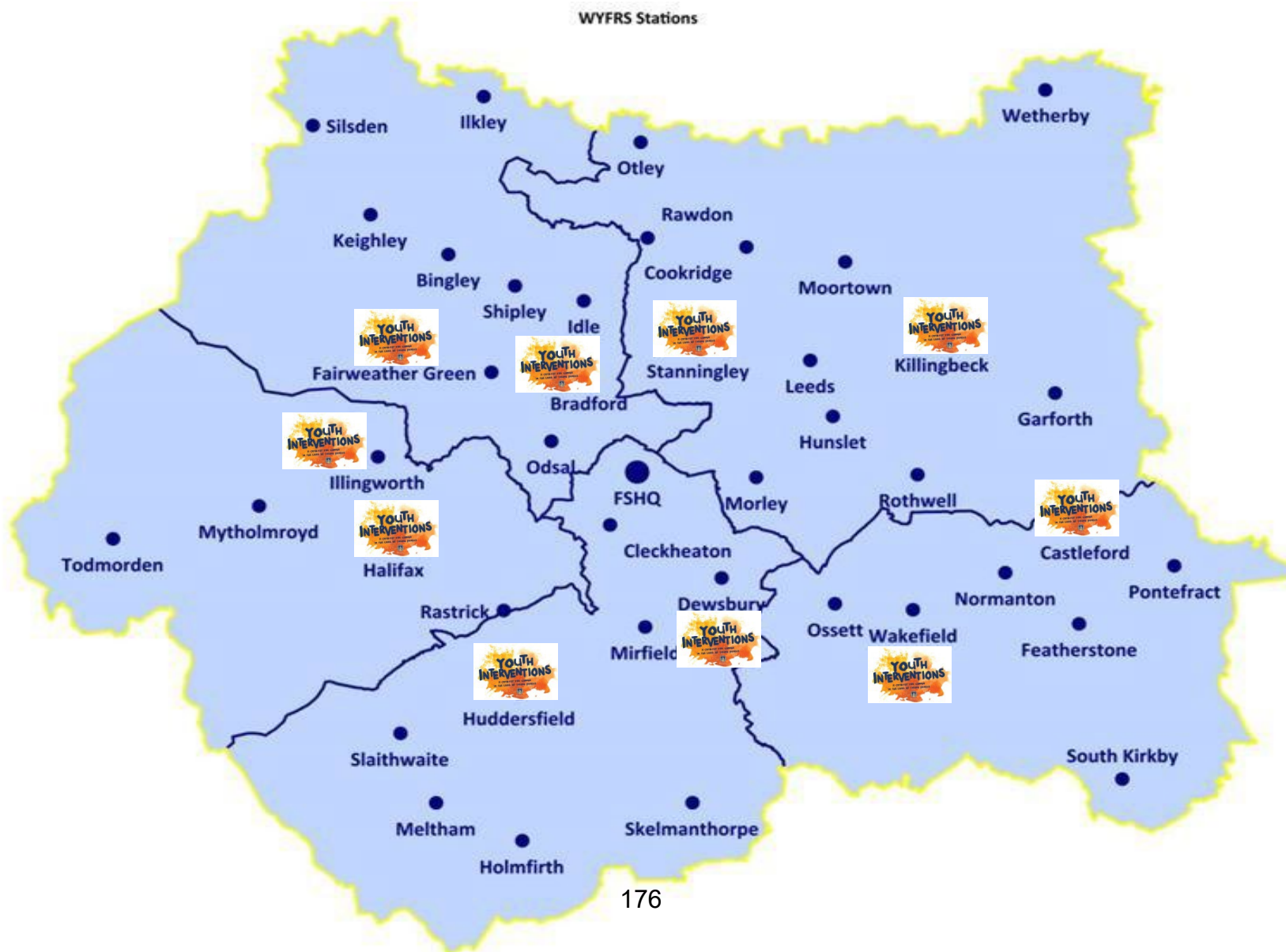
**"OUR MISSION  
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PEOPLE."**

**YOUTH INTERVENTIONS**









West Yorkshire  
Fire & Rescue Service

# Where do we work?



# What do we deliver?

Intervention	Behaviour Change Focus	Target Young People	Age	Duration
	Character and Confidence	Primary, Vulnerable/high risk.	8-11	6 wks
	Physical and Mental health and wellbeing	PRU, SEMH, Alternative Education, Inclusion Units	8-25	6 wks
	Resilience and team work	Secondary school, SEN provision, Alternative Education.	13-16	10 wks
	5 themes including our most popular: Fast, Fatal and Furious, Action Strikes Back, Crackers	YOT, Neighbourhood Policing Teams, Probation, Specialist Youth Provision.	14 -25	1 day
	Personal Resilience	Low social economic status, disadvantaged.	16-25	3 days
	Employability	Barriers to employment.	16-25	various

# YOUTH INTERVENTIONS



West Yorkshire  
Fire & Rescue Service

# We also do...

- 1:1 Fire Safety Education sessions for young people displaying fire setting or fire play behaviours.
- Short talks to very high risk YP who, for various reasons, may not engage with a full Youth Intervention programme
  - Impact (ASB)
  - Consequences of Arson
  - Road Safety Awareness
  - Water Safety
  - Bonfire safety

**"OUR MISSION  
IS TO BE A  
CATALYST FOR  
CHANGE IN THE  
LIVES OF  
TARGETED  
YOUNG  
PEOPLE."**

**YOUTH INTERVENTIONS**



West Yorkshire  
Fire & Rescue Service



Prince's Trust

The Fire Service  
Prince's Trust  
Association

## Get Started With:

- Emergency Response
- Survival
- Health and Fitness
- Boxing

1 week intensive programmes for 16 – 25 year olds not in education, employment or training

## TEAM programme

- 12 week programme
- 16 – 25 year olds not in education employment or training
- Level 1 qualification in Teamwork, Employability and Community skills

**YOUTH INTERVENTIONS**



West Yorkshire  
Fire & Rescue Service

# Useful contacts

## Youth Intervention Team Manager:

Claire Wright

## Youth Intervention Coordinator:

Charlotte Smith

## Youth Interventions Trainers

Annabel Pugh

Claire Greenwood

James Jeffrey

Kelly Walsh

Manjinder Uppal

Marie Whittaker

## Contact us:

01924 334057

[Youth.interventions@westyorksfire.gov.uk](mailto:Youth.interventions@westyorksfire.gov.uk)

[@WYFRSYouth](https://www.instagram.com/WYFRSYouth)





WHAT DO  
**YOU**  
THINK?









