

# Leeds District Plan

2023/24

## Foreword

**I am immensely proud to be the District Commander for Leeds observing daily the professionalism, passion and dedication the team delivers in making the community of Leeds and West Yorkshire safer.**

Community engagement and involvement is a continued focus within Leeds, and we will focus on our objective to support the most marginalised communities and identify our most vulnerable community members. We will continue to seek to reduce the foreseeable risk within Leeds and ensure our staff are trained to the highest level, have the best equipment and resources available to deal with any eventuality. We will look to respond to support our community in the safest, most efficient, effective way.

The built environment will be a focus within Leeds matched with an intelligence driven approach encompassing existing building risk and proposed future building developments. Water safety awareness is a key focus in Leeds, working in close partnership, we will continue to educate the public on the hazards of entering fast moving water and look to support community members who may find themselves in any form of crisis.

In addition to this, we need to change how we deliver services in line with the findings from the inquiries into the Grenfell Tower fire and the Manchester Arena attack, as well as the recommendations from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of WYFRS.

This plan seeks to build on the success of previous years and to strive to improve our service further through the delivery of our priorities. I hope this plan provides a clear understanding of how we will continue to prevent, protect and respond both efficiently, effectively with resilience to meet the needs of the community of Leeds and West Yorkshire.

**DC Lee Miller** – Leeds District Commander

# About Leeds district

**Leeds is the largest District within WYFRS and covers an area of approximately 213 square miles with a population of 792,000 (2019), made up of 130 different nationalities.**

Leeds is seen as one of the most important financial, legal and business centres outside London. There are several high-risk sites, including two major hospitals, two large sports stadiums and a number of large shopping outlets. Leeds holds the highest proportion of high-rise buildings within West Yorkshire, vast water ways, critical transport infrastructure such as Leeds Bradford International Airport along with Leeds Railway Station, and the M1, M62, M621 motorways. Leeds is a vibrant city with a cosmopolitan community situated in the heart of the UK, Leeds is the third largest and one of the fastest growing, greenest cities in the country.

Leeds District includes the District Commander, eight Assistant District Commanders, three District Support Officers, a District Prevention Manager, Assistant District Prevention Manager and Prevention Team along with 12 Fire Stations and 325 staff in total forming part of the whole District team.

## Leeds

- Population – 792,000
- Personnel – 325
- Size of area – 213<sup>2</sup> miles
- Fire Engines – 15

## Leeds Stations

- Otley (Retained/On-Call)
- Wetherby (Day crewing)
- Rawdon (Wholetime)
- Stanningley (Wholetime, High volume pump)
- Leeds (Wholetime, Includes Aerial Platform, Water Rescue)
- Hunslet (Wholetime, Foam making unit)
- Morley (Day crewing)
- Killingbeck (Wholetime)
- Garforth (Day crewing)
- Rothwell (Day crewing, Water rescue)
- Cookridge (Wholetime ,High Volume Pump)
- Moortown (Wholetime)

# Why are we here

## Our ambition: Making West Yorkshire Safer

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

## Our guiding principles

To achieve our ambition, we will:

- Focus on risk and vulnerability
- Be part of our communities
- Work in partnership
- Be at our best and strive to improve
- Make a positive difference in everything we do
- Promote diversity and create an inclusive workplace

## The services we deliver

### Prevention

Raising awareness about the risks people face to prevent emergencies and reduce vulnerability.

### Protection

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

### Response

Being ready for and responding to emergencies.

### Resilience

Being able to deal with major emergencies and disruption locally and nationally whilst continuing to deliver our critical services.

## Our Priorities

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

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

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

## **How we will deliver these priorities**

### **Plan and deploy our resources based on risk.**

- Maintain a close working relationship with Safer Leeds and Housing Leeds.
- We will undertake inspections of tall buildings and will continue to gather Operational Risk information in line with our Operational Training and Risk Reduction strategy.
- We will continue to implement and train against new procedures which improve our operational effectiveness and firefighter safety.
- A foreseeable risk within Leeds District will be fires in tall buildings, and we will maintain exercising programs that incorporate the learning from Grenfell and improve operational response and Fire Fighter safety.
- We will continue to seek intuitive and progressive way to deal with operational incidents that are less environmentally impactful.
- We will use an intelligence driven approach to efficiently and effectively direct our resources to undertake focused prevention activities

### **Improve the safety and effectiveness of our firefighters.**

- Through our Station Assurance process, we will undertake training and exercises to ensure a safe response to foreseeable risk.
- We will maintain a focus on maintaining professional standards and staff competencies throughout Leeds District, incorporating bespoke training sites and facilities.
- We will continue to undertake a focus of training to develop closer working relationships with partners to improve operational effectiveness around incidents and foreseeable risk within Leeds.
- We will develop and deliver a form of Satellite Training, encompassing the delivery of competency training around the impact from FSHQ rebuild and incorporating the specialist resources based within Leeds District.
- We will continue to utilise ICT functions and programmes to enhance engagement and ways of working throughout SDD and the district structure.

### **Promote health, safety, and wellbeing for all our people.**

- We will continue to develop and deliver health and wellbeing initiatives to support our staff to be at their best to protect our communities and make West Yorkshire safer.
- We will continue to focus on staff health and well-being around mental health and well-being our 'Off-load' Leeds Rhino's partnership.
- We will continue to progress holistic well-being support for staff through fitness and nutrition advice.

### **Encourage a learning environment in which we support, develop, and enable our people to be at their best.**

- We will nurture talent and provide support for those identified or wanting to develop in the service.
- We will underpin assurances and professional standards through the Station Assurance Process.
- We will continue to develop and deliver health and wellbeing initiatives to support our staff to be at their best to protect our communities and make West Yorkshire safer.
- Leeds District will focus on operational exercising that will prioritise foreseeable risk within Leeds and West Yorkshire.
- We will continue to evolve our HR training packages around culture and values, conflict and managing behaviours aligned to values within WYFRS.

### **Focus our prevention and protection activities on reducing risk and vulnerability.**

- We will continue to deliver the Safer Communities Prevention Strategy.
- We will progress community engagement into the most magnetised sections of our communities.
- We will pilot an intelligence driven approach around Risk Reductions and Prevention, making best use of our resources in a more effective way.
- Actively engage with the community and partners to identify risk, reduce vulnerability, and support those most in need.
- We will continue our change to Community Cohesion initiatives with Crews having a presence in our most marginalised communities.

### **Provide ethical governance and value for money.**

- We will work efficiently to provide value for money and make the best use of reserves to provide an effective service.
- We will lead and progress the transition of CLM to Service Delivery Development (SDD), enhancing more effective and efficient ways of operating and working within WYFRS.
- We will maintain a focus on supporting staff and maintaining organisational assurances around COVID until there is agreed national endemic.

- We will continue to utilise effective ICT solutions to deliver innovative ways of engagement and support to members of our team and communities.
- We will use resources sustainably and deliver the most value.

### **Collaborate with partners to improve all of our services.**

- We will maintain our partnership structure across all areas of Service Delivery within Operational, Tactical and Strategic level.
- We will continue with our multi-agency exercise programme.
- We will look to share operational and partnership learning and intelligence to improve what we do.
- We will engrain our service and represent WYFRS in all localities of that of our partner organisations.
- We will continue to contribute and support the Contest strategy, particularly around the Prevent, Protect, and Prepare, incorporating Public Accessible Location legislation and Leeds City evacuation plans.

### **Work in a sustainable and environmentally friendly way.**

- We will promote environmentally friendly ways of working, reduce waste and raise awareness amongst staff to both fight climate change and respond more effectively to incidents driven by extreme weather events.
- We will continue to be a partner and positive contributor within the Leeds Clean Air initiative.
- We will continue to train to respond to areas of highest environmental weather risk.

### **Achieve a more inclusive workforce, which reflects the diverse communities we serve.**

- We will continue to positively represent the service when working within all communities in line with the community engagement strategy.
- We will maintain an assurance of staffing within Leeds, and restructure District Team references to ensure capacity and resource where they are needed the most.

### **Continuously improve using digital and data platforms to innovate and work smarter.**

- We work with data to reduce unnecessary demand on our service to build capacity for other work.
- We apply risk modelling to identify the most vulnerable in our communities in order to deliver targeted interventions.

# Risk in Leeds district

Whilst attending emergencies across West Yorkshire is a statutory duty, our role is much broader than this. We aim to do everything we can to prevent an emergency response in the first place. We do this through prevention and protection activity.

The residual risk that remains is managed through our response and resilience strategies.

The following sources have been used to identify the risk within Leeds District:

- The National Risk Register
- The WY Community Risk Register
- Local knowledge
- CPNI sites
- WYFRS Premises Risk Database (PRD)
- IRS; national and international data and experiences
- Environmental data and flood risk
- Information from local partners
- Foreseeable Risk Register

1. Prevention – Educating people about the risks they face to prevent emergencies and reduce vulnerability.
2. Protection – Promoting and enforcing the fire safety measures required by law to ensure buildings and occupants are protected should a fire occur.
3. Response – Being ready for and responding to emergencies.
4. Resilience – Being able to deal with major emergencies and disruptions whilst continuing to deliver our critical services.

## Managing risk in Leeds

### The Built Environment

How will we reduce the risks?

#### Prevention

- We will continue to work with social housing providers to provide advice to those most at risk from a fire in both high-rise and multi-occupancy buildings.
- We will implement recommendations from the Grenfell inquiry and research into building safety within multi - occupancy buildings.

#### Protection

- We will collect and use accurate risk information on building to ensure our response to emergencies is as safe and effective as possible.

## **Response**

- We will continue to train against foreseeable risk within Leeds such as fires in tall buildings, marauding terrorist attack and water safety and rescue.

## **ASB and Nuisance Fires**

How will we reduce the risks?

### **Prevention**

- We will work with Leeds Council, Environment Agency and blue light partners in reporting and actioning abandoned waste materials.
- We will continue with an intelligence driven approach where information regarding ASB and community impact is shared across Leeds partnership. This intelligence is gathered during response to incidents and also informs and guides or focus to community areas of greater concern or impact around ASB.

### **Protection**

- Operational crews and fire protection teams will highlight the impact of waste accumulation on businesses when carrying out SSRIs. Arson prevention advice will be provided to local businesses.

### **Response**

- Operational crews will be responsible for identifying trends and developing workstreams for dealing with nuisance fires within identified locations.
- We will continue with our 'Community Cohesion' initiative with Crews having a presence in our most marginalised communities.

## **Waste and Recycling Sites**

How will we reduce the risks?

### **Prevention**

- We will work with premise owners, Leeds Council and Environment Agency in carrying out visits to legal and illegal sites within Leeds.

### **Protection**

- Operational crews will continue to use a mix of tabletop and PowerPoint presentations on sites within Leeds to ensure operational knowledge and hazard awareness is maintained.
- We will continue with our 'Foam Initiative' looking at progressive and less environmentally impactful applications of firefighting medium.

### **Response**

- We will gather operational information and share our response plans with local partners to aid in a co-ordinated response to any waste site incident in Leeds.



## **Water Safety**

How will we reduce the risks?

### **Prevention**

- We will continue with the established Leeds Water Safety Group to look at a partnership approach in sharing intelligence and focusing on criticality.
- We will continue the partnership water awareness training through the established Water Safety initiative.

### **Response**

- Local operational plans to increase operational preparedness in relation key risk sites across our district will be developed.
- We will develop a series of exercises to test operational crews, partners and raise awareness of the risks associated with water key locations across the district.
- We will deliver on the educational Wier water safety visual training model and share the learning across all Service Delivery.

## **Hostile or public impactful events**

How will we reduce the risks?

### **Prevention**

- We will focus on key exercises that exposure our staff to the operational requirements around hostile terror events.

### **Protection**

- We will continue to contribute through the Protect and Prepare groups established within the Safer Leeds Partnership.

### **Response**

- We will contribute and drive the training regime around public hostile events and multi-agency response and planning around such events within Leeds.

## **Leeds district achievements 2022 – 23**

- We supported the health, well-being and mindfulness of our Staff in Leeds to ensure they are able to support our communities in any way they can.
- Year on year reduction in arson and the focused key work in areas that are known for holding heightened levels of Anti-Social Behaviour (ASB).

- Operation crews and the Fire Protection Team visited every high-rise domestic building in Leeds to make sure we are prepared should an emergency happen.
- Every firefighter in Leeds has undertaken realistic high-rise training to make us more effective when we need to respond.
- We have worked hard to support the positive action campaign in order to improve the diversity of our service.
- Water safety is a significant risk in Leeds and staff across the district have worked in partnerships to provide training to responders from other agencies, provide education to highlight the dangers, trained to improve performance and put measures in place to reduce the occurrence of water related emergencies.

## Performance

### District performance

2022 - 2023

Performance Indicator	3-year average target	Actual (2022/23)	Performance against 3-year average
Arson	2103	1787	-15.0%
Primary Arson	493	357	-27.6%
Secondary Arson	1610	1430	-11.2%
Actual Rescues	663	405	-38.9%
Total Activity	8519	9104	6.9%
Dwelling Fires	410	384	-6.3%
Non-Domestic Building Fires	169	129	-23.7%
Prevalence of False Alarms	4084	4539	11.1%
Fire Related Injuries	57	53	-7.0%
Road Traffic Collisions	228	208	-8.8%
Malicious False Alarms	111	109	-1.8%

# Leeds, our people

## Teamwork

Leeds District has an extensive exercise programme that factors in foreseeable risk, Fire fighter safety and multi-agency JESIP ethics.

## Integrity

Leeds District will support and develop individuals to be the best they can be throughout the year.

## Learning

We continue to progress a learning, development and effectiveness environment approach in all we do.

## Responsibility

We will ensure all crews attend mandatory training courses in a variety of subjects to ensure competency.

## Communication

Through our established Staff engagement briefings and communication strategy through District we will ensure stronger golden thread approach is delivered both within the District and within our community.

# Monitoring and review

At a district level performance across all areas will be monitored through Service Assurance Visit (SAV) process.

The SAV process is focused on staff engagement, service delivery and professional standards. Leeds District is focused on maintaining and assuring the highest level of Organisational preparedness and effectiveness.

Progress against the management of district risk will be reported to the West Yorkshire Fire and Rescue Authority in line with the West Yorkshire Performance Management Framework.

Additional monitoring and review will be undertaken by the Area Manager Service Delivery on a monthly basis.

## **Station assurance process:**

- Prevention - Educating people about the risks they face to prevent emergencies and reduce vulnerability.
- Protection - Promoting and enforcing the fire safety measures required by law to
- ensure buildings and occupants are protected should a fire occur.
- Response - Being ready for and responding to emergencies.
- Resilience - Being able to deal with major emergencies and disruption whilst continuing to deliver our critical services.

Every year we will review and update the known risks in the district, taking account of changes and development in:

- Data performance
- New and emerging risks
- Community risk
- Organisational priorities

## **Contact us:**

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