



OFFICIAL

Performance Management report

Full Authority

Date: 17 September 2021

Agenda Item:

8

Submitted By: Director of Service Delivery

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

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Performance Management Report
1 April – 30 June 2021

1 Introduction

- 1.1 The attached Performance Management and Activity Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance against targets.
- 1.2 The report shows a summary of the cumulative performance for the year 1 April to 30 June 2021 against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored quarterly by Management Team and the Full Authority.
- 1.4 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.
- 1.5 A traffic light system is used to provide a clear visual indicator of performance against each of the indicators compared to the position at the same time in the previous year.
- 1.6 Other performance and activity information is also included within the report.

2 Financial Implications

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

3 Human Resources and Diversity Implications

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

4 Legal Implications

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

5 Health, Safety and Wellbeing Implications

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

6 Equality Impact Assessment

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

- 7.1 There are no environmental implications arising from this report.

8 Your Fire and Rescue Service 2019 -2023 Priorities

- 8.1 This report links to all of the 'Your Fire & Rescue Service 2019 – 2023' priorities as the Performance Management Report covers all areas of performance of WYFRS.



West Yorkshire
Fire & Rescue Service

Performance Management and Activity Report 2021/22

Period covered: 1 April – 30 June 2021
Date Issued: 17 September 2021



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1. Introduction/Summary

The purpose of this report is to provide information regarding the performance of West Yorkshire Fire and Rescue Service against selected national and local targets to enable the Authority to measure, monitor and evaluate performance.

In this report, monthly statistics have been utilised to identify trends in performance. Information regarding a selection of local performance targets has also been provided in this report and comparisons have been made with the previous year's performance.

All data, unless specified, is for the reporting period 1 April – 30 June 2021.

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

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

2. Service Delivery Targets

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

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

	Three Year Average Target (2017/20)	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Actual Data to date		Performance Against Three Year Average (2021/22)	End of Year Projection (2021/22)
		2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22	2020/21	2021/22		
Arson	6641	1802	1978							1802	1978	19.5%	7934
Actual Rescues	1655	174	300							174	300	-16.7%	1203
Total Activity	23990	6743	6829							6743	6829	14.2%	27391
Dwelling Fires	1141	286	280							286	280	-1.8%	1123
Non-Domestic Building Fires	416	73	92							73	92	-11.3%	369
Prevalence of False Alarms	10439	2842	2605							2842	2605	0.1%	10449
Fire-Related Injuries	193	47	41							47	41	-14.8%	164
Road Traffic Collisions	655	75	138							75	138	-15.5%	554
Malicious False Alarms	348	55	87							55	87	-0.3%	349

Service Delivery Indicators

Description	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Cumulative	
	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22	2020-21	2021-22
Accidental Dwelling Fires (per 10,000 dwellings)	2.54	2.44							2.54	2.44
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.09	0.09							0.09	0.09
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.04	0.04							0.04	0.04
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.39	1.30							1.39	1.30
(a) Number of Serious Injuries (per 100,000 population)	0.26	0.13							0.26	0.13
(b) Number of Slight Injuries (per 100,000 population)	1.13	1.17							1.13	1.30
The percentage of dwelling fires attended where there was a working smoke alarm which activated	56.99%	57.30%							56.99%	57.30%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	17.48%	18.86%							17.48%	18.86%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	3.50%	3.56%							3.50%	3.56%
The percentage of dwelling fires attended where no smoke alarm was fitted	22.03%	20.28%							22.03%	20.28%
Number of calls to malicious false alarms (per 1000 population) – attended	0.02	0.04							0.02	0.04
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	8.14	7.84							8.14	7.84
False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	1.00	1.01							1.00	1.01
Fires in non-domestic premises (per 1000 non-domestic premises)	0.87	1.07							0.87	1.07
Number of Primary Fires (per 100,000 population)	33.68	34.85							33.68	34.85

Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	1.91	1.65							1.91	1.65
Arson Incidents – All Deliberate Fires (per 10,000 population)	7.81	8.56							7.81	8.56
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	1.19	1.30							1.19	1.30
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	6.62	7.26							6.62	7.26

3. Operational Risk Visits (including Fire Safety)

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

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

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

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Completed	19	47	44										110

NB. Operational staff are supporting the delivery of the Building Risk Review Programme concentrating on high rise residential buildings, additionally we are undertaking waking-watch visits on a monthly basis.

4. Safe and Well Checks

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

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

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

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

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

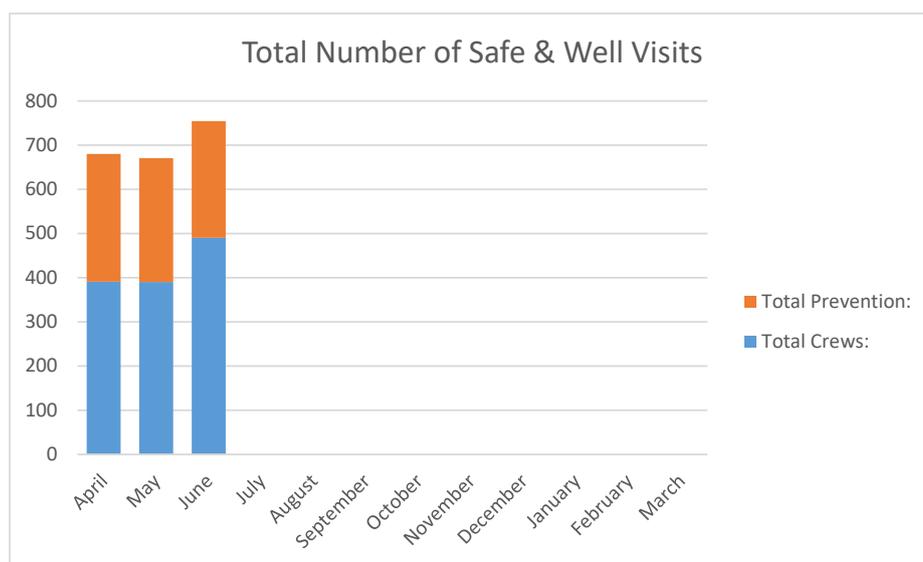
Performance

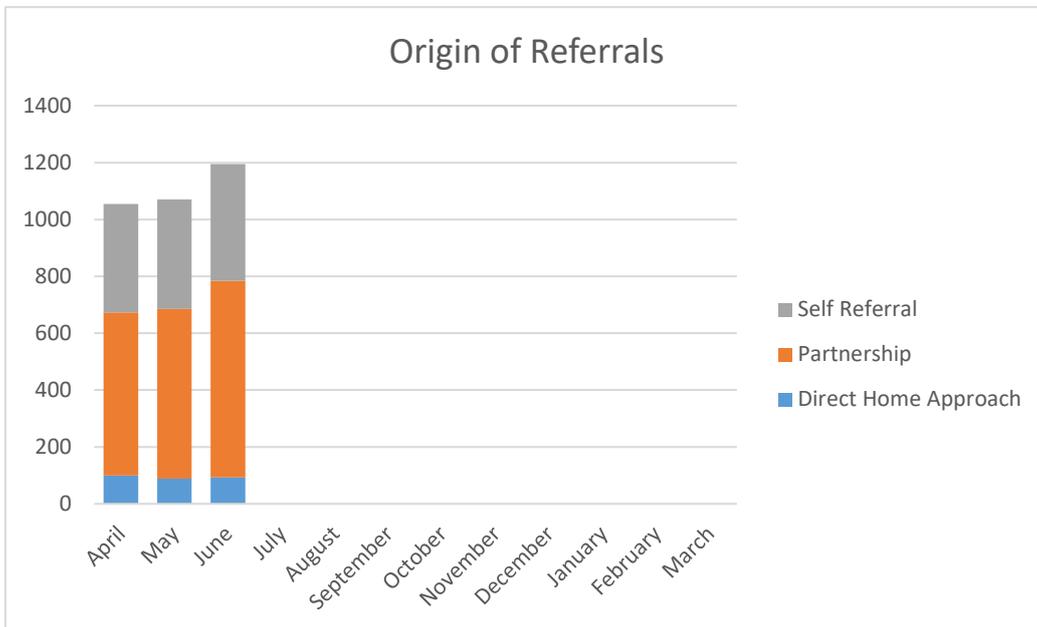
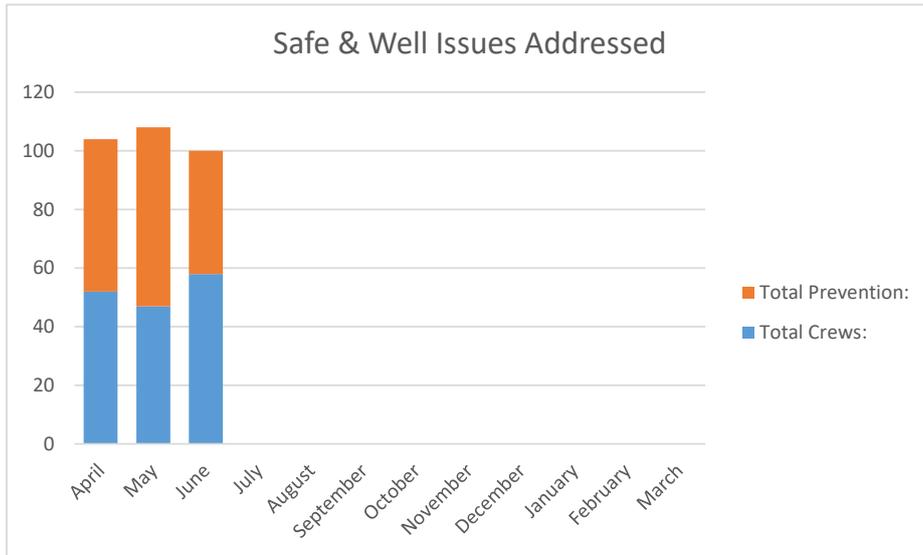
The Safe and Well visits undertaken during the Covid Pandemic have been targeted at the most vulnerable people in our communities following a robust risk assessment.

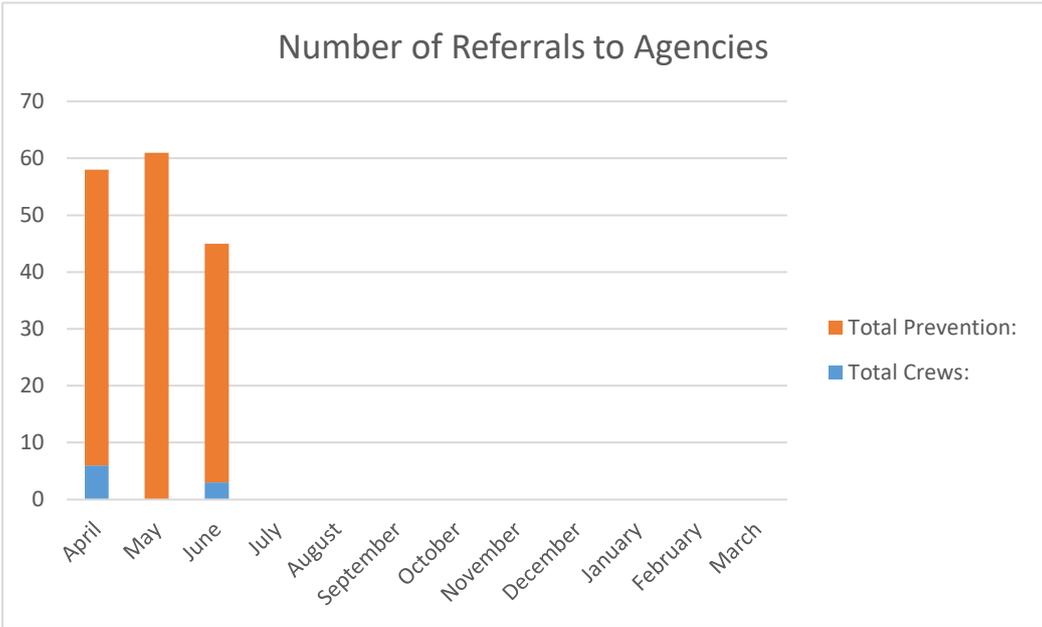
Lower-risk members of the community have continued to receive a service which has been provided through telephone consultations.