OFFICIAL

# Youth Interventions Annual Report 2022 - 23

## Full Authority

Date: 29 September 2023

Agenda Item:

14

Submitted By: Director of Service Delivery

### Purpose

This report details the progress of the Youth Interventions Team for the academic year 2022 - 2023

### Recommendations

That Members note the content of this report.

### Summary

This academic year has been a particularly positive, exciting, and successful one for the Youth Interventions team.

This year, the number of Youth Interventions programmes delivered across West Yorkshire has doubled and the number of young people the team have engaged with has almost tripled.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Scott Donegan, Operations Response AM  
[Scott.Donegan01@westyorksfire.gov.uk](mailto:Scott.Donegan01@westyorksfire.gov.uk)

Background papers open to inspection: None

Annexes: A - Spotlight On Survival  
B - Spotlight On SEN  
C - Spotlight On Water Safety

# 1 Introduction

- 1.1 The programmes offered by the Youth Interventions Team (YIT) aim to be a catalyst for change and seek to inspire young people between the ages of 8 - 25 to change behaviours and develop social responsibility through a variety of practical, structured interventions. Most programmes focus on personal development and resilience whilst others are themed towards specific areas such as road safety and anti-social behaviour.
- 1.2 The team have continued to ensure the training programmes outlined in the Youth Interventions catalogue can be delivered safely and successfully to young people, identified as most likely to need or instigate blue light services, now or in their futures.
- 1.3 The traditional catalogue of interventions continues to be refined and reviewed to ensure we meet the changing needs of young people. This year, the team have identified the need for, and developed a package, specifically for young bikers and those riding power two wheels. Education on mental health and wellbeing continues to be offered alongside traditional safety messages following the pandemic.
- 1.4 This year the YIT have developed relationships with Leicestershire FRS and Derbyshire FRS to share good practice and learning experiences regarding the delivery of early intervention programmes to young people by Fire and Rescue Services.
- 1.5 The team have begun to look at embedding the NFCC Early Intervention Implementation Framework into their delivery. The team are currently working on the Gaining Resilience qualification and evaluation tools and how these can be incorporated and enhance the programmes currently delivered by the team.
- 1.6 The YIT are represented at the WYFRS PRRG and the relevant PRRG subgroups. Involvement with the PRRG has helped the team raise the profile of the team, and the work they do, internally, work more effectively with districts to address risk and ensure the most vulnerable young people receive appropriate safety messages regarding bonfire and water safety. It has also enabled the Youth Interventions team to have representation with external networks such as West Yorkshire Safe Roads delivery group.
- 1.7 The specialism of the YIT has been recognised and utilised in the development of the Ignite programme for 16 – 25 years olds interested in becoming operational firefighters.

## 2 Intervention Delivery Update

- 2.1 The team have delivered a full academic year of face-to-face Youth Intervention programmes on operational fire stations across West Yorkshire.
- 2.2 Between 1<sup>st</sup> September 2022 and 31<sup>st</sup> August 2023, the team have delivered 92 structured Youth Intervention programmes to 472 children and young people. This is an increase on last academic year when 45 programmes were delivered to 380 children and young people.
- 2.3 In addition to the core youth interventions programmes, the team continue to work in partnership with the Prince's Trust to deliver the Get Started programmes. This year the team have delivered 2 Get Started with Emergency Response programmes. 1 Get Started with Boxing programme and 1 Get Started with Survival programme. 44 young people engaged with Get Stared programmes this academic year.
- 2.4 The Youth Intervention Team continue to manage all referrals made regarding young people playing with fire.
- 2.5 A total of 93 referrals were received via the WYFRS prevention database regarding children or young people playing with fire. 53 referrals identified fire setting behaviours and the appropriate intervention was delivered by the YIT. 13 referrals identified fire play behaviours and the appropriate intervention was delivered by District Fire Prevention Officers. 23 referrals were cancelled or refused. Reasons for this include historic fire setting behaviours, inaccurate referrals, parental consent not given for an intervention to take place or young people refusing to engage with interventions. Last year the total number of referrals made for firesetting behaviours was 103.
- 2.6 The YIT continued to deliver educational interventions to extremely high-risk groups and individuals for whom a structured youth intervention on a station is not appropriate. This year 73 young people in 57 separate groups received input on the consequences of arson and responsible road use. 40 of these young people received input regarding fire setting behaviours that did not involve domestic properties. These referrals originated from, and took place in, Youth Justice settings, schools or children's homes.
- 2.7 This year the team were able to develop and deliver specific packages on bonfire safety and water safety. These interactive sessions were delivered to young people who were identified as most likely to put themselves or others at risk over the bonfire period or around water. The bonfire package was delivered to 548 young people. The water safety package was delivered to 374 young people.
- 2.8 The team have piloted a programme with a primary school in Leeds district aimed at preventing young people, under the age of 10, entering the Youth Justice System when they reach the age of criminal responsibility. The school identified 4 young people on the fringes of criminal behaviour to take part in the pilot. Through a series of mentoring and practical sessions the programme aimed to raise aspirations, confidence, challenge perceptions and knowledge of risk to inspire behaviour change. This pilot will be evaluated in the next academic year.
- 2.9 Over the past academic year, the Youth Interventions team have engaged with and delivered to 1,568 young people, The majority of whom are deemed as vulnerable and most likely to need or instigate blue light services now or in the future. This year's figure is almost triple last year's figure of 592 young people.

- 2.10 This year the team have continued to develop and deliver the programmes they deliver to young people with additional needs. Developments this year include work with WYFRS Control to enable us to deliver education on how to make a 999 call and use the What3 Words app.
- 2.11 This year the team have been successful in securing funds from West Yorkshire Mayors fund, Leeds City Council Community Committee small Bradford Council ASB Diversionary fund, West Yorkshire Safe Roads and National Lottery Million Hours Fund. The funding secured is for the delivery of programmes which address local issues and increase the safety knowledge and social responsibility of young people.
- 2.12 The team have continued to grow the pool of Youth Instructors, all of whom are operational firefighters. There is now a pool of approximately 26 competent and committed instructors with an extensive skill set who are passionate about working with young people.

### **3 Prince's Trust Programmes**

- 3.1 This year the Youth Intervention team have not been able to deliver the 12 week Prince's Trust Team Programme following the decision of Kirklees College last year not to renew the contract.
- 3.2 The Team programme is a 12-week, full time, accredited programme for 16 – 25-year-olds who are Not in Education, Employment or Training (NEET). The programme focuses on developing teamwork, communication, confidence, and transferrable skills for employment.
- 3.3 Extensive work took place this year, with the support of the NFCC and the Prince's Trust, to secure an alternative funding college. However, due to new subcontracting reforms introduced by government, we have been unable to secure a new funding college.
- 3.4 Work will continue in the new academic year to approach colleges and secure a contract which will enable us to resume delivery of the Prince's Trust Team programme.
- 3.5 The team have continued to deliver the Prince's Trust Get Started programmes. These programmes are targeted at 16–25-year-olds who are unemployed and facing multiple barriers to progression. It seeks to engage them and boost their confidence to enable them to take the next step towards education, training, or employment.
- 3.6 This year the team have delivered 4 Get Started programmes in new locations. These were 2 Get Started with Emergency Response programmes, 1 delivered from Fairweather Green Fire Station and 1 from Dewsbury Fire Station. 1 Get Started with Boxing programme delivered from Dewsbury Fire Station and 1 Get Started with Survival programme from Fairweather Green Fire Station.
- 3.7 In total 44 young people engaged with these programmes which now include a first aid at work qualification.

## **4 Review of last year's priorities**

Last year the Youth Interventions Team manager set 4 priorities for the year ahead. The progress made against these priorities is as follows:

### **4.1 Increase Youth Intervention partnerships and delivery across West Yorkshire.**

This year the number of programmes delivered across West Yorkshire has almost doubled. The funding secured by the team and their involvement in the PRRG has contributed to this increase in delivery and the development of partnerships across West Yorkshire.

In addition to this each youth trainer now has an allocated district within which to develop new partnerships and maintain existing partnerships.

Last year Bradford and Calderdale were identified as districts in which we were seeking to increase delivery opportunities.

Funding from Bradford Council ASB diversionary fund and an effective working relationship with the Bradford District Support Officer has enabled us to significantly increase delivery and also develop new partnerships and in the Bradford.

Delivery in Calderdale has not increased to the same extent but both delivery and partnerships have increased in this district.

### **4.2 Secure and develop the Prince's Trust portfolio.**

While extensive work has been carried out to identify and secure a new funding college to continue the delivery of the Prince's Trust Team programme, a contract has not yet been secured. Work to identify and secure a funding college will continue in the year ahead.

The Prince's Trust increased the number of Get Started programmes that they commissioned WYFRS to deliver this year due to the quality of the programmes delivered in previous years.

This year the Youth Interventions Team have worked with the Prince's Trust and WYFRS Corporate Comms team to review the recruitment process and enable the Youth Interventions Team to lead on the recruitment of young people on to the programme. This has streamlined the recruitment process and led to an increase in the number of young people engaging with the programmes.

Due to the variety and quality of the Get Started programmes delivered by the Youth Interventions Team the NFCC have requested and arranged for the team to share good practice with other FRS embarking on the delivery of Get Started programmes.

### **4.3 Continue to develop a specialist team.**

New Youth Intervention Trainers have joined the team over the past academic year. With them they have brought new specialisms in working with children and young people which had extended the skill set of the team.

A competency dashboard is now in place to ensure the maintenance of knowledge, skills and competencies of the staff team.

The team have continued to extend their skill set throughout the year as detailed below.

One of the Youth Intervention Trainer completed their operational training this year and is now an on-call fire fighter. This has brought new operational skill and knowledge to the team.

The team are now all trained in Restorative Practice, and this is now embedded in the delivery of programmes and fire setting interventions.

The team have completed their yearly drill square competence training.

With an increase in delivery this year, all Youth Interventions Trainers have had the opportunity to extend their skill set by being competent in the delivery of all Youth Interventions programmes. New Youth Interventions Instructors have been involved with the delivery of Get Started programmes this year which has extended the skill set and competence of the instructor pool.

The team have actively sought out opportunities to share good practice within the team but also with other internal teams and other FRS.

#### **4.4 Maintain quality of provision.**

The team continue to be resourceful and reflective in their practice.

The annual review of programmes has taken place to ensure the Youth Interventions programmes offered continue to be fit for purpose and meet the needs of young people.

The minimum standards for delivery are now embedded in the delivery of all programmes.

A feedback process is now in place for partners and the team are looking to implement the NFCC Early Intervention Framework and explore meaningful impact and evaluation tools.

## **5 Next Steps**

The Youth Interventions team has continued to increase delivery and partnerships across West Yorkshire this year and continues to find innovate ways or working and meeting the needs of young people. The Youth Interventions and Prince's Trust manager is optimistic that this will continue in the year ahead and has identified 4 priorities.

### **5.1 Increase Youth Intervention partnerships and delivery across West Yorkshire.**

We will do this by:

1. Continuing to actively promote the Youth Interventions offer across West Yorkshire.
2. Maintaining relationships with existing internal and external partners.
3. Develop new internal and external partnerships.
4. Identifying ways opportunities to ensure WYFRS meets its commitment to Serious Violence Duty through the delivery of early intervention programmes.
5. Seeking to convert previously funded work into commissioned work.

## **5.2 Secure and develop the Prince's Trust portfolio.**

This will be done by:

1. Continuing to seek and secure a funding college in order to resume the delivery of Team programme.
2. Maintain Get Started portfolio.
3. Maintain quality of Get Started portfolio.

## **5.3 Continue to develop a specialist team.**

This will be done by:

1. Identifying team training needs and secure funding for training.
2. Ensure maintenance of knowledge, skills, and competencies of staff through development and implementation of a competency dashboard.
3. Support Youth Interventions Trainers and Youth Interventions Instructors to extend their skill set by being competent in the delivery of all Youth Interventions and Prince's Trust programmes.
4. Increase opportunities for Youth Interventions staff to share good practice.

## **5.4 Maintain quality of provision.**

This will be done by:

1. Continuing to nurture the team culture of resourcefulness and reflective practice.
2. Continuing to review Youth Intervention programmes to ensure they meet the needs of young people.
3. Embedding the minimum standards for delivery across all programmes.
4. Implementing NFCC Early Intervention Framework.
5. Developing meaningful evaluation and feedback channels.
6. Ensuring financial efficiency whilst maintaining integrity.

## **6 Financial Implications**

- 6.1 27% of the programmes delivered this academic year were commissioned by schools and partners.
- 6.2 The remaining 73% of funded programmes have been funded via the 5 funding streams that the team have secured funding from.
- 6.3 The team will ensure all funding commitments are met within the time frames set out by the various funders.
- 6.4 The Youth Interventions Team continue to seek to secure commissioned work from partners previously accessing funded sessions.
- 6.5 The team will continue to seek funding opportunities to fund their work with young people across West Yorkshire, especially in relation to delivering SVD early interventions.

## 7 Legal Implications

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

## 8 Human Resource and Diversity Implications

8.1 The intervention work delivered by the team demonstrates significant "due regard" to the service's Public Sector Equality Duties. We have targeted our prevention activities to the most vulnerable in the community who often share protected characteristics.

8.2 By working closely with partners from the public and third sector, whose goals are to improve outcomes for those with complex social needs, we continue to make a substantial impact on the community by strengthening their work with groups and individuals.

8.3 The programmes of behaviour change that are delivered by the Youth Intervention team are tailored to group and individual vulnerabilities and specifically aim to reduce the development of mental and physical health complications.

## 9 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	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](mailto:diversity.inclusion@westyorksfire.gov.uk)

## 10 Health, Safety and Wellbeing Implications

10.1 Risk Assessments are in place for each site where Youth Intervention programmes are delivered.

10.2 All risk assessments are reviewed and updates to ensure the measures in place are relevant, necessary, and effective.

10.3 The team have a safe working practices policy which continues to underpin the delivery of all Youth Interventions and is implemented by the whole team.

10.4 All members of the Youth Interventions team are completing the IOSH Managing safely training.

10.5 Regular supervision sessions are now provided to all Youth Intervention Trainers



## **11 Your Fire and Rescue Service Priorities**

11.1 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.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- 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.

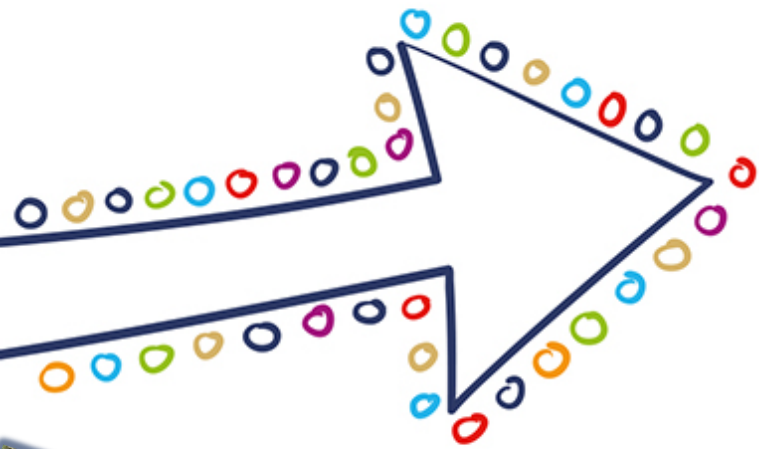
## **12 Conclusions**

- 12.1 This year has been a positive and exciting one for the Youth Interventions team and has demonstrated the ability to resume pre covid levels of delivery and identified opportunities to diversify the ways in which they engage with young people and expand the interventions that they can offer.
- 12.2 The Youth Interventions Team have continued to be resourceful, creative, and dynamic in engaging with and meeting the ever changing the needs of the young people that they work with.
- 12.3 Following this year's growth, the Youth Interventions Team are confident that, in the year ahead, they will continue to extend partnerships and the number of young people we engage with and continue to be a catalyst for change in the lives of young people.
- 12.4 The team have secured grants from several funding streams. This has enabled the team to develop new partnerships and ensure a greater number of young people across West Yorkshire can access the WYFRS Youth Interventions programmes. In addition to this, the funding has enabled the team to resume delivery in districts that have had little or no Youth Interventions delivery for several years.
- 12.5 The team have supported and developed new and innovate packages and pilot projects to meet the changing needs of young people. This work also helps ensure WYFRS are in the best possible position to fulfil their responsibilities set out in the Serious Violence Duty (SVD) in terms of early intervention.
- 12.6 Over this past academic year the Youth Intervention team have continued to work extremely hard. Delivery and engagement are almost back to pre-pandemic levels. They have remained innovative in responding to new challenges such as the cost-of-living crisis and the impact this has on young people and continue to demonstrate their commitment to being a catalyst for change in the lives of the young people of West Yorkshire.



# Spotlight on...

## Get Started with Survival



### ➔ What was the need, how was it identified?

WYFRS partners with the Prince's Trust to deliver a range of Get Started Programmes for 16 – 25-year-olds not in employment, education, or training.

The 1-week Get Started programmes support young people to discover new talents and develop the confidence and key skills needed to make the next positive step in their lives.

The Get Started programmes that have been delivered by WYFRS include Boxing, Health and Fitness, and Emergency Response. The Survival programme gives young people an opportunity to get to grips with a range of outdoor survival skills and integrate with other young people from across West Yorkshire.

### ➔ What did we do?

In August 2023 we delivered a practical, 1-week programme from Fairweather Green Fire Station and Blackhills Scout Camp.

The week was aimed at transforming young people's experience of the outdoors while

developing teamwork and communication skills while learning basic survival techniques.

While on station the young people took part in teamwork activities, explored resilience, developed their communication, and tested out their leadership skills. The following week, the whole group reunited and worked towards earning an accredited Emergency First Aid qualification.

During their time at Blackhills, the young people learnt basic survival skills including navigation, shelter building, water filtration and cooking on an open fire, as well as completing a treasure hunt using What3Words.

All the skills they learned during the course were put to the test in the final challenge of the week - to sleep out overnight in the woods at Blackhills and put their new-found survival skills to the test!

After cooking dinner on an open fire, they built shelters, sang songs and even took part in a bushtucker trial, trying a range of mystery foods! The group then put their shelters to the test for a night in the wilderness.

When the group returned to station the following day, they shared their experiences

and achievements with a live audience made up of staff from WYFRS, The Prince's Trust and the families of the young people.

### ➡ What difference did we make?

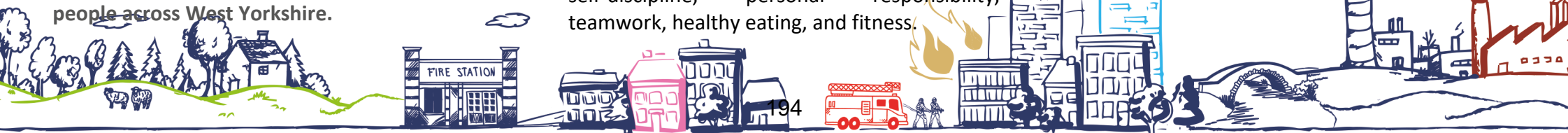
9 young people engaged with the week-long programme. At the end of the week, not only had the young people developed a range of personal skills, they also came away with a new friendship group.

Many of the young people who attended the Get Started with Survival programme identified themselves as having anxiety and severely lacking confidence. During their celebration event, they reported that their confidence had grown throughout the week and that they felt in a much better place having pushed themselves out of their comfort zones.

"I wanted to start this programme because I wanted to learn new skills and I wanted to meet new people. After the programme, I would say I gained new teamwork and leadership skills, and I was helped to come out of my shell a bit when trying new things." - Warren, a young person who completed Get Started with Survival 2023.

### ➡ What are the keys to our success?

Having a dedicated, passionate, and enthusiastic team of people who are committed to improving the lives of young people across West Yorkshire.



In addition to our specialist Youth Intervention Trainers, the operational Youth Intervention Instructors that deliver this programme have a background and passion for outdoor education which is contagious and often inspirational.

We also had a group of young people on this programme who were willing to step outside of their comfort zones and made the most of every opportunity presented to them during the week.

Since completing the Get Started with Survival programme 1 young person has received 2 job offers, another is awaiting an interview for a warehousing role, 2 are preparing themselves to apply to become fire fighters and others are identifying their next steps.

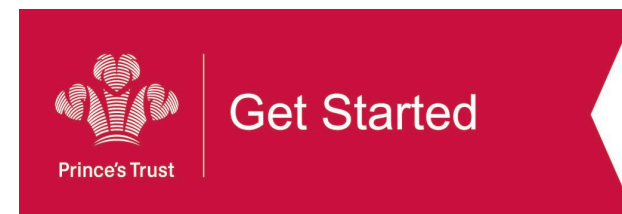
For those still requiring it, Prince's Trust will support them in finding and accessing opportunities for the next 6 months.

### ➡ What are we doing next?

Our next programme: Get Started with Boxing which will be running at Dewsbury Fire Station later this year.

This programme enables young people to gain an insight into the Fire and Rescue, learn about self-discipline, personal responsibility, teamwork, healthy eating, and fitness.

If you know of any young people who may be interested, please contact Claire Wright in the WYFRS Youth Interventions Team.

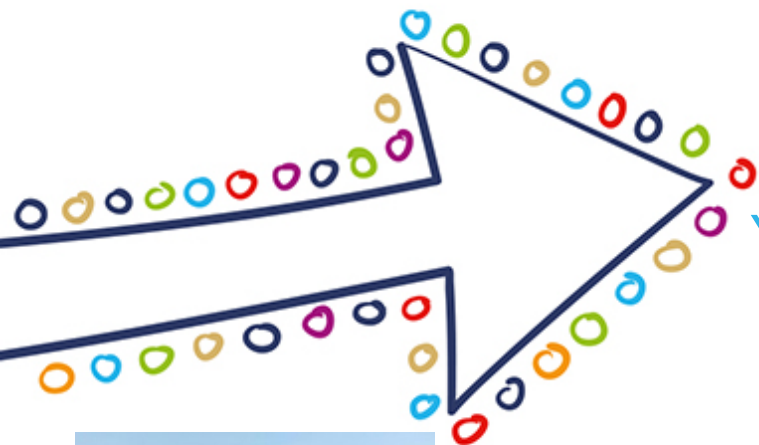


### ➡ Contact

 Name: Claire Wright

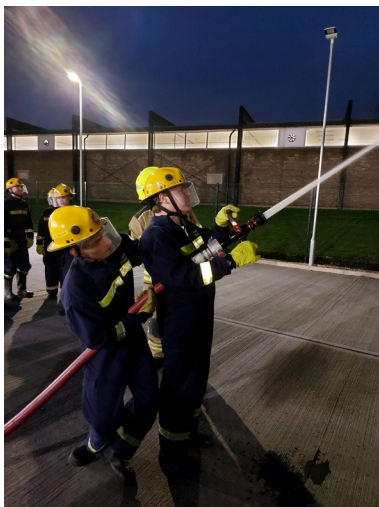
 Telephone: 07747011916

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# Spotlight on...

## Youth Interventions – SEN GRIT 2023



### What was the need, how was it identified?

We were asked by the Wasdale centre if there was anything we could do within the fire service to help the young people that they work with to feel more confident to contact the fire service if they needed to.

They brought a group of young people to Wakefield Fire station for a visit with crews. The Youth Interventions Team assisted with this visit and explained the benefits that our longer programmes might have for the group. A programme was offered to Gain Resilience In Teamwork (GRIT) to help build confidence in life skills and communication skills.



### What did we do?

For ten weeks we ran a bespoke Special Educational Needs GRIT programme for 10 amazing young people.

They attended Wakefield Fire station every Thursday evening for 2 hours. We did it at this time to give them the opportunity to attend

after college or day care to help build on their life skills on how to stay safe in the community using their own perseverance and resilience skills but also knowing when to ask for help.

The sessions, specifically designed to engage with young people with Special Educational Needs, included a focus on personal feelings and emotions, fire awareness and safety in the home, fears, road safety, healthy living, and personal safety, including how to use the What3Words App and when to call 999.

We created each week as a stand-alone session ensuring it was as practical and accessible as possible for the young people in the group. Each young person faced individual challenges weekly but worked on them to make improvements no matter how small these may seem to us, to the group they were huge and immeasurable to their day to day lives.

One activity looked at road safety and we created our very own zebra, toucan and pelican crossing on the drill square to learn

how we cross safely and when we need to stand and wait.

We used white towels, hoses, pictures of the red and green person and the youth appliance. They took turns to cross and supported each other's decisions to get across safely. This built on communication and teamwork skills and learned a very important safety message.

Another activity was around fears and how we deal those fears when we feel scared. We started inside the classroom with lots of pictures and the group had to split if they were scared or not and then we spoke about how we feel and we control our emotions to get through the task when needed. This was then brought outside to build up to using the ladder, facing a fear, and showing resilience mentally and physically for this group. We started with a ladder on the floor to practice lifting their feet over the rounds before putting the ladder against the tower where they climbed up to touch the 1<sup>st</sup> floor bar. A huge sense of achievement was felt for each individual by themselves and staff around them.

### What difference did we make?

Feedback received from Wasdale Staff: "Our young people enjoyed the course and were excited every week to see the staff and learn more. Communication and confidence improved and gave them a real purpose.

Most young people said they enjoyed the team building and the friendly environment."

The staff member that attended every week with them said: "The experience at the fire station was amazing. The staff took time to learn each young adult's name and were very interactive with them.

Adjustments were made as needed to meet the needs of each of the young adults. The activities which were set out were well organised, interesting, and fun from climbing ladders to learning what to do and how to keep safe in the event of a fire, you couldn't ask for anymore.

This programme enabled the young adults to gain confidence in their learning and physical abilities. They have all very much enjoyed the learning experience. Each week there were big smiles of excitement as they couldn't wait to take part in the activities that were planned.

A big thank you to the delivery team who have been amazing and gone above and beyond to ensure each and every young adult has a great learning experience that showed their skills, strengths and how they have grown in confidence."

### What are the keys to our success?

Being able to respond and be creative in our delivery styles to ensure every young person who attends gets the best experience and can learn and improve their own skills in a safe and encouraging environment.

### What are we doing next?

We are still in touch with the centre and waiting for the next cohort to start. As said by themselves "We would most definitely recommend to others and would want to have other cohorts attend. Both young people and staff enjoyed the course and learnt new skills."



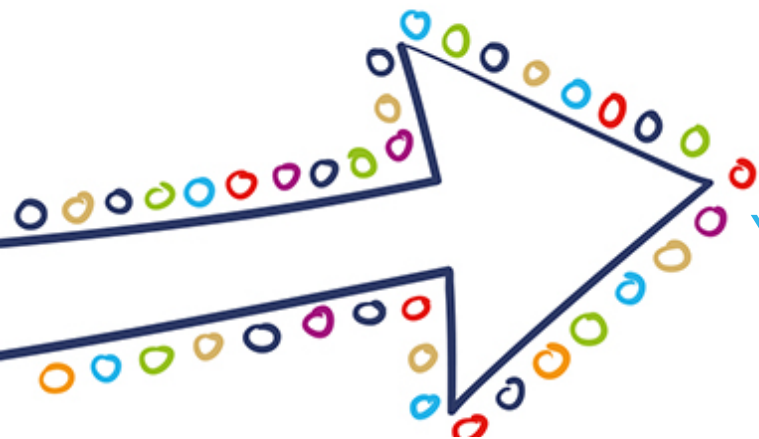
### Contact

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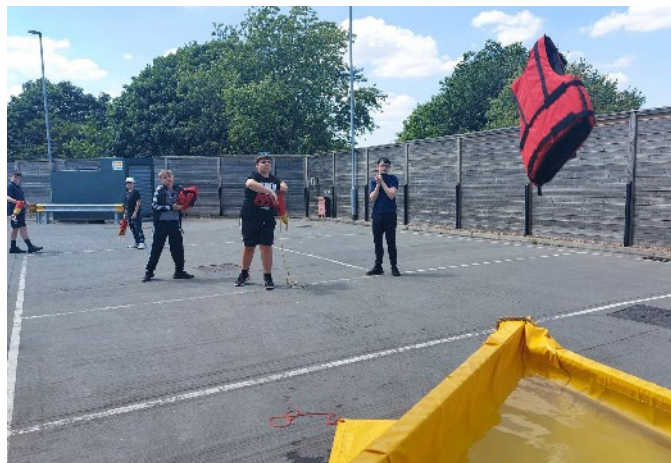
Email address: [kelly.walsh@westyorksfire.gov.uk](mailto:kelly.walsh@westyorksfire.gov.uk)





# Spotlight on...

## Youth Interventions – Water Safety 2023



### What was the need, how was it identified?

Through the Water Safety PRRG subgroup, WYFRS Youth Interventions team worked alongside the Districts to identify hotspot areas for water incidents from spring 2023 onwards.

The team were then able to approach partner schools, organisations, and youth groups within those locations to offer some interactive sessions and information regarding the dangers of open water and water safety to young people in an attempt to reduce water related incidents in West Yorkshire



### What did we do?

From the April to September 2023 the Youth Interventions Team have visited multiple youth clubs and schools to deliver water safety talks and activities.

The Team have developed a bespoke presentation that covers how to stay safe in water, cold water shock and the dangers of open water. The presentation has various

videos and facts and interactive elements to engage young people. It also includes a video that was sent to us from the family member of a young male who lost his life earlier this year to the water.

The presentation was also developed so that it can be delivered in schools by operational crews. When piloting the presentation to crews, we had a positive reaction from them. Crews said they felt comfortable delivering this presentation themselves.

A practical water safety session has also been developed to get young people hands on and gain knowledge about who to help someone in trouble in the water. This includes looking at hierarchy of water rescue and how to use specific tools such as throw lines.

The Youth Interventions team have delivered the water safety presentation and activities as part of the practical programmes that they deliver across West Yorkshire.



Youth Intervention sessions range from a 2-hour session to a 5-hour session. The classroom work focuses on looking at the dangers in local rivers/canals/reservoirs and what might be underneath the water, as well as discussing cold water shock and how this affects the body. This is echoed with the presentation that looks at videos from the RNLI, promoting the message of 'Float to Live'.

This is then followed by drill square activities, which starts with a simple game of 'welly wanging' that links to the technique of throwing a throw line. This progresses to using throw lines, then adding a casualty that they need to aim the throw line too. The drill square activities also look at controlling breathing when heart rates get high and how important focusing on breathing for 90 seconds can be vital when struggling in water.

While the team discourage young people from entering the water, they also ensure young people have the information and education that they need to stay as safe as possible if they do choose to enter the water.

### ➔ What difference did we make?

Within the space of 5 months, we have delivered water safety sessions to 22 different partners and engaged with 374 young people across West Yorkshire.

These session has been delivered to targeted the young people at risk of losing their life to the water, but also the teachers and professionals working alongside them. This ensures they also have vital safety information that can easily be shared to other groups they run.

During the session we ask the young people to download the 'What3Words' App which can be help provide precise locations and ensure and easier and faster response by emergency services should an incident occur. Downloading this app engages the young people and their safety and helps get help quickly.

### ➔ What are the keys to our success?

Having a dedicate diverse team who are, passionate and enthusiastic to improve the lives of young people across West Yorkshire.

Being able to use a real-life story has had a huge impact on how the presentation is received and enables young people to relate to the reality of what could happen.

### ➔ What are we doing next?

As the summer season is coming to an end, the youth intervention team have found multiple partners that are keen to keep the water safety sessions running at their groups and schools.



For the year 2024 we plan to start delivering these sessions from the February half-term onwards.

### ➔ Contact

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OFFICIAL

# Programme Of Change 2023 - 24

## Full Authority

Date: 29 September 2023

Agenda Item:

15

Submitted By: Director of Service Support

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

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Toby May, AM Service Support  
[Toby.May01@westyorkfire.gov.uk](mailto:Toby.May01@westyorkfire.gov.uk)

Background papers open to inspection: None

Annexes: Annex 1 – 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.

1.3 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.

2.2 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 Firehub site to read only and retire the servers from use.

2.3 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.

2.4 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.

2.5 One project (Prevention Database Project) is showing as behind schedule. This is due to ICT resource issues.

2.6 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.

2.7 Running alongside the Programme of Change has been a review of departmental Business as Usual (BaU). The process has been broken down into four phases.

1. Departmental review of BaU.
2. Collate data.
3. Turn data into information.
4. Share and discuss findings.

2.8 Phases one and two are coming to an end. A summary of BaU returns has been created, which provides greater visibility and awareness of organisational BaU, and is a useful source of information to help inform decision making.

- 2.9 Phase three was a series of pre-workshops prior to the Annual Strategic Workshop. The intention of the process is that the outcome will support decision making around capacity at the Annual Strategic Workshop, and is part of a continuous improvement around efficiency, effectiveness, and productivity.
- 2.10 Phase four explored the outcomes of phase three and was undertaken in the form of a workshop and discussion at the Annual Strategic Workshop. The process ensures that decisions relating to change or BaU are made collaboratively with the aim of achieving our strategic priorities.
- 2.11 The next key milestone within the Annual Planning Cycle was the Annual Strategic Workshop which took place on the 22 September 2023 and the event will be attended by guest speakers Jack Pickering, Economic Advisor for the Home Office and Susannah Hancock, Chief Operating Officer for the NFCC.
- 2.12 The guest speakers provided information and an update on Efficiency, Effectiveness and Productivity within the UK Fire and Rescue Service.

### **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.
- 5.2 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? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	Yes Each project/programme is required to complete an individual EIA.
Date EIA Completed	
Date EIA Approved	

The EIA is available on request from the report author or from [diversity.inclusion@westyorksfire.gov.uk](mailto: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 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.

## **10 Conclusions**

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


10.2 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.

10.3 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 11/09/2023)

Screenshot of Programme of Change 2023 to 2023 dashboard. The dashboard displays the status of project progress.

 <b>West Yorkshire</b> Fire & Rescue Service Portfolio Management Office												<b>Programme of Change 2023/2024</b>		<b>Report Date:</b> 11/09/2023	
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	Emily Chapman / Kirsty James	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 / Craig Binns	01/09/2021	31/12/2024		▶	0	<div style="width: 25%;"></div>	25		
CMB	30	Microsoft 365	On Track	Nick Smith	Nick Butterworth	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	31/12/2023	01/07/2023	▶	0	<div style="width: 90%;"></div>	90		
CMB	20	Grenfell Programme	On Track	John Roberts	Dave Teggart		03/03/2020	30/04/2024	31/05/2023	▶	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	01/09/2023	▶	0	<div style="width: 30%;"></div>	30		
CMB		Sharepoint 2016 - Update software for corporate intranet and document management system	Overdue	Nick Smith	Nick Butterworth	Rebecca Hages	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	30/04/2024	30/09/2023	▶	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>			
TPB	27	Promotion Project WM-GM	On Track	Ian Brandwood	Steve Holt	Sophie Green	17/05/2021	11/02/2025		▶	1	<div style="width: 40%;"></div>	40		
TPB	24	Prevention Database Project	Behind schedule	Scott Donegan	Sarah Laidlow-Moore	Dan Mahon	01/05/2022	01/10/2024		▶	0	<div style="width: 10%;"></div>	10		
	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	Toby May		01/12/2020	TBC		#VALUE!	0	<div style="width: 25%;"></div>	25		



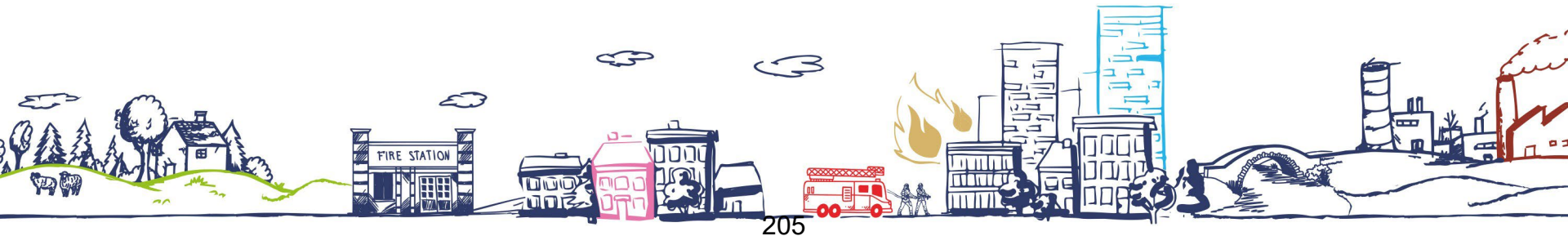


West Yorkshire  
Fire & Rescue Service

# HMICFRS Update

Presentation for  
Fire Authority

Date  
September 2023



# HMICFRS Values and Culture - Code of Ethics

- Following the Spotlight Report HMI issued 35 recommendations relating to raising concerns, background checks, handling misconduct, leadership, management and leadership training and development, diversity data, improving diversity, Core Code of Ethics and the Fire and Rescue National Framework.
- Following on from this a commission was received from Home Secretary that HMICFRS should carry out a themed inspection re: handling misconduct allegations.
  - 10 services have been selected to be sampled on how they handle misconduct.
  - data collection.
  - staff survey to 44 services.
- 2 subgroups from External Reference Group (ERG) representing HR and Unions/Staff Associations.
- Report published June 2024.



# Round 3 HMICFRS - changes

- HMI are now inspecting in batches of 3 services at a time rather than 3 tranches of 15 services
  - Quicker reporting of findings.
- First 3 reports were published on Friday 18<sup>th</sup> August for Bedfordshire, Cambridgeshire and Cheshire FRSs, the next 3 reports for Cornwall, Surrey and Warwickshire FRS have just been published and are currently being analysed.
- Introduction of the new 'Adequate' grade.
  - Outstanding – Innovative and Positive Practice over and substantially exceeded the characteristics of good with no AFI's.
  - Good – no areas for improvement identified
  - Adequate – up to 2 areas of improvement identified
  - Requires Improvement – more than 2 areas of improvement identified
  - Inadequate – raise a causes for concern where inspectors identify a more serious, critical or systematic shortcoming in providing a statutory function, practice, policy or performance they report a cause for concern which will be accompanied with recommendations.
- Positive Practice and Innovative Practice now included in individual service reports.

# Round 3 HMICFRS Inspection Timeline

- w/c 4<sup>th</sup> September '23 – Staff Survey. 4 weeks
- October '23 – Autumn Data Collection. TBC.
- w/c 6<sup>th</sup> November '23 – Document Request, Self-Assessment/Strategic Briefing Presentation.
- w/c 8<sup>th</sup> and 22<sup>nd</sup> January '24, Inspectors on site – Strategic Briefing, FA Chair interview Desktop Reviews, Interviews, Reality Tests, Focus Groups at HQ and Stations.
- w/c 29<sup>th</sup> January '24 – Virtual Strategic Managers Interviews and CFO Interview.
- Engagement meetings with lead inspector currently taking place.

# HMICFRS Action Plan

Following our R2 inspection we took the areas for improvement identified, and the areas shown to need improvement in the narrative of the report and added them to our HMI action plan.

Progress to date with these actions: -

## **Effectiveness Pillar** (Risk, Prevention, Protection and Response)

- 8 Completed.
- 6 On Track.
- 2 Behind Schedule.

## **Efficiency Pillar** (Finance/Procurement, Value for money – now and in the future)

- 0 Completed.
- 2 On Track.

## **People Pillar** (Values and Culture, Fairness and Diversity, Training and Skills, Developing Leaders)

- 6 On Track.

# Next Steps

- Focus and priority will continue to be given to areas of improvement.
- Promotion of the Staff Survey
  - Comms plan in place.
  - In R2 returns were up to 40% from 18% overall and up to 33% from 5% for On Call firefighters
- Continue work with document owners to ensure all documents are accessible and ready to go by 6<sup>th</sup> November.
- Mock Inspection activities.

# Questions?

