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# Representation on Outside Bodies 2023/24

## Full Authority

Date: 15 December 2023

Agenda Item:

**08**

Submitted By: Director of Corporate Services

<b>Purpose</b>	To make an additional appointment to the Local Government Association Fire Commission for the municipal year 2023/24.
<b>Recommendations</b>	That the Authority note the addition of a balancing member to the LGA Fire Commission
<b>Summary</b>	The Authority appoints Members annually to a number of outside bodies, including the Local Government Association and the addition of a balancing member to the LGA Fire Commission has been made for 2023/24.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

## 1 Introduction

- 1.1 At the AGM on 29 June 2023, 2 members of West Yorkshire Fire and Rescue Authority were appointed to represent the Authority on the LGA Fire Commission: Cllr Darren O'Donovan (Chair of the Authority) and Cllr David Hall (Conservative Member).

## 2 Information

- 2.1 The Local Government Association (LGA) encourages a practice of appointing to LGA seats on a party-political proportionality basis but this is not a legal requirement under the 1989 Act and nor does such a requirement apply to bodies to which the Authority makes less than three appointments anyway. The LGA constitution permits national top-up appointments to ensure a political balance is achieved if this is necessary. Approval has previously been given and later confirmed in June 2013 that payment of LGA balancing / top-up Member expenses would be index linked and set by the Chief Finance and Procurement Officer. We have now been advised an additional balancing / top up member; Cllr John Garvani (Labour) has been appointed.

## 3 Financial Implications

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

## 4 Legal Implications

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

## 5 Human Resource and Diversity Implications

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

## 6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? ( <a href="#">EIA guidance and form 2020 form.docx (westyorkfire.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 Members are permitted to attend meetings either in person or remotely via Microsoft Teams

## 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.
- 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.





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# Bonfire Review 2023

## Full Authority

Date: 15 December 2023

Agenda Item:

09

Submitted By: Deputy Chief Fire Officer/Director of Service Delivery

<b>Purpose</b>	To inform Members of the events leading up to and throughout the bonfire period.
<b>Recommendations</b>	That the members note the content of this report.
<b>Summary</b>	The bonfire period is historically a time of increased activity for West Yorkshire Fire and Rescue Service (WYFRS). It is also a period that we know has the potential to see an increase in attacks on firefighters. WYFRS experienced a busy period, resulting in an expected increase of calls and mobilisations.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

## 1 Introduction

- 1.1 This report provides an overview of the planning and operational response undertaken by West Yorkshire Fire and Rescue Service (WYFRS) in collaboration with West Yorkshire Police (WYP) and the Yorkshire Ambulance Service (YAS) for the Bonfire period 2023.
- 1.2 In anticipation of the expected increase in fire-related activity and anti-social behaviour (ASB), WYP and partners have worked to develop strategies and tactics to address these issues and protect emergency service workers and the community. This cooperation is crucial in ensuring the safety and well-being of the public during this period. During the delivery of this plan WYP have run in parallel a second response plan around protests and demonstrations due to ongoing international conflicts.
- 1.3 Our operational resilience department developed a response plan to address the changes in demand and increased risk to both firefighters and the communities we serve that works in tandem with the broader multi-agency plans. This plan is the result of careful analysis of data, intelligence sharing from partners, and reflection on previous bonfire periods. The added tensions around ongoing international conflicts were also accounted for during WYFRS bonfire planning.
- 1.4 To ensure accurate data capture, we have defined the reporting period as follows:
- Bonfire Period: October 30<sup>th</sup> to November 12<sup>th</sup> (to capture both weekends if November 5<sup>th</sup> falls mid-week).
  - Bonfire Response Period: November 3<sup>rd</sup>, 4<sup>th</sup>, and 5<sup>th</sup> 2023 (16:00-23:59).
- 1.5 In order to achieve a comprehensive and coordinated response during the bonfire period, the WYFRS departments and districts collaborate to assess and improve operational response, fire prevention, fire protection, and corporate communication strategies. This collaborative approach involves forming working teams with partner organisations to develop and implement effective interventions aimed at preventing attacks on emergency service workers and reducing the occurrence of anti-social fires. The multi-agency approach fosters diverse ideas and support networks that are crucial during this period, thereby emphasising joint delivery and shared responsibility.
- 1.6 At the core of this approach is community engagement, with WYFRS actively engaging with local schools, influential community members, faith leaders/groups, youth services, local authorities, and other emergency service partners to promote community education and foster ongoing relationships within and around at-risk areas. The success of these efforts is contingent on the longstanding relationships that have been cultivated through years of collaborative work.

## 2 Information

- 2.1 Each district carried out a range of prevention activities with the aim to reduce bonfire related activity and anti-social behaviour (ASB), prior to and during the bonfire period, some of which were supported through partnerships and others WYFRS led. The activities varied slightly in each district due to the different levels of risk and demographic makeup.
- 2.2 Intelligence sharing

- 2.3 The planning process considered previous years activities, current Police intelligence and anticipated activity for West Yorkshire. WYP and WYFRS gathered and shared information/intelligence leading up to and throughout the bonfire period. This was shared with Yorkshire Ambulance Service (YAS) and other partner agencies. WYFRS staff were informed via the Safety Critical Information Point (SCIP) and a full update given at a daily briefing to those involved in the response plan. Resilience Direct mapping was used to highlight prior fire-fighter attack and high-risk areas and was updated in live time. This was shared internally with all WYFRS operational staff, WYP and YAS prior to and during the response period.
- 2.4 Environmental Visual Audits (EVAs)
- 2.5 All districts had multi-agency, intelligence led partnership meetings, which identified areas of fly tipping concern and potential nuisance fires. Crews undertook EVAs as part of a daily routine in the lead up to the bonfire period in known areas where fly tipping occurred. Council Waste Management Teams removed waste and minimised the opportunity for unwanted fires ahead of the Bonfire period. Staff proactively monitored vulnerable empty properties and where necessary, arranged the securing of the property.
- 2.6 Youth Intervention Team
- 2.7 In the 4 weeks leading up to the bonfire period the Youth Interventions Team worked across all districts to deliver targeted interventions to young people most at risk of instigating a blue light service response or whose behaviours were likely to put themselves or others at risk over the bonfire period. The team worked closely with district teams to identify areas of concern and alongside partner agencies such as schools, pupil referral units, youth services and youth justice services to identify and engage with the young people most in need of the interventions on offer.
- 2.8 This year the team were able to offer the bonfire talk that they have developed specifically for this target audience. This talk was delivered to small groups of young people not only to provide safety advice but challenged the perceptions and behaviours of young people engaging with the talks.
- 2.9 In addition to this the team secured funding to offer Targeted Intervention Days (TIDs), a one off 5-hour session that is delivered on an operational fire station. TIDs are a combination of education and practical firefighting activity. The majority of the TIDs delivered over the bonfire period were the Crackers Targeted Intervention Day which aims to challenge young people to consider the effects of ASB and playing with fireworks.
- 2.10 In total the Youth Intervention Team delivered 27 bonfire talks to 851 young people and 24 Targeted Intervention Days to 185 young people.
- 2.11 District Community Engagement and Community Awareness Initiatives
- 2.12 Engagement with the local community was a key factor and different activities were directed towards the higher risk areas. Areas which experienced higher levels of attacks and ASB in previous years were further resourced this year.
- 2.13 Bradford District

- 2.14 Crews used the newly created education packages which contain two short videos highlighting the dangers of fireworks and ASB. Delivery was aimed at year 9/10/11 and primary schools highlighted through information and intelligence to target known areas of concern. To support delivery, Schools were also emailed the package with the prompt for them to deliver at their convenience to other school years.
- 2.15 Bradford District prioritised known areas through data received from our internal OneView system. Data on antisocial behaviour and firefighter attacks from the past three years highlighted areas including Bradford Moor, Tong, Homlewood, Thornbury, Great Horton, Royds, City, Manningham, Bowling & Barkerend. This information was shared in the build-up to the bonfire period with Ward officers, community calmers and district police teams to reduce escalation and ASB behaviour which can lead to firefighter attacks. This allowed all partners to engage and build relations with those that live within the areas, this included specific youth groups by actively engaging with young people, we believe that those who may consider causing ASB or attacking firefighters are less likely to do so, when they know us by name. The district team worked with the WYP Safer Schools Officers in BD3, BD4 and BD10.
- 2.16 Bradford District team have been keen to build new partnerships to provide education and awareness to large groups that we may not have reached in the past.
- 2.17 The Youth Interventions Team delivered sessions at student's referral units and alternative provision (Prism, Park Aspire & Bradford alternative provision). These are students that have emotional and behavioural needs that need a different environment from the normal classroom style of teaching. Our specialist intervention team have been trained to provide education in diverse ways to support these student's needs. The Youth Intervention Team also targeted groups within primary and secondary school students that may become involved in ASB. These were students that have been selected by West Yorkshire Police (WYP) Safer Schools' officer because of their behaviours. These individuals received targeted input from our special interventions team.
- 2.18 Several targeted intervention days were held at Bradford and Fairweather Green Fire Stations. These sessions, called "Crackers", focussed on tackling antisocial behaviour and were delivered by the Youth Interventions Team during the October Half Term. Funding was obtained from the Million Hours Fund, part of the National Lottery Community Fund.
- 2.19 Calderdale District
- 2.20 Internal communications were supported by a dedicated Calderdale MS Team site, which was viewed 285 times by 50 different individuals. This was the hub for information and guidance to all bonfire related plans hosting links to all data collecting forms, WYFRS external website, school engagement material and internal operational policies linked to bonfire and public disorder.
- 2.21 To support community engagement a multi-agency approach was used to engage with over 750 premises in the Park Ward area, over 350 of these were engaged with by Halifax station crews. Spending over 20 hours over a two-month period engaging and reassuring the community while listening to their concerns regarding the bonfire period.
- 2.22 Other communication methods used to share key messages were taking part on a radio show on Radio Sangam and delivering key messages on social media videos developed by MP Holly Lynch.



- 2.23 Community engagement was a significant focus in the planning stages, to ensure the group can take on board different voices from within the community we were focusing. Instrumental to success was the engagement and passion of a women's advocacy group chaired by MP Holly Lynch. This group supported crews working alongside them when engaging in the community. On the Friday before the bonfire weekend WYFRS staff were invited to speak to over 2000 worshippers in mosques across the Park Ward area.
- 2.24 In 2022 Calderdale experienced large scale disorder within the Park Ward in Halifax. This disorder was linked to the tragic loss of life of one young person. The Park Ward area of Halifax has had challenges with ASB over the Bonfire Period for several years including attacks on our staff and other emergency services. The Community Safety Partnership (CSP) and District Team, worked hard to reduce risk to our staff and the community in 2023.
- 2.25 WYFRS chaired the operational group who plan and deliver the CSP's response. This led to over 25 hours of meetings and planning sessions over a five-month period. These strong relationships were critical in the success of 2023 bonfire response. The operational group was supported by a tactical level steering group which reported into Calderdale's tactical CSP.
- 2.26 Community engagements and environmental visual audits (EVA's) were both collated using a bespoke electronic form, with over 70 EVAs being carried out. This information which combined with a substantial amount of EVA's undertaken by partner agencies led to a comprehensive level of understanding of risk by identifying where bonfires were being built so that they could be visited and inspected prior to 4<sup>th</sup> and 5<sup>th</sup> November.
- 2.27 Information from our Fire Protection Department was used to ensure all premises who had a license to store fireworks were visited to discuss the importance of sharing key safety messages and reinforcing the dangers of fireworks.
- 2.28 In response to the widespread disorder in 2022 an Out of Court Disposal (Outcome 22) was developed by WYP and WYFRS. This package used our organisations key messages and footage linking consequences and impacts of attacks on firefighters, to share and highlight the impacts of ASB and attacks on emergency workers.
- 2.29 In conjunction with Calderdale District Police Early Intervention Team, an assembly presentation was developed and delivered focusing on secondary school pupils. This joint approach was used in over 20 schools situated in the target area. In addition, our WYFRS Youth Intervention Team delivered the same material in several smaller, targeted sessions to groups highlighted by their schools. This ensured that all pupils in Calderdale had access to bonfire related safety messages and educational material. A newsletter was shared with all primary and secondary schools in Calderdale.
- 2.30 Kirklees District
- 2.31 We engaged with the public and young people in areas where we had previously experienced heightened activity. Our teams worked with partners in a targeted way to deliver vital safety messages and reminded the public about the impact of ASB on the community. This was done in conjunction with visits to places of worship, school visits and environmental visual audits with waste reported to the local authority for removal across the district.

- 2.32 We worked closely with our partners to drive joint initiatives to reduce incidents and support a reduction of ASB. Kirklees District and WYP issued a joint press release offering bonfire and firework safety talks to community groups. Our crews visited 23 schools throughout the district and shared our presentations with those where we could not attend. This was supported by WYFRS Youth Intervention Team who focussed delivered targeted interventions to small groups where ASB and risk to the community was the highest.
- 2.33 WYFRS teams undertook 17 visits to places of worship to provide short safety talks on bonfire and firework safety. These were targeted to areas/wards with higher instances of ASB and undertaken with partners from WYP where possible.
- 2.34 Firework retailers were visited by our teams to discuss the impact of ASB on the community and to ask retailers to share our bonfire and firework safety messages/leaflets.
- 2.35 Leeds District
- 2.36 Engagement with local communities was a key factor as part of the District's strategy in preparation for this year's bonfire period. Activities focused on wider communication across the district, and specific focus within key locations and identified risk areas. Crews had a heightened presence in identified areas to deter the build-up of materials that may have been used for ASB/secondary fires. Bonfire specific safety material and messaging was produced and shared with partners to be displayed and made available in high visibility locations and shared through the Leeds District social media accounts.
- 2.37 Engagement with local communities and young people through school visits and the involvement of the Youth Intervention Team was a key strategy in preparation for this year's bonfire period. Leeds District risk reduction activity was data driven using our One View platform, sharing regular intelligence reports on ASB/secondary fires to key partners through bonfire tasking meetings so that relevant interventions could be put in place.
- 2.38 We attended community cohesion and engagement events, with several community including WYP and Leeds City Council (LCC) to share the bonfire safety messages with the public and raise awareness of diversionary events taking place across the district.
- 2.39 Wakefield District
- 2.40 Crews and key partners carried out environmental visual audits throughout the bonfire period reporting any findings direct to Wakefield Council for removal. All firework retailers were visited and asked to display our campaign material and reminded about the need to sell their products responsibly.
- 2.41 Wakefield District had a multi-agency approach with joint bonfire planning strategies and data led decision making. Strategic planning meetings were held with all key partners – WYP, Wakefield Council, ASB teams, Council Neighbourhood Communities and Management teams and Youth Outreach teams. Our key messages were sent out from our own and partners media platforms. Banners were displayed in key locations across the district and our crews and key partners delivered the message further distributing our campaign material to businesses, schools, colleges, and public buildings throughout the district.

- 2.42 Station based crews, the Prevention team and WYP teams carried out visits to both primary and secondary schools across the district delivering our new education package and reported a high level of engagement from all involved. The package was sent to all schools to ensure those that were unable to facilitate a visit could still deliver the message themselves.
- 2.43 Selling of Fireworks
- 2.44 WYFRS are responsible, as a Local Licensing Authority, for the safe storage of fireworks. We assessed, by a site visit from a competent inspector, every new licence application to store fireworks.
- 2.45 This was to ensure that storage arrangements were satisfactory and in accordance with national legislation and guidance. Once again in 2023, we engaged with licence holders in a variety of ways, from telephone contact to physical visits. Engagement was based on the risk posed through identification of intelligence received regarding the safe storage of fireworks.
- 2.46 Leading up to and during the bonfire period we liaised and shared information on firework related issues with other regulatory authorities. Information regarding illegal sales of fireworks was shared with partner organisations including WY Trading Standards and WYP.
- 2.47 Organised Events
- 2.48 Again in 2023 many local authorities selected not to hold organised events, and commercially organised events were relatively low in number across the county. This appears to be a legacy of Covid-19, which as of yet, has not seen a desire to reintroduce the larger bonfire events.
- 2.49 Corporate Communications Bonfire Media Campaign
- 2.50 Our campaign began mid-October in the weeks before the bonfire period. Firstly, we teamed up with Bradford City Football Club to launch our campaign and conducted TV and radio interviews at the club. Following this we took part in International Control Room week - our staff spoke to BBC Radio about the upcoming busy bonfire period. We also released our pre-bonfire press release with safety advice and information as part of the event.
- 2.51 The week of bonfire (30th October onwards) was extremely busy and full of media interviews. We were featured on outlets including:
- Radio: BBC Radio Leeds, BCB Radio, Capital Yorkshire, Heart Yorkshire, Greatest Hits Radio.
  - TV: ITV Calendar, BBC Look North, BBC Sunday Politics, Talk TV (Leeds), Steph's Packed Lunch (C4).
  - Print/Online: The Telegraph and Argus, Wakefield Express, Leeds Live, BBC News.
- 2.52 This was a team effort from our fantastic spokespeople, Imran Ali, Benjy Bush, Ant Devine and Simon Moore. They all met the different challenges of live and pre-recorded interviews, gave across key messages, and really helped to get the safety and the human aspects of our campaign out.

- 2.53 Following the bonfire weekend, we released a round up press release to conclude our media campaign.
- 2.54 Our media monitoring company Vuelio estimates we were mentioned 900 times over the period, with a total reach globally of 10billion plus. While this is hard to quantify, we were thrilled by the level of coverage reached.
- 2.55 We were the top story on both major regional news channels on Friday 3<sup>rd</sup> November, plus we made a national appearance that same lunchtime. The unique style of interviews over the week meant that a variety of angles and messages were shown, some informative, and some of which met the more human angle. We also hit a range of audiences, from the younger demographic who would listen to stations like Capital Radio, to a mix of people nationally who would watch Steph's packed lunch.
- 2.56 According to these stats, we place this year as our most comprehensive media coverage for the bonfire period for the last four years.
- 2.57 Operational Response
- 2.58 Our Operational Response multi-agency starts months before the bonfire period, with planning at both strategic and tactical levels, with a focus on information sharing and resource requirements. The pre-planning process began at a district level, utilising the local knowledge and understanding of the district teams and operational crews. Operational Resilience then overlay data from previous years with that from West Yorkshire Police (WYP) and other partners. This information was then shared for discussion at tactical and strategic meetings in the development of the bonfire response plan.
- 2.59 The key elements of the response plan included additional resources in the form of:
- Joint Police and Fire resources known as Fire cars.
  - Mytholmroyd On-call station was stood up on the 4<sup>th</sup> and 5<sup>th</sup> November from 17:00 to 23:59 to provide operational resilience within their district.
  - Additional staff to fulfil the command-and-control roles to support our Control room and broader operational response.
  - Special Operations Rooms (SORs) in three districts (Leeds, Bradford, and Calderdale), were supported by WYFRS officers. These SORs served as mobilisation and command centres for WYP, providing WYFRS officers real-time situational awareness to support the our operational response at a district level.

## 2.60 Fire Cars

- Three in Bradford District – Fairweather Green, Bradford and Keighley.
- Two in Leeds District – Killingbeck and Leeds.
- One in Calderdale District – Halifax.

2.61 Fire cars are WYP vehicles driven by a WYP Officer with a WYFRS Watch Commander in the vehicle. These officers were selected based on their extensive knowledge of the local community and the high-risk areas within.

2.62 The fire cars' principal role was to carry out on-scene assessments to determine whether a fire appliance was required or not. Following a comprehensive risk assessment, fires with no risk of spreading to any property or endangering the public were allowed to burn out or be left under the supervision of a responsible person. This approach was adopted to minimise the presence of WYFRS and WYP personnel in potential risk areas, with the clear intention of reducing attacks on firefighters, officers, and appliances. The Police Sergeant was authorised to direct individuals who may be causing a public nuisance.

2.63 By deploying fire cars, operational fire appliances remained available for other emergency response calls.

## 2.64 WYFRS Command Structure

2.65 The WYFRS' Tactical Fire Commander centralised the coordination and management of operations from the Tactical Command room, closely supporting Fire Control. Additionally, the tactical commander liaised with the duty National Inter-agency Liaison Officer (NILO) embedded within WYP's strategic operations room (Gold Room) during the response period.

2.66 A communication structure was established to ensure effective and efficient sharing of information from all command locations, with appropriate capturing for review and audit.

2.67 Throughout the operational response period, joint briefings were conducted between WYP and WYFRS across all levels of command to provide an up-to-date intelligence picture, share safety-critical information, and deliver any final safety messages.

2.68 To enhance situational awareness, the development of a live Resilience Direct (RD) Map was shared between all three blue light services, enabling each service to record any attacks on personnel and occurrences of high tension. Additionally, WYP shared live drone footage of areas of tension, which aided the Tactical commander in assessing the risk to crews within identified areas.

2.69 WYP provided Police Support Units (PSUs) to assist WYFRS in reducing the potential for attacks on firefighters. These were coordinated from WYP's strategic operations room and may be requested by fire cars or WYFRS attending an incident experiencing aggression or attacks on firefighters or an appliance.

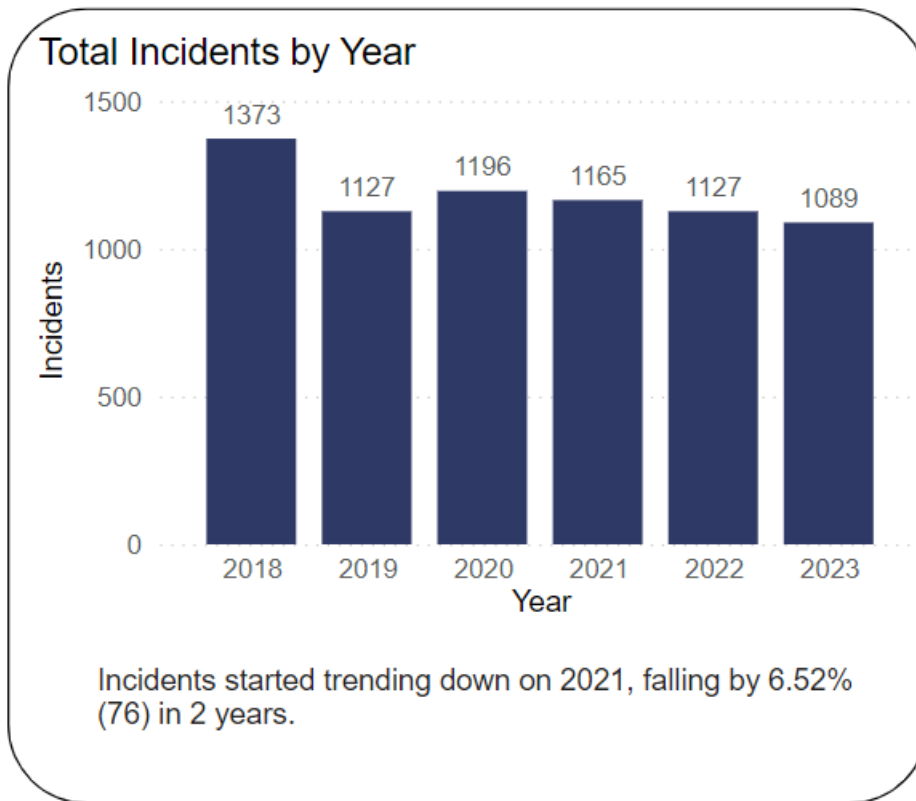
## 2.70 Incident analysis

2.71 There are two periods referred to within this section:

- The Bonfire Period from 30<sup>th</sup> October until 12<sup>th</sup> November – for overall activity levels.
- The Bonfire Response Period – on the days identified as requiring tactical command and fire car support, in 2023 this was the 4<sup>th</sup> and 5<sup>th</sup> November.

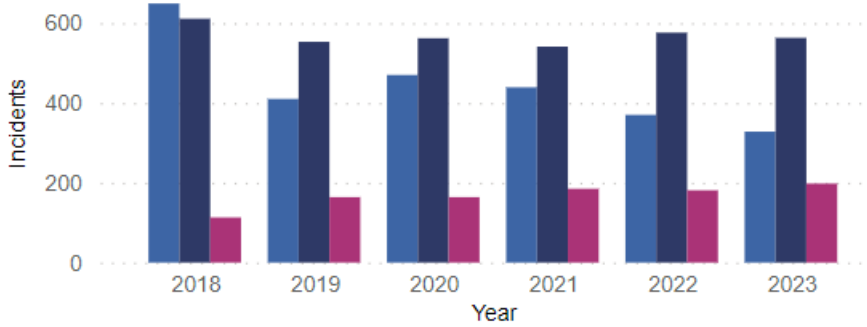
2.72 The following data is provided from our One View platform and uses data from our Incident Reporting System (IRS), noting that the IRS does not specifically capture “bonfires”.

2.73 Bonfire Period Yearly Trends (30<sup>th</sup> Oct – 12<sup>th</sup> Nov)



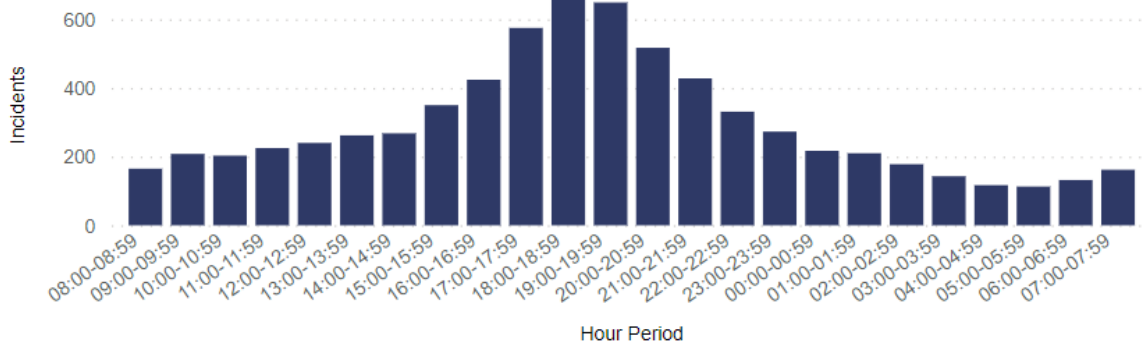
## Incidents by Category by Year

● Fire ● False Alarm ● Non-Fire



Incident Category	2018	2019	2020	2021	2022	2023
Fire	649	410	470	439	370	328
False Alarm	611	553	562	541	576	563
Non-Fire	113	164	164	185	181	198

## Peak Times Trend



2.74 Attacks on Fire Vehicles (Cars and Appliances) for the Bonfire Response Period (per year)

Attacks by District							
by Vehicle Type							
District	2018	2019	2020	2021	2022	2023	Total
<b>Bradford</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>52</b>
Pumping	4	7	6	5	2	1	25
Transport	7	4	3	3	5	5	27
<b>Calderdale</b>	<b>3</b>	<b>2</b>	<b>2</b>			<b>1</b>	<b>8</b>
Pumping		2	2				4
Transport	3					1	4
<b>Kirklees</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>9</b>
Pumping		1	1	3	1	2	8
Transport			1				1
<b>Leeds</b>	<b>5</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>1</b>		<b>11</b>
Pumping	3	1	2	1	1		8
Transport	2		1				3
<b>Wakefield</b>			<b>1</b>				<b>1</b>
Pumping			1				1
<b>Total</b>	<b>19</b>	<b>15</b>	<b>17</b>	<b>12</b>	<b>9</b>	<b>9</b>	<b>81</b>

2.75 Bonfire Response Period (4<sup>th</sup> & 5<sup>th</sup> Nov 2023)

2.76 Fire Control responded to 329 total incidents.

2.77 Crews responded to 260 incidents. Of these 96 were fires, 72 were labelled “Bonfire related”, 130 were false alarms and 34 were non-fire incidents.

2.78 Of the 260 incidents:

- 88 were in Leeds District.
- 82 were in Bradford District.
- 43 were in Kirklees District.
- 28 were in Wakefield District.
- 19 were in Calderdale District.

2.79 The busiest wards were:

- Little London and Woodhouse, Leeds – 10 incidents.
- City, Bradford – 9 incidents.
- Keighley West, Bradford – 9 incidents.

2.80 Breakdown by District

2.81 Bradford



2.82 82 incidents of which there were:

- 32 fires, 5 classified as “Bonfires”.
- 42 false alarms.
- 8 other incidents.

2.83 The 32 fires were associated with the following property types:

Fires	
Property Type	2023
<b>Outdoor</b>	<b>22</b>
Outdoor structures	12
Other outdoors (including land)	8
Grassland, woodland and crops	2
<b>Building</b>	<b>5</b>
Dwelling	4
Non Residential	1
<b>Road Vehicle</b>	<b>5</b>
<b>Total</b>	<b>32</b>

2.84 Location of fires in Bradford.

Ward	Incidents
Bowling and Barkerend	5
Keighley West	5
City	3
Clayton and Fairweather Green	3
Manningham	3
Keighley Central	2
Royds	2
Toller	2
Worth Valley	2
Eccleshill	1
Great Horton	1
Little Horton	1
Thornton and Allerton	1
Tong	1

2.85 Fire cars were based at 3 stations in Bradford District and were mobilised a total of 29 times.

- Bradford Fire car – 12 mobilisations.
- Fairweather Green Fire car - 12 mobilisations.
- Keighley Fire Fire car – 5 mobilisations.

2.86 Fire cars asked for an appliance to be mobilised to deal with fires on 2 occasions.

2.87 Fire cars were attacked on 5 occasions, attacks occurred at:

- Girlington recreation ground, attacked with bricks.
- Arrum Street, attacked with fireworks.
- Horton Road, attacked with fireworks.
- Undercliffe Lane, attacked with bricks.
- Lower Grange Close, attacked with fireworks.

2.88 There were no injuries to staff.

2.89 Calderdale

2.90 19 incidents of which there were:

- 7 fires, 3 classified as “Bonfires”.
- 10 false alarms.
- 2 other incidents.

2.91 The 7 fires were associated with the following property types:

Fires	
Property Type	2023
<b>Outdoor</b>	<b>4</b>
Other outdoors (including land)	4
<b>Building</b>	<b>2</b>
Dwelling	2
<b>Road Vehicle</b>	<b>1</b>
<b>Total</b>	<b>7</b>

2.92 Location of incidents in Calderdale.

Ward	Incidents
Illingworth and Mixenden	2
Warley	2
Brighouse	1
Ovenden	1
Rastrick	1

2.93 A Fire car was based at Halifax Fire Station. It was mobilised 3 times and did not request a fire appliance to be mobilised to respond to any fires.

2.94 The Halifax Fire car was attacked once, it had been mobilised to a large fire in the open with over 100 people in attendance near Furness Drive, Ovenden.

2.95 There were no injuries reported.

2.96 Kirklees

2.97 43 incidents of which there were:

- 18 fires.
- 20 false alarms.
- 5 other incidents.

2.98 The 18 fires were associated with the following property types.

Fires	
Property Type	2023
<b>Outdoor</b>	<b>13</b>
Other outdoors (including land)	6
Outdoor structures	5
Grassland, woodland and crops	2
<b>Building</b>	<b>3</b>
Dwelling	2
Non Residential	1
<b>Road Vehicle</b>	<b>2</b>
<b>Total</b>	<b>18</b>

2.99 Location of fires in Kirklees.

Ward	Incidents
Dewsbury East	5
Crosland Moor and Netherton	2
Dewsbury West	2
Greenhead	2
Ashbrow	1
Batley East	1
Cleckheaton	1
Dalton	1
Lindley	1
Liversedge and Gomersal	1
Newsome	1

2.100 Attacks on firefighters.

2.101 A fire appliance in Kirklees District was attacked on 2 occasions. On both occasions, it was responding to a large fire in the open near Ernest Street, Dewsbury. They were attacked with fireworks; no injuries were reported.

2.102 Leeds

2.103 88 incidents of which there were:

- 23 fires, 2 of which were classified as “Bonfires”.
- 52 false alarms.
- 13 other incidents.

2.104 The 23 fires were associated with the following property types:

Fires	
Property Type	2023
<b>Outdoor</b>	<b>20</b>
Outdoor structures	10
Other outdoors (including land)	6
Grassland, woodland and crops	3
Outdoor equipment and machinery	1
<b>Building</b>	<b>2</b>
Dwelling	1
Non Residential	1
<b>Road Vehicle</b>	<b>1</b>
<b>Total</b>	<b>23</b>

2.105 Location of fires in Leeds.

Ward	Incidents
Gipton & Harehills	4
Bramley & Stanningley	3
Beeston & Holbeck	2
Kirkstall	2
Ardsley & Robin Hood	1
Burmantofts & Richmond Hill	1
Cross Gates & Whinmoor	1
Farnley & Wortley	1
Guiseley & Rawdon	1
Headingley & Hyde Park	1
Hunslet & Riverside	1
Killingbeck & Seacroft	1
Little London & Woodhouse	1
Middleton Park	1
Otley & Yeadon	1
Pudsey	1

2.106 Fire cars were based at 2 stations in Leeds District and were mobilised a total of 27 times:

- Leeds Fire car was mobilised 14 times.
- Killingbeck Fire car was mobilised 13 times.

- 2.107 Attacks Fire cars in Leeds District asked for an appliance to be mobilised to deal with fires on 5 occasions.
- 2.108 Attacks on firefighters.
- 2.109 There were no attacks on any crews in Leeds District.
- 2.110 West Yorkshire Police reported prolonged disorder in and around Burley Park in Leeds. Live footage from a police drone was used to monitor the area and Leeds District fire crews were not deployed there until police had made the area safe.
- 2.111 Wakefield
- 2.112 28 incidents, of which there were:
- 16 fires, 2 of which were classified as “Bonfires”.
  - 6 false alarms.
  - 6 other incidents.
- 2.113 The 16 fires were associated with the following property types:

Fires	
Property Type	2023
<b>Outdoor</b>	<b>11</b>
Other outdoors (including land)	7
Grassland, woodland and crops	2
Outdoor structures	2
<b>Building</b>	<b>5</b>
Dwelling	2
Non Residential	2
Other Residential	1
<b>Total</b>	<b>16</b>

- 2.114 Location of fires in Wakefield.

Ward	Incidents
South Elmsall and South Kirkby	3
Altofts and Whitwood	2
Ackworth, North Elmsall and Upton	1
Airedale and Ferry Fryston	1
Crofton, Ryhill and Walton	1
Hemsworth	1
Horbury and South Ossett	1
Normanton	1
Pontefract South	1
Stanley and Outwood East	1
Wakefield East	1
Wakefield North	1
Wakefield South	1

2.115 No attacks were reported in Wakefield District.

### 3 Financial Implications

3.1 The planning and debriefing of this operation are undertaken as business as usual by the WYFRS Operational Support teams. The following is a summary of the additional resources deployed as part of our operational response.

3.2 4<sup>th</sup> November - 6 x Fire cars and On-call resources.

3.3 5<sup>th</sup> November - 6 x Fire cars and On-call resources.

3.4 Additional WYFRS Command Officers in Fire Control, 3 district SORs and WYP HQ.

3.5 The total cost for the additional WYFRS staff across the bonfire response is projected to be around £13,500 and is consistent with recent years costs.

### 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 An Equality Impact Assessment was conducted in October 2018 which highlighted the potential implications on community relations and partner organisations. This EIA underwent a 3-yearly review in July 2021.

### 6 Equality Impact Assessment

6.1 An EAI will be completed as part of the procurement and introduction of each item of equipment, as is standard with the introduction of new/replacement equipment and PPE.

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
---	-----

Date EIA Completed	23/07/2021
Date EIA Approved	3/11/2021

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 The main aim of the response plan is to ensure firefighter and public safety. As in previous years, we continually look to learn from events and work with our partners to reduce further still the risk of injury to firefighters or the public.

## 8 Environmental Implications

8.1 This year fewer vehicles were used within the plan and for the response. The impact from this is fuel efficiency savings and CO2 reductions.

## 9 Your Fire and Rescue Service Priorities

9.1 This meets the Community Risk Management Plan strategic priorities 2022-2025:

- Plan and deploy our resources based on risk to provide an efficient and effective operational response.
- Constantly review and when necessary, develop new ways of working to improve the safety and effectiveness of our firefighters.
- Promote the health, safety and wellbeing of all our staff in the workplace.
- 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 the efficiency and effectiveness of our services.

9.2 This also meets the Community Risk Management Plan areas of focus:

- Be innovative and work smarter by investing in information, communication and digital technology.
- Maximise the health, safety and wellbeing of all our staff by investing in innovative fire station and fire engine design.

## **10 Conclusions**

- 10.1 The bonfire period is always a challenging time, however, with a combination of effective prevention work, close working with partner agencies, resilient briefed and prepared operational staff, we continue to strive to make our staff and the communities of West Yorkshire safer.
- 10.2 A lasting impact of COVID-19 again saw the reduction of diversionary activities hosted by third sector partners, such as organised bonfires.
- 10.3 Overall, we responded to 260 incidents, of these 96 were fires and 72 were labelled "Bonfire related". 999 call challenging by fire control, the use of fire cars and the fire tactical command structure allowed a risk assessed approach to attending secondary fires/bonfire incidents: therefore, reducing the risk to firefighters and the number of mobilisations.
- 10.4 The attacks towards WYFRS resources and personnel remained the same as last year, with 9 attacks. There were no firefighter injuries. Collaborative working with WYP, continues to show encouraging outcomes, albeit, that one attack is one too many. Feedback from our police partners is that the plan was well prepared and executed.
- 10.5 Moving forward, WYFRS and WYP are following up on all logged attacks on firefighters and where possible will be asking for prosecutions to be made against those responsible, this supports the Assaults on Emergency Workers (offences) Act 2018.





OFFICIAL

# Performance Management Report

## Full Authority

Date: 15 December 2023

Agenda Item:

10

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 – 3 December 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 3 December 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

03 December 2023





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False Alarms
Non-fires
Fire Related Fatalities
Fire Related Injuries
Attacks on Firefighters
Response Times
Safe and Wells
SSRI



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

**Period Covered:**

Financial Year	2023-24	
Date Range	01 April 2023	03 December 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	03 December 2022
3 Year Average Comparison Period	01 April 2022 01 April 2021 01 April 2020	03 December 2022 03 December 2021 03 December 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: #ff4500; 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: #0056b3; color: white; padding: 2px 5px;">Positive Charts</div> <div style="border: 1px solid black; background-color: #ff4500; 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>	

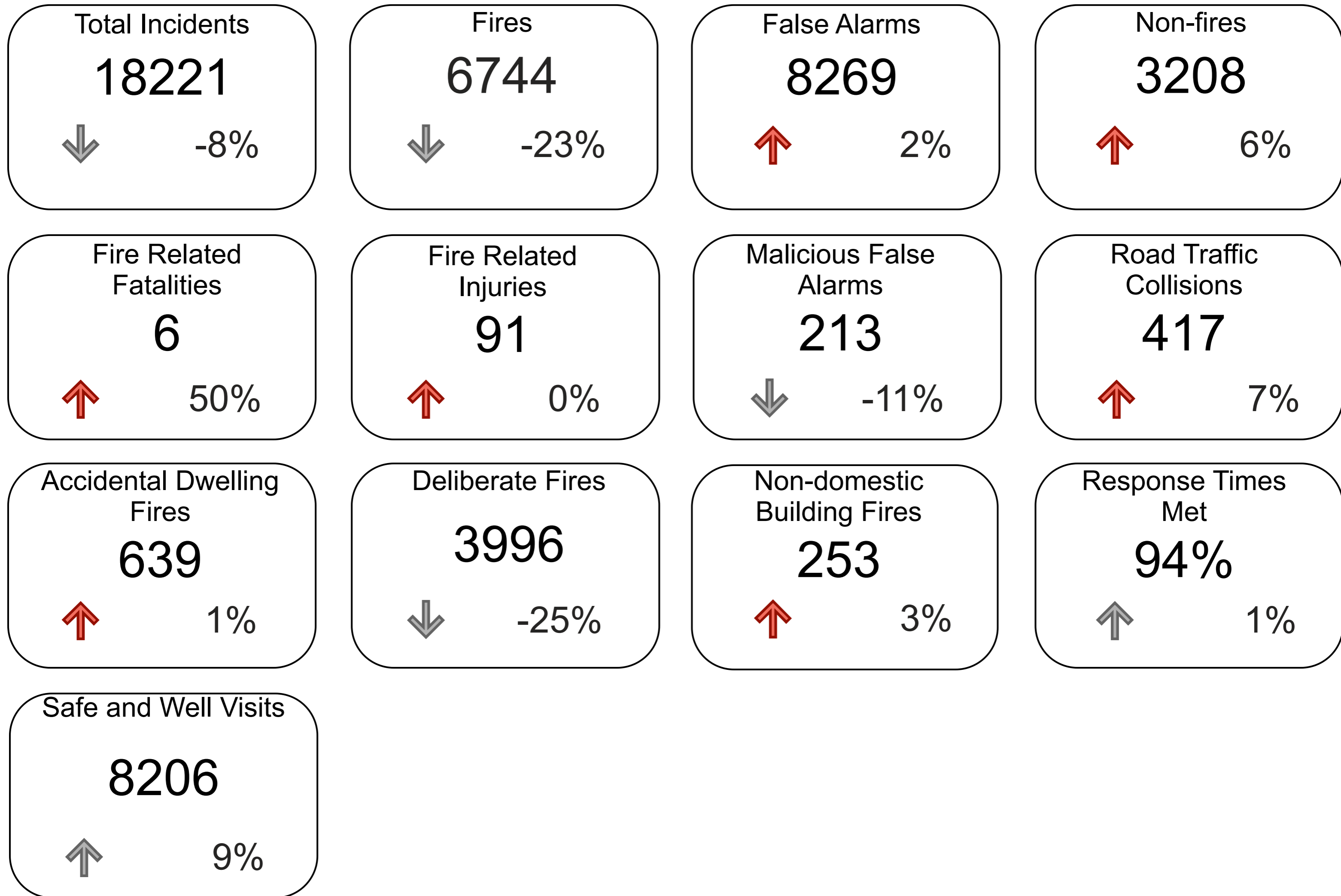
Due to seasonality **Previous Year** and **3 Year Average** comparison are based on selected range and not the whole of the previous year.

# 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

**03 December 2023**  
03 December 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	64	76	85	94	104	126	105	143	144	173	173	185	157	128	102	92	93	77	48	44	44	39	60	57
Tue	71	91	93	91	101	113	115	131	149	182	163	226	198	144	135	120	98	51	67	47	51	45	51	60
Wed	79	80	97	107	130	117	128	105	122	172	187	169	180	146	124	100	89	70	61	63	38	37	38	55
Thu	65	98	98	111	104	124	148	130	155	176	191	205	176	138	133	93	80	73	67	45	46	39	42	67
Fri	78	71	70	123	124	108	114	149	165	144	180	171	166	178	159	106	72	70	55	45	40	40	61	78
Sat	70	84	93	96	127	114	123	137	166	162	164	206	204	176	150	124	103	86	77	65	63	38	45	69
Sun	57	87	96	94	103	116	132	162	185	196	221	203	213	165	124	97	129	78	69	61	51	55	49	65

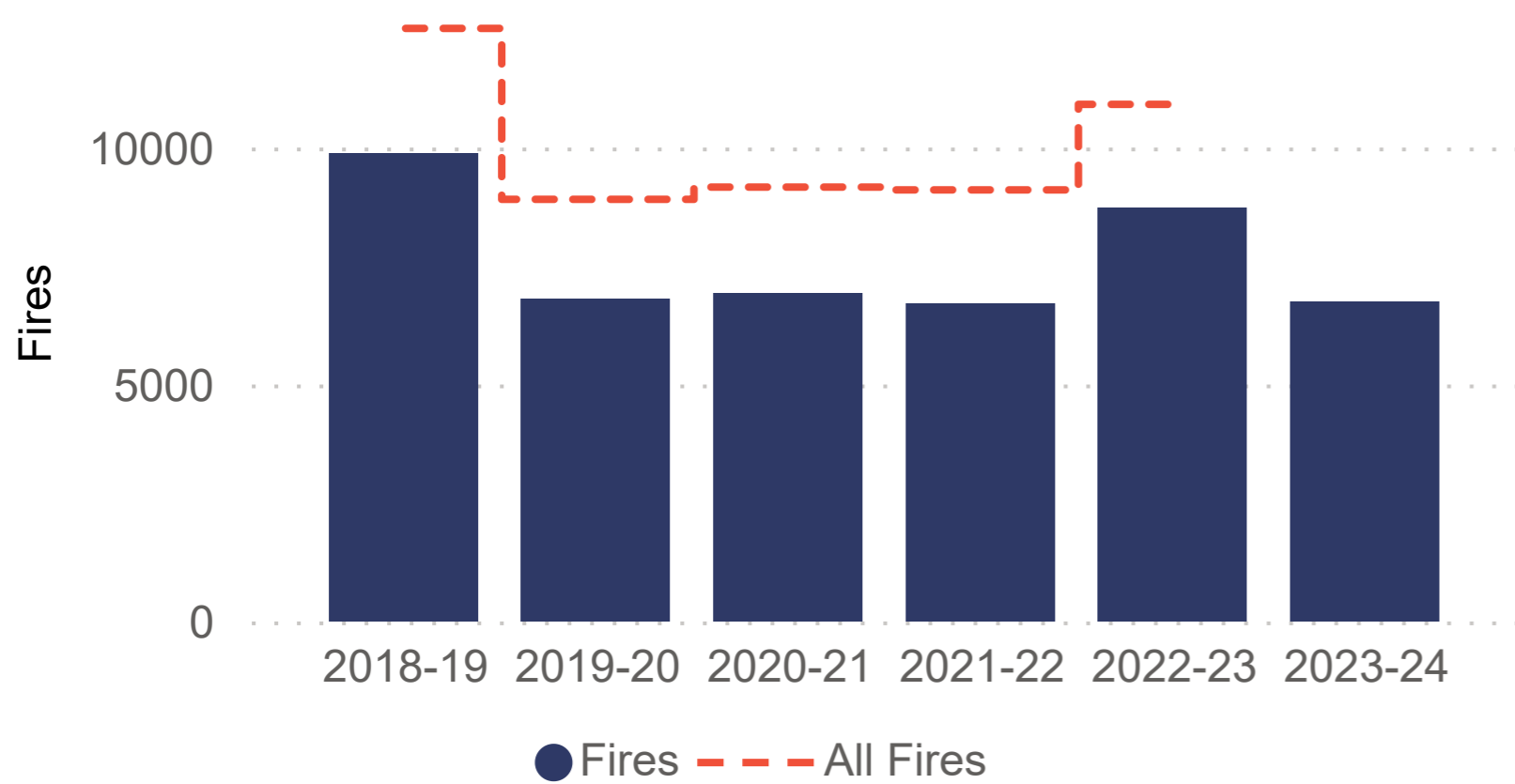


# Fires

01 April 2023

03 December 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	-14%	↓
Calderdale	-19%	↓
Kirklees	-27%	↓
Leeds	-26%	↓
Wakefield	-26%	↓

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	4649
Building	1269
Road Vehicle	825
Other transport vehicle	1

## Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.46%	
Primary Fire	18.48%	12.28%
Secondary Fire	21.81%	46.98%

## Fires by Building Property Type

Dwelling	751
Non Residential	490
Other Residential	28

## Fires by Outdoor Property Type

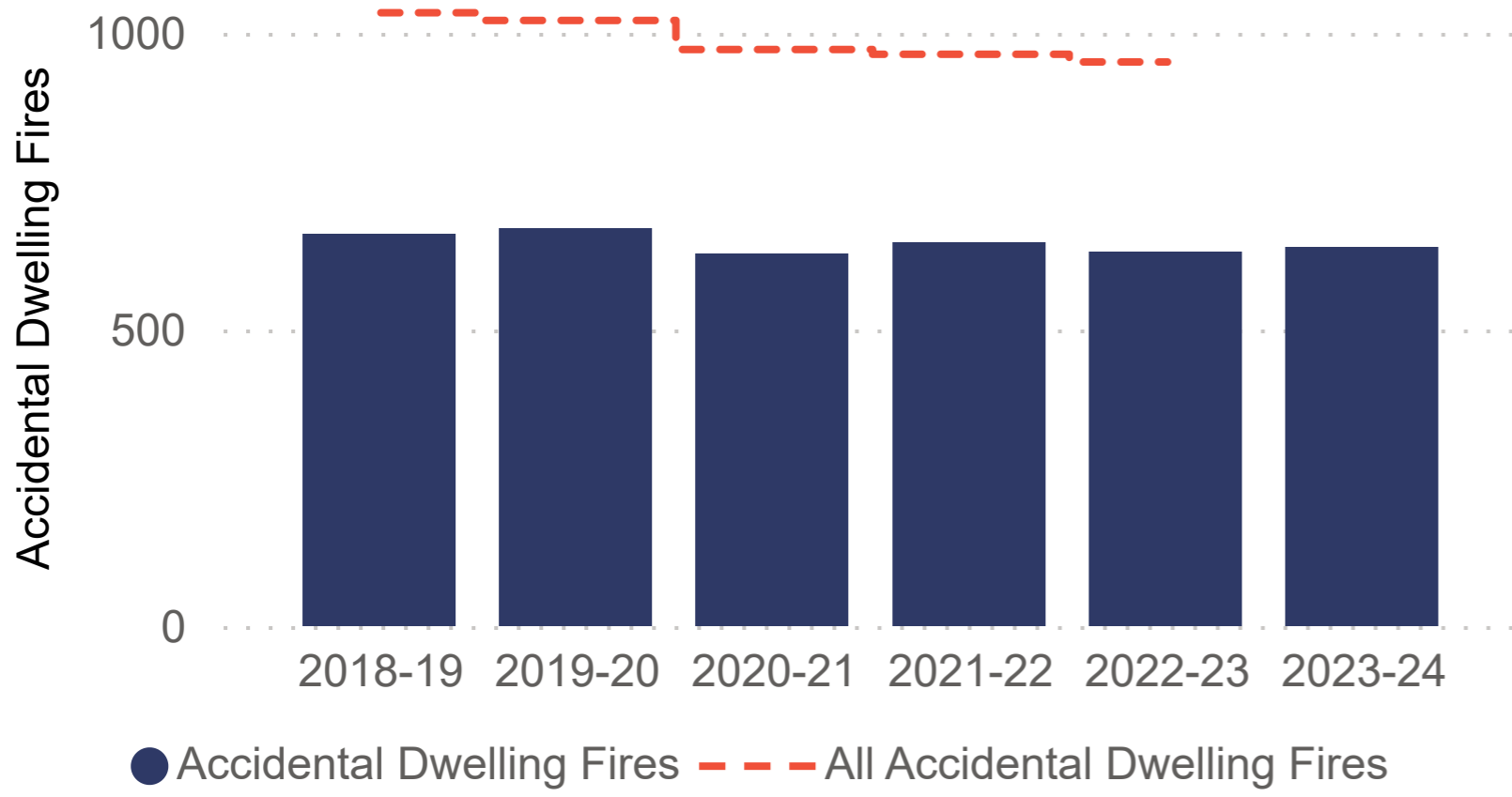
Other outdoors (including land)	1926
Outdoor structures	1388
Grassland, woodland and crops	1263
Outdoor equipment and machinery	72

# Accidental Dwelling Fires

01 April 2023

03 December 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	20%	↑
Calderdale	-1%	↑
Kirklees	-6%	↑
Leeds	5%	↓
Wakefield	-26%	↓

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	422
Purpose Built Flat/Maisonette - multiple occupancy	107
Converted Flat/Maisonette - multiple occupancy	46
Self contained Sheltered Housing	28
Bungalow - single occupancy	26
Licensed HMO	6
Unknown if licensed HMO	4

## Top Fire Cause

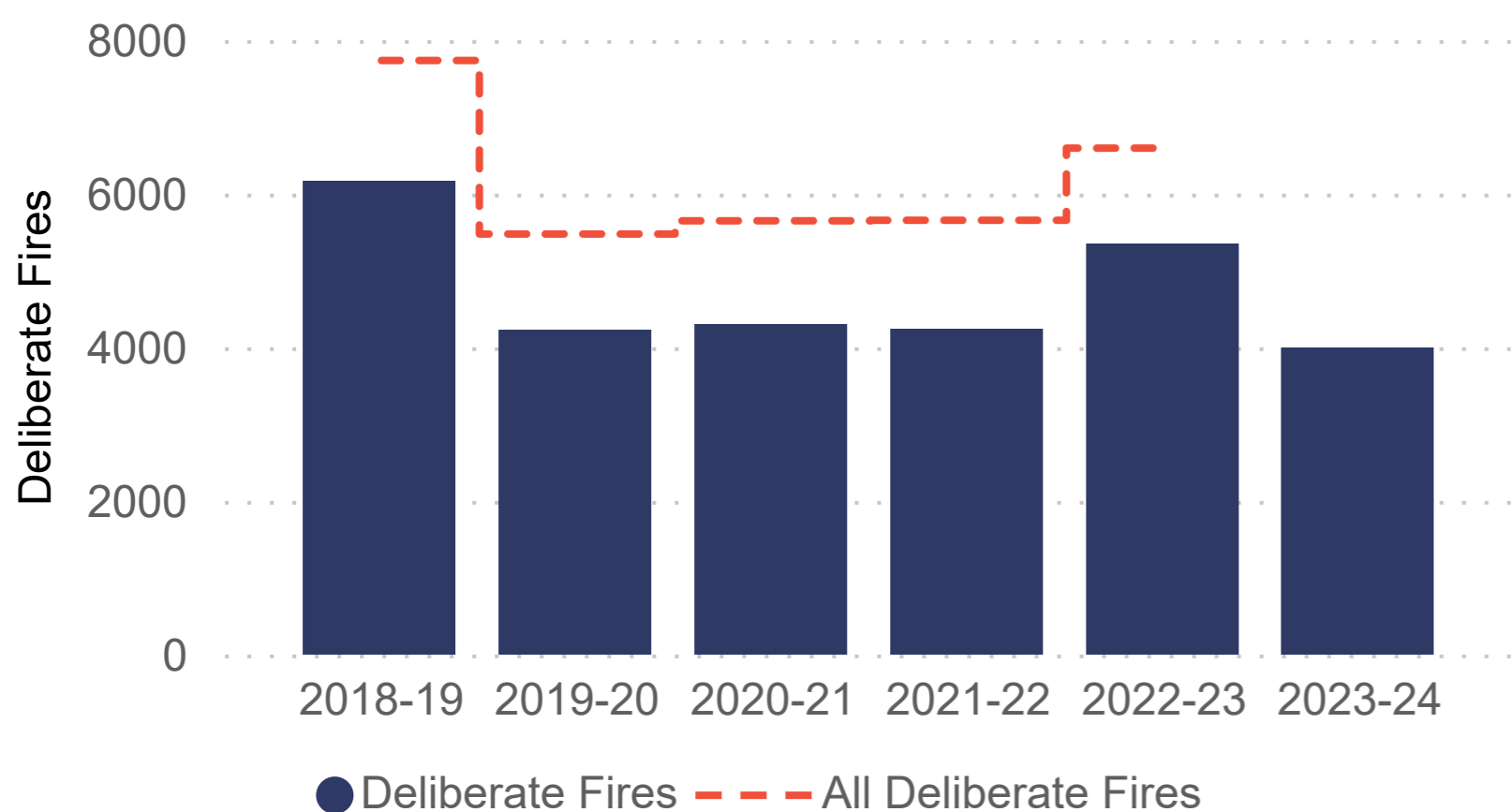
Accidental - Cooking - other cooking

# Deliberate Fires

01 April 2023

03 December 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

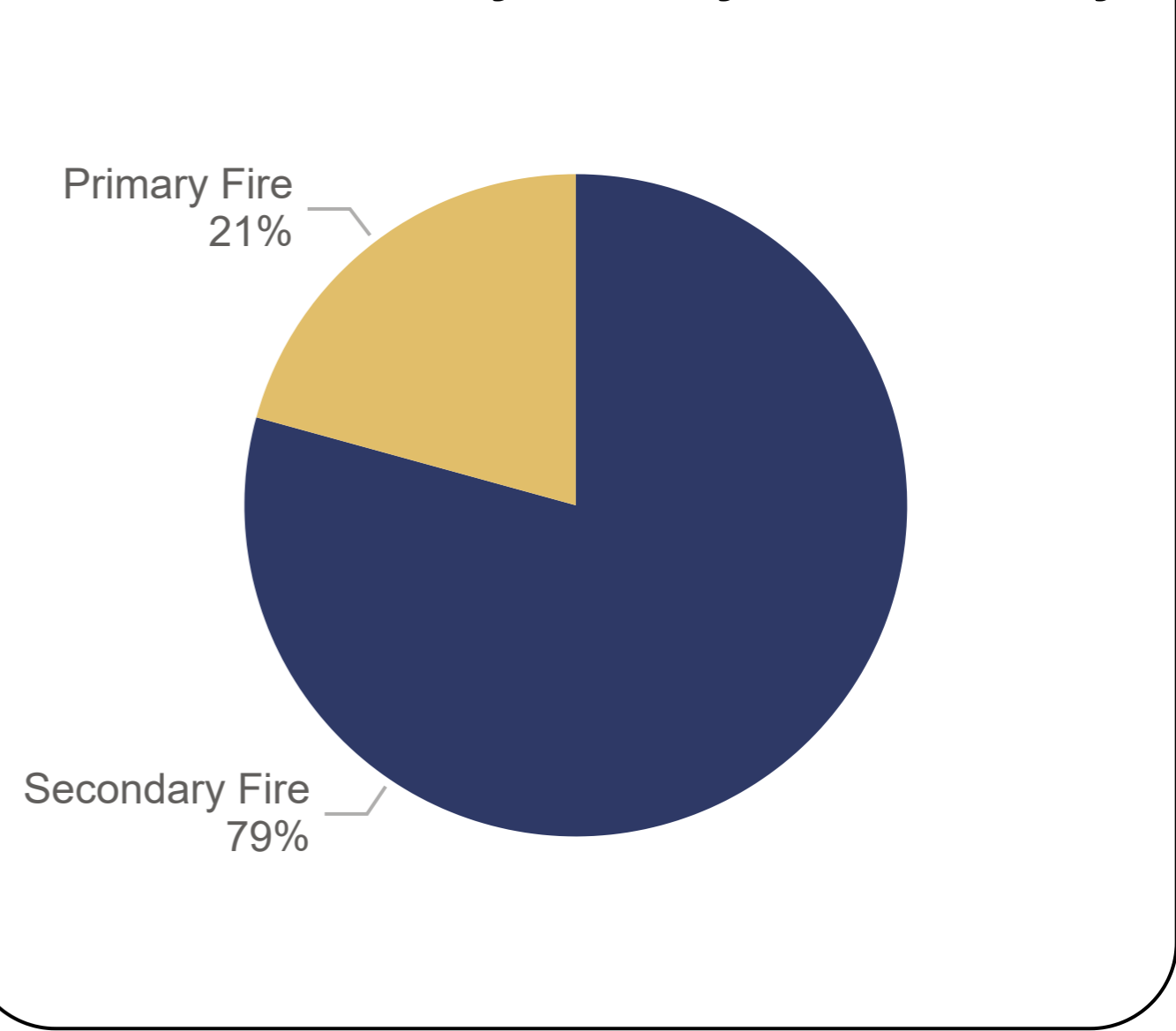
District	% increase/decrease on previous year	3 Year Average
Bradford	-21%	↓
Calderdale	-17%	↓
Kirklees	-32%	↓
Leeds	-26%	↓
Wakefield	-29%	↓

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

Property Type	Deliberate Fires
Other outdoors (including land)	1429
Outdoor structures	948
Grassland, woodland and crops	719
Car	299
Non Residential	240
Dwelling	112
Motorcycle	95
Van	37
Multiple Vehicles	31
Outdoor equipment and machinery	31

## Deliberate Fires by Primary or Secondary



## Top 5 Fire Causes

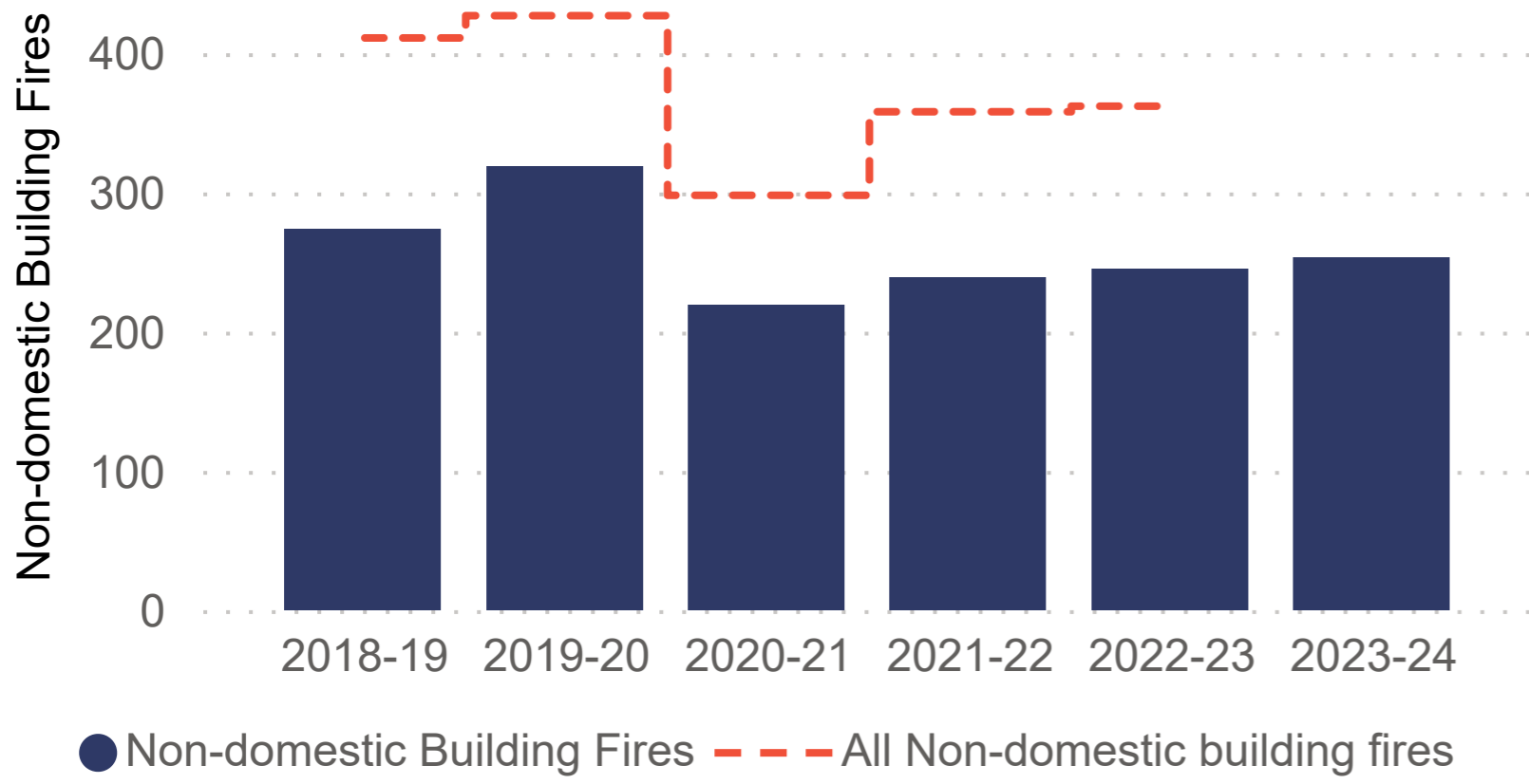
Fire Cause	Deliberate Fires
Deliberate - unknown owner	1496
Deliberate - others property	1346
Deliberate - others property - Heat source and combustibles brought together deliberately	522
Deliberate - own property	326
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	232

# Non-domestic Fires

01 April 2023

03 December 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	12%	↑
Calderdale	-26%	↓
Kirklees	15%	↓
Leeds	4%	↑
Wakefield	0%	↑

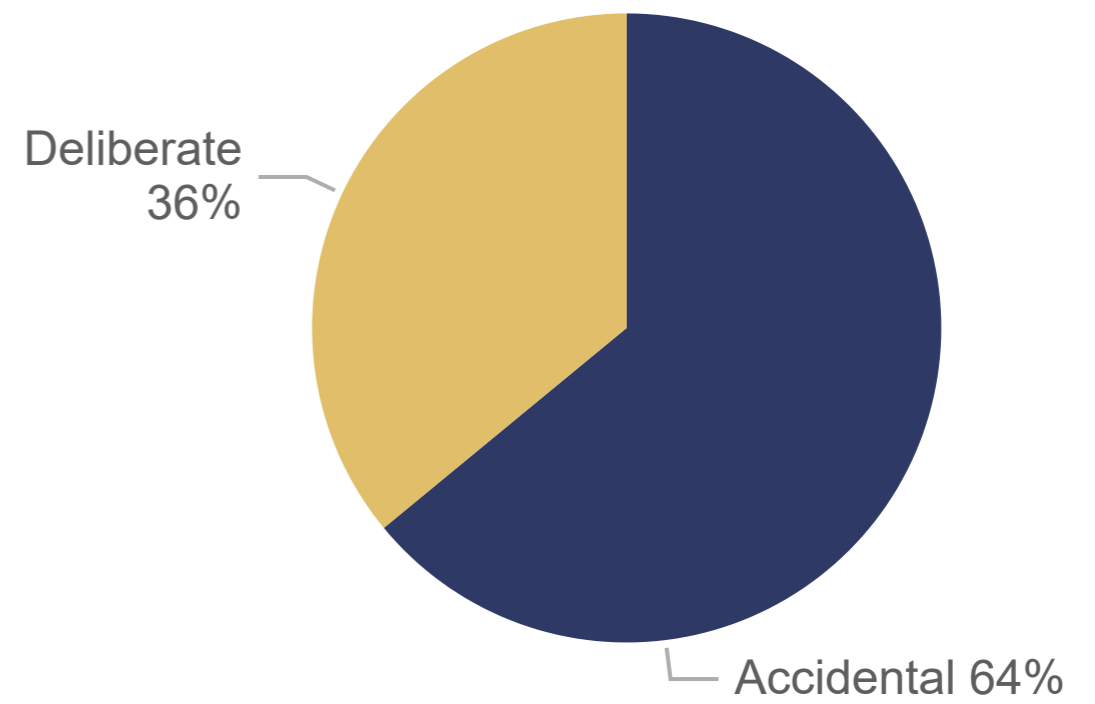
3 Year average indicator shows if current number of Non-domestic Building Fires this financial year is an increase/decrease of Non-domestic Building fires against the 3 year average. Looking at only the comparison range.

## Top 5 Property Types

### Non-domestic Building Fires

Food and Drink	49
Public admin, security and safety	45
Industrial Manufacturing	37
Retail	25
Industrial Processing	12

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



## Top 5 Fire Causes

### Non-domestic Building Fires

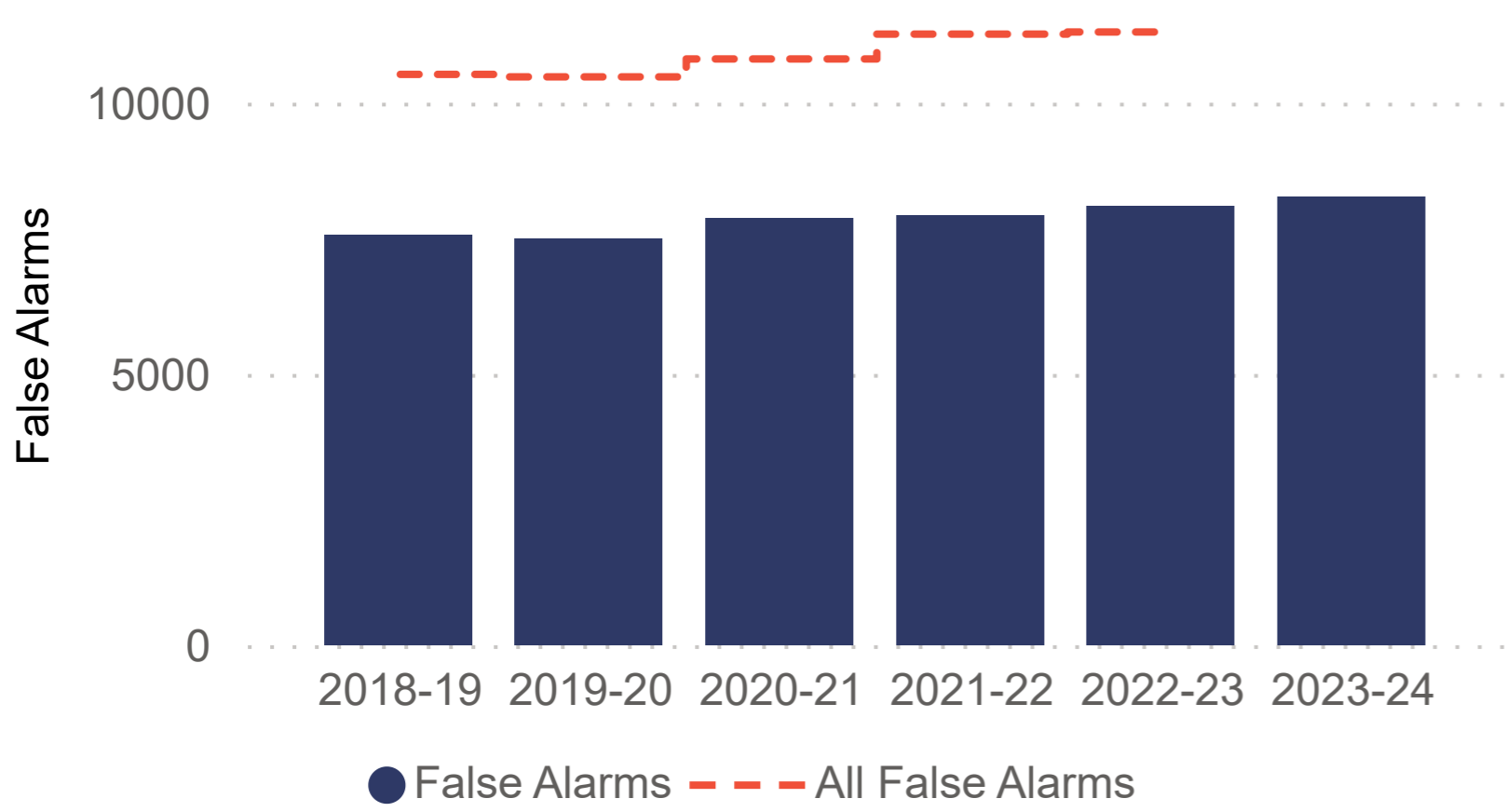
Deliberate - others property - Heat source and combustibles brought together deliberately	67
Accidental - Fault in equipment or appliance	29
Accidental - Faulty fuel supply - electricity	25
Accidental - Overheating, unknown cause	13
Accidental - Accumulation of flammable material	11
Accidental - Combustible articles too close to heat source (or fire)	11

# False Alarms

01 April 2023

03 December 2023

## False Alarms by Financial Year



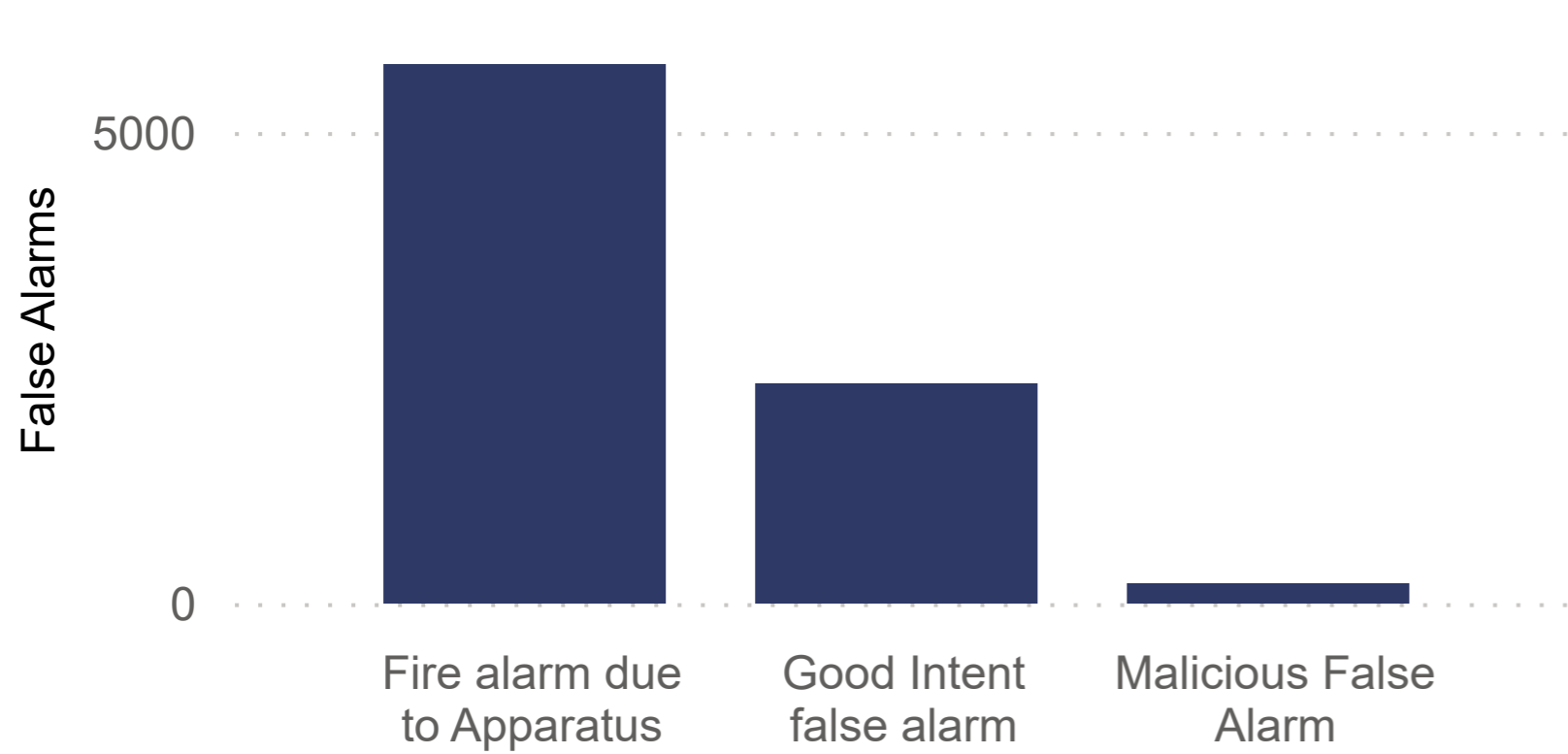
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## False Alarms Previous Year To Date Comparison

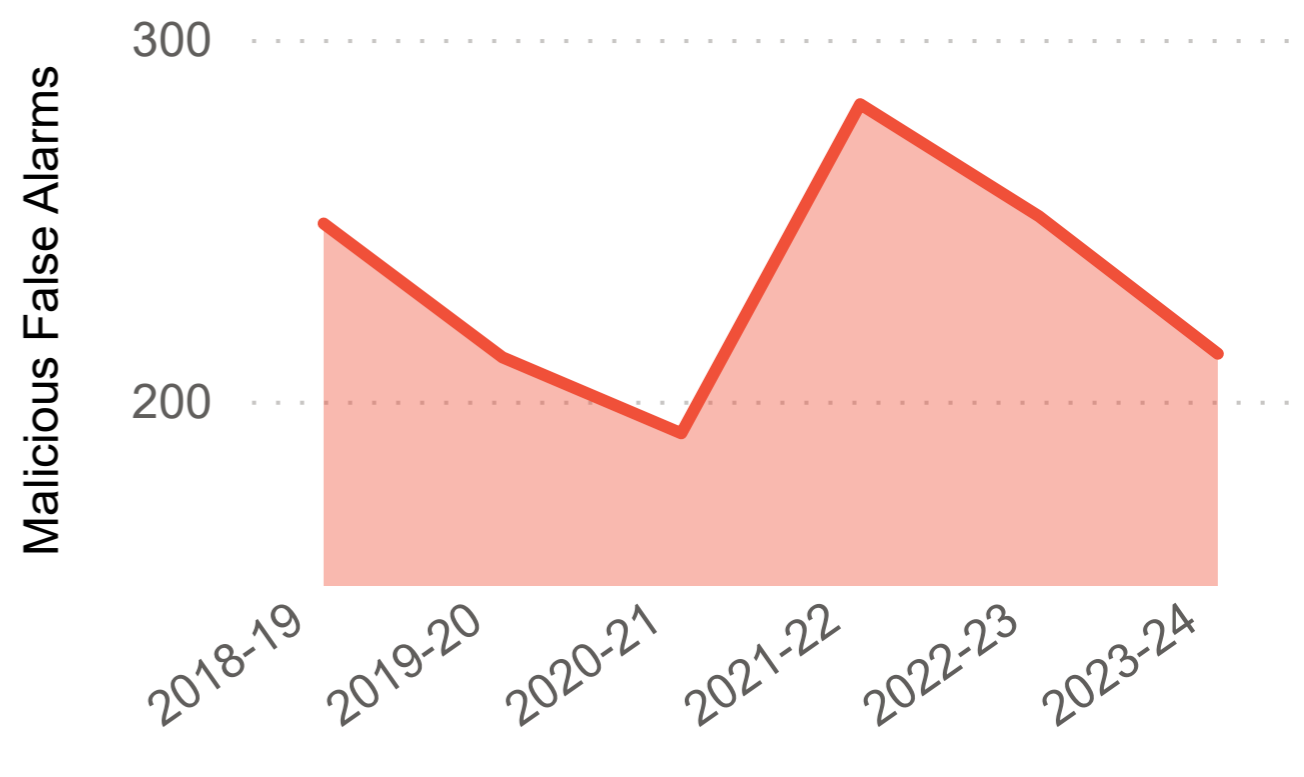
District	% increase/decrease on previous year	3 Year Average
Bradford	3%	↑
Calderdale	5%	↑
Kirklees	-6%	↓
Leeds	3%	↑
Wakefield	10%	↑

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

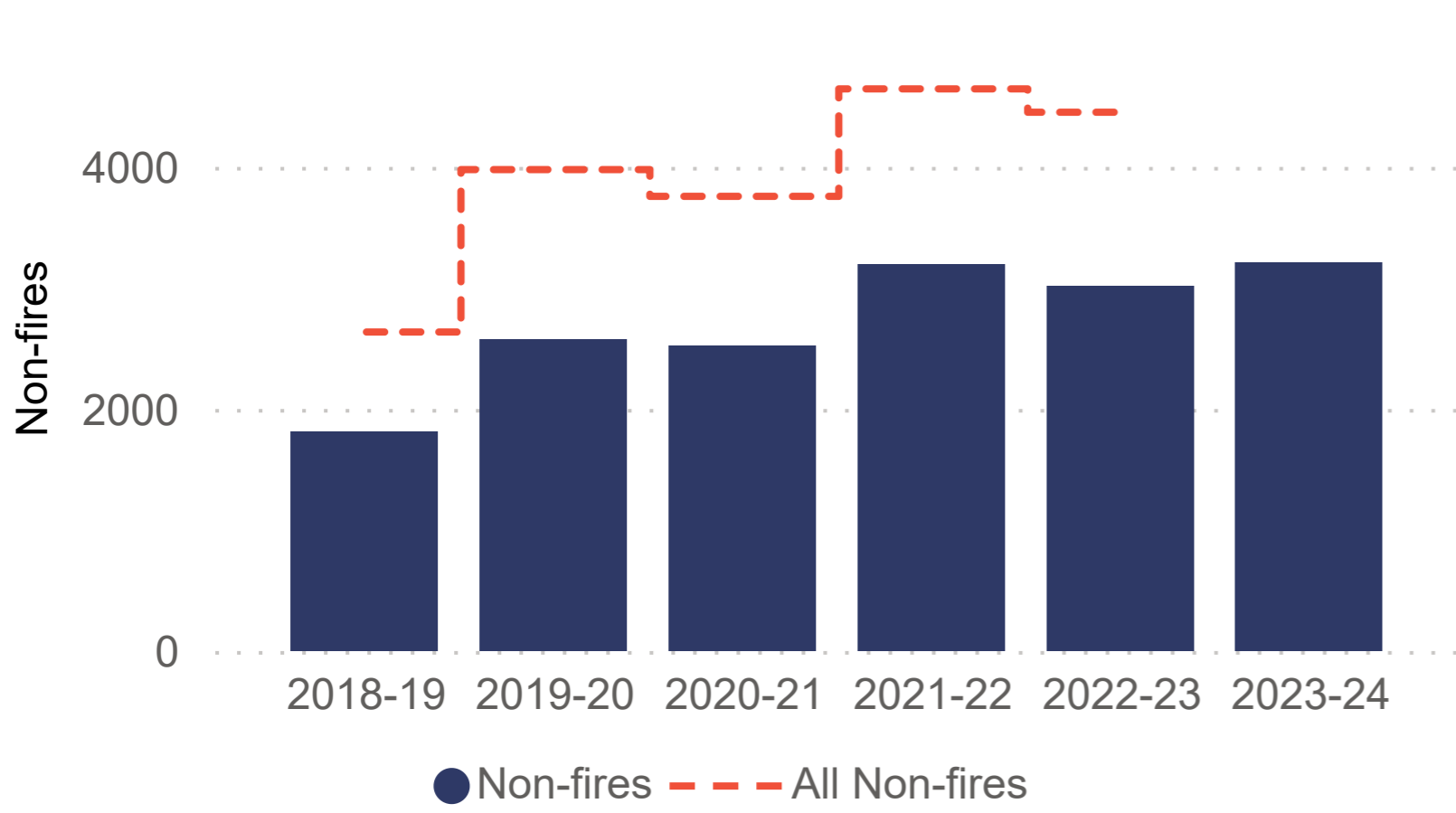
Faulty

# Non-fires

01 April 2023

03 December 2023

## Non-fires by Financial Year



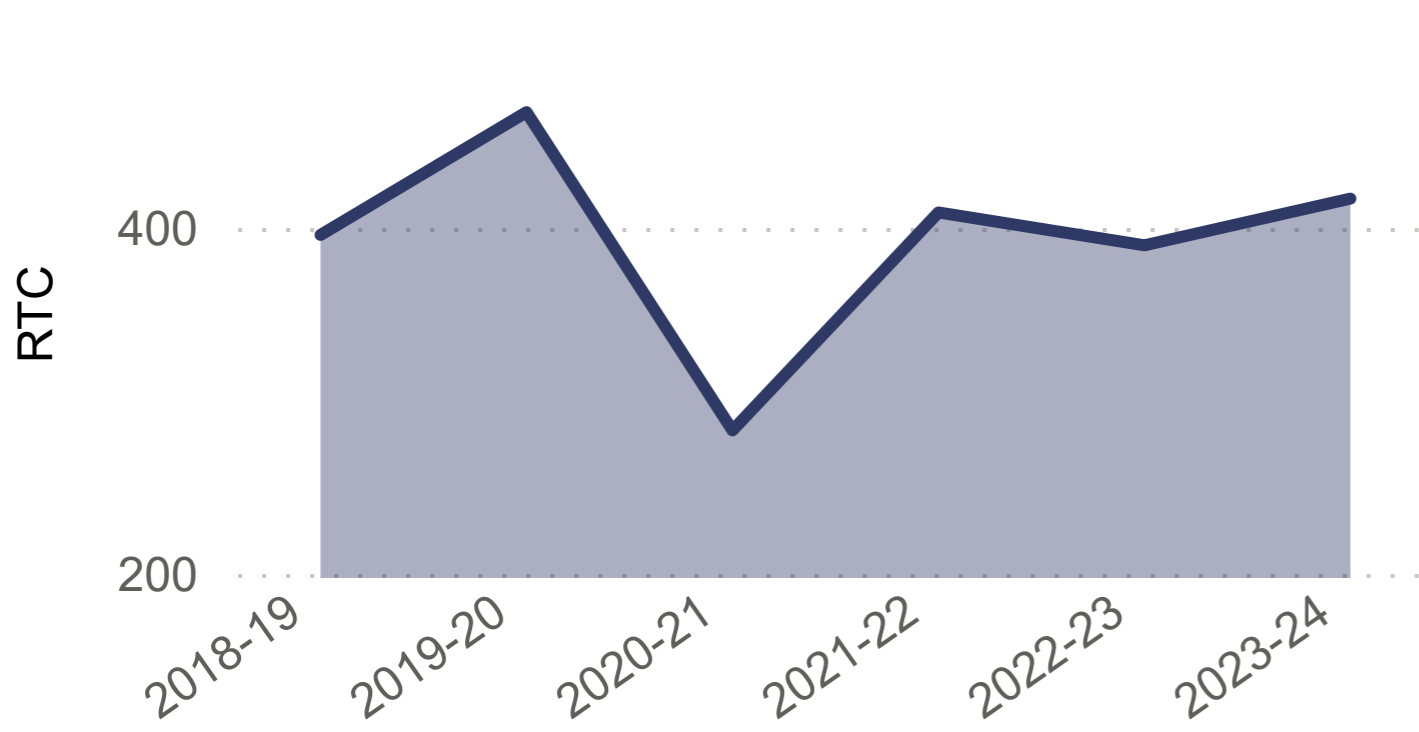
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Non-fires Previous Year To Date Comparison

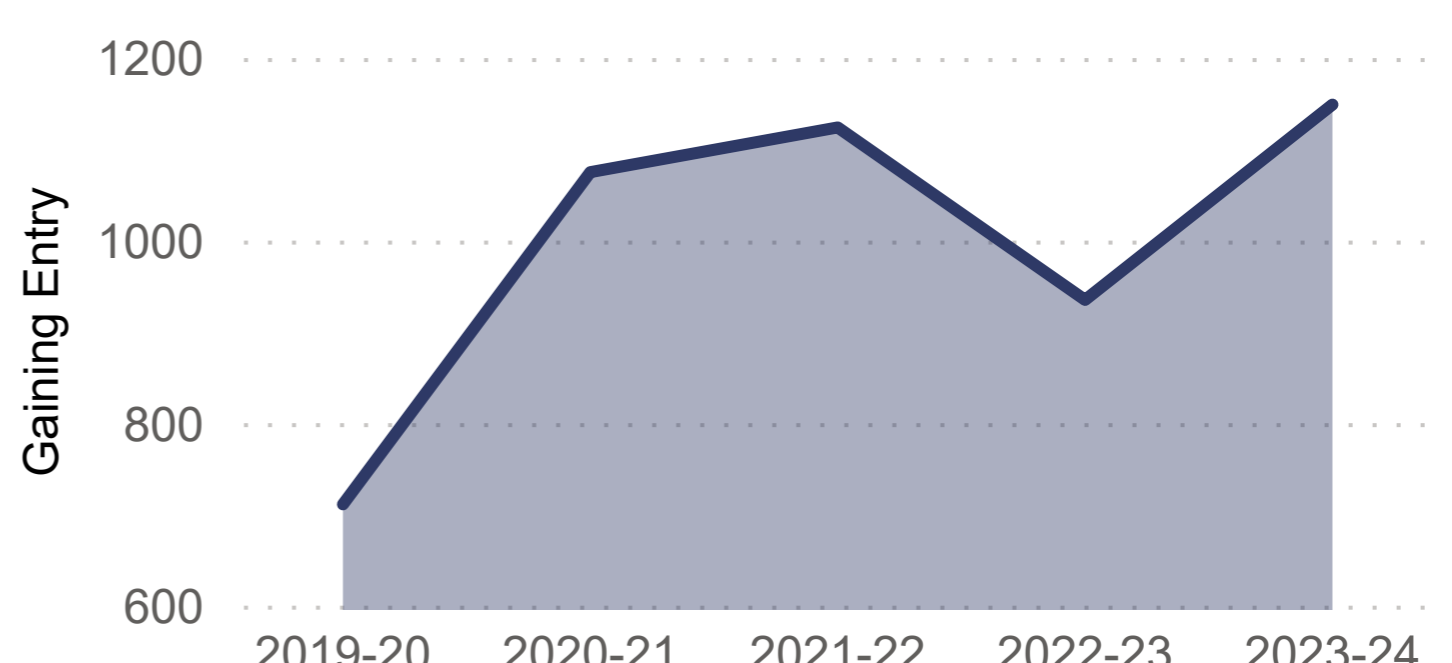
District	% increase/decrease on previous year	3 Year Average
Bradford	17%	↑
Calderdale	-2%	↑
Kirklees	10%	↑
Leeds	-2%	↓
Wakefield	13%	↑

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

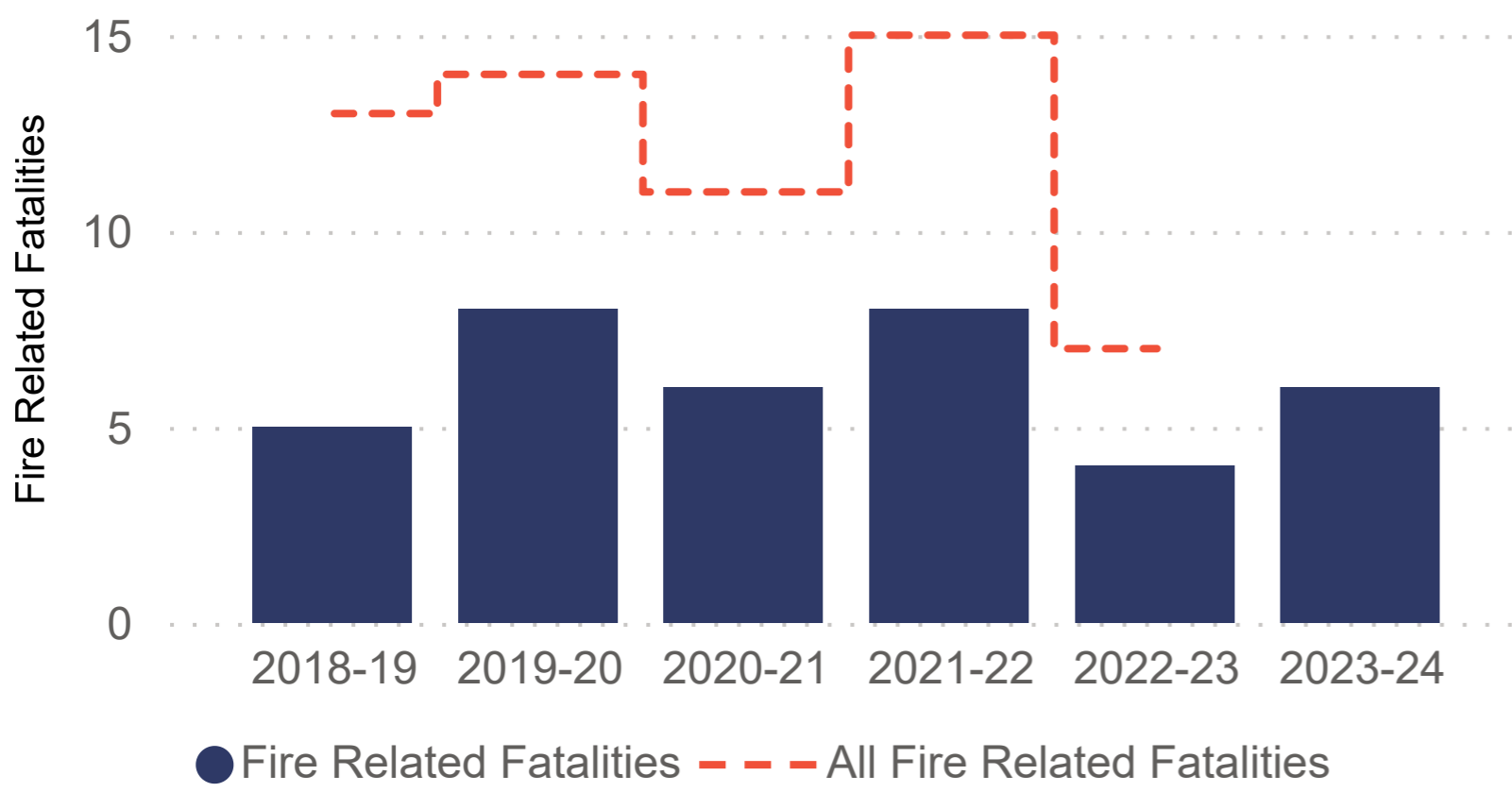
Non-fire Type	Count
Effecting entry/exit	847
Assist other agencies	657
RTC	421
No action (not false alarm)	208
Lift Release	180

# Fire Related Fatalities

01 April 2023

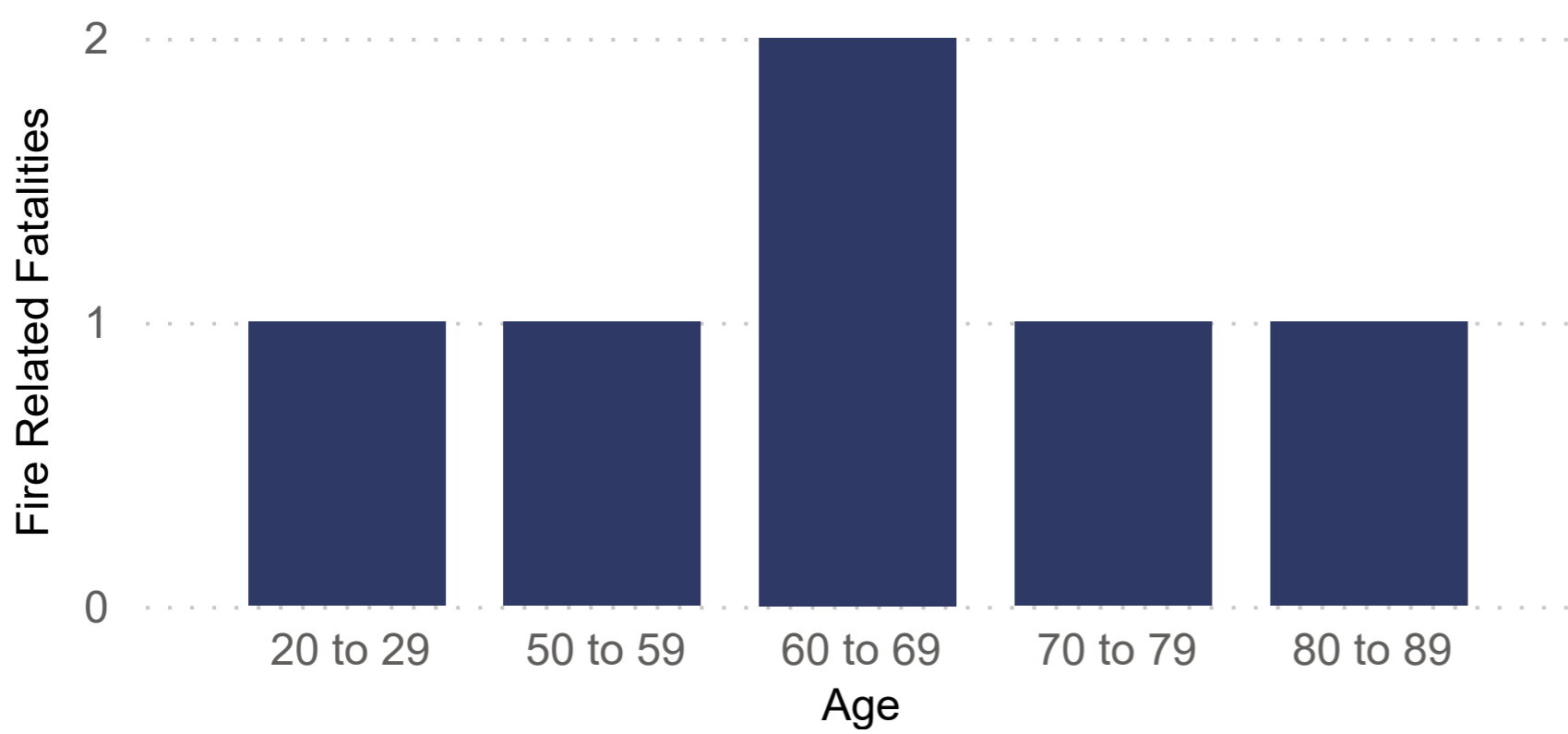
03 December 2023

## Fire Related Fatalities by Financial Year

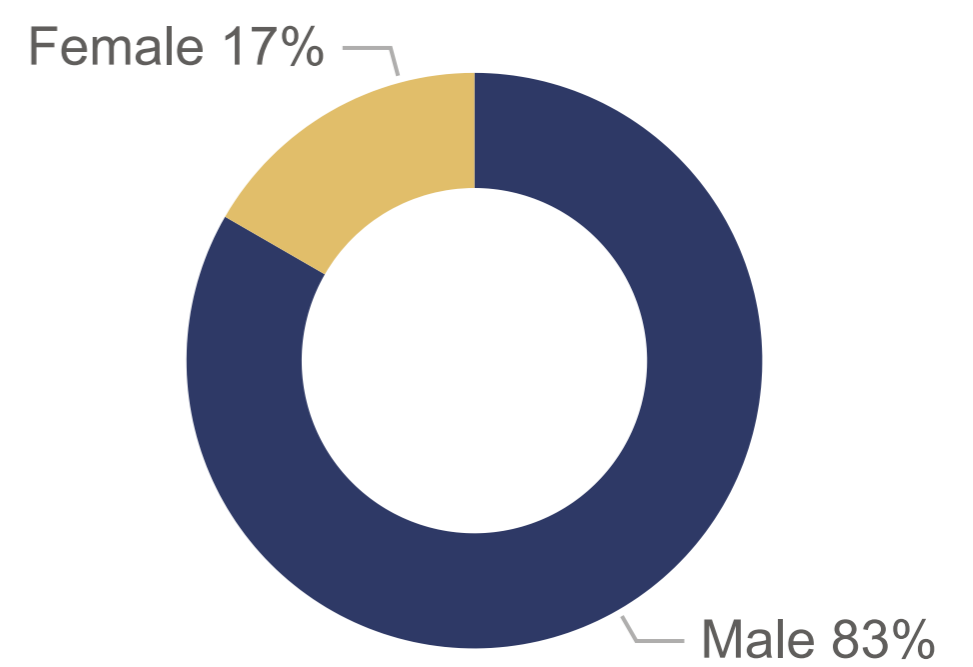


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Fatalities by Age



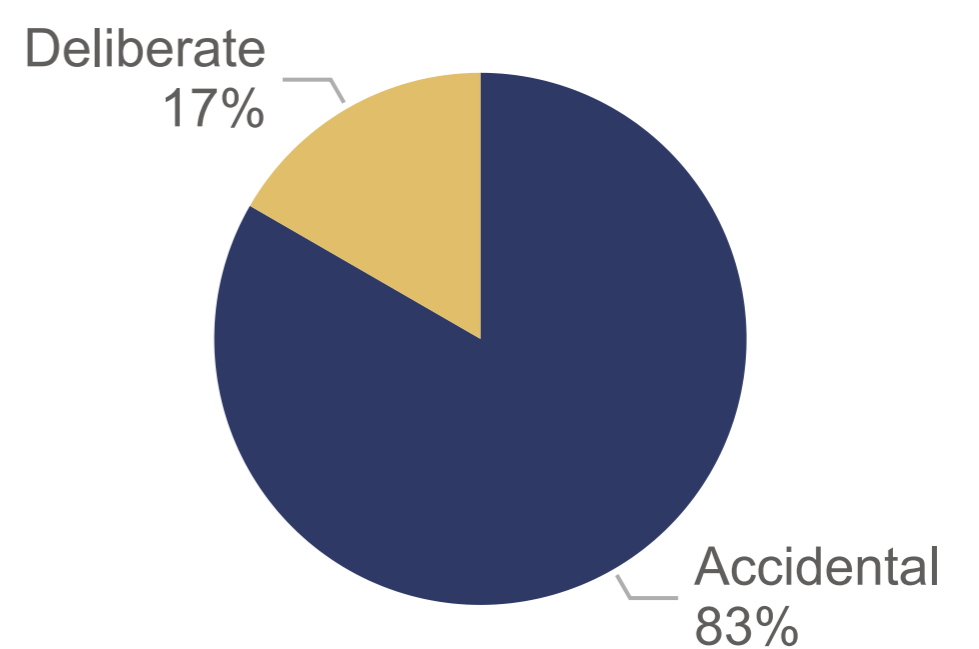
## Fire Related Fatalities by Gender



## Fire Related Fatalities by Property Type

Property Type	Fire Related Fatalities
House - single occupancy	3
Loose refuse (incl in garden)	1
Outdoor storage	1
Purpose Built Flat/Maisonette - multiple occupancy	1

## Fire Related Fatalities by Accidental or Deliberate Fires

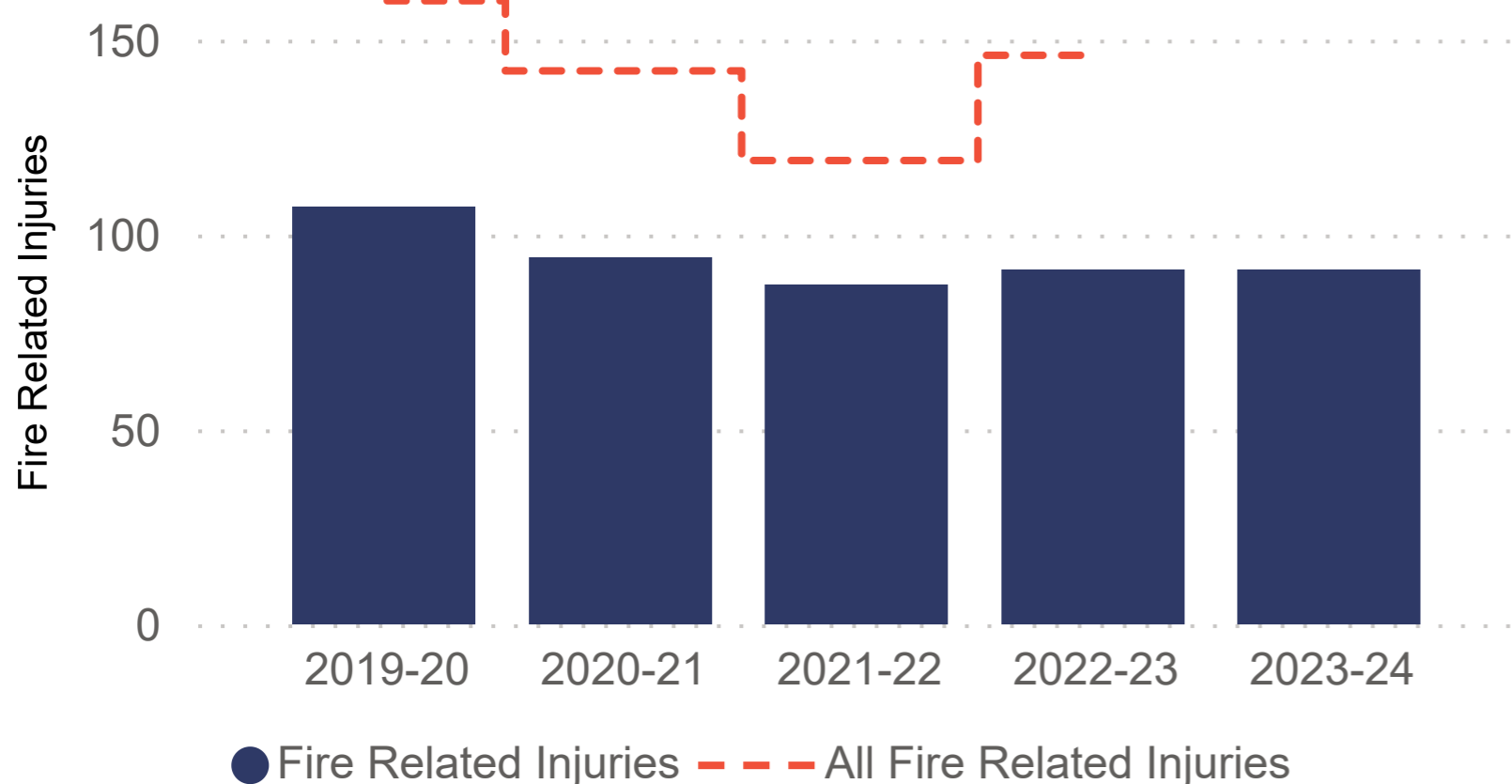


# Fire Related Injuries

01 April 2023

03 December 2023

## Fire Related Injuries by Financial Year



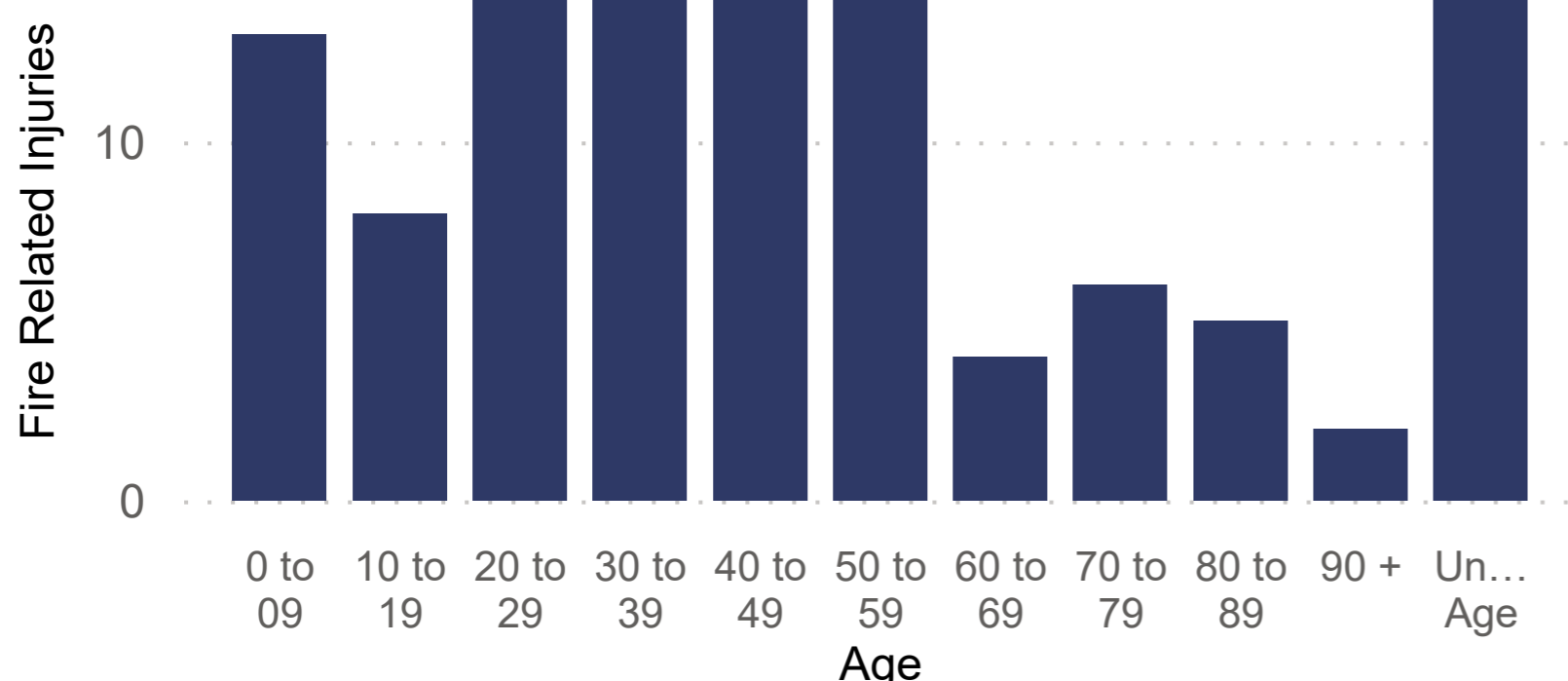
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Injuries Previous Year To Date Comparison

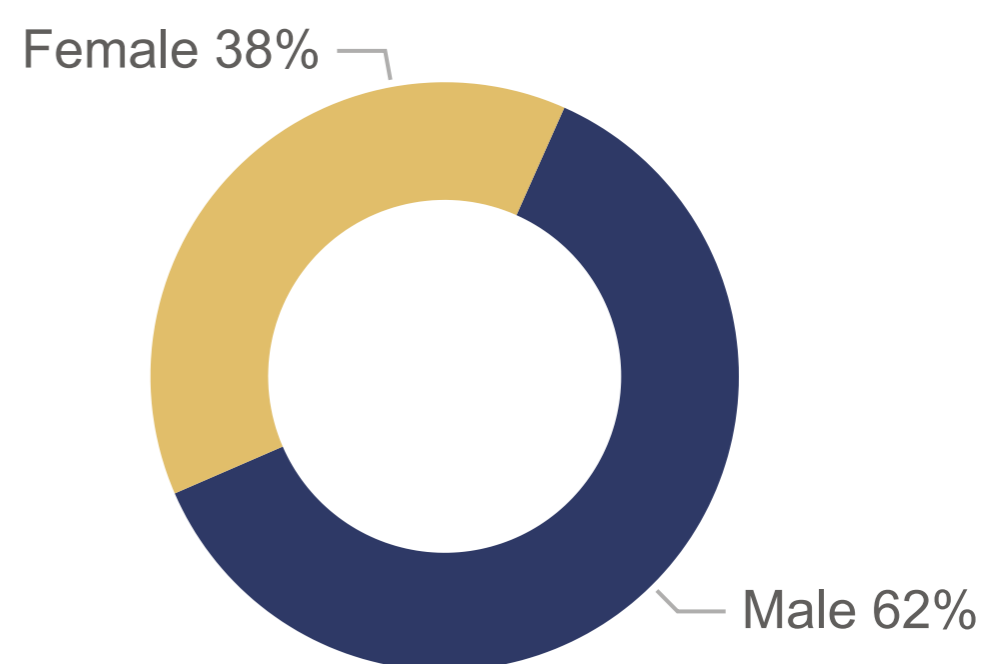
District	% increase/decrease on previous year	3 Year Average
Bradford	0%	↑
Calderdale	-25%	↑
Kirklees	7%	↑
Leeds	15%	↓
Wakefield	-9%	↓

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.

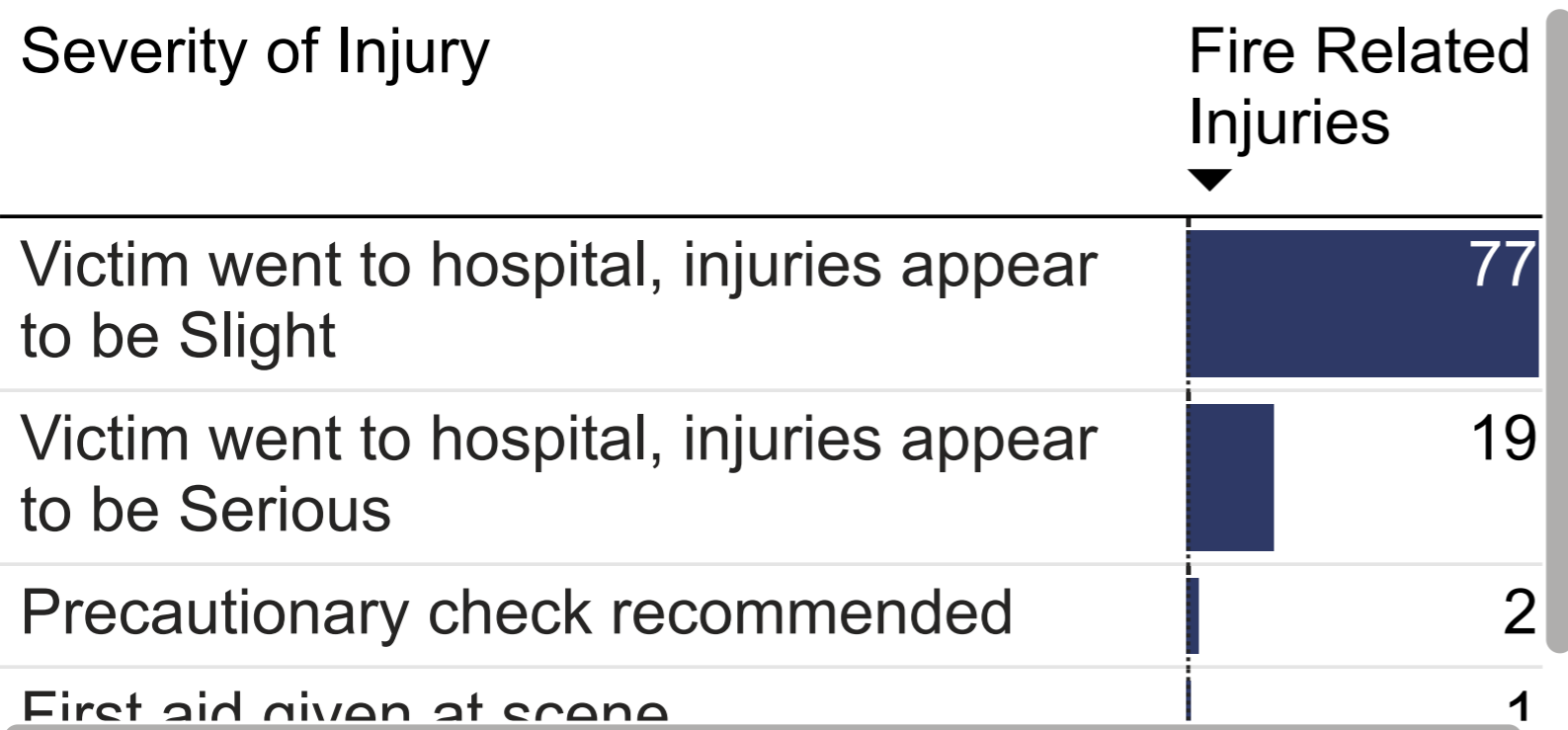
## Fire Related Injuries by Age



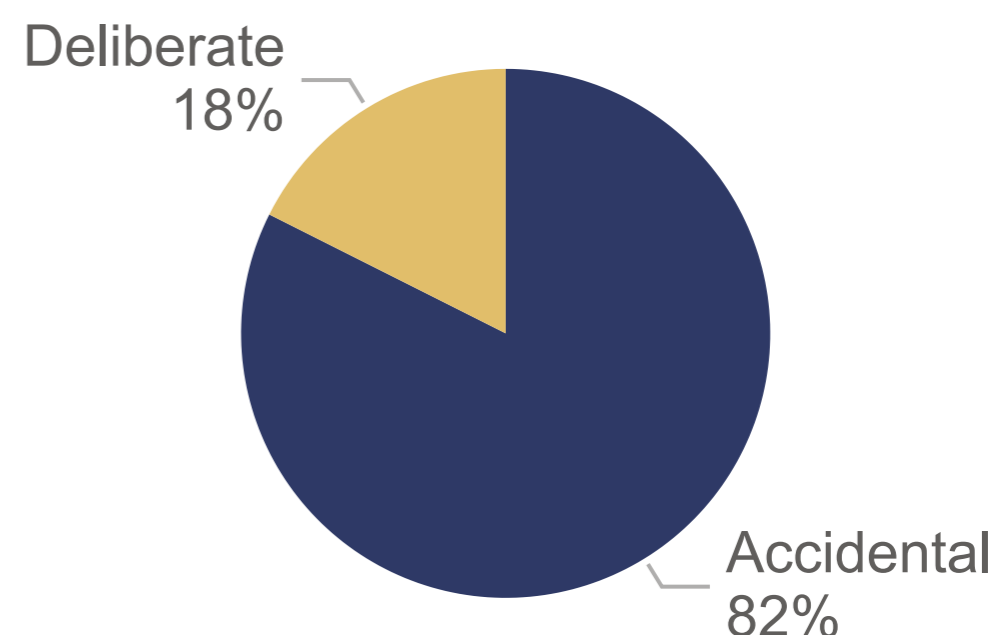
## Fire Related Injuries by Gender



## Fire Related Injuries by Severity



## Fire Related Injuries by Accidental or Deliberate Fires



## Top Property Type

House - single occupancy

## Top Fire Cause

Accidental - Fault in equipment or appliance

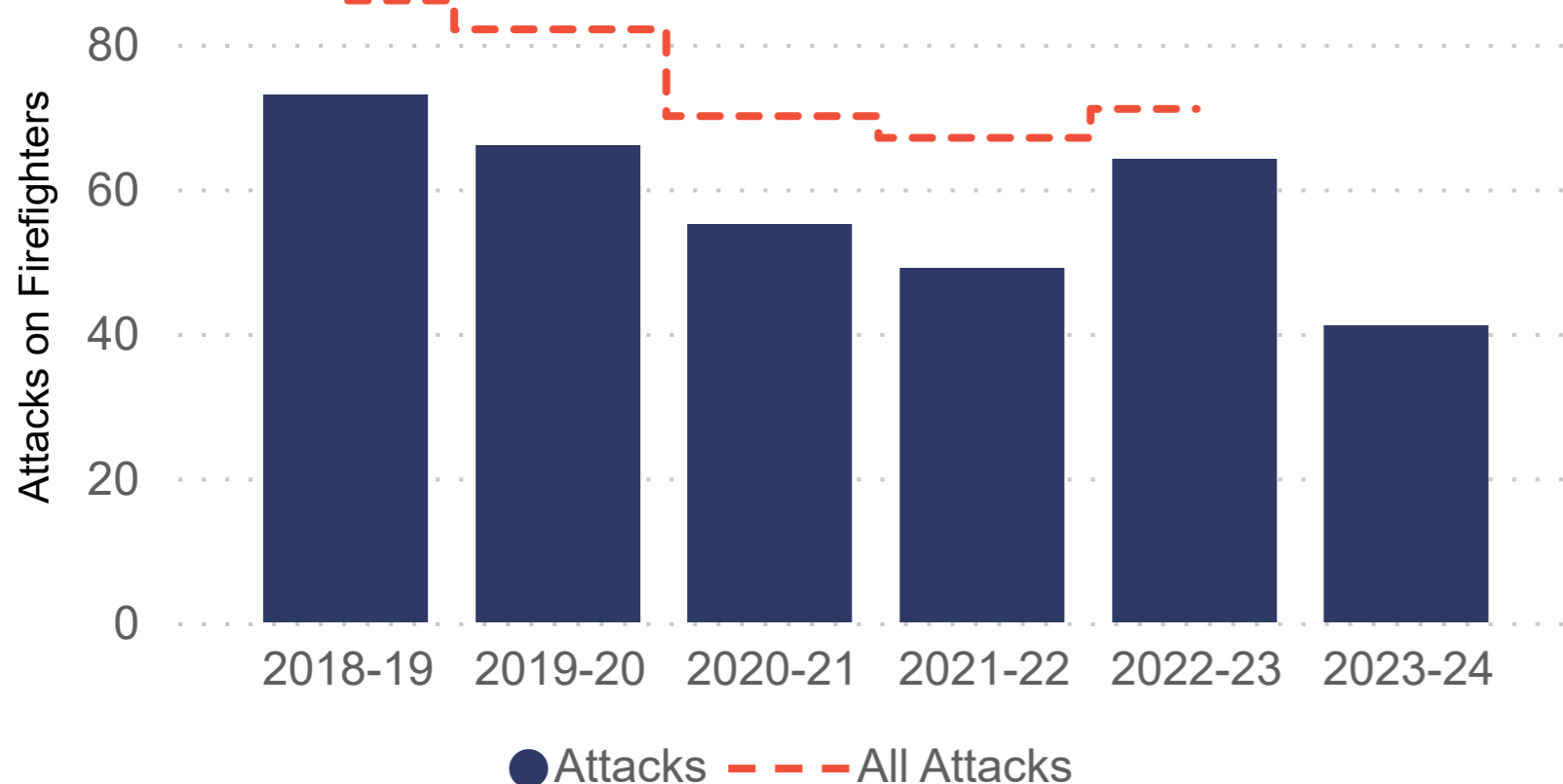


# Attacks on Firefighters

01 April 2023

03 December 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

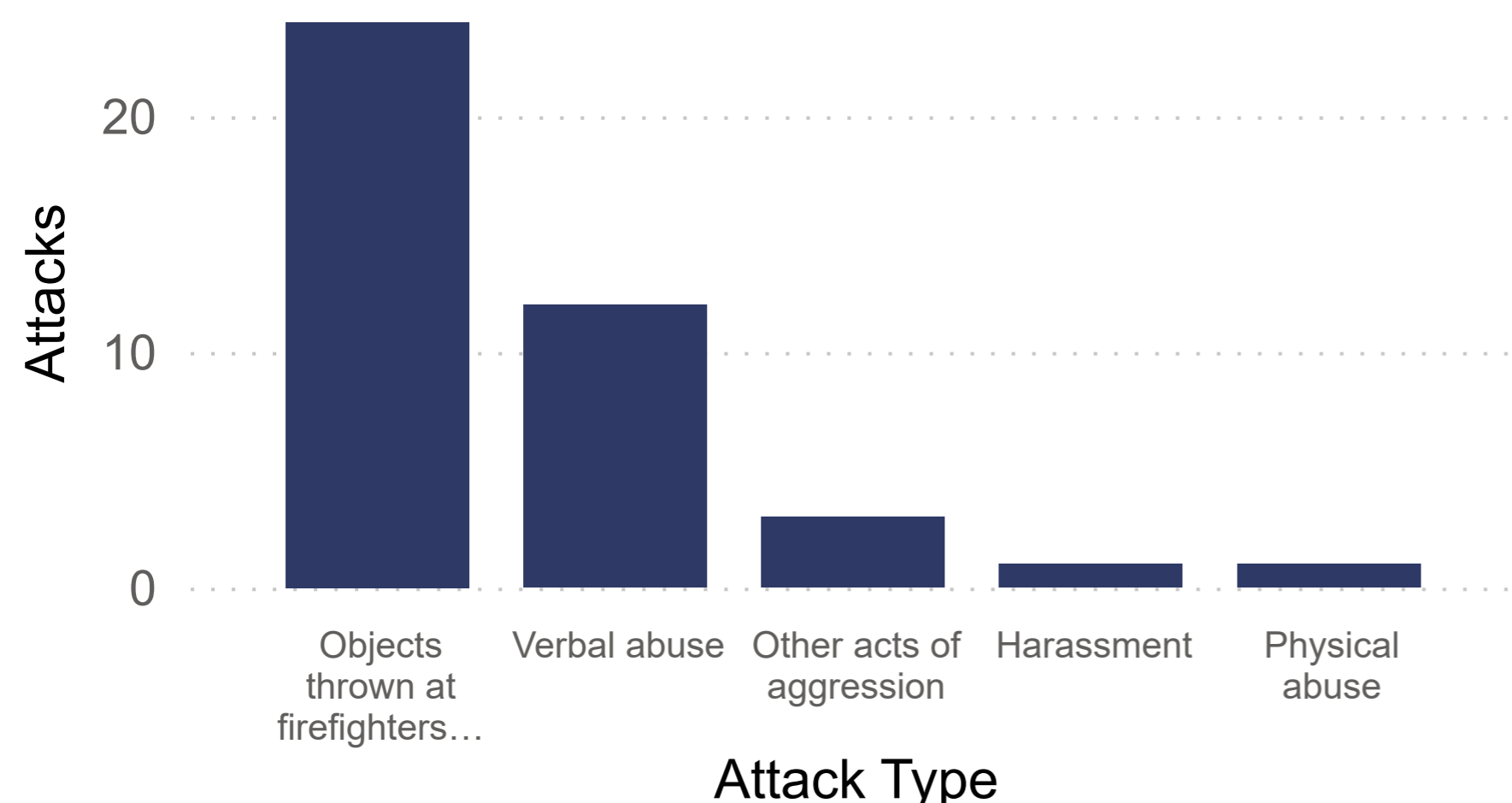
District	Current period	Previous year	% increase/decrease on previous year	3 Year Average
Bradford	21	32	-34%	↓
Calderdale	2	3	-33%	↓
Kirklees	6	6	0%	↓
Leeds	6	18	-67%	↓
Wakefield	6	5	20%	↑

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
Bradford	0.44%
Wakefield	0.25%
Kirklees	0.21%
Calderdale	0.12%
Leeds	0.09%

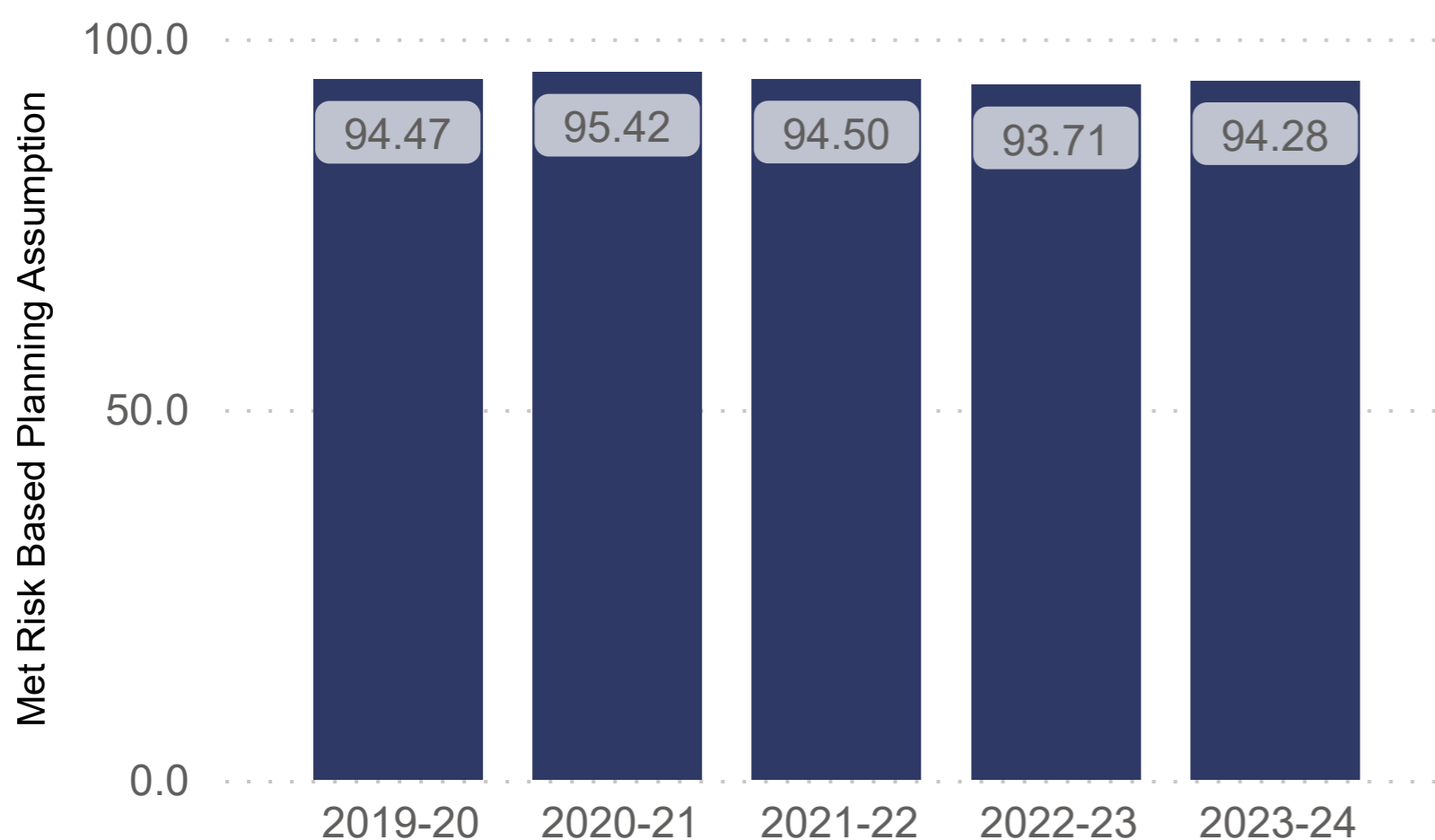
Percentage of attacks based on number of incidents per district.

# Response Times

01 April 2023

03 December 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	96.41
Bradford	94.66
Kirklees	92.79
Wakefield	91.62
Calderdale	91.31

## Average Response Time by LSOA Risk Score and Severity

Risk Score	Life	Property	Other	Total
Very High	00:05:50	00:06:15	00:06:27	<b>00:06:23</b>
High	00:05:47	00:06:34	00:06:30	<b>00:06:26</b>
Medium	00:06:22	00:07:08	00:06:53	<b>00:06:51</b>
Low	00:06:53	00:08:32	00:07:09	<b>00:07:13</b>
Very Low	00:07:50	00:09:02	00:08:29	<b>00:08:26</b>
<b>Total</b>	<b>00:06:50</b>	<b>00:07:46</b>	<b>00:07:15</b>	<b>00:07:14</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.

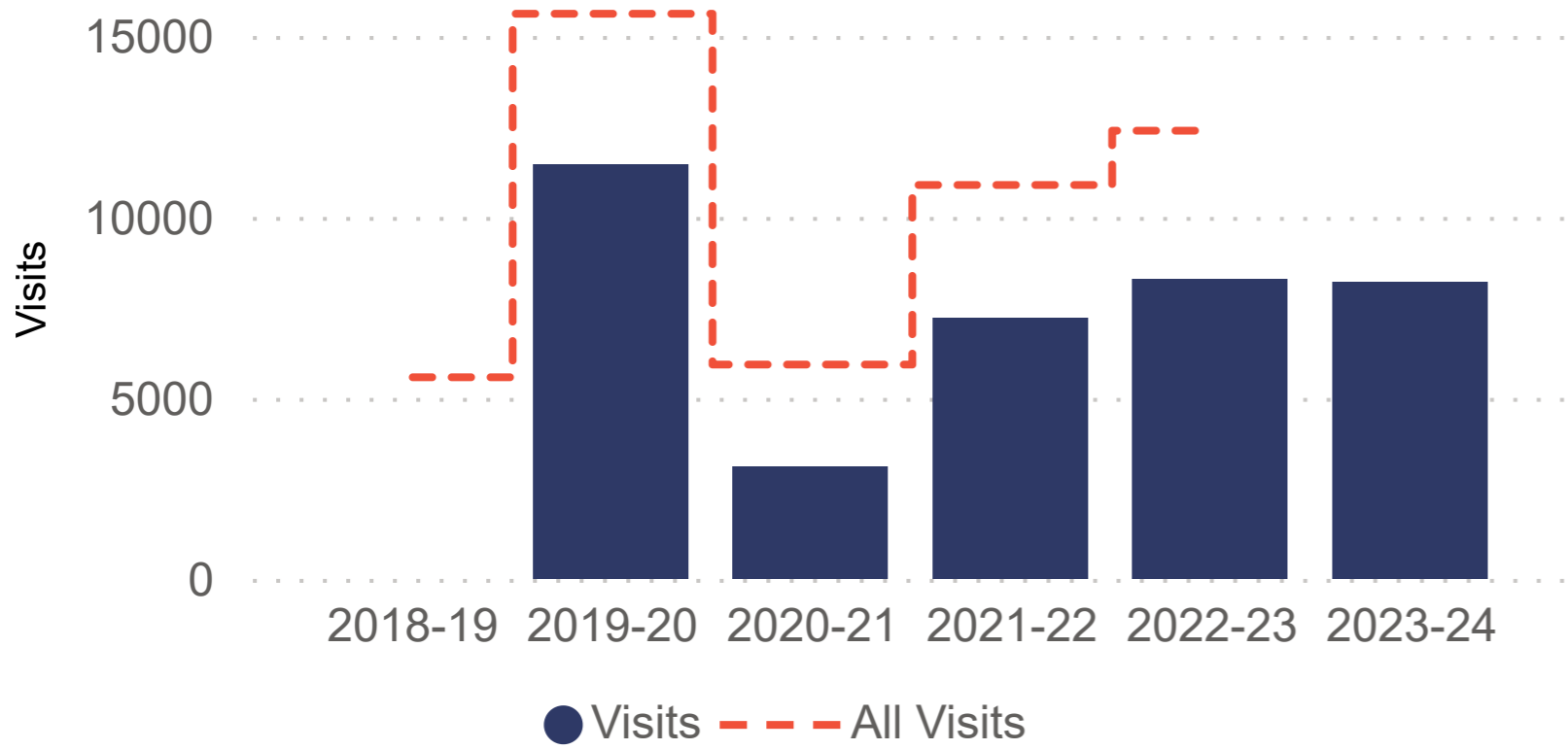
The RBPA's are underpinned by a comprehensive risk assessment for WYFRS.

# Safe and Wells and High Risk Interventions

01 April 2023

03 December 2023

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



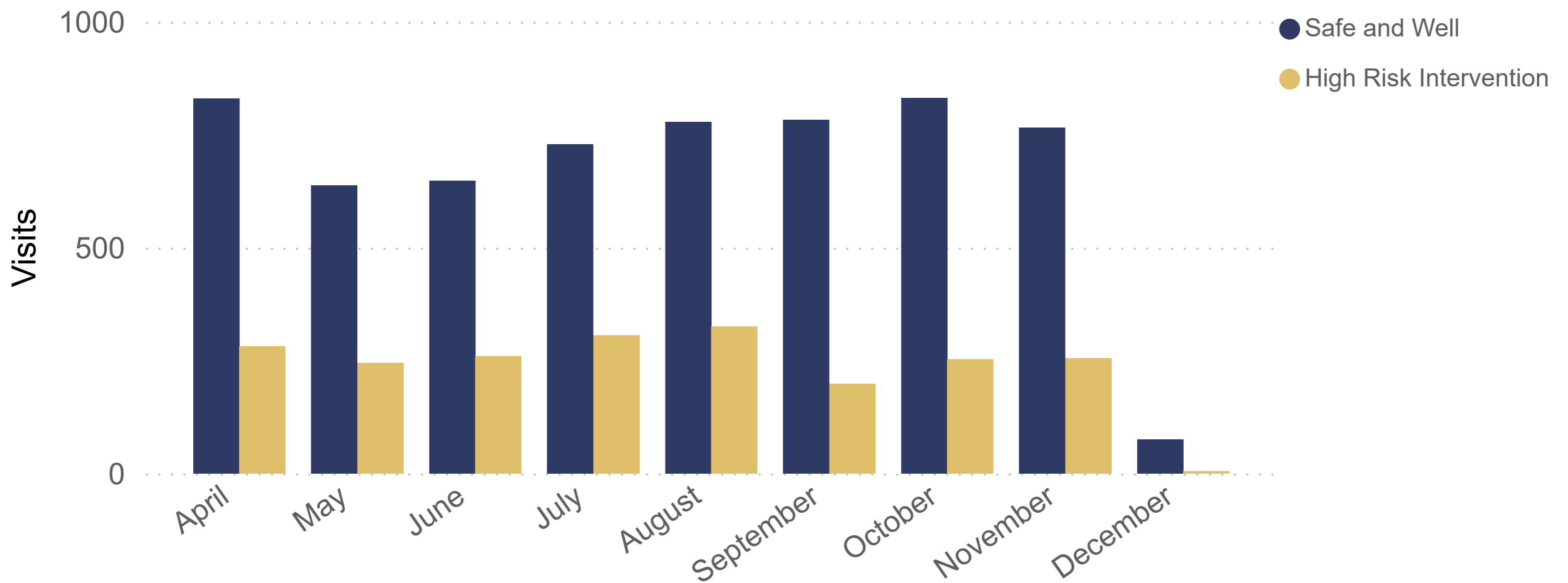
## Completed Safe and Well Visits Previous Year To Date Comparison

District	% increase/decrease on previous year
Bradford	-3%
Calderdale	12%
Kirklees	5%
Leeds	-4%
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:

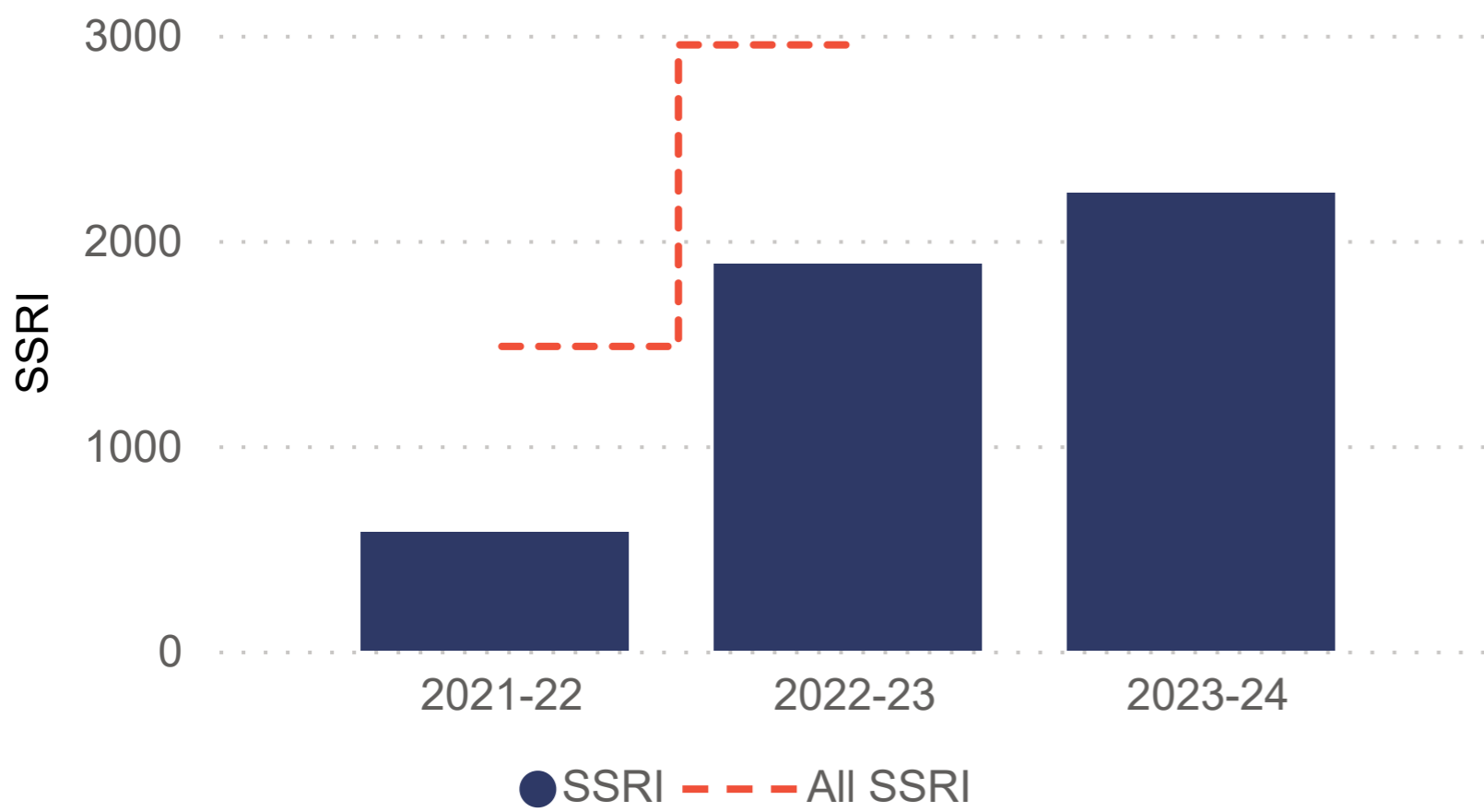
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking

# Site Specific Risk Inspections (SSRI)

01 April 2023

03 December 2023

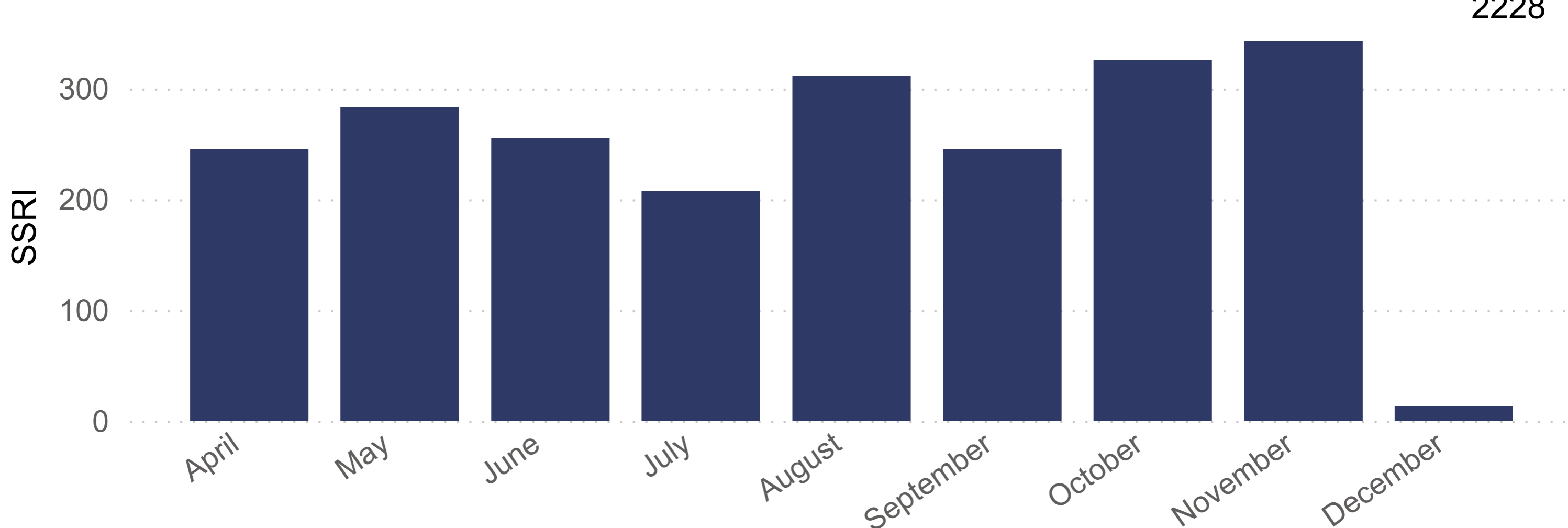
## SSRI by Financial Year



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.



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# Programme of Change

## Full Authority

Date: 15 December 2023

Agenda Item:

11

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, Service Support AM

[Toby.May01@westyorkfire.gov.uk](mailto:Toby.May01@westyorkfire.gov.uk)

Background papers open to inspection: None

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

## **1 Introduction**

- 1.1. The Organisational Annual Planning Cycle is an embedded process which aims to achieve the following:
- Improve the logical flow of activities.
  - Allow greater planning time.
  - Allow scrutiny of proposed change activities.
  - Streamline and avoid duplication of effort with reporting.
- 1.2. The approved change activities which fall out of the planning process become programmes or projects of varying scale and form the Programme of Change.
- 1.3. Lower-level change is often managed within departments or districts as part of their Business as Usual (BaU).

## **2 Information**

- 2.1 Progress on the implementation of the programme is reported to each Full Authority. Annex 1 shows the status for current projects.
- 2.2 In addition, progress is reported at Change Management Board on a six weekly basis and at the last Annual Strategic Review Workshop (22<sup>nd</sup> September 2023).
- 2.3 Achieved activities (completed or closed) are removed from the portfolio.
- 2.4 SharePoint 2016 is now complete. The evaluation report has been shared with Change Management Board and lessons learnt noted.
- 2.5 A further two projects are due to complete this financial year:
- Microsoft 365
  - Accessible Content Toolkit

- 2.6 The remaining programme and projects will continue into the next financial year.
- 2.7 Alongside the Programme of Change a review of organisational BaU has been undertaken. This has been a valuable process which has provided a greater understanding of organisational BaU.
- 2.8 This process is now complete, and recommendations linked to key themes were presented to Management Team to consider.
- 2.9 The recommendations now sit with SIAT and will be logged on the Strategic Action Plan.

### **3 Financial Implications**

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

### **4 Legal Implications**

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

### **5 Human Resource and Diversity Implications**

- 5.1 There are no Human Resources and Diversity implications arising from this report at the time of submission.

All projects are required to assess the HR implications and undertake an Equality Impact Assessment (EIA) in line with the Public Sector Equality Duty.

### **6 Equality Impact Assessment**

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? ( <a href="#">EIA guidance and form 2020 form.docx (westyorksfire.gov.uk)</a> )	Each project/programme is required to complete an individual EIA.
Date EIA Completed	n/a
Date EIA Approved	n/a

The EIA is available on request from the report author or from [diversity.inclusion@westyorksfire.gov.uk](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; (please delete any that aren't relevant to your report).

- 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 Moving forward our programme of continuous improvement will focus on efficiency, effectiveness, and productivity.

10.2 All change initiatives are reviewed against a prioritisation scoring matrix to ascertain a score in terms of alignment to strategic priorities.

10.3 The status of each project can be seen in Annex 1.

10.4 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.

10.5 Lessons learned are captured and documented.



## Annex 1 – Update Programme of Change 2023-24

Project / Initiative	Project / Initiative description	Start date	Target completion date	Project Status	Strategic alignment
FSHQ Programme	Modern, energy-efficient Headquarters, and Training Centre constructed on the existing site.	07/10/2021	01/02/2025	On Track	38
OneView Programme	Performance management programme to provide a transparent, timely and flexible method of sharing performance data with colleagues, partners, and the communities.	14/09/2020	17/05/2025	On Track	36
HQ 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 provide a resilient, effective service a new mobilising system and ICCS is required.	01/09/2021	31/12/2024	On Track	33
Microsoft 365	Technical requirement to keep Microsoft office products up to date with the latest features and security.		31/03/2024	On Track	30
Keighley Fire Station	The construction of a new fire station on the existing site to replace an oversized and outdated fire station.		31/03/2025	On Track	28
Accessible Content Toolkit	Ensuring the digital content, including websites, mobile apps and documents that are shared electronically are accessible to all audiences.	01/07/2021	31/12/2023	On Track	20
Grenfell Programme	Review and implement the recommendations from the Grenfell Tower Inquiry: Phase 1 Report.	03/03/2020	31/04/2024	On Track	20
Fire Standards Programme	Implementation of nationally agreed fire standards across Fire & Rescue Service core functions.	16/02/2021	31/12/2029	On Track	19

Project / Initiative	Project / Initiative description	Start date	Target completion date	Project Status	Strategic alignment
Command Support Software	WYFRS currently don't have dedicated command support software. The project will scope the basic requirement of a deployable command support systems (hardware and software).	01/06/2022	31/08/2024	On Track	16
SharePoint 2016	Update software for corporate intranet and document management system.	03/01/2017	31/07/2022	Completed	
Special Projects Implementation	Following the conclusion of the Special Projects research phase on Aerial Appliances, Fire Appliances and Fire Station Design, the project has moved onto the implementation phase.	15/11/2021	31/07/2025	On Track	



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# Efficiency and Productivity Plan 2023/24 - Update

## Full Authority

Date: 15 December 2023

Agenda Item:

12

Submitted By: Director of Service Support

### Purpose

This report is to provide members with a progress update on how West Yorkshire Fire & Rescue Service (WYFRS) are continuing to deliver efficiencies and increase productivity against national targets set for the 2021/22 - 2024/25 spending review period.

### Recommendations

That members note the content of this report

### Summary

The West Yorkshire Fire Authority Efficiency and Productivity Plan details how we aim to deliver efficiencies and increase productivity against national targets set for the 2021/22 - 2024/25 spending review period.

As a Service we are committed to making efficiencies and increasing productivity. We continually review our performance and assess progress in line with national targets.

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Local Government (Access to information) Act 1972

Exemption Category:

None

Contact Officer:

Nick Smith, Director of Service Support

[nick.smith@westyorksfire.gov.uk](mailto:nick.smith@westyorksfire.gov.uk)

Background papers open to inspection: FR07 - Efficiency and Productivity Plan 2023/24

FR07a - Efficiency and Productivity Plan 2023/24

Annexes:

[WYFRA Efficiency and Productivity Plan 2023/24](#)

## 1 Introduction

- 1.1 On 21 February 2023 the Minister of State for Crime, Policing and Fire wrote to individual Fire and Rescue Authorities (FRA) to request that Efficiency and Productivity Plans for 2023/24 are produced and sent to the Home Office by 31 March 2023.
- 1.2 It is already an existing [National Framework](#) requirement that Fire and Rescue Authorities produce annual efficiency plans. However, the Minister made a specific ask that in 2023/24 FRAs also cover productivity as part of their plans.
- 1.3 It was a requirement that plans were published and made available to the public, in a format that is easy to access via FRA websites.
- 1.4 This report is to provide members with a progress update on how WYFRS are continuing to deliver efficiencies and increase productivity against national targets set for the 2021/22 - 2024/25 spending review period.

## 2 Information

- 2.1 As part of the 2021/22 Spending Review, the National Fire Chiefs' Council (NFCC) and the Local Government Association proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and increase productivity by 3% by 2024/25.

As a Service we are committed to making efficiencies and increasing productivity. We continually review our performance and assess progress in line with national targets.

Our ambition is 'Making West Yorkshire Safer'. The [Efficiency and Productivity Plan 2023/24](#) demonstrates that we add social and economic value through our response to fire and non-fire emergencies and through our daily risk reduction activity.

### Medium Term Financial Plan (MTFP)

- 2.2 The MTFP contains a number of areas where efficiencies have been realised. These are ongoing annual efficiencies and are detailed in the table below.

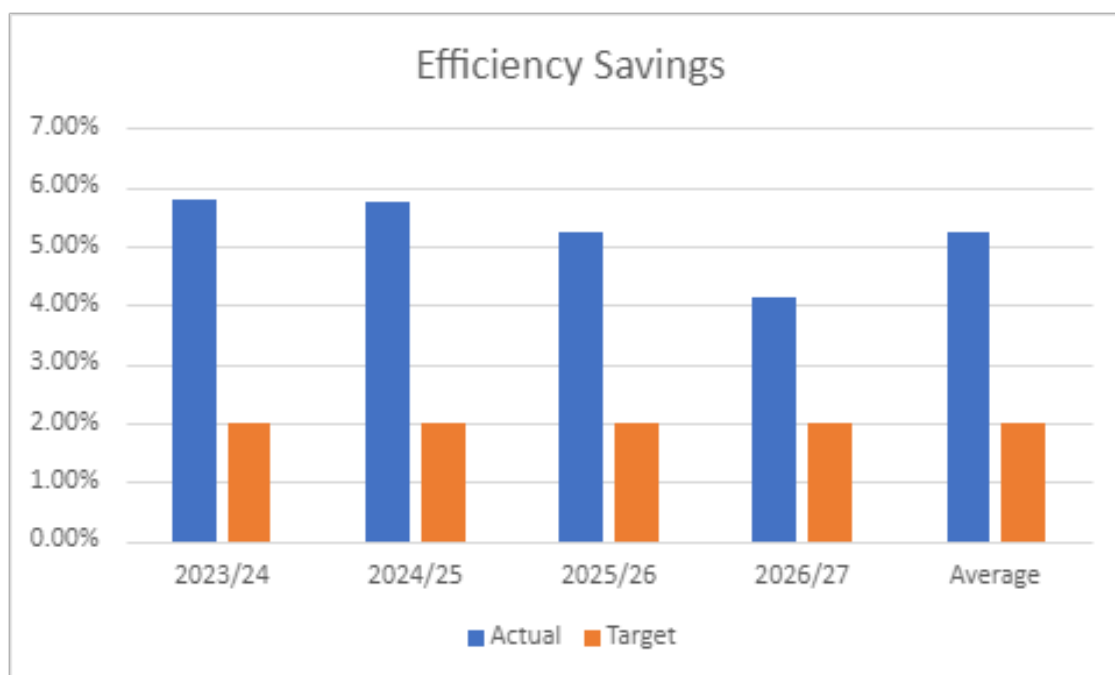
	2023/24	2024/25	2025/26	2026/27
	£000's	£000's	£000's	£000's
<b>Employee Budgets</b>				
Change to staffing model	-50	-62	-56	-71
Vacancy Management	-259	-264	-269	-275
Ill Health retirements	-100	-100	-100	-100
<b>Non Employee Budgets</b>				
Insurance	-285	-285	-285	-285
Procurement Savings	-502	-502	-436	-173
Shared Premises	-102	-102	-102	-102
<b>TOTAL Efficiencies</b>	<b>-1,298</b>	<b>-1,315</b>	<b>-1,248</b>	<b>-1,006</b>

Revenue Budget	104,300	107,210	109,265	111,628
<b>% of non-payroll budgets</b>	<b>5.79%</b>	<b>5.74%</b>	<b>5.23%</b>	<b>4.15%</b>

2.3 An outline of the efficiencies to be delivered within each category is as follows:

- 1 Changes to staffing model - the Authority has ceased the Operational Resources Pool which has resulted in efficiencies in the payment of allowances.
- 2 Vacancy management - a proportion of support staff budgets is reduced by a vacancy factor to recognise the saving in cost when a post is vacant.
- 3 Ill health retirements - the Authority robustly manages the retirement of firefighters due to ill health reasons which has realised an annual ongoing efficiency.
- 4 Insurance - the Authority joined the Fire and Rescue Indemnity Company (FRIC) from the 1 April 2023, which has resulted in an efficiency saving compared to our previous insurance arrangements.
- 5 Procurement savings - the Authority operates a rigorous procurement program to ensure that all options for the purchase of goods and services are explored, which has resulted in efficiency savings.
- 6 Shared premises - the Authority rents space on five fire stations to West Yorkshire Police, Yorkshire Ambulance Service use rooms on six of our fire stations for welfare facilities and we rent space to two local authorities.

2.4 The chart below shows the planned efficiencies for each year compared against the government's target of 2% efficiencies against non-pay related budgets.



## **Budget Reviews**

2.5 Following the approval of the revenue budget in February 2023, a number of new cost pressures totalling £0.580m were identified that required funding.

These additional cost pressures were an increase in the current Command and Control system maintenance, introduction of the Safe to Command role, increase in Mobile Data Terminal licences and other small budget requirements that were not identified during budget preparation.

Rather than using reserves in the short term to fund these additional costs a budget review was undertaken with budget holders. The majority of savings were revenue bids that were either no longer required or due to implementation times, could be reduced.

The two large areas of saving were a reduction in the contingency crews' budget, as the threat of industrial action had subsided and employee savings from the delay in establishing the FSHQ transition team. A review of revenue bids identified that some bids were no longer required.

In addition, two areas of permanent savings were identified which were removed from the base budget, these were a saving in the mobile patrols at FSHQ and following a review of PA cover, a reduction in one post.

A further budget review was undertaken in August 2023, which resulted in the transfer of £0.586m to contingencies, this was reported at October Finance and Resources Committee.

Budget underspends in whole time firefighters, on call employees and FSHQ transition training requirements were partly used to fund the development of Power Apps and the Control replacement implementation team.

A further budget review will be undertaken in December 2023, following the completion of the 2024/25 revenue budget.

## **Organisational Business as Usual (BaU)**

2.6 A full assessment of organisational BaU has been undertaken by Management Team over the last couple of years which has been a valuable process and has provided a greater understanding of organisational BaU.

The outcome of this process will support decision making to maximise capacity in all areas of the Service. It demonstrates our commitment for continuous improvement to maximise efficiency, effectiveness, and productivity.

## **Efficiency and Productivity Log**

2.7 We have developed an efficiency and productivity log to support Management Team and departments in capturing quantitative and qualitative benefits and outcomes as a result of changes initiatives, changes to BaU, Smarter Working and/or a Transformation Projects or Programmes.

The log includes, but is not limited to the following areas:

- Reduction of direct employee(s).
- Indirect employee costs (training, travel costs).

- Transport, fleet, fuel, and other transport costs.
- Technology improvements, decreased usage.
- Premises; utilities, rent/rates, other premise costs, shared usage, shared control rooms.
- Supplies and services, procurement savings.
- Capital financing savings by the use of the reserves.

To future-proof our Efficiency and Productivity Plan, the log aims to extend our commitment to capture and share our progress more proactively and with greater transparency and demonstrate our pledge to deliver value for money.

A simplified example of the efficiency and productivity log, which is a 'live' document, can be viewed in [appendix A](#).

### **Smarter Working**

- 2.8 WYFRS understands the importance of ongoing transformation and has committed to a Smarter Working Programme. This initiative champions a Corporate 'lean' methodology, fostering continuous improvement - a core principle embedded in our operations to uphold our strategic priorities outlined in the Community Risk Management Plan.

The Smarter Working Programme is a testament to its tangible benefits, showcasing its impact on saving time and resources while elevating productivity. It reinforces our commitment to being the most efficient and effective Service as possible. This approach encourages departments and teams to embrace innovation and streamline their methods, empowering them to instigate positive changes.

Several smarter working projects have already been put into action, documented in our Efficiency and Productivity Plan. Any new initiatives are meticulously recorded in the efficiency and productivity log, ensuring a comprehensive overview of our progress.

### **Efficiency Options**

- 2.9 On 20 July 2023 an Efficiency Options paper was presented to the Executive Committee which detailed several scalable options should WYFRS be required to make further financial savings in 2024/25.

Management Board are working through the efficiency options to identify which can be implemented with limited impact on Service Delivery. These efficiencies will help fund investment in fiscal year 2024/25.

### **Improving the flexibility, resilience, and efficiency of staffing on wholetime fire stations**

- 2.10 The Service continues to make the transition from centralised to localised staffing. A recent increase in the watch-based establishment by 56 posts will provide increased flexibility, resilience, and accountability at a local level, whilst reducing the current reliance and expenditure on overtime and detached duties.

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

## **Operational Staffing Project**

2.11 To compliment the increase in operational establishment, a project was established to review all elements of operational staffing, to include:

- The role of Stations and the District Team in leave and absence management.
- How the Employee Resource Team may support District Teams with leave and absence management.
- The redistribution of Operational Resource Pool staff.
- The management of non-establishment posts.
- Recruitment, retention, and development of Safe to Command firefighters.
- Training budgets and training course bookings.
- Review and update relevant Human Resource policies.
- The distribution of specialisms and driver numbers across watches.

The outcomes of the project will increase productivity and capacity within Districts to support operational training/exercising and prevention and risk reduction activities.

Safe to Command firefighter roles and responsibilities have recently been reviewed to provide standardisation across the Service. With the recent expressions of interest attracting 52 new applicants.

The uplift in numbers could deliver approximately £0.395m year on year efficiency savings. These savings will be realised through a reduction in detached duties and costs associated with backfilling staff on overtime.

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

2.12 A recently approved change in how WYFRS respond to AFA's to different premises types will see a more proportionate response based on risk.

This change will create capacity in excess of 4000 hours enabling our time to be used more efficiently to support operational training and increase productivity for prevention and risk reduction activities.

### **Site-Specific Risk Inspections (SSRI)**

2.13 Management Team have recently approved a change in SSRI visit numbers to increase this to an average of three visits per appliance, per watch, per month over the next two years.

As a result of this change, it is predicted that the total number of visits carried out annually by the Service will increase output by 33%.

### **Safe and Well visits**

2.14 To ensure we are as efficient and effective as possible with our prevention activity, customer service expectations have been agreed in relation to visits. These include initial contact within seven days, a visit (either Safe & Well or High Risk) to be carried out within 28 days, and the closure of cases within 56 days.



These expectations are actively managed by the District Prevention Managers using information from the Prevention Database. Regular Prevention Manager meetings allow us to monitor queues and identify any problem areas, with prevention staff shared across Districts to provide support when required.

Customer Satisfaction surveys continue to be carried out, allowing us together feedback from service users in relation to how we deliver our interventions. This allows us to identify areas for improvement in relation to the customer experience and their levels of understanding of risk following a visit.

Earlier this year, a proactive direct home approach was trialled for three months. This process was underpinned by multiple data sources, targeting the most vulnerable in the community. Following a review of the trial, the process has been refined to improve its effectiveness and will sit alongside our referral process.

### **3 Financial Implications**

3.1 It is important that the Authority continues to monitor and amend the MTFP to reflect efficiencies and productivity. These areas of efficiency can then be used to further invest across the Service.

### **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 currently no identified human resource or 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
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, safety and wellbeing implications arising directly from this report.

### **8 Environmental Implications**

8.1 There are no environmental implications arising from this report.

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

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

- 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 West Yorkshire Fire Authority Efficiency and Productivity Plan details how we aim to deliver efficiencies and increase productivity against national targets set for the 2021/22 - 2024/25 spending review period.

10.2 As a Service we are committed to making efficiencies and increasing productivity. We continually review our performance and assess progress in line with national targets.

10.3 The efficiency and productivity log will support Management Team and departments in capturing quantitative and qualitative benefits and outcomes as a result of changes initiatives, changes to BaU, Smarter Working and/or a Transformation Project or Programme

10.4 It is important that the Authority continues to monitor and amend the MTFP to reflect efficiencies and productivity. These areas of efficiency can then be used to further invest across the Service.

## Appendix A - Efficiency and Productivity Log

**Note:** The log has been simplified to enable it to be included in this report. The 'live' version of the log is much more detailed.

Initiative	Directorate	Department	Financial Year	Saving Type	Service Improvement Category	Productivity or Efficiency Type	Increase in Productivity or Efficiency saving? (if applicable)	£ Annual Saving	Time Annual Saving (in Days)
Mobile Patrols	Service Support	PMU	2023-24	Ongoing	Change Initiative	revenue expenditure charged to capital, net borrowing costs; Transport; Fleet, fuel, other transport costs	Efficiency Saving	£ 22,492.80	
Contracts Register and Savings Log	Finance	Finance and Procurement	2023-24	Ongoing	BaU Productivity	Supplies & Services; procurement savings	Efficiency Saving	£ 677,988.00	
Roofing Planned Preventative Maintenance - Roofing	Service Support	PMU	2022-23	Ongoing	BaU Productivity	Premises; utilities, rent/rates, other premises costs, shared premises, shared control rooms	Efficiency Saving	£ 22,859.00	
Fixed Wire Testing	Service Support	PMU	2024-25	Ongoing	Change Initiative	Premises; utilities, rent/rates, other premises costs, shared premises, shared control rooms	Efficiency Saving	£ 23,000.00	
CCTV, door access and alarms	Service Support	PMU	2024-25		Change Initiative	Premises; utilities, rent/rates, other premises costs, shared premises, shared control rooms	Efficiency Saving	£ 13,295.00	
Gutter Cleaning & Servicing	Service Support	PMU	2023-24	Ongoing	Change Initiative	Premises; utilities, rent/rates, other premises costs, shared premises, shared control rooms	Efficiency Saving	£ 14,000.00	
PMU Project Support Role	Service Support	PMU	2023-24	Ongoing	Change Initiative	Reduction of direct employee(s)	Efficiency Saving	£ 27,192.00	
Collaboration	Service Delivery	Fire Protection	2023-24	One off	BaU Productivity	New ways of working with partners	Increase in Productivity	£ 400,000.00	
Fire Protection	Service Delivery	Fire Protection	2023-24	Ongoing	BaU Productivity	Increased productivity due to staff recruitment	Increase in Productivity		
HMICFRS Collaborative Working	Corporate Services	SIAT	2023-24	Ongoing	Smarter Working	Technology improvements, decreased usage	Increase in Productivity		
Full Authority Reporting	Service Support	ICT	2023-24	Ongoing	Change Initiative; Transformation Project or Programme	Technology improvements, decreased usage	Increase in Productivity		16
Changes to Staffing Model (ORP)	Service Delivery	Strategic Development	2023-24	Ongoing		Reduction of direct employee(s)	Efficiency Saving	£ 50,367.00	

Initiative	Directorate	Department	Financial Year	Saving Type	Service Improvement Category	Productivity or Efficiency Type	Increase in Productivity or Efficiency saving	£ Annual Saving (if applicable)	Time Annual Saving (in Days)
Vacancy Management - Support Staff	Finance	Finance	2023-24	One off	BaU Productivity	Reduction of direct employee(s)	Efficiency Saving	-£ 258,829.00	
Ill Health Retirements	Finance	Finance	2023-24	Ongoing	BaU Productivity	Indirect employee costs (training, travel costs)	Efficiency Saving	-£ 100,000.00	
Insurance	Finance	Procurement	2023-24	Ongoing	BaU Productivity	Supplies & Services; procurement savings	Efficiency Saving	-£ 285,000.00	
Shared Premises	Service Support	PMU	2023-24	Ongoing	BaU Productivity	Premises; utilities, rent/rates, other premises costs, shared premises, shared control rooms	Efficiency Saving	-£ 88,374.00	
Competency Dashboard	Service Support	ICT	2022-23	Ongoing	Transformation Project or Programme	Technology improvements, decreased usage	Increase in Productivity		390
Competency Dashboard	Service Support	ICT	2022-23	Ongoing	Transformation Project or Programme	Revenue expenditure reduction	Efficiency Saving	£ 5,000.00	
Competency Dashboard SAV	Service Support	ICT	2022-23	Ongoing	Transformation Project or Programme	Technology improvements, decreased usage	Increase in Productivity		2522
Special Services	Finance	Finance;Ops Support	2023-24	Ongoing	Smarter Working	Technology improvements, decreased usage	Increase in Productivity		
Transport Staffing	Service Support	Logistics (Workshops & Stores)	2023-24	Ongoing	BaU Productivity	Increased productivity due to staff recruitment	Increase in Productivity		
Firefighter PPE	Service Support	Logistics (Workshops & Stores)	2023-24	Ongoing	Smarter Working	Indirect employee costs (training, travel costs)	Efficiency Saving		30
Appliance design features	Service Support	Logistics (Workshops & Stores)	2023-24	Ongoing	Change Initiative	Process improvement	Increase in Productivity		
Hazardous waste disposal	Service Support	Logistics (Workshops & Stores)	2023-24	Ongoing	Smarter Working	Transport; Fleet, fuel, other transport costs	Efficiency Saving	£ 5,000.00	
Project Support Role	Service Support	PMU	2023-24	Ongoing	Change Initiative	Reduction of direct employee(s)	Efficiency Saving		



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# Operational Staffing Project Update

## Full Authority

Date: 15 December 2023

Agenda Item:

**13**

Submitted By: Director of Service Support

<b>Purpose</b>	To provide members with an update on the current pressures that are impacting wholetime staffing and the interventions that have been both introduced and considered to overcome them.
<b>Recommendations</b>	That members note the contents of this report.
<b>Summary</b>	This report provides an update on the Operational Staffing Project and interventions currently underway and proposals to address staffing impacts affecting wholetime staffing.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: ACO Nick Smith – Director of Service Support  
Nick.Smith@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: None

## 1 Introduction

- 1.1 Following the approval by the Authority to invest £1.5 million in an additional 34 Firefighter posts, it was agreed a project should be initiated to review all elements of operational staffing.

The Operational Staffing Project has undertaken extensive analysis of operational staffing, identifying key areas for targeted interventions. This report provides the Authority with an update on the current impacts on wholetime operational staffing within the 224-duty system, current interventions being delivered to address them, and possible interventions to improve organisational effectiveness.

## 2 Information

- 2.1 The average number of annual shifts worked by an employee on the 224-duty system is 182.

Previous planning assumptions based on data from 2020 were that the average employee working wholetime duty systems provided 138 shifts per year after leave, training, and absences.

As WYFRS has recovered from COVID, and returned to business-as-usual (BaU) ways of working several data sets used for planning assumptions relating to operational staffing have not returned to pre-pandemic figures, these include:

- Sickness.
- Other absence types.
- Leave carry-over.
- Non-established posts.
- Vacancies.

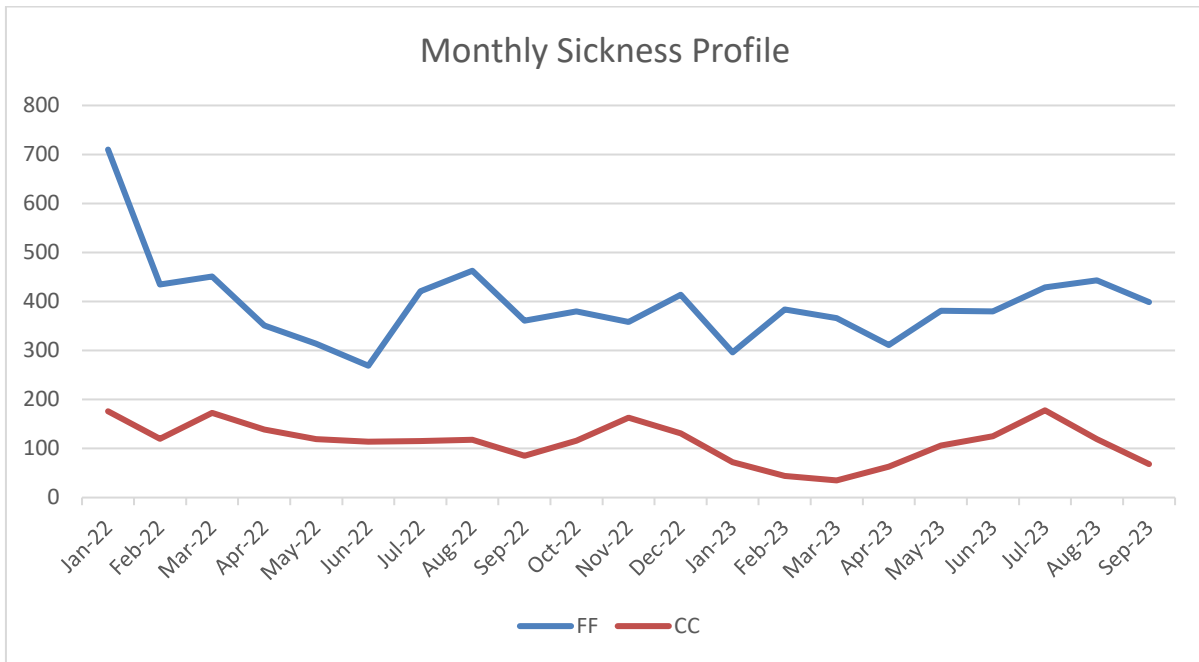
The changes to these planning assumptions are causing the pressures currently being seen within the wholetime duty systems, when modelled as a single wholetime staffing figure availability drops to 128.98 shifts per year. To provide a greater understanding of specific pressures the Operational Staffing Project broke this figure down further to identify the impact each role per duty system has on overall staffing.

This showed Firefighters and Crew Managers working the 224-duty system provide 131 shifts per year\*.

*\*For further information please see [Appendix 1 – Average shifts provided](#)*

### 2.2 Sickness

The average number of shifts lost to sickness is nine per person per year. When modelled across the duty system for 2023 this equates to a loss of approximately eight posts per shift, 16 per day. This is broadly consistent with wider data from the CIPD report “Health and wellbeing at work” which found sickness absence per employee per year to be 7.8 days.



10541.8 shifts were lost to 38 sickness types between Jan 22 and Sep 23. Of the 38 different absence codes reported the top 5 make up 62.84% of the total sickness:

Absence Reason	Shifts lost	% of total shifts lost
Muscular Skeletal	2137	20.27%
Corona Virus	1309.8	12.42%
PERSONAL - Anxiety/Stress/Depression/Mental Health	1286	12.20%
Surgery / Operation	1164	11.04%
Back Problems	728	6.91%
<b>Total</b>	<b>6624.8</b>	<b>62.84%</b>

With Covid removed, the remaining data shows 50.42% for staff with Muscular Skeletal, back issues, awaiting surgery or mental health.

### 2.3 Other absence types

The average number of shifts lost to other absence types (modified duties, special leave, parental leave, unpaid leave, etc.) is four per person per year. When modelled across the duty system for 2023 this equates to a loss of approximately four posts per shift, eight per day.

### 2.4 Leave

Annual leave accounts for an average of 32 shifts per person. Re-imbursed leave for sickness is 672 shifts across the 224 duty system as of 20.11.23, additional public holidays celebrating the Kings Coronation and to mark the Queen’s state funeral have resulted in untaken leave being carried over into 2023, further reducing the number of shifts provided by staff, and creating a demand from staff for opportunities to book this leave.

## 2.5 Non-established posts

There are currently 11 non-established posts directly impacting on staffing within the 224-duty system (as of 20.11.23). These roles are generally being undertaken by middle managers in temporary project posts. The established posts are then back filled in chains by staff undertaking temporary promotion, with the vacancy being carried at Firefighter level.

## 2.6 Vacancies

The Grey Book Establishment total for WYFRS is 937, of which 636 are posts within the 224-duty system.

The current organisational strength is 921.4, of which 13 vacancies within the 224-duty system are not currently being filled by temporary staff.

## 2.7 Day Crewing Duty System

High levels of sickness and modified duties within the Day Crewing Duty System are currently being covered by 224 staff. When both duty systems are modelled together, the average shifts provided by our wholetime staff further reduces to 128.98 shifts per year.

Watch	PADDs/DDs total
Blue	237
Red	227
Green	283
White	143
Total	890

890 shifts have required cover from 224 -duty system staff to date this year (as of 28/11/23), this is the equivalent of seven 224 posts.

Work is currently underway to support sickness management within the Day Crewing Duty System to bring it back into line with other comparable roles.

## 3 Current interventions underway

**3.1** Significant analysis undertaken by the Operational Staffing Project has identified that many of the issues detailed within this report have a cumulative impact that cannot be addressed by a single intervention. A collaborative response from multiple directorates is required, which is being managed centrally by the Project Team and key stakeholders.

### 3.2 Increase in Safe to Command Firefighter numbers

The safe to command Firefighter (STC FF) responsibility is undertaken by firefighters who have received additional training to undertake the required duties. They currently receive a 2% additional responsibility allowance (ARA) on top of their FF rate of pay and an uplift on their pay to CM(Dev) for each shift they act up. This averages £1,298.60 per STC FF. Since its introduction in 2020, of the 84 locations available only approx. 30 staff have chosen to undertake this work. This has meant that pre-arranged detached duties and/or pre-arranged overtime has been required to cover staffing deficiencies. Last year this totalled £539,194.71.



Following extensive consultation with staff and trade unions, recent changes to make the STC FF responsibilities more popular and standardised across the organisation have seen 52 members of staff apply. The changes will see a way of working allowance of 6% introduced £2,173.56 (before on-costs) per STC FF instead of the previous financial arrangements. Based on current ways of working the changes have the potential to deliver savings of £395,573.67 per annum. It will also generate additional capacity for existing Crew Managers to book leave and training without impacting operational staffing. Implementation is now underway with a go live of changes expected early 2024.

### **3.3 Making appliances unavailable to cover short notice absences**

Under the supervision of the First Call Group Manager, Fire Control staff and the Employee Resources Team have been coordinating the management of fire appliances to cover short notice absences in place of pre-arranged overtime (PAOT). This has resulted in an average of 44 appliances being available (maximum of 46) with only two occasions when availability has fallen below 38 for a full shift. These reductions have been based against appliance availability and the WYFRS Fire Cover Policy (35 available appliances is business as usual).

The changes were initiated on the 25th of August 2023, impact to response times has been minimal and within natural variance.

In October and November this year we achieved 95.1% successful responses within RBPA: 84.6% to life risk incidents. In the same quarter last year, we achieved 95.1% successful responses within RBPA (identical): 84.5% to life risk incidents.

For further information please see [Appendix 2 – Making appliances unavailable to cover short notice absences statistics](#)

### **3.4 External recruitment for Firefighters**

An advert is currently live for FFs from other fire and rescue services (FRSs) that hold the Emergency Response Driving (ERD) qualification. This will increase ERD totals across the 224-duty system and increase organisational strength towards establishment total.

To date 16 applications have been received (as of 27.11.23).

### **3.5 External recruitment for Crew Managers**

An advert is currently live for CMs from other FRSs. This will increase CM totals across the 224-duty system and increase organisational strength towards establishment total.

2 Crew Managers to date have been offered employment (as of 27.11.23), with the role now readvertised.

### **3.6 Training Course Prospectus**

To generate additional capacity for the booking of floating leave, the operational training prospectus has been modelled around the calendar year for courses that affect operational staffing. It now utilises periods where the staffing profile is highest, providing crew-based training during historically popular leave periods to reduce the impact on operational staffing. Further work on the impacts of non-competence-based training is underway.

### **3.7 Strategic Learning, Training & Development Board**

A Strategic Learning, Training & Development Board has been established to scrutinise and approve preliminary funding applications in a standardised way, in line with the Strategic Priorities of the organisation and manage the total number of training days available. This will reduce variance in cost between preliminary funding applications and actual spend and assure the amount of training days approved. Improving budget management and ensuring the organisation has capacity to deliver the approved organisational training.

### 3.8 Extended Training Cycle

The Training cycle is being extended to a two-year programme to allow Strategic Training, Learning and Development Board to review, approve/reject new courses with a better understanding of capacity within the year for training whilst allowing maximum opportunities for leave. To support this change, the electronic Training Planner is being developed to include all organisational training and provide a more effective way of tracking course bookings vs course attendance and provide a more efficient, transparent system for course management and instructor availability. The updated planner will be managed by the Training Admin Team and will provide updates to the newly established Strategic Training, Learning and Development Board.

### 3.9 Targeted Health Care Interventions

Where staff can demonstrate evidence of significant delays for their medical procedures/operations being undertaken on the NHS, the authority contributes to the costs of the procedures/operation to be carried out by a private medical provider. This returns staff to the workplace faster, increasing productivity of the individual and reducing the wider impact to the organisation, offsetting spend against sick pay.

## 4 Transitional Intervention options

4.1 The following transitional arrangements can be delivered within the current budget, funded by savings made from returning staff to work or underspend where organisational strength has not met establishment.

### 4.2 Introduce Short Term Flexibility Contracts

Strength shortfalls against establishment totals could be covered by recently retired individuals or On-Call staff, on a short-term contract who maintain operational competencies and are recalled covering shortfalls until permanent recruitment can take place. These Firefighters would be required to fulfil a minimum of three hours training per week to maintain operational competencies.

This would be funded by a budget based on the shortfall in organisational strength against establishment, with the contracts reducing as wholtime recruitment is achieved.

#### Financial Impact

An average vacancy requires 14 shifts covering every four-week pay cycle.

Role	Hourly Rate	Average Shift	4 Weekly Average Total
Competent FF	£16.54	£198.48	£2,778.72
Competent CM	£18.34	£220.08	£3,081.12

Current Vacancies (projected costs per 4-week pay cycle):

Firefighter (10) = £27,787.20

Crew Manager (3) = £9,243.36

### 4.3 Training Course Attendance

Paying staff to attend courses on rota days as a transitional arrangement until organisational strength reaches establishment would generate capacity within the 224-duty system.

Further work is currently on-going to extend training course availability, expanding the delivery profile to reflect the 24 hour, seven days a week availability of staff. This will generate further opportunities for training and reduce the training impact to operational staffing. Changes will be delivered through next year's Training Strategy and will be implemented in the next financial year.

#### Financial Impact

Paying staff to attend eight-hour training days would deliver savings against backfilling onto 224-duty system shifts for 11- or 13-hour shifts. The table below demonstrates costs and savings when compared to an averaged 12-hour shift.

Role	Hourly Overtime Rate	Training Shift Total	Saving against 224 backfill
Competent FF	£24.81	£198.48	£99.24
Competent CM	£27.51	£220.08	£110.04

## 5 Long Term Intervention options

5.1 The following interventions would be subject to additional funds being made available through the precept increase/organisational efficiency savings and would require further CRMP analysis to determine feasibility. These options will be explored further and consulted upon.

### 5.2 Increase organisational Green Book Establishment for Project Management

To improve the delivery of our programme of change, and to improve the way we manage change and resource projects, a change to the structure within the Portfolio Management Office (PMO) will enable projects to be delivered through a true project management model.

To support the existing PMO structure, investment in additional PMO staff will enable projects to be managed by a central team ensuring a consistent, standardised approach to project management. Subject matter experts would be identified and consulted with as key stakeholders with actions allocated to the relevant staff and departments who will pick up any objectives alongside their business as usual.

This proposal will remove the requirement for operational staff to be seconded into non-established posts to deliver projects, thus minimising the impact on operational staffing.

#### Financial Impact

Impact would be subject to job description evaluation and the volume of organisational projects to be delivered, currently WYFRS Project Managers are graded between grade five (salary including on-costs £39,862) and grade nine (salary including on-costs £66,280).

### **5.3 Increase 224 FF Establishment to standardise staffing profile for local staffing**

There are currently 21 Fire Stations operating the 224 – duty system, seven multi pump stations and 14 single pump stations, a total of 28 vehicles which are primary staffed.

The 224 -duty system pattern consists of four watch colours providing two day shifts, followed by two night shifts and then four rota days.

To maintain the operational availability of the 28 vehicles there is a requirement to have a minimum crewing total, consisting of different attributes depending on station specialisms.

E.G. Every shift Ossett Fire Station requires one Initial Commander, one Emergency Response Driver, two FF with MOD 3 Water rescue qualification.

The minimum staffing total per shift is 112.

Each watch colour pattern provides an average of 182 shifts per year.

$112$  (minimum staffing)  $\times$   $182$  (average shifts per year) =  $20,384$  shifts required per year.

The average number of annual shifts per FF working the 224-duty system is 131.

$131$  shifts average provided by each colour watch establishment is =  $20,829$  A surplus of  $445$  shifts.

A move to a fully localised staffing model would see individual watches responsible for all leave and training bookings. This model makes audit and assurance work much simpler, provides more accountability and gives greater autonomy to local managers to manage their staff. However, the current establishment is based on a global staffing profile, utilising PADDs to ensure the current attributes and staff totals are available at each station.

A watch on a single pump station needs to cover 728 shifts ( $182 \times 4$ ). six staff provide an average of 786 shifts ( $131 \times 6$ ), a surplus of 58 shifts per year.

In comparison, a two-pump station needs to cover 1456 shifts ( $182 \times 8$ ). 11 x staff provide an average of 1456 shifts ( $131 \times 11$ ), a deficit of 15 shifts per year.

Increasing staffing by one per watch (24 total) at each two-pump station, would provide 1572 shifts per two pump station, a surplus of 116 shifts per year.

Increasing the establishment of each two-pump station watch to 12 would cover the current deficiency in local staffing and provide additional capacity and flexibility in the system.

#### **Financial impact**

$24 \times £53,481$  (Firefighter salary including on-costs) =  $£1,283,544$ .

### **5.4 Local Staffing Management Structure**

A devolution of some current centrally managed processes would give greater autonomy to District Management Teams, providing greater accountability for workstreams within

each service area and a more robust assurance process delivered by District Management Teams.

## **5.6 Temporarily increasing the number of Trainees**

Trainee courses are currently planned to commence based on leavers and retirees exiting the organisation. Non established posts, secondments, leavers, and trainees failing to successfully complete training courses are reducing the increase in strength projected when trainees' courses are planned. A temporary increase in training course places could ensure organisational strength slightly exceeds projected establishment for a short period, with future trainee courses planned against the establishment total of 937. This would require an increase in Training Centre Instructors to facilitate the increased Trainee numbers, potentially overlapping training courses. Other training would be impacted and would potentially require alternative delivery methods e.g. outsourcing to external training providers.

### **Financial Impact**

This would be subject to the number of non-established posts created; however, salary costs would be paid as a realisation of Organisational Establishment, with training courses funded through the creation of a new earmarked reserve which will be used to fund one off costs and not ongoing employee costs. The reserve will be funded by the transfer of money from the pay and prices reserve. Further details will be presented following further analysis and consultation.

## **6 Financial Implications**

- 6.1** There is no budget provision in the Medium-Term Financial Plan for the proposals outlined in the report. If the options were implemented these would have to be met from efficiencies in existing budgets, in conjunction with the evaluation of other growth areas to determine service priorities and would require further analysis and consultation.

## **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** There is clearly a need for capacity issues to be addressed and, in doing so, it is important that the HR implications of each possible intervention are considered.

Any re-engagement of retired firefighters would need to be done in a transparent and defensible manner to deal with any perceptions of favouritism or nepotism. The organisation would need to assure itself that any staff re-engaged have both the fitness and the attitudes/values required to deliver an appropriate level of service.

Abatement costs need to be considered to ensure that their pension plus earnings do not exceed previous salary.

Anyone recruited via this method could argue that their stay with the organisation be prolonged. At the expiry of any fixed term contract, staff would have the opportunity to have contracts extended and the organisation may have to consider potential redeployment opportunities. (Firefighters will still be being recruited and so it may be difficult to resist offering them a permanent position.)

Any training done on rota days would need to ensure that staff have the necessary rest breaks.

## 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> )	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)

## 10 Health, Safety and Wellbeing Implications

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

## 11 Environmental Implications

11.1 There are no environmental implications resulting from this report.

## 12 Your Fire and Rescue Service Priorities

12.1 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.

## **13 Conclusions**

- 13.1** This report highlights the significant pressures currently impacting the 224-duty system and the current interventions that have been implemented to mitigate the impact to operational staffing. The cumulative impact of numerous route causes cannot be addressed by a single intervention. Introducing further targeted interventions, identified within this report would improve organisation efficiency and provide transitional capacity while individual pressures such as sickness and vacancies are managed. Although the longer-term interventions would provide additional capacity and reduce costs associated with maintaining operational staffing such as pre-arranged overtime and detached duties. This would be reliant on a significant investment requiring additional funding.

## **14 Recommendations**

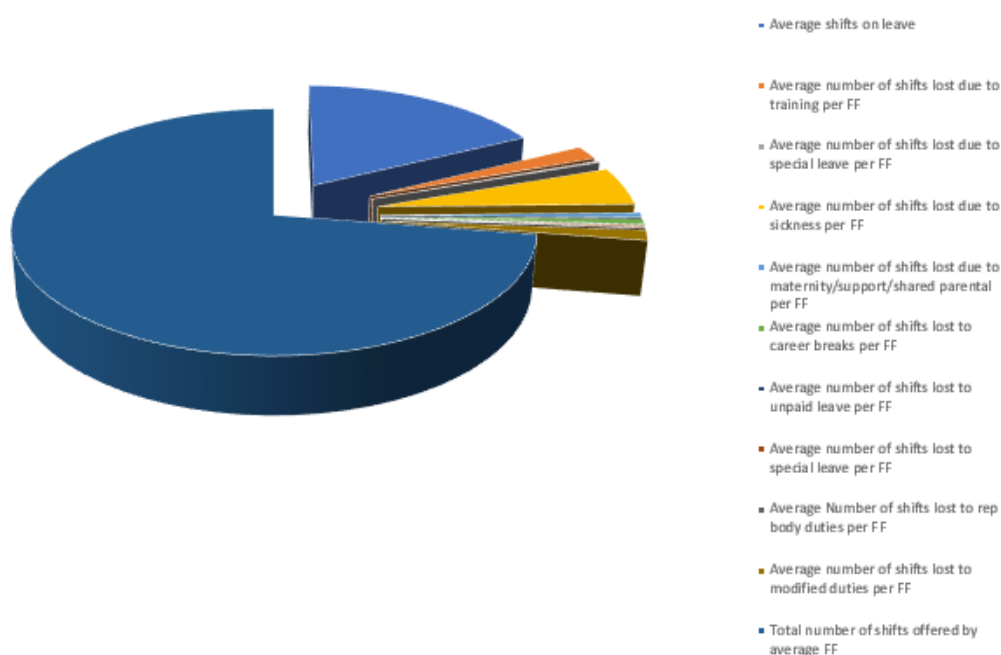
- 14.1** That members of the West Yorkshire Fire Authority note the contents of this report.

## 15 Appendix 1 – Average shifts provided

### 15.1 table of absence types

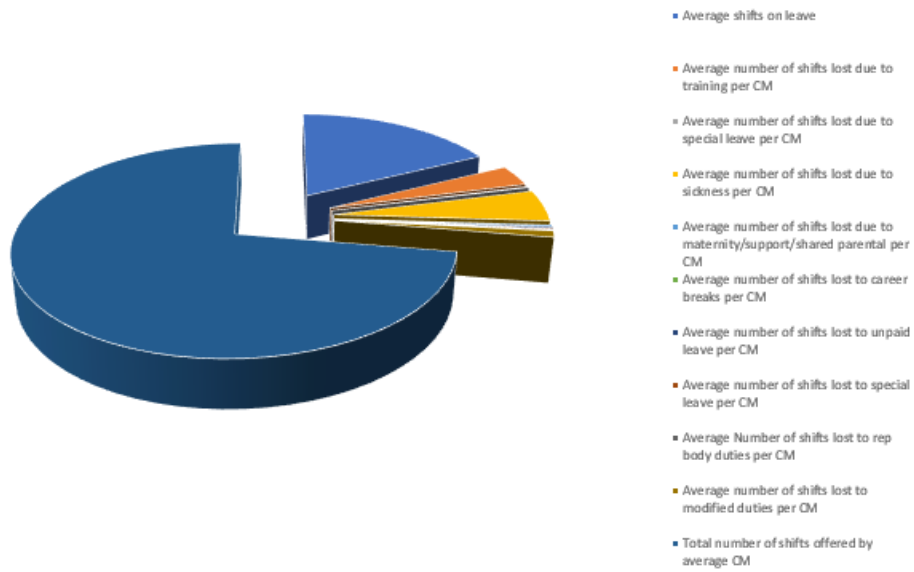
Description	224		DC	
	FF	CC	FF	CC
Average number of shifts	150	150	150	150
Average number of shifts lost due to training	3.32	5.92	3.53	6.58
Average number of shifts lost due to special leave	0.39	0.29	0.68	0.67
Average number of shifts lost due to sickness	9.08	8.97	16.14	8.97
Average number of shifts lost due to maternity/support/shared parental	1.05	0.43	0.99	-
Average number of shifts lost to career breaks	1.22	-	0.83	-
Average number of shifts lost to unpaid leave per FF	0.05	0.43	-	-
Average number of shifts lost to special leave	0.39	0.29	0.68	0.67
Average Number of shifts lost to rep body duties per FF	0.02	0.04	0.10	0.31
Average number of shifts lost to modified duties	2.39	1.74	6.47	0.44
<b>Total number of shifts offered</b>	<b>131.58</b>	<b>131.39</b>	<b>120.59</b>	<b>132.36</b>

### 15.2 224 Firefighter

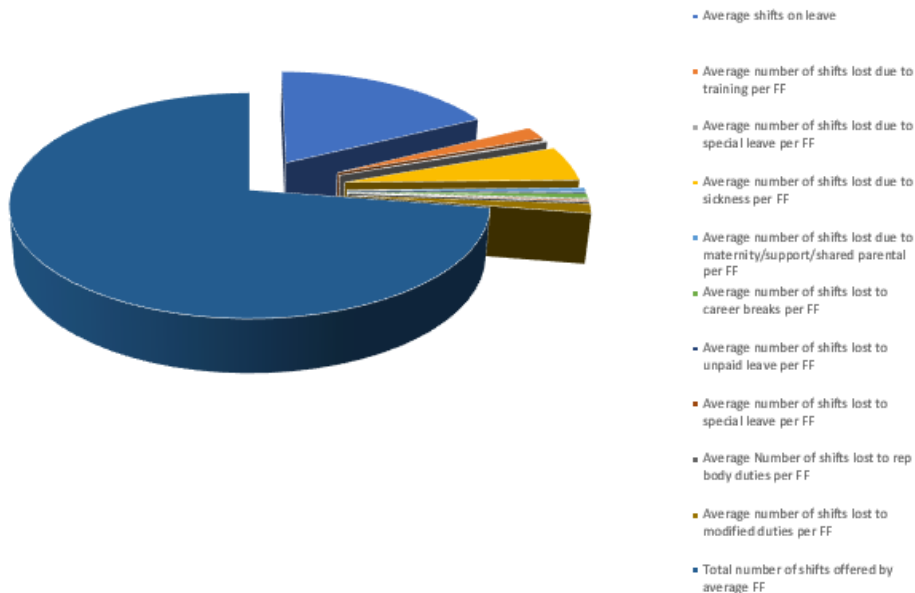




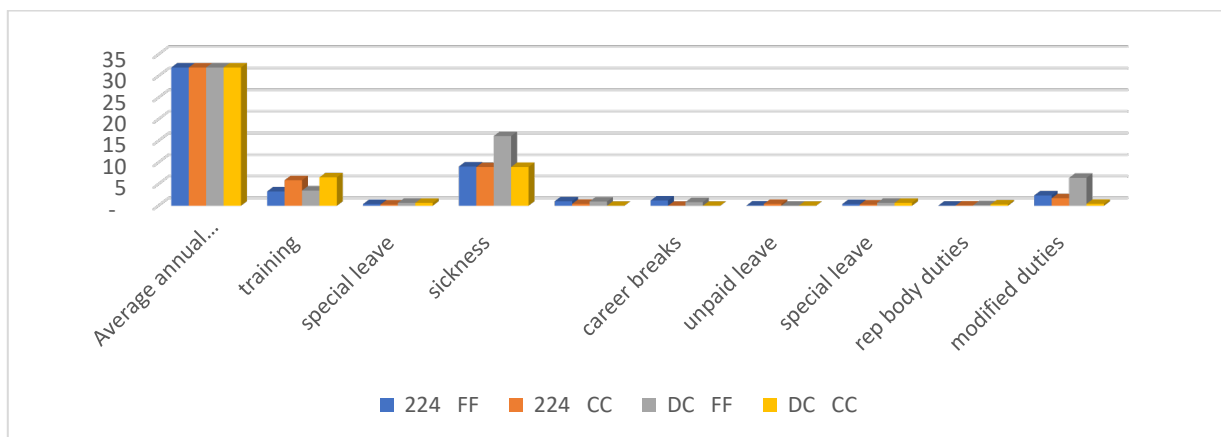
### 15.3 224 Crew Manager



### 15.4 Day Crewed Firefighter



### 15.5 Wholtime Duty System Comparison



## 15.6 Sickness comparison – pre and post Covid

Absence Reason	Jan18 - Sept19	Jan 22 - Sept 23
	50	
Allergy	1	12
Back Problems	15	728
Benign and Malignant Tumours / Cancers		109
Blood Disorder		69
Bowel Disorder		8
Burns		4
Cancer	293	42
Cardiovascular	28	
Chest and Respiratory Problems	21.92	161
Corona Virus		1309.8
Cough / Cold / Flu	65	684
Dental	7	20
Dermatological	51.75	11
Ear / Nose / Throat	48	65
Eye Problems	27	44
Fracture		400
Gastrointestinal	419.83	280
Headache / Migraine	4	61
Heart / Cardiac / Circulatory	1	186
Infectious Disease	4	16
Joint Disorder	11	129
Kidney Disorder		8
Long Covid		90
Menopause	5.95	8
Muscular Skeletal	2936.19	2137
Neurological	110.88	118
Panic Attacks	1	
PERSONAL - Anxiety/Stress/Depression/Mental Health	535	1286
PERSONAL - Did not disclose.		449
Pneumonia		1
Reproductive	54	16
Respiratory	387.5	4
Self Isolation		90
Senses	62	7
Sickness & Diarrhoea	11	504
Skin Complaint	1	72
Sleep Disorder	2	
Surgery / Operation	118.95	1164
Urological	18	4
WORK - Anxiety/Stress/Depression/Mental Health	211	238
(blank)		7
<b>Grand Total</b>	<b>5501.97</b>	<b>10541.8</b>

## 16 Appendix 2 – Making appliances unavailable to cover short notice absences statistics

### 16.1 Breakdown of appliance impacts per date

Date		Watch	Number of Appliance unavailable	Location	Appliance availability After pump knocked off (mean)
8/25/2023	NIGHT		1	Dewsbury	44
8/26/2023	DAY		3	Hunslet, Shipley & Halifax	40
8/27/2023	DAY		3	Hunslet, Shipley & Halifax	41.5
8/28/2023	NIGHT		2	Hunslet & Halifax	43
8/29/2023	NIGHT		2	Hunslet & Killingbeck	44
8/31/2023	DAY		1	Rastrick	36.5
09/01/2023	NIGHT		2	Rastrick & Moortown	44
09/02/2023	NIGHT		2	Rastrick & Moortown	44
09/03/2023	DAY		1	Killingbeck	45
09/04/2023	DAY		1	Killingbeck	38
09/09/2023	NIGHT		1	Huddersfield	45
09/10/2023	NIGHT		1	Odsal	45
09/11/2023	DAY		1	Killingbeck	37.5
9/16/2023	NIGHT		1	Leeds	45
9/23/2023	DAY		1	Pontefract	42
9/24/2023	DAY		1	Hunslet	44
9/29/2023	NIGHT		1	Ossett	45
9/30/2023	NIGHT		1	Odsal	45
9/30/2023	DAY		1	Pontefract	42.5
10/01/2023	DAY		1	Dewsbury	43.5
10/08/2023	DAY		1	Killingbeck WRT	43.5
10/09/2023	DAY		2	Killingbeck & Wakefield	38.5
10/07/2023	NIGHT		1	Dewsbury	45
10/08/2023	NIGHT		2	Shipley & Hunslet	44
10/13/2023	DAY		1	Hunslet	36
10/14/2023	DAY		3	Hunslet, Killingbeck & Dewsbury	42.5
10/15/2023	DAY		1	Leeds	44
10/13/2023	NIGHT		1	Dewsbury	45
10/14/2023	NIGHT		1	Dewsbury	45
10/15/2023	NIGHT		1	Hunslet	45
10/16/2023	NIGHT		1	Hunslet	45
10/17/2023	DAY		1	Moortown	38.5
10/19/2023	NIGHT		1	Killingbeck	44
10/20/2023	NIGHT		1	Huddersfield	45
10/22/2023	NIGHT		2	Huddersfield & Shipley	44
10/22/2023	DAY		1	Killingbeck	45

10/25/2023	DAY		1	Stanningley	41
10/26/2023	NIGHT		1	Hunslet	45
10/27/2023	DAY		1	Bradford	
10/27/2023	NIGHT		1	Killingbeck	45
10/28/2023	NIGHT		2	Odsal & Killingbeck	44
10/29/2023	DAY		1	Hunslet	42.5
10/28/2023	DAY		2	Bradford & Illingworth	39.5
10/29/2023	NIGHT		3	Shipley & FWG & Hunslet	41
11/01/2023	DAY		1	Huddersfield	40
11/02/2023	NIGHT		1	FWG	45
11/04/2023	DAY		2	Huddersfield & Dewsbury	44
11/05/2023	DAY		2	Huddersfield & Hunslet	45
11/06/2023	NIGHT		1	Huddersfield	45
11/11/2023	DAY		1	Moortown	40
11/12/2023	NIGHT		2	Huddersfield & Rastrick	45
11/13/2023	NIGHT		1	Moortown	44
11/18/2023	DAY		1	Moortown	43
11/19/2023	DAY		1	Moortown	41
11/20/2023	NIGHT		1	Bingley	45
<b>Total</b>			<b>75</b>		