Since April 2021 the delivery of our prevention activities has been closely aligned to the Government recovery roadmap. We have applied risk control measures which allow our prevention staff and operational crews to deliver safe and well visits in a way which maintains the safety of the people we visit and our staff. We have seen the number of visits increase over the first quarter and this will be a continuing trend as we can further relax control measures enabling more visits to be undertaken.

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





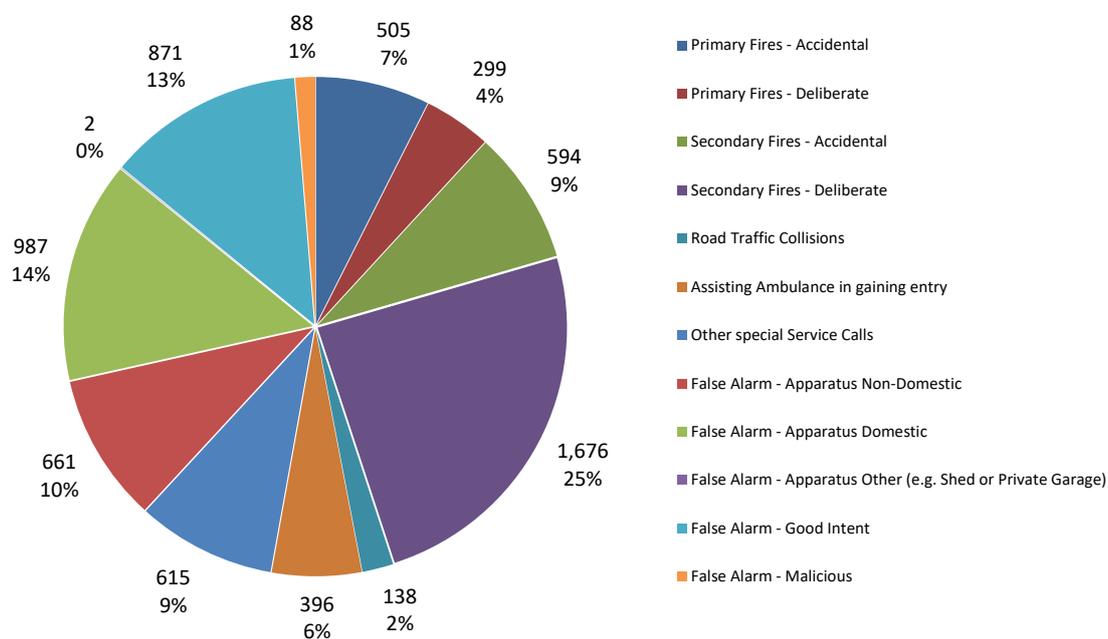


5. Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year so far (1 April – 30 June 2021) categorised by incident type.

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

Incident Category	Number	Percentage
Primary Fires - Accidental	505	7.39%
Primary Fires - Deliberate	299	4.38%
Secondary Fires - Accidental	594	8.69%
Secondary Fires - Deliberate	1,676	24.53%
Road Traffic Collisions	138	2.02%
Assisting Ambulance in gaining entry	396	5.80%
Other special Service Calls	615	9.00%
False Alarm - Apparatus Non-Domestic	661	9.68%
False Alarm - Apparatus Domestic	987	14.45%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	2	0.03%
False Alarm - Good Intent	871	12.75%
False Alarm - Malicious	88	1.29%
Total	6,832	100%



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

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

Comments on Fatal Fires

Footpath between Palmer Road and Killinghall Road, Bradford

3rd May 2021

The deceased female was 58 years old and was found in the open.

The deceased's clothing and body were burnt in a manner consistent with the ignition of a flammable liquid applied to her person. The deceased was pronounced dead at the scene by a paramedic from Yorkshire Ambulance Service. No other persons were involved.

Wood Drive, Rothwell, Leeds

17th May 2021

The deceased male was 74 years old and alone in a privately-owned first floor flat.

The origin of fire was in the kitchen under one of the worktops and it was determined that the most likely cause of the fire was a faulty 4-way extension lead.

Whyment Close, Churwell, Morley

29th May 2021

The deceased female was 54 years old and lived in a privately-owned mid-terrace town house. The deceased was found in the living room with burns to her face and body. There was very little fire damage to the room. The most likely cause of this fire was naked flame setting fire to clothing whilst igniting a cigarette.

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

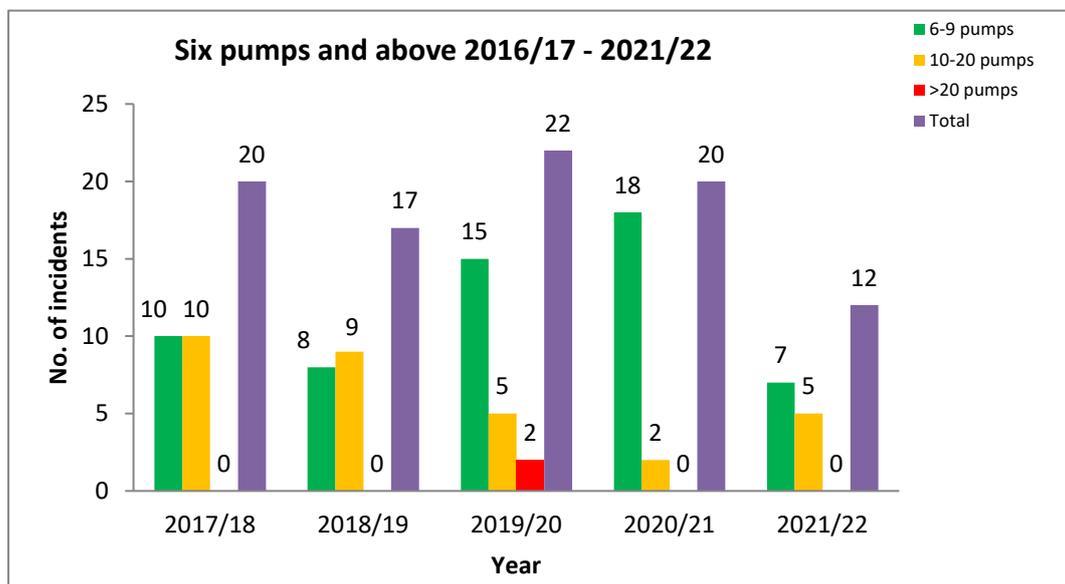
6. Fire-Related Incidents attended by Six Pumps and Above

General Commentary

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

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

The following chart details the numbers and severity of such incidents over the last few years up to 30 June 2021:



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

New incidents added to the table are shaded in white.

Date & Time	Address	Premises Use	Station Area	Cause	Pumps Plus Specials	Number of Personnel
Saturday 03/04/2021	St Mary's Court Potternewton Leeds	Flats	Moortown	Unable to determine	5 Pumps 2 Support 4 Specials	36 Ffs 5 Officers
Monday 12/04/2021	Matza and Co Ltd Bretton Street Enterprise Centre Bretton Park Way Savile Town Dewsbury	Bed Manufacturer	Dewsbury	Unable to determine	8 Pumps 4 Support 7 Specials	62 Ffs 7 Officers
Sunday 18/04/2021	Turn Green Skip Hire Farrar Mill Lane Salterhebble Halifax	Skip hire and recycling	Halifax	Deliberate	6 Pumps 2 Support 3 Specials	38 Ffs 5 Officers
Thursday 22/04/2021	Tidy Pallets Hoyle Mill Road Kinsley, Pontefract	Recycling spread to dwelling	South Kirkby	Intentional burning out of control	10 Pumps 2 Support 5 Specials	58 Ffs 6 Officers
Friday 23/04/2021	John Winter & Co Ltd Washer Lane Halifax	Factory	Halifax	Natural Occurrence (Static discharge)	6 Pumps 5 Support 5 Specials	54 Ffs 5 Officers
Friday 23/04/2021	Sims Metal Management Pepper Road Hunslet Leeds	Scrapyard	Hunslet	Natural Occurrence (Refracted sunlight)	10 Pumps 3 Support 6 Specials	64 Ffs 7 Officers
Sunday 25/04/2021	Bobus Moor Manchester Road Marsden Huddersfield	Moorland	Slaithwaite	Firework	10 Pumps 7 Support 7 Specials	82 Ffs 6 Officers
Wednesday 19/05/2021	Omans Furniture International Ltd Legrams Mill Summerville Road Bradford	Warehouse	Fairweather Green	Naked flame	17 Pumps 5 Support 8 Specials	104 Ffs 9 Officers
Monday 24/05/2021	BMC Motors 145 Dewsbury Road Hunslet Leeds	Motor Spares	Hunslet	Deliberate	6 Pumps 2 Support 4 Specials	40 Ffs 5 Officers
Monday 07/06/2021	Seafresh Wholesale Distributors Thorncliffe Road Bradford	Warehouse	Shipley	Faulty Electrical Appliance	10 Pumps 3 Support 5 Specials	62 Ffs 7 Officers
Tuesday 08/06/21	Little Neville Street Leeds	Dwelling	Leeds	Natural Occurrence (Reflected sunlight)	8 Pumps 4 Support 6 Specials	60 Ffs 5 Officers
Sunday 27/06/2021	Clarendon Dental Spa 9 Woodhouse Square Woodhouse Leeds	Dentists	Leeds	Lithium battery charger	7 Pumps 4 Support 5 Specials	55 Ffs 4 Officers

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

St Mary's Court, Potternewton, Moortown, Leeds

3rd April 2021

This incident occurred in Moortown station area and involved a dwelling.

The initial pre-determined attendance was 3 pumps from Moortown and Leeds, this was increased to 5 pumps and pumps from Killingbeck and Hunslet were mobilised.

The following support appliances were also mobilised:

The Hose Layer with support from Mirfield, the Personnel Welfare Unit from Skelmanthorpe, the Technical Rescue Unit from Cleckheaton and the Command Unit with support from Featherstone.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Clarke was the Officer in Charge, Station Manager was the Hazmat and Environmental Protection Officer, Station Manager Nortcliffe was the Command Support Officer, Station Manager Goodall was the Operational Assurance Officer and Watch Manager Driver was the Fire Investigation Officer. Two CLM vehicles were also deployed from Killingbeck and Leeds.

The time of call for this incident was 16:07 on 3rd April 2021 with the stop being received by Control at 18:00 that day. The incident was closed on 4th April at 15:43.

The cause of the fire cannot be determined due to its intensity.

Matza and Co Ltd, Bretton Park Way, Savile Town, Dewsbury

12th April 2021

This incident occurred in Dewsbury station area and involved a furniture manufacturer.

The initial pre-determined attendance was 3 pumps from Dewsbury and Ossett. This was increased to 8 pumps and pumps from Mirfield, Cleckheaton, Rastrick and Huddersfield were mobilised.

The following support appliances were also mobilised:

The Hose Layer with support from Mirfield, the Personnel Welfare Unit from Skelmanthorpe and the Command Unit and support from Featherstone, Aerials with support from Leeds and Bradford, a High-Volume Pump from Fairweather Green with support from Stanningley and Cookridge.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Austin and Group Manager Holt were the Officers in Charge, Station Manager Bruce was the Hazmat and Environmental Protection Officer, Station Manager Nortcliffe was the Command Support Officer and Station Manager Atkins was the Operational Assurance Officer. Watch Manager Cavalier was the Fire Investigation Officer and was shadowed by Station Manager Bowen. Four CLM vehicles were also deployed from Cleckheaton, Castleford, Ossett and Hunslet.

The time of call for this incident was 19:42 on 12th April 2021 with the stop being received by Control at 09:18 on 15th April 2021. The incident was closed on at 10:33 the same day.

Due to the intensity of the fire, it has not been possible to determine the cause.

Turn Green Skip Hire, Farrar Mill Lane, Halifax

18th April 2021

This incident was a fire in a recycling yard in Halifax station area.

The initial pre-determined attendance was 1 pump from Halifax, this was increased to 6 pumps and pumps from Illingworth, Huddersfield, Cleckheaton and Rastrick were mobilised.

The following support appliances were also mobilised:

The Command Unit and support from Featherstone, the Personnel Welfare Unit from Ilkley and the Hose Layer with support from Mirfield.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Garvey was the Officer in Charge, Station Manager Staples was the Hazmat and Environmental Protection Officer, Station Manager Holdsworth was the Command Support Officer and Station Manager Houldsworth was the Operational Assurance Officer and Watch Manager Cavalier was the Fire Investigation Officer. Three CLM vehicles were also deployed from Halifax, Huddersfield and Cleckheaton.

The time of call for this incident was 07:03 on 18th April 2021 with the stop being received by Control at 13:11 and the incident was closed at 15:58 on the same day.

The most likely cause of the fire is thought to be deliberate.

Tidy Pallets, Hoyle Mill Road, Kinsley, Pontefract

22nd April 2021

This incident was a fire which started in a large timber yard and spread to several adjacent buildings in Pontefract station area.

The initial pre-determined attendance was 1 pump from Cudworth (South Yorkshire) which was increased to 3 pumps and pumps from Killingbeck and Barnsley (South Yorkshire) were mobilised. This was increased to 10 pumps and pumps from the following stations were mobilised: Adwick, Dearne, Edlington (South Yorkshire), Skelmanthorpe and Dewsbury.

The following support appliances were also mobilised:

The Command Unit and support from Pontefract, the Personnel Welfare Unit from Skelmanthorpe, the Hose Layer and support from Mirfield and a high-volume pump from South Yorkshire.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager May was the Officer in Charge, Station Manager Bruce was the Hazmat and Environmental Protection Officer, Station Manager Earl was the Command Support Officer, Station Officer Bairstow was Operational Assurance Officer, Station Officer Butterfield was a Working Officer and Station Manager Cookson was the Fire Investigation Officer. One CLM vehicle was also deployed from Dewsbury.

The time of call for this incident was 14:40 on 22nd April 2021, the stop message was received by Control at 20:44 and the incident was closed at 20:57 the same day.

The most likely cause of the fire is intentional burning which got out of control.

John Winter & Co, Washer Lane, Halifax

23rd April 2021

This incident was a foundry consumables supplier in Halifax station area.

The initial pre-determined attendance was 3 pumps from Halifax, Illingworth and Rastrick. This was increased to 6 pumps and 2 aerials and pumps from Rastrick, Mytholmroyd, Odsal and Cleckheaton with aerials plus support from Leeds and Bradford were mobilised.

The following support appliances were also mobilised:

The Command Unit from Featherstone with support from Morley and Shipley and the Hose Layer with support from Mirfield.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Gardiner was the Officer in Charge, Station Manager Bell was the Hazmat and Environmental Protection Officer, Station Manager Swallow was the Command Support Officer, Watch Manager McCulloch was the Operational Assurance Officer and Station Manager Nortcliffe was the Fire Investigation Officer. Three CLM vehicles were also deployed from Halifax, Rastrick and Cleckheaton.

The time of call for this incident was 13:14 on 23rd April 2021 with the stop being received by Control at 18:06 and the incident was closed at 18:17 that day.

The most likely cause of the fire is thought to be electrostatic discharge producing a spark which ignited combustible materials.

Sims Metal Management, Pepper Road, Hunslet, Leeds

23rd April 2021

This incident was at a scrap yard in Hunslet station area.

The initial pre-determined attendance was 1 pump from Hunslet. This was increased to 10 pumps and pumps from Leeds, Morley, Normanton, Rothwell, Moortown, Stanningley, Killingbeck and an aerial with support from Bradford were mobilised.

The following support appliances were also mobilised:

The Command Unit and support from Pontefract, the Personnel Welfare Unit from Skelmanthorpe, the Hose Layer and support from Mirfield, the High-Volume Pump from Stanningley with support from Cookridge and two Foam Units from Hunslet.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager Jones and Station Manager Metcalfe were the Officers in Charge, Station Manager Bell was the Hazmat and Environmental Protection Officer, Station Manager Gardiner was the Command Support Officer, Station Manager Fox was the Operational Assurance Officer and Station Manager Nortcliffe was the Fire Investigation Officer. Group Manager Miller was the Officer assigned to Control. Five CLM vehicles were also deployed from Stanningley, Hunslet, Leeds, Killingbeck and Moortown.

The time of call for this incident was 18:36 on 23rd April 2021 with the stop being received by Control on 24th April at 07:11. The incident was closed on the same day at 07:13

The fire has an unknown accidental cause.

Bobus Moor, Manchester Road, Marsden

25th April 2021

This incident was at moorland fire in Slaithwaite station area.

The initial pre-determined attendance was 1 pump from Slaithwaite. At the height of the incident a make pumps 13 message was received by Control and pumps were mobilised from the following stations: Shipley, Dewsbury, Huddersfield, Rastrick, Halifax, Skelmanthorpe, Cleckheaton and Illingworth and two pumps from GMC (Oldham and Mosley).

The following support appliances were also mobilised:

The Wildfire Units from Holmfirth, Todmorden and Keighley with support also from those stations, the Command Unit from Featherstone with support from Castleford and

Pontefract, the Personnel Welfare Unit from Skelmanthorpe, the Hose and support from Mirfield.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Tully as a Working Officer, Group Manager Miller was the Officer in Charge, Station Manager Holdsworth was the Command Support Officer, Station Manager Hawley was Wildfire Officer and Station Manager Butterfield was the Operational Assurance Officer. The Chief Fire Officer attended and Station Manager England and Group Manager May were the officers assigned to Control. Five CLM vehicles were also deployed from Huddersfield, Rastrick Keighley, Halifax and Cleckheaton.

The time of call for this incident was 19:06 on 25th April 2021 and the stop was received by Control at 08:30 on 28th April and the incident closed at 10:00 the same day.

The most likely cause of the fire is thought to be a firework.

Omans Furniture Ltd, Legrams Mill, Summerville Road, Bradford

19th May 2021

This incident was a former mill building in Fairweather Green station area.

The initial pre-determined attendance was 4 pumps from Bradford, Fairweather Green, Shipley and an aerial from Halifax. At the height of the incident a make pumps 18 message was received by Control and pumps were mobilised from the following stations: Odsal, Cleckheaton, Bingley, Stanningley, Rawdon, Keighley, Rastrick, Dewsbury, Hunslet, Killingbeck, Moortown, Morley, Huddersfield with aerials from Halifax, Leeds, Wakefield and Bradford.

The following support appliances were also mobilised:

The Command Units and support from Featherstone and Pontefract, the Personnel Welfare Unit from Skelmanthorpe, the Hose Layer and support from Mirfield, aerial support from Leeds and CU sector support from Garforth.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager Lawton and Area Manager Teggart were the Officers in Charge, Station Manager Thornton was the Hazmat and Environmental Protection Officer, Station Manager Gardiner was the Command Support Officer, Station Manager Moxon was the Operational Assurance Officer and Watch Manager Driver was the Fire Investigation Officer. Group Manager Holt and Brigade Manager Smith were the officers assigned to Control. Five CLM vehicles were also deployed from Fairweather Green, Bradford, Stanningley, Keighley and Cleckheaton.

The time of call for this incident was 02:44 on 19th May 2021 with the stop being received by Control at 17:00 and the incident was closed at 17:12 the same day.

The most likely cause of the fire is thought to be a naked flame.

BMC Motor Spares, Dewsbury Road, Beeston Leeds

24th May 2021

This incident was at a car sales establishment in Hunslet station area.

The initial pre-determined attendance was 3 pumps from Hunslet, and Leeds. A make pumps 6 message was received by Control and pumps were mobilised from Killingbeck with an aerial appliance from Wakefield.

The following support appliances were also mobilised:

The Command Unit from Featherstone with support from Pontefract, the Personnel Welfare Unit from Skelmanthorpe and the Hose Layer and support from Mirfield

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Staples was the Officer in Charge, Station Manager Bruce was the Hazmat and Environmental Protection Officer, Station Manager Holdsworth was the Command Support Officer, Station Manager Metcalfe was the Operational Assurance Officer and Watch Manager Cavalier was the Fire Investigation Officer. Three CLM vehicles were also deployed from Hunslet, Leeds and Killingbeck.

The time of call for this incident was 00:19 on 24th May 2021 with the stop being received by Control at 06:46 and the incident closed at 14:17 the same day.

This fire is believed to have been caused deliberately.

Seafresh Wholesale Distributors, Thorncliffe Road, Bradford

7th June 2021

This incident was a food distribution company in Bradford station area.

The initial pre-determined attendance was 3 pumps from Bradford and Shipley. At the height of the incident a make pumps 10 message was received by Control and pumps were mobilised from the following stations: Fairweather Green, Odsal, Stanningley, Bingley, Cleckheaton, Killingbeck and Cookridge.

The following support appliances were also mobilised:

The Command Unit from Featherstone with support from South Kirkby, the Personnel Welfare Unit from Ilkley, the Hose Layer and support from Mirfield and aerials from Halifax and Leeds with support from Leeds.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager Miller was the Officer in Charge, Station Manager Bell was the Hazmat and Environmental Protection Officer, Station Manager Hill was the Command Support Officer, Station Manager Butterfield was the Operational Assurance Officer, Station Managers Goldwater and Earl were Working Officers and Watch Manager Griffiths was the Fire Investigation Officer. Four CLM vehicles were also deployed from Bradford, Odsal, Cleckheaton and Bingley.

The time of call for this incident was 02:25 on 7th June 2021 with the stop being received by Control at 17:32 on 8th June 2021. The incident was closed that day at 19:10

The most likely cause of the fire is thought to be a faulty electrical appliance.

Little Neville Street, Leeds

8th June 2021

This incident was cladded high-rise block of flats in Leeds station area.

The initial pre-determined attendance was 6 pumps and 2 aerials from Leeds, Hunslet, Killingbeck, Moortown and Bradford. A make pumps 8 message was received by Control and pumps were mobilised from Morley and Stanningley

The following support appliances were also mobilised:

The Command Unit from Featherstone with support from Normanton, the Hose Layer from Mirfield with support from Otley, the Salvage and Logistics Unit from Mirfield and aerial support from Leeds and Bradford.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager Miller was the Officer in Charge, Station Manager Hawley was the Command Support Officer, Station Manager Metcalfe was the Operational Assurance Officer and Station Manager Holdsworth and Watch Manager Griffiths were the Fire Investigation Officers. Four CLM vehicles were also deployed from Hunslet, Leeds, Morley and Killingbeck.

The time of call for this incident was 20:16 on 8th June 2021 with the stop being received by Control at 01:03 on 9th June and the incident closed at 13:27 the same day.

This fire is believed to have been caused either by direct reflective sunlight onto a surface or a carelessly discarded cigarette.

Clarendon Dental Spa, Woodhouse Square, Leeds

27th June 2021

This incident was at a dental surgery in Leeds station area.

The initial pre-determined attendance was 3 pumps from Hunslet, and Leeds. A make pumps 7 message was received by Control and pumps were mobilised from Killingbeck, Moortown, Stanningley and Cookridge.

The following support appliances were also mobilised:

The Command Unit from Featherstone with support from Shipley, the Personnel Welfare Unit from Ilkley, the Hose Layer and support from Mirfield, High Expansion Foam from Hunslet and an aerial with support from Bradford.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Swallow was the Officer in Charge, Station Manager Bruce was the Hazmat and Environmental Protection Officer, Station Manager Staples was the Command Support Officer, Station Manager Holdsworth was the Operational Assurance Officer and Watch Manager Cavalier was the Fire Investigation Officer. Two CLM vehicles were also deployed from Leeds and Bradford.

The time of call for this incident was 08:02 on 27th June 2021 with the stop and close being received by Control at 15:25 that day.

This fire is believed to have been caused by a lithium battery charger.

7. Violence at Work

Attacks on Personnel

There have been 16 incidents reported by West Yorkshire FRS in the financial year.

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

The table below summarises the events reported by firefighters and other staff. Where stations have not reported any incidents, they are not shown within this table.

For clarification, 'stoning' and 'firework' cover any thrown object identified respectively as a stone or firework; and 'missile' covers any other object used as a projectile.

Attacks on Firefighters as a Percentage of Turnouts										
District / Station	No.of Turnouts	Physical Assault	Weapon Brandished	Missile Thrown	Firework Thrown	Stoning	Aggressive Behaviour	Verbal Abuse	Total	Percentage
Bradford District										
Bradford	1078						1	1	2	0.19%
FWG	412					1			1	0.24%
Odsal	373					1		1	2	0.54%
District Total	2844	0	0	0	0	2	1	2	5	0.18%
Calderdale District									0	
District Total	968	0	0	0	0	0	0	0	0	0.00%
Kirklees District										
Huddersfield	640							1	1	0.16%
Cleckheaton	382						1		1	0.26%
Dewsbury	555							3	3	0.54%
District Total	1908	0	0	0	0	0	1	4	5	0.26%
Leeds District									0	
Hunslet	821	1							1	0.12%
Morley	144	1				1			2	1.39%
Stanningley	308	1							1	0.32%
District Total	3932	3	0	0	0	1	0	0	4	0.10%
Wakefield District										
Wakefield	283						1		1	0.35%
Featherstone	62					1			1	1.61%
District Total	1187	0	0	0	0	1	1	0	2	0.17%
Totals	10889	3	0	0	0	4	3	6	16	0.15%

The above table shows the number of incidents in which firefighters were subjected to violence as a percentage of attendance, by station and by district (0.17% overall). Some stations might appear to suffer a relatively high percentage of attacks, but this is largely due to the number of incidents attended from such stations.

The Chief Fire Officer re-emphasises that even one attack is one too many and that every assistance and encouragement will be given to the police to bring offenders to court. Work is continuing with a variety of agencies from the police and district councils to community groups and youth leaders to address these issues.

District Actions to Address Violence

All districts are undertaking the following actions:

- Communicating a positive image of the fire service in the community
- Taking part in community events to support this image
- Provision of conflict management training to service delivery staff
- Encouraging all staff to use the SCIP when intelligence or other information is received for risk issues
- Encouraging any watch who place the information on SCIP to email other local stations to alert them to the fact that the address has been added and to make sure that they then view the SCIP for the details
- Consistently promoting the knowledge of Silent Witness cameras with crews and to the public at events etc. to discourage anti-social behaviour
- Where incidents do occur, publicising through the media any arrests made by the police and any sentences given by the courts
- Close working with partners services to produce robust multiagency response plans
- Targeted Intervention days led by the Youth Intervention Team

Bradford

In Bradford there were 5 attacks on firefighters at incidents, details of which are available from the District Commander. At one of these incidents a firefighter was punched in the head by a member of the public. There was no damage to fire appliances during these attacks.

Calderdale

In Calderdale there were no attacks on firefighters at incidents in this period.

Kirklees

In Kirklees there were 5 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to fire appliances during these attacks.

Leeds

In Leeds there were 4 attacks on firefighters at incidents, details of which are available from the District Commander. At one of these incidents a firefighter was kicked in the head and at another incident firefighters were spat at. There was no damage caused to fire appliances during these attacks.

Wakefield

In Wakefield there were 2 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to fire appliances during these attacks.

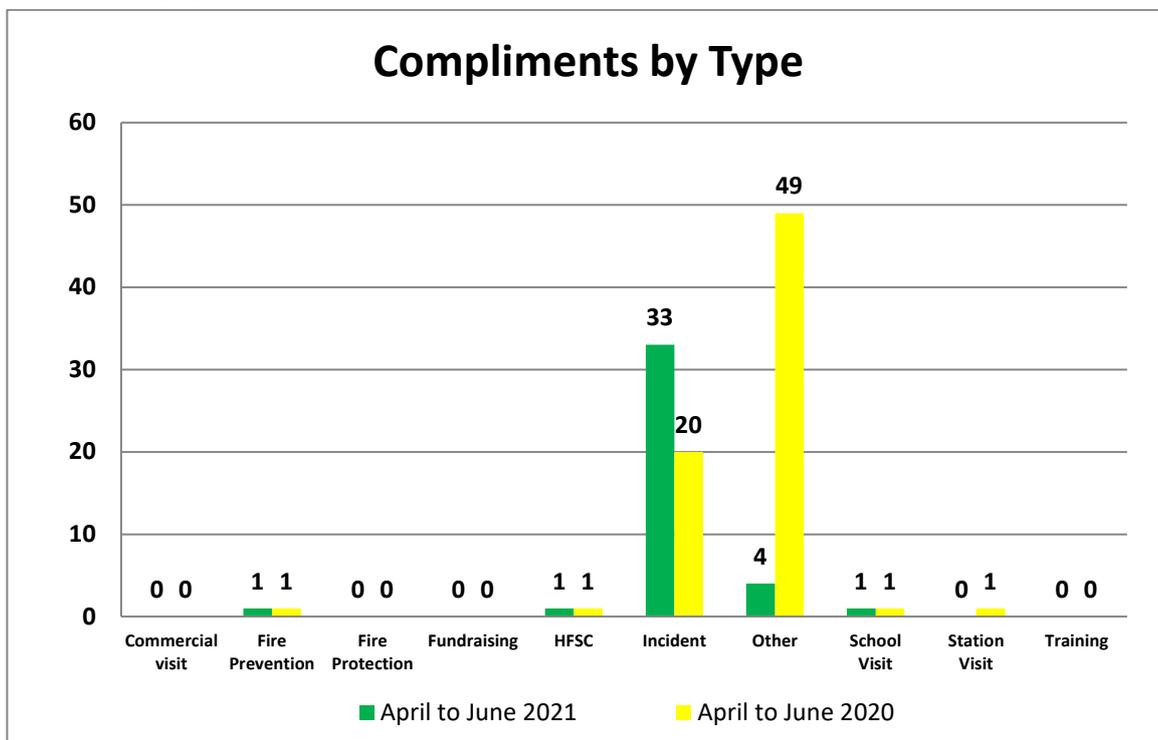
8. Corporate Performance Activity

Details of key corporate performance areas are shown below.

Compliments

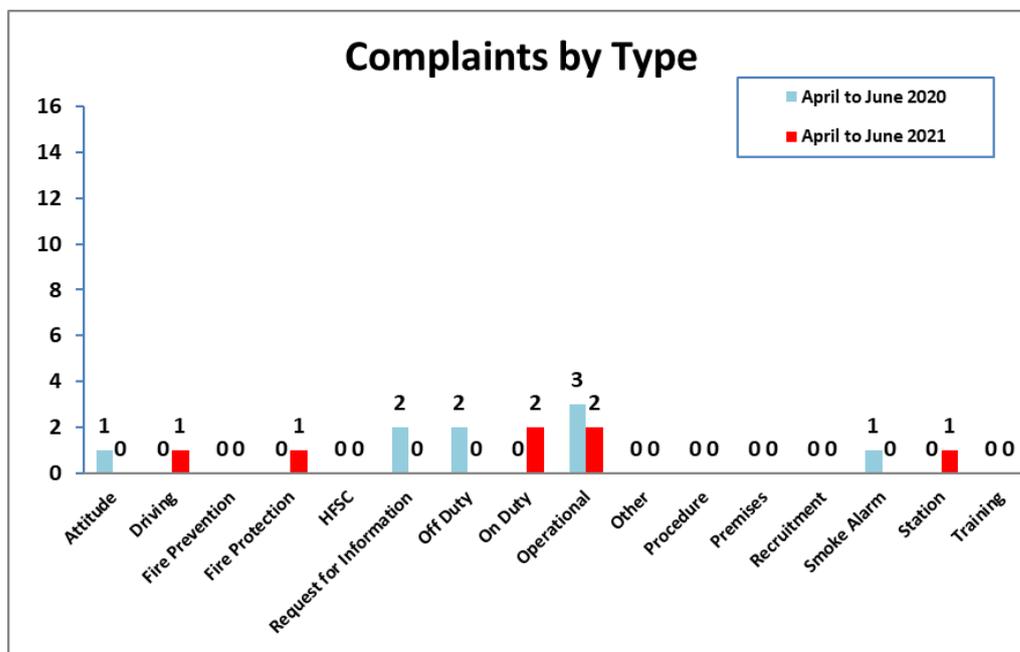
The charts below show by the type and the number of compliments and complaints received by West Yorkshire FRS for the period 1 April to 30 June 2021 and the same period in the year 2020-21.

During this period West Yorkshire FRS has recorded 40 compliments, which is lower than the 73 received in 2020.



Complaints

For the period 1 April to 30 June 2021, we have received seven complaints, of which one was upheld. This compares to nine received between the same dates in 2020, of which five were upheld.



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

The table below shows the number of complaints received and upheld from 1 April to 30 June 2021 and a comparison with the same period during the year 2020.

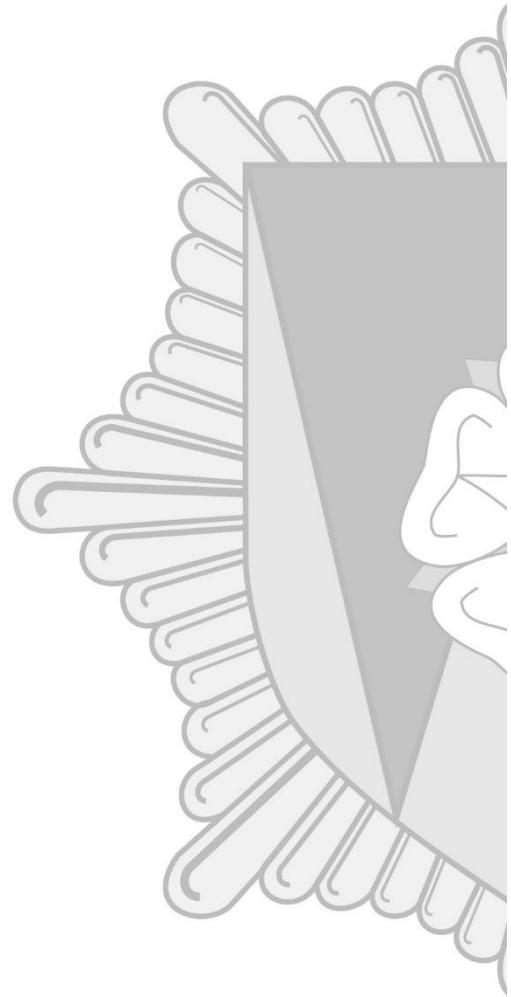
Category	2020-21		2021-22	
	Received	Upheld	Received	Upheld
Attitude	1	1	0	0
Driving	0	0	1	0
Fire Prevention	0	0	0	0
Fire Protection	0	0	1	0
HFSC	0	0	0	0
Request for Information	2	1	0	0
Off Duty	2	1	0	0
On Duty	0	0	2	0
Operational	3	2	2	0
Other	0	0	0	0
Procedure	0	0	0	0
Premises	0	0	0	0
Recruitment	0	0	0	0
Smoke Alarm	1	0	0	0
Station	0	0	1	1
Training	0	0	0	0
TOTALS	9	5	7	1

Freedom of Information and Data Protection

The tables below show the number of Freedom of Information Requests and Subject Access Requests dealt with within the period 1 April to 30 June 2021.

Freedom of Information Requests	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	TOTAL
Number due for response	13	11	9										33
Number responded to within time limit	13	11	9										33
Number responded to out of time	0	0	0										0
Number suspended or closed due to no clarification from requester	0	0	0										0
Number of Internal Reviews due for response	0	1	0										1
Number of Internal Reviews responded to within time limit	0	1	0										1

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



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



OFFICIAL

Grenfell Tower Programme Update

Full Authority

Date: 17 September 2021

Agenda Item:

9

Submitted By: Director of Service Delivery

Purpose

To update the Fire Authority on the progress against the Grenfell action plan following the phase one inquiry

Recommendations

That Members of the Fire Authority note the report and progress of the Grenfell Programme

Summary

The paper provides a brief overview of the progress made following the release of the Grenfell Tower Phase One Inquiry

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: AM David Teggart

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Background papers open to inspection: None

Annexes: None

1 Introduction

- 1.1 On 14 June 2017 the tragic fire occurred at Grenfell Tower, London which resulted in the loss of 72 lives. Now, 4 years on, the impact of the fire continues to have a devastating and long-lasting effect on the victims' families, survivors, local communities, the firefighters, and other agencies that responded to it.
- 1.2 The Grenfell Tower Inquiry (GTI) Phase 1 report was released on 30 October 2019 and identified a variety of findings along with 46 recommendations to London Fire Brigade, HM Government, wider FRS, and other Services
- 1.3 Following the publication of the Grenfell Phase One Inquiry Phase 1 Report, West Yorkshire Fire and Rescue Service (WYFRS) established a small project team to undertake a gap analysis to identify risks, action owners, the financial impacts, and any other implications.
- 1.4 The gap analysis considered all 46 recommendations as though they were directed at WYFRS, regardless of which area/organisation the report was considering. In doing so we have taken account of the widest possible set of assumptions and our action plan includes all recommendations including those that will require legislative changes.
- 1.5 The wide-ranging action plan has been developed around ten thematic areas with service leads for each area taking responsibility for their identified actions, including a programme timeline with key milestones to deliver the improvements identified. The thematic areas include:
 - Buildings and Fire Safety Measures
 - Operational Pre-planning
 - Command and Control
 - Operations
 - Control
 - Communications
 - Equipment
 - Human Factors
 - Training
 - Miscellaneous

2 Information

Buildings with Failed External Wall Systems

- 2.1 WYFRS have identified over 100 residential buildings over 18 metres high that have unsafe external wall systems (EWS). EWS does not only relate to failed cladding on buildings, including aluminium composite material (ACM) and high-pressure laminate (HPL), but other combustible materials such as timber cladding, timber balconies and rendered buildings with insulation material underneath. It also includes poor installation of these systems, such as missing fire breaks and poor/limited fire stopping. The majority of these buildings have interim measures in place including increased attendance and 'waking watches'.
- 2.2 We continue to work with and assess the ongoing risks and impact to residents and firefighters to determine our future options. These options include Prohibition and/or Restriction Notices if Responsible Person's demonstrate a limited commitment and/or are unable to provide a suitable timeline for removing the cladding.

Legislative Changes

- 2.3 Following the publication of Dame Judith Hackitt's independent review of building regulations and fire safety, Government accepted the review's recommendations, as it had previously with the Grenfell Tower Inquiry Phase 1 report, and concluded that the whole system of building regulation needed major reform. This has led to the development of new legislation, namely the Fire Safety Act 2021 and the Building Safety Bill.

Fire Safety Act 2021

- 2.4 The Fire Safety Bill received Royal Assent on 29 April 2021. Due to this, the Bill has now become an Act of Parliament (Fire Safety Act 2021). The Fire Safety Act (FSA) 2021 brings about changes to the Regulatory Reform (Fire Safety) Order 2005 which will be amended. The key changes relate to common parts of a building which now incorporate the external wall systems and the main entrance doors to each individual flat.

Building Safety Bill

- 2.5 The Building Safety Bill, published in July 2020, is currently making progress through Parliament in draft form but is not expected to come into force until Spring 2022. The draft Bill has recently been scrutinised by the Housing, Communities and Local Government Committee, along with multiple debates in both the House of Commons and Lords. Following its introduction in law, at a date still to be determined, additional secondary legislation will be required to transition to the new processes, these include:

- A new and stricter regulatory regime for "higher-risk" residential buildings, which is currently intended by Government to comprise all multi-occupancy residential buildings over 18 metres or 6 storeys high in England. This includes student accommodation but does not currently include prisons, residential care homes or temporary accommodation such as hotels.
- A new division will be created within the Health & Safety Executive which will be known as the Building Safety Regulator (BSR). This Regulator will have various powers including increased enforcement and sanctions capability. The Building Safety Regulator function is going to be funded by a cost recovery approach, enabling the Regulator to charge fees and recover charges from those it regulates.
- At the initial planning stage, known as Gateway 1, additional information will be required on the fire safety of the building as part of a Fire Statement. On occupation, each higher risk building will have an Accountable Person who will be the duty holder. They will have to produce and maintain a safety case report, which must be produced to the BSR.

- 2.6 Changes are proposed to ensure increased competence of local authority building control inspectors and architects and there will be greater scope for residents and new build owners' concerns to be heard.

- 2.7 A number of the GTI Phase 1 recommendations require legislative changes to occur mainly around the responsibilities of the building owner. Many of these are expected to form part of the secondary legislation after the Building Safety Bill is enacted, these include:

- Providing information to local FRS's about the design of its external walls systems.
- Provide their local FRS's with up-to-date plans of the building identifying the location of key fire safety systems.
- Ensure that the building contains a premises information box and copies of up-to-date information such as floor plans.

- Carry out regular inspections of firefighting and emergency lifts including the mechanism which allows firefighters to take control of the lifts.
- Evacuation plans are created and be provided to local FRS's and placed in the premises information box.
- High-rise residential buildings to be equipped with facilities for use by the FRS's enabling them to send an evacuation signal to the whole or a selected part of the building.
- Personal emergency evacuation plans (PEEPs) are prepared for residents who self-identify as being unable to self-evacuate and that this information is made available in the premises information box.
- Provide fire safety instructions (including instructions for evacuation) for all residents.

2.8 The Grenfell Team have taken a proactive approach and have created a West Yorkshire High-Rise Residential Forum with all Local Authorities and large social housing providers to establish where each service provider is against the recommendations, regardless of the pending legislation. Many of the organisations already have measures in place to meet the recommendations and are actively pursuing measures to address the outstanding ones.

2.9 WYFRS continue to actively support our partners and their residents by providing advice to support the implementation of the recommendations.

Building Risk Review (BRR)

2.10 Following the implementation of the Governments Building Risk Review (BRR) process which is due to be concluded by the end of 2021, we created a multi-disciplinary team made up of operational and fire protection staff, who are working with owners of in-scope, high-rise residential premises.

2.11 There are approximately 550 buildings within scope of the project, around 300 have had a recent Fire Protection audit and tactical information plans created. The data is entered onto the National Fire Chiefs' Council (NFCC) system when completed with the documentation approved.

Operational Strategies Aiming at Effective Fire Evacuation in High Rise Residential Buildings (SAFE)

2.12 The Home Office has commissioned the University of Central Lancaster to undertake academic and scientific research to support the Grenfell Tower Inquiry Report Phase 1 recommendations, 'SAFE' focuses specifically on evacuation strategies. The research will seek to establish the most effective methods of evacuation, considering how occupants and firefighters respond and make decisions about evacuation in a fire situation. This will assist both Government and NFCC in the production of guidance, based on research/evidence.

2.13 WYFRS continue to support this and other external research projects including ongoing work with the NFCC.

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

2.14 WYFRS will soon be audited by Her Majesty's of Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). One of the areas they will be focussing on is the progress we have made against the Grenfell phase one recommendations.

- 2.15 We have provided a suite of documents to the HMICFRS including the Evacuation and Fire Survival Guidance policy, Equality Impact Assessment (EIA) and the Grenfell programme action plan.
- 2.16 To support this inspection, we commissioned Kirklees Internal Audit, as part of the Authority's Internal Audit Plan, to review the arrangements for effectively managing the risk associated with failure to implement the recommendations resulting from the GTI Phase 1 report. The audit reported a "Substantial Assurance" opinion, further details will be provided to a future Audit Committee.

Evacuation and Fire Survival Guidance

- 2.17 One of the first areas the Grenfell Team considered was how Fire Control receive Fire Survival Calls and calls from concerned residents and how we share this information with the incident ground and ultimately how we would evacuate a building if required whilst maintaining the safety of operational crews and residents of high-rise premises.
- 2.18 This resulted in the development of the Evacuation and Fire Survival Guidance policy. Due to COVID19, training opportunities were initially limited to Fire Control staff, evacuation officers and specialist stations who have dedicated roles and responsibilities.
- 2.19 Following changes to the Government's Road Map, the Grenfell Team acquired the use of a high-rise premise in Leeds District that is due to be demolished later in the year. This has allowed operational crews to train in a realistic environment and the team to further evaluate the Evacuation and Fire Survival Guidance policy.
- 2.20 The exercises ran throughout July with a total of 16 sessions over 8 days and included elements from the initial attendance up to and including a simulated evacuation of the building.

Equipment

Smoke Curtains

- 2.21 Following a regional procurement process with other FRS's, a smoke curtain has been placed on every front-line appliance within WYFRS, along with several curtains for training delivery and a small logistical stock. Adopting a regional procurement process has allowed us to make financial savings as well as reinforcing the collaborative approach we are taking in the region to address the Grenfell Phase One recommendations.
- 2.22 The smoke curtains were rolled out during February and March 2021 and resulted in the publication of an e-learning package which was shared across the region.
- 2.23 Smoke curtains are primarily used to prevent products of combustion from a compartment fire affecting other areas within a building including the stairwell, allowing residents to evacuate if required. They are also used for firefighter safety, operational effectiveness, and damage limitation.

National Police Air Service (NPAS) Receivers

- 2.24 WYFRS have procured two National Air Police Service (NPAS) receivers - a handheld device which has been placed on the Command Unit Lite and a fixed unit on the main command unit. These devices allow images and videos to be streamed directly from the Police aircraft to the command units if in attendance.

2.25 The images can then be streamed to any location via an application on mobile phones or via a weblink. They can give the Incident Commander, and those remote from the incident, a greater situational awareness of the incident ground protecting firefighters and members of the public. The procurement process was, again, part, of our regional process.

Training

2.26 Due to the previous Covid restrictions, live in-person training has been difficult to undertake until recently. To ensure crews continued to receive up to date information various training packages have been introduced across differing formats, including:

- Grenfell Case Studies for all staff
- Evacuation and Fire Survival Guidance presentation and scenario
- E-Learning packages on smoke curtains and evacuation alert systems
- High Rise Command Scenarios for all operational staff
- CPD session for Flexi Duty System (FDS) officers
- Topic talks on Firefighting shafts and Lifts
- Evacuation exercises at high-rise premises for specialist crews

2.27 In addition, a training package is currently being evaluated by the regional Joint Emergency Services Interoperability Programme (JESIP) group for Police forces and Ambulance services throughout the Yorkshire and Humber region, to enable them to provide the necessary information and guidance to keep residents safe should an incorrectly routed call be taken.

2.28 Following the recent live training in July 2021, further training and exercises are being planned to embed our high-rise fire-fighting tactics.

Stakeholder Engagement

2.29 The Grenfell Team continue to engage with a range of internal and external stakeholders in the development of new policies and procedures and new ways of working relating to fires in tall buildings. These include the NFCC, regional FRS' along with Kent, London and Manchester Fire and Rescue who have been heavily involved in the research around fires in tall buildings and the interventions that could be used to mitigate them.

2.30 We continue to engage with operational crews and Fire Control through internal publications to keep them fully informed on progress and any pending policy changes or implementation of new equipment. We recently published a survey seeking the views of operational crews on how we currently deal with incidents at high-rise premises, the safe systems of work we implement and their views of how we could deal with incidents in the future. The team are currently analysing the data to see how this may have an impact on any future policy decisions.

Phase 1 GTI Recommendations and Project Objectives

2.31 Of the 46 GTI phase 1 recommendations, we have:

Completed – 20

Ongoing – 25

Not Started – 1

It should be noted that 13 of the GTI recommendations continue to require legislative changes and updated Government policy/guidance.

2.32 Of the 88 WYFRS Grenfell project objectives, we have:

Completed – 32

Ongoing – 47

Not Started – 9

3 Financial Implications

3.1 WYFRS have received a Grenfell infrastructure grant, allowing for many of the previously highlighted areas to be undertaken, including, but not limited to staff costs, procurement of equipment and exercise planning.

4 Human Resource and Diversity Implications

4.1 The Grenfell programme is working with stakeholders, to understand the impacts on each. As the detailed changes to guidance, training and equipment are considered, an equality impact assessment is undertaken, identifying the impacts that may need to be considered whilst making the changes.

5 Legal Implications

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

6 Health, Safety and Wellbeing Implications

6.1 The updates within this report are intended to assure WYFRS and the Fire Authority that we are working to mitigate the risks to ourselves, our staff and the public of West Yorkshire.

6.2 Any proposed changes to training, equipment, guidance, policy or procedure will be undertaken in consultation with staff and representative bodies.

6.3 Increasing the provision of equipment, training, knowledge and understanding of fires in the built environment, particularly around high-rise and cladded buildings will reduce the risk to our staff and members of the public within West Yorkshire.

7 Equality Impact Assessment

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

Yes

Date EIA Completed	Various EIA's have been completed on a number of dates due to the nature of the changes identified within report
Date EIA Approved	Various EIA's have been approved on a number of dates due to the nature of the changes identified within report

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

8 Environmental Implications

8.1 There are limited environmental implications identified within this report.

9 Your Fire and Rescue Service Priorities

- We will reduce the risks to the communities of West Yorkshire.
- We will continue to develop ways of working which improve the safety & effectiveness of our firefighters.
- We will invest in information and communication technology, digital and data, to deliver our service in smarter ways.
- We will support, develop, and enable our people to be at their best.
- We will actively look for opportunities to implement learning from the Grenfell Inquiry to improve how we respond to high rise emergencies and other foreseeable risks.

10 Conclusions

- 10.1 Following the publication of the Grenfell Phase One Inquiry, WYFRS have completed many of the recommendations within our action plan and are making good progress in other areas.
- 10.2 As mentioned within the report, many of the recommendations rely on the implementation of legislation but we have taken a proactive approach with our partners to identify good practice and implement suitable measures that will undoubtedly keep residents safe.
- 10.3 Progress has been hampered over the last 18 months due to the restrictions posed by COVID19, but we are now able to move forward with realistic training.



OFFICIAL

Calendar of meetings 2021 - 22 - amendment

Full Authority

Date: 17 September 2021

Agenda Item:

10

Submitted By: Monitoring Officer

- Purpose** To consider an amendment to the approved calendar of meetings for 2021 – 22.
- Recommendations** That the revised calendar of meetings 2021 – 22 be approved as detailed in Annex A to the report.
- Summary** The annual calendar of meetings was agreed at the February meeting of the Authority with an amendment approved at the annual meeting on 24 June. It is now further proposed to revise the date of the annual meeting in June 2022.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicky Houseman, Committee Services Manager
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Background papers open to inspection: None

Annexes: Proposed calendar of meetings 2021 – 22

1 Introduction

- 1.1 The programme of meetings for the current municipal year was originally approved at the February 2021 meeting of the Full Authority with a subsequent amendment approved at the annual meeting of the Authority on 24 June 2021.
- 1.2 A further amendment is now proposed in respect of the date of the annual meeting of the Authority in 2022.

2 Information

- 2.1 The 2022 date of the annual meeting of the Authority was agreed as 23 June 2022. The Authority is required to hold its annual meeting before the end of June in any given year.
- 2.2 Consideration has been given to the lapse of time between the five West Yorkshire district councils' annual meetings and the proposed date of the AGM. This is unlikely to give sufficient time to allow for administration arrangements in respect of any statutory Local Government Act 1985 s. 31 notice (one calendar month) changes to the membership and it is, therefore, also proposed to amend the programme of meetings in respect of the 2022 annual meeting of the Authority and that this be held on **Thursday, 30 June 2022**.

3 Financial Implications

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

4 Legal implications

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

5 Human Resource and Diversity Implications

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

6 Equality Impact Assessment

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

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

8 Environmental Implications

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

9 Your Fire and Rescue Service Priorities

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

- work smarter throughout the service

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

PROGRAMME OF MEETINGS 2021 / 2022

FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE	FRIDAY 11.30AM LOCAL PENSION BOARD	FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE	FRIDAY 10.30 AM AUDIT COMMITTEE	FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE	THURSDAY/FRIDAY 10.30AM AUTHORITY
9 July 2021	22 July 2021 Thursday	16 July 2021	30 July 2021	23 July 2021	17 September 2021 Friday
8 October 2021	-	15 October 2021	30 Sept 2021 22 October 2021	29 October 2021	17 December 2021 Friday
21 January 2022	27 January 2022 Thursday	4 February 2022	28 January 2022	14 January 2022	24 February 2022 Thursday
25 March 2022	-	8 April 2022	22 April 2022	29 April 2022	30 June 2022 AGM Thurs



OFFICIAL

FSHQ Development Business Case

Full Authority

Date: 17 September 2021

Agenda Item:

11

Submitted By: Director of Service Support

Purpose

To inform members of the Business Case to develop the Birkenshaw site to deliver the headquarters, Fire Control and training functions.

Recommendations

That Members note the Business Case and approve the recommendations and budget as detailed within the report.

Summary

The Business Case outlines the situation, background and strategic priorities driving the need for an investment in WYFRS headquarters site. Following a full options appraisal, recommendations are made that include a significant expenditure over the next three years to rebuild and refurbish the site and rationalise the Authority's estate. This includes the relocation of Fire Control and service delivery teams from Bramley into the new development.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Business Case FSHQ Development

1 Introduction

- 1.1 The headquarters site in Birkenshaw has been developed over many years to meet the changing demands placed upon the service. As a result, it has a mixture of buildings in use on the site. Some are relatively new or have had recent investment in them, such as the Technical Rescue Training Centre; the BA Training block; Strategic Training Facility (USAR) and the Technical Services building. Other buildings, such as the main Training Centre building and Oakroyd Hall and its annexes are in need of significant investment and or redevelopment.
- 1.2 The current layout and the culture it creates is not supportive of collaborative working as teams have little visibility and awareness of each other. Combining teams and functions in a well-planned and coherent layout should improve teamwork, efficiency and productivity.
- 1.3 This business case provides the opportunity to pull together the various studies previously conducted which include: the development of the Birkenshaw site to provide new office accommodation; the relocation of Fire Control and service delivery teams from the Service Delivery Centre in Bramley back to Birkenshaw; to invest and improve the training facilities; and to integrate dispersed departments into a single headquarter building to deliver cohesive and integrated support through improved working conditions.

2 Information

- 2.1 This Business Case provides the background of the development of the Fire Service in West Yorkshire from the inception of the West Yorkshire Fire Brigade in 1974 to its current footprint of 40 fire stations and 46-fire appliances across the five municipal councils. A combined Fire Service Headquarters and Training Centre site is located at Birkenshaw; this site also houses the Authority's Transport and Logistics buildings and accommodates the Authorities support services ICT, Finance, Property, Procurement, Occupational Health and Operational equipment. The Service Delivery Centre is located at Bramley in Leeds which contains the Control and Mobilising suite.
- 2.2 The Management Team have, over the years, held workshops to identify the requirements, needs and statements that they aspire to have for the future development of the headquarters site. These have been refined into strategic priorities and have guided an appraisal of possible options culminating in the commissioning of a no cost Feasibility Study.
- 2.3 Through the provision of a Framework agreement a main contractor has, at no cost, provided a Feasibility Study where it was identified that there is space and facilities to deliver the following benefits to the Birkenshaw HQ site:
- Bring all staff, including those using Training Centre, together into one building to encourage collaboration and networking.
 - Repurpose the existing training delivery buildings that currently have shared use to focus purely on training delivery.
 - Deliver efficiencies in combining the facilities for the new fire station and USAR in one location
 - Invest in a new multi-purpose, indoor training arena.

- Reduce the size of the site and unused land reducing grounds maintenance costs.
- Provide savings by relocating the SDC site (annual saving of around £266,000 per year running costs therefore over a 40-year building asset life would see a £9,440,00 saving) and a reduced overall footprint of square meterage by to approximately 500 m2 (annual saving of around £90,000 per year running costs which over a 40-year building asset life would see a £3,575,000 saving)
- Provide a new and improved, environmentally sustainable HQ building.
- Provide flexible and fit for purpose conferencing facilities.
- Provide one cafeteria rather than duplication across different buildings.
- Provide an opportunity to incorporate health and wellbeing facilities, including a gym and fitness room into the new development.
- Provide an opportunity to build on over 50 years of presence in the community. Delivering social value

2.4 Timings for the programme delivery, which will be confirmed as part of Stage 2 deliverables, shows the provisional block timings for the various stages as:

- | | | |
|-----------------------------|----------|-------------------|
| • Concept Design | 9 Weeks | (Oct - Nov 21) |
| • Design Studies | 15 Weeks | (Nov 21 – Jan 22) |
| • FSHQ REVIEW 1 | 4 Weeks | (Jan 21 – Feb 21) |
| • Technical Design | 17 Weeks | (Jan – Jun 22) |
| • FSHQ REVIEW 2 | 4 Weeks | (Jun – Jul 22) |
| • Construction (All Phases) | 81 Weeks | (Jul 22 – Dec 23) |

2.5 If we enter Stage 2 in October 2021, and the programme progresses in line with the timings above, the site should be complete in early 2024. After this date there will be planned activities to relocate and orientate personnel in the new buildings followed by the disposal of surplus buildings and equipment.

3 Financial Implications

- 3.1 A property build, refurbishment and relocation project has previously been submitted to the Authority and a provisional Capital Budget of £15,379,609 for a spend in 21/22 and 22/23 has been included within the 5-year capital plan.
- 3.2 Additional study work and inclusion of costs not previously considered have revised the requested capital budget to £18,115,794. The shortfall of £2,736,185 will be funded by an additional £2m contribution from the capital finance reserve and savings on the property capital programme of £0.73m. To ensure that this cost envelope is not extended, there will be rigorous change control for any additional costs that may come to light during the development, which must be offset by savings elsewhere.
- 3.3 There is budget provision for the Programme Manager, Project Manager and Project Support Officer but no current budget provision for the Group Manager (or equivalent). This would have to be met either from savings within existing budgets or contingencies.
- 3.4 More detailed calculations will be undertaken on the ongoing revenue savings from the redevelopment to ascertain the impact on the revenue budget in future years.

4 Legal Implications

- 4.1 The Monitoring Officer has not considered this report and has not made observations at the time of submission of this report but may provide legal advice at the committee meeting and/or respond to any requests by Members for legal advice made at the meeting

5 Human Resource and Diversity Implications

- 5.1 All the new or refurbished buildings will fully comply with new building legislation and equality, diversity and inclusion requirements which are compulsorily for new buildings or following a major refurbishment.
- 5.2 Facilities will be considered on each site for inclusive provision such as gender-neutral toilets / changing rooms, breast feeding room, prayer room and quiet space.

6 Equality Impact Assessment

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

- 7.1 The rebuilding / refurbishment programme will ensure that we continue to provide our staff with fit for purpose accommodation to ensure we continue to meet our ambition of making “West Yorkshire Safer”. The Station design has considered the risk of contaminants and cleaning facilities are in line with the most recent thinking for this risk.

8 Environmental Implications

- 8.1 Design and build contractors along with modern architectural designs target energy reduction and carbon emission and provisional calculations indicate a 15 to 20% reduction in regulated energy can be achieved with a new build headquarter. In addition thermal insulation and building airtightness are improved by 60% over current minimum standard guidance resulting in:
- Fuel efficiency savings
 - Co2 reductions, and
 - Power reduction.

9 Your Fire and Rescue Service Priorities

- 9.1 This report links to all of the ‘Your Fire & Rescue Service 2019 – 2023’ priorities.

10 Conclusions

- 10.1 The attached business case brings together a number of proposals, that have been made over recent years, to develop the Birkenshaw headquarters site. Following a full options appraisal, and a comprehensive, no cost, feasibility study, we believe that the preferred option will meet the strategic priorities as laid out by the Management Team. The business case makes a number of recommendations for approval by the Authority; these are detailed below.

11 Recommendations

- 11.1 It is recommended that, through the SCAPE Framework, that WYFRS progress with Option 6 to demolish the main Training Centre building, build a new HQ to incorporate Fire Control, build a new training arena, conferencing facilities, build a new Fire Station, refurbish other properties and release Oakroyd Hall and land to the west for sale.
- 11.2 It is recommended that a budget of £ 18,707,545 be allocated to the HQ Development Programme to allow for the delivery of capability for the whole site. This budget will be scrutinised, reviewed and refined during the detail design and consultation phase at Stages 2 & 3 with the new costs presented to the Authority.

- 11.3 It is recommended that the Authority approve to the engagement and employment of a project management team of a Programme Manager, Project Manager and Project Support Officer and a Fire Service specific SME, at GM level, for the duration of the design, build and redevelopment of the Birkenshaw HQ site. The cost of this is included in the overall programme budget.
- 11.4 It is recommended that the Authority agree to the spend of £945,595 (from the provisional £18,707,545 budget) to allow detailed design to be completed and a Guaranteed Maximum Price obtained prior to construction commencing. Should the GMP or design not be suitable then WYFRS can close the Framework without progressing to construction and all design work and costings previously completed becoming the property of WYFRS.

Business Case FSHQ DEVELOPMENT 2021

OFFICIAL

Ownership: Property Services

Date Issued: 02/09/2021

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Revision and Sign-off Sheet

Revision History

Revision date	Version	Summary of changes	Author

Approvals

Date	Version approved	Name	Position
02/09/2021	1	Nick Smith	Director of Service Delivery

Distribution

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1 Introduction

This business case has been produced following a number of feasibility studies into the options available to the Authority to deliver its headquarters, fire control and training functions.

2 Situation

The headquarters site in Birkenshaw has been developed over many years to meet the changing demands placed upon the service. As a result, it has a mixture of buildings in use on the site. Some are relatively new or have had recent investment in them, such as the Technical Rescue Training Centre; the BA Training block; Strategic Training Facility (USAR) and the Technical Services building. Other buildings, such as the main Training Centre building and Oakroyd Hall and its annexes are in need of significant investment and or redevelopment.

Following a number of restructuring exercises in the past, many of the buildings have been adapted to accommodate these changes and this has resulted in a fragmented and dispersed distribution of teams and departments. Currently, administrative teams are located in offices within buildings that deliver operational training and were previously used as classrooms. They are in close proximity to the drill square; BA training and appliance bays and this space would be better used by operational training delivery.

The current layout and the culture it creates is not supportive of collaborative working as teams have little visibility and awareness of each other. Combining teams and functions in a well-planned and coherent layout should improve teamwork, efficiency and productivity.

The relocation of Fire Control and service delivery departments to Bramley was a result of the termination of central government's Regional Control Centre programme. At the time, the Mobilising and Communications Centre was beyond refurbishment and the Authority was under significant budgetary pressure. It was more economical to reuse an existing building in Bramley and sell off part of the headquarters site for housing than build a new control centre at Birkenshaw. However, this situation further exacerbates the fragmentation of our service's central functions. This business case provides opportunity to address this and bring these central functions back to Birkenshaw.

Interdependent with this programme is the Authority approved IRMP intervention to relocate the resources based at Cleckheaton to Birkenshaw. The combination of the new fire station and USAR training facilities at HQ will lead to a more efficient and effective way of working for these staff as well as an improved response to some of the highest risk communities in the county.

This business case provides the opportunity to pull together the various studies previously conducted which include: the development of the Birkenshaw site to provide new office accommodation; the relocation of Fire Control and service delivery teams from the Service Delivery Centre in Bramley back to Birkenshaw; to invest and improve the training facilities; and to integrate dispersed departments into a single headquarter building to deliver cohesive and integrated support through improved working conditions.

3 Background

West Yorkshire Fire and Rescue Service (WYFRS) is the statutory emergency fire and rescue service for the metropolitan county of West Yorkshire. It covers an area of approximately 800 square miles and is sub-divided into five districts: Bradford, Calderdale, Kirklees, Leeds and Wakefield. WYFRS headquarters and support functions are located in Birkenshaw which is central to all five districts and has excellent access to the M62. Its fire control function and service delivery teams are located in Bramley at the Service Delivery Centre.

The service was formed in 1974 when the unitary county of West Yorkshire was created and is an amalgamation of the smaller brigades across the county. The service HQ, along with elements of West Yorkshire Metropolitan Ambulance Service remained in Birkenshaw at Oakroyd Hall. The Hall itself was Grade II listed in October 2004.

The Technical Rescue Training Centre Building was completed in 2007. The Strategic Training Facility (USAR) which incorporated the Road Traffic Collision yard development was completed in 2010.

In 2009, WYFRA purchased the land to the side and rear of Oakroyd Hall from YAS NHS Trust, placing all land and facilities into the ownership of WYFRS. This land was purchased to pave the way for the plans that were drawn up and presented in 2007 to refurbish and develop Oakroyd Hall. These redevelopment plans had to be shelved due to the austerity measures of 2010.

In April 2014, following the collapse of the government's Regional Control Centre programme, the service's Fire Control was moved from the Birkenshaw site to Bramley, which also became the fall-back control for South Yorkshire Fire and Rescue (SYFR). This and the relocation of Operations, Fire Safety and Fire Prevention to the newly developed Service Delivery Centre, enabled a significant proportion of the FSHQ site to be sold as a housing development.

The development of the BA Building, incorporating the ICT offices and ICT workshop were also completed in 2014.

From 2014 to now, there has been little change to the site. As it stands, there are a range of buildings in various states of condition, A plan of these buildings is at Appendix A and these are:

- 1) Technical Services Unit - a single storey building delivering Fleet Maintenance, Procurement and Supplies and IT server room.
- 2) Oakroyd Hall and annexes – a two storey building providing administrative accommodation.
- 3) Training Centre - a three storey 1960's building housing a canteen and bar, conference facilities, lecture theatre, administrative office space, classrooms, training spaces and appliance rooms.
- 4) Technical Rescue Training Centre (TRTC) The operational section of the building houses capabilities to provide challenging technical rescue scenarios including sewer rescues, scaffolding rescues, line rescue and the indoor RTC area with viewing gallery.
- 5) Breathing Apparatus block – a single storey building providing training, changing and maintenance facility, as well as the ICT offices and technical workshop.
- 6) ICT Suite
- 7) Occupational Health and Safety Unit - a double storey building housing administrative office accommodation and occupational health facilities.
- 8) Fire House with a three-storey tower for delivering brigade training.
- 9) Strategic Training Facility (USAR) - a single storey building with offices, classroom, kit store, bespoke small training space and yard.

Since 2019, two feasibility studies have been conducted into the options available to develop the site. The first was reported to the Finance and Resource Committee in February 2020, setting a provisional budget for the scheme. The second was presented to the Authority in June 2021. This work and the options from these feasibility studies are now encapsulated in this Business Case.

4 Strategic Priorities

Management Team have held a number of workshops to establish the strategic priorities of the programme. These priorities will guide the options appraisal, requirements, design and implementation of the programme. They will be revisited throughout the programme to ensure that our vision is achieved.

Delivering a professional and resilient Fire Control and operational command function.

Relocating Fire Control affords the opportunity for greater support from the whole of the HQ staff during emergency planning and incident management. Provide options for the new HQ to be used as a multi-agency strategic coordination centre for major emergencies.

Delivering an improved fire response to local communities. The construction of a new fire station to accommodate the resources from Cleckheaton to improve the incident response time to high-risk communities.

Delivering a professional and resilient USAR response service. Bringing Cleckheaton staff and USAR assets together with new and enhanced technical training facilities to improve the quality, resilience and delivery of the USAR capability.

Delivering an improved training environment. Investing in the training centre to develop new training facilities and repurpose existing buildings to provide dedicated training delivery facilities for both operational and support staff training.

Providing fit for purpose office accommodation. Adopting hybrid working and improving the efficiency and effectiveness by creating a coherent office space for our central functions and establishing a hub and spoke model within our existing estate. Embracing the learning from the COVID 19 pandemic.

Supporting the cultural development of our organisation. Challenging our historic office arrangements and developing our culture by bringing teams and functions together in a way that benefits business processes and ways of working.

Innovating with technology throughout the new development to support new ways of working. Ensuring that the site encourages the use of ICT throughout, driving new behaviour and ways of working and reducing our reliance on paper-based systems.

Providing inclusivity and accessibility at work. Recognising and meeting the needs our staff and future employees so they can be their best at work.

Promoting the health and wellbeing of our staff. Investing in spaces internally and externally to create a healthy and sustainable workplace that considers the different requirements of staff depending on their role and activity. This will include new gym facilities and improved catering facilities that bring staff together during break times.

Championing environmental sustainability. Limiting the impact the site has on the environment throughout its life and enabling staff to support green initiatives whilst at work.

Reducing the whole life costs of the site. Minimising the whole life cost of the new development by 'building in' efficient, low maintenance and sustainable systems by design.

Enhancing standing of the HQ site within the service. Creating a site that stands the test of time and showcases the work, people and aspirations of WYFRS and is fitting for ceremonial activities of the service.

Working with the local community to further develop and maintain our existing relationships. By communicating with local residents throughout the programme and ensuring the new layout continues to facilitate community events in the future.

Managing the transition and business as usual throughout the construction. Ensuring the services we provide are not unduly impacted by this programme and the needs of staff and teams are considered and provided for throughout the construction phase of the programme.

Communicating and engagement with key stakeholders. Communication and engagement helps to ensure that the programme achieves the objectives in both internal and external environments and creates a good relationship with stakeholders through the management of their expectations.

Delivering social value. Maximising opportunities to positively impact the local communities and region through worthwhile training, apprenticeships and sustainable employment opportunities and by delivering opportunities throughout the construction phase which supports community cohesion and development.

Providing effective and ethical governance to the Programme. Ensuring that the programme encompasses all projects and delivers to time, cost and quality.

5 Options

Various studies, discussions and presentations involving architects and consultants over the past five years have developed options for the improvement of the site. An options appraisal table, is included in Appendix B. The options considered are:

OPTION 1. Do nothing

OPTION 2. Fully Refurbish the existing Training Centre and Oakroyd Hall with no new buildings.

OPTION 3. Moving the functions and personnel from Oakroyd Hall and Technical Service buildings to a new development to the South of the HQ site in order to release this land (allows for redevelopment similar to that sold to Rouse Homes in 2018).

OPTION 4. Move the functions and personnel from the Workshops and Technical Services building to the side of the Training Centre and incorporate teams from the Service Delivery Centre in Bramley onto the HQ site as part of the Training Centre development scheme.

OPTION 5. Retain all existing land. Refurbish Oakroyd Hall for meetings and conference facilities and build a new office accommodation adjoined to Oakroyd Hall to create an office block to incorporate Fire Control. Partly demolish the main training centre building and create additional car parking.

OPTION 6. Demolish the main Training Centre building and build a new HQ to incorporate Fire Control, a new training arena and conferencing facilities, and release Oakroyd Hall and land to the west for sale.

OPTION 7. Relocate to a new site

Preferred Option – Following an options appraisal, the table providing additional information is shown at Appendix B, Option 6 is preferred. It will deliver the following benefits:

- Bring all staff, including those using Training Centre, together into one building to encourage collaboration and networking.
- Repurpose the existing training delivery buildings that currently have shared use to focus purely on operational training.
- Deliver efficiencies in combining the facilities for the new fire station and USAR in one location.
- Reduce the size of the site and unused land reducing grounds maintenance costs.
- Provide savings by relocating the SDC site (annual saving of around £266,000 per year running costs therefore over a 40-year building asset life would see a £9,440,00 saving) and a reduced overall footprint of square meterage by to approximately 500 m² (annual saving of around £90,000 per year running costs which over a 40-year building asset life would see a £3,575,000 saving).
- Provide a new and improved, environmentally sustainable HQ building.
- Provide flexible and fit for purpose conferencing facilities.
- Provide one cafeteria rather than duplication across different buildings.
- Provide an opportunity to incorporate health and wellbeing facilities, including a gym and fitness room into the new development.
- Provide an opportunity to build on over 50 years of presence in the community. Delivering social value.

6 Methodology

Having identified that the programme of construction would be in excess of £12m then the specified framework structure¹ to be used was a cost led design and build awarded in a competition or direct award. Within the North of England Pagabo and SCAPE (Systems Components Architecture Products and Environment) were available as frameworks providers who were able to offer design and build services. Following a benefits analysis by Management Team, SCAPE were engaged to take forward the framework agreement for design and build.

SCAPE Framework. Delivery of the whole project, from cradle to grave, will be through the use of the SCAPE (North) Framework. This framework enables for management, reporting and transparency of the process through specific phases of a Feasibility Report, Pre-construction, Construction and Post-construction activity. The first phase to deliver a Feasibility Report is conducted at zero cost by a contractor with subsequent phasing attracting different levels of cost.

Local authorities continue to face unprecedented pressures to implement ways of delivering public services with greater benefits relative to cost. Compliant frameworks are competitively tendered for a direct award and fix core staff. Site set-up costs and overheads and profits are fixed for the duration of the programme.

The construction project delivered through a SCAPE framework is fully market-tested and harnesses the buying power of the cumulative framework value, together with point-of-delivery market testing. Overhead and profit rates are fixed for the framework term so that the Authority receive protection from rising market forces which mitigates risk and limits the propensity to over-spend. The cost of these inputs typically accounts for up to ten per cent of project costs.

The remaining 90 per cent of the project costs are sub-contracted work packages, that are tendered at the point of delivery, this opens the market to local suppliers. This process is open book and will develop a managed supply chain. The chosen delivery partners are required to obtain a minimum of three quotes for all works packages as standard, which WYFRS will see. This ensures that competition is maintained, and effective price benchmarking and cost targeting demonstrates value for money.

Another benefit of a SCAPE framework is early contractor involvement, collaboration from the outset and support of the brief development, budget costing, project programming and buildability. This is all provided at no cost during the feasibility stage.

SCAPE frameworks are designed to deliver a 'no surprises' journey – the resulting value of this early involvement is very significant and is critical to shaping the success of a project. Risks are identified early; options are considered, and mitigation strategies can be jointly agreed.

The collapse of Carillion highlighted the vulnerability of supply chains in construction and maintenance contracts, in particular Small-Medium Enterprises (SMEs). This has brought into focus the need for local authorities, as commissioning clients of construction and maintenance, to make responsible choices in the way their contracts are shaped and operated.

Social Value. The feasibility study has identified that there are opportunities to deliver social value with this programme. These will be reported on by the Design and Build contractor and performance managed throughout to ensure the success of the programme. Additional information is provided at Appendix D, but measurement of social value will include:

- Local spend.
- Local labour.
- Local employment.
- Improved employability for young people.

¹ UK Government Construction framework handbook updated August 2020

- Improved staff wellbeing.
- Working with the community.

Governance. Governance is the framework of authority and accountability that defines and controls the outputs, outcomes and benefits from this programme and is the mechanism whereby WYFRS will exert financial and technical control over the deployment of the work and the realisation of value. A schematic showing the other projects related to the HQ Project is displayed in Appendix C. These projects will make up the New HQ Programme. Key roles throughout the programme are:

- Programme Board
- Sponsoring Group
- Senior Responsible Officer
- Senior User
- Project Manager
- Project Team Members
- Programme Manager
- Programme Support Office

Each project team, under the direction of the Programme Manager, will work across themes in order to ensure that the interdependencies are properly identified. Risk management will be central to this. Project Board meetings will be held at least monthly.

The projects currently identified, and which potentially form the programme are:

- 1) Health & Wellbeing. Successful establishment and relocation of the Occupational Health Office and Gymnasium and delivering a wider wellbeing experience to all of the staff at Birkenshaw.
- 2) Transition / BAU. Coordinate, command and control the transition of personnel and equipment during the various build phases to a BAU state on completion.
- 3) Conferencing and Functions. Successful continuation of support delivery throughout the programme to:
 - a. the Fire Authority.
 - b. Reception & Conference services, and
 - c. Identification and implementation of a canteen on the ground floor of the new HQ that delivers an inclusive environment for the HQ and community.
- 4) Hybrid Working. Engagement and consultation with staff to deliver improved Hybrid working arrangements.
- 5) E-Filing, archiving and document retention. Review, refine and deliver the provision of efficient management of all our records throughout their lifecycle and regardless of their format.
- 6) Training. Review, through a Training Needs Analysis, of all training requirements for the Fire Station, USAR, Tech Rescue, Recruits, TRTC and Incident Commands and implement the coordinate response to deliver a cohesive individual, team and collective training experience.
- 7) New Build. Lead interface to the building contractor responsible for the correct management of the NEC contract including change management.
- 8) Disposal & Recycle. Lead on the identification, coordination and management of the recycling and repurposing of the office FF&E. Leads on the disposal of the real estate either as discrete activities or collectively.

- 9) Infrastructure, Facilities and the Environment. Review, allocate and relocate storage holdings throughout the site. Owns the ICT, building services, environmental, site security and grounds activities.
- 10) Strategic Coordination Centre. Review, refine and deliver the provision of infrastructure, training, equipment, personnel and logistics to the LRF Partners to manage an emergency under CCA 2004 through a Strategic Coordination Centre.
- 11) Fire Station. Provision of a new fire station which will require the planning and movement of all assets and personnel from Cleckheaton to Birkenshaw and must cover the requirements for infrastructure training, equipment, personnel and logistics.
- 12) USAR. Review and refine the provision of infrastructure, training, equipment, personnel and logistics for the delivery of a USAR capability.
- 13) ESN. Review, refine and deliver the provision of infrastructure, training, equipment, personnel and logistics for the delivery of the ESN capability throughout the brigade.
- 14) Control. Review, refine and deliver the provision of infrastructure, training, equipment, personnel and logistics for the delivery of the Operational Control Centre capability located at Birkenshaw to support the whole the brigade.

The above project scopes will be refined and developed through a series of planning meetings with the stakeholders to create a work breakdown structure which will then have metrics applied against them to report success. These work breakdown structures:

- Identifies all project requirements and the work that must be done to achieve those results.
- Outlines the specific goals, deliverables, features, etc., that this project is expected to deliver, plus the tasks, deadlines, and costs it will take to get there.
- Divides requirements into smaller deliverables.
- Outlines tasks required to complete deliverables (and key resources).
- Estimates the time required to complete each task.

The senior responsible officer of each project will report centrally to the Programme Board whose composition is structured to provide executive decisions within their remit.

The Programme Board will report progress to the Finance and Resources Committee throughout the lifecycle of the Programme.

Communication. As part of the programme governance a communications strategy will be produced which shows how information will be disseminated to, and received from, all stakeholders involved in this project. This strategy will identify the means, the medium, the messages and frequency of communication between the different parties. It will be used to establish and manage on-going communications throughout the programme.

Stakeholders. An initial stakeholder engagement matrix has been identified to enable a feasibility study to be completed in the SCAPE framework and is provided at Appendix E. As the programme develops there will be a requirement for additional stakeholder engagement to include the following groups:

- Authority
- Employees
- Unions
- Partners (including SYFR)
- Community

Timeline. If approved, timings for the programme delivery will be confirmed as part of Stage 2. Provisional block timings for the various stages are shown at Appendix G and are:

- Concept Design 9 Weeks
- Design Studies 15 Weeks
- FSHQ REVIEW 1 4 Weeks
- Technical Design 17 Weeks
- FSHQ REVIEW 2 4 Weeks
- Construction (All Phases) 81 Weeks

If we enter Stage 2 in October 2021, and the programme progresses in line with the timings above, the site should be complete in early 2024. After this date there will be planned activities to relocate and orientate personnel in the new buildings followed by the disposal of surplus buildings and equipment.

Reporting. The reporting schedules will be coordinated by the Programme Manager to meet the key dates of the Fire Authority meetings (Finance & Resource Committee) Design and Build construction phases, Management Board, Change Management Board and Project meetings.

7 Success Criteria

Programme. With a Design and Build contractor under the SCAPE Framework WYFRS are able to leverage the collection, collation, analysis and reporting of bespoke datasets to inform our success criteria. There is an online portal available for effectively capturing and reporting key framework and project data. As data feeding KPIs are uploaded monthly interrogation of that data can be conducted and integrated to the key project documentation to show, at the highest level, success against Time, Cost and Quality.

Projects. In delivering the overall programme of work for the HQ development it has been identified that the series of related and interdependent activities required to be successfully delivered to realise the benefits of the programme will require coordination and reporting. Key metrics which will report the successes of the projects will be developed after the programme is initiated. These metrics are:

- Scope: Achieving the intended results of the project.
- Schedule: Meeting the deadline, including all milestones.
- Budget: Delivering the project for the amount agreed upon.
- Team Satisfaction: Making sure the team feels satisfied with the project.
- Customer Satisfaction: Gaining positive feedback from clients, sponsors, stakeholders.
- Quality: Achieve expectations of stakeholders.

8 Scope and Budget

Budget. A provisional budget of £15,379,609 was presented and approved to the Full Authority in Feb 2021. The details presented were:

	Estimated Capital Costs					
	TOTAL	21/22	22/23	23/24	24/25	25/26
Cleckheaton	£1,300,000	£1,300,000	£0	£0	£0	£0
FSHQ	£9,698,875	£2,100,000	£7,598,875	£0	£0	£0
Training Facility FSHQ	£4,380,734	£2,130,000	£2,250,734	£0	£0	£0
	£15,379,609					

Subsequent costs of construction inflation and contingency not captured in the provisional allocation have been identified and with August 2021 rates and current construction costings the overall budget for the delivery of the programme is estimated at **£18,707,545**.

As the programme progresses through the design stages greater clarity and maturity is given to the cost inflation and contingency requirements. It is expected this budget will reduce and it will be further refined during HQ Review 2 in January 2022 following detailed costings from the design contractor. During the Review 2 WYFRS will provide a revised and refined budget to the Authority.

The detailed breakdown of costs is:

CONSTRUCTION COSTS RIBA Stages 1 - 7

MAIN (a)	Sub Section (b)	COST (£) (c)
WYFR Buildings	HQ Building & Training Arena	£8,208,767
	Fire Station	£1,226,352
	<i>Sub Total for buildings</i>	<i>£9,435,119</i>
Abnormals	Costs other than those required to deliver the project and include General Refurb, Externals, FF&E, Demolitions. Photovoltaics	£1,818,346
Other Costs	To set up the site for construction, Fees to external organisations, Risk, Contractor Overheads and Profits	£4,462,589
	<i>Sub Total for Abnormals & Other Costs</i>	<i>£6,280,935</i>
CONSTRUCTION COSTS RIBA 1 - 7		£15, 716,054

PROGRAMME DELIVERY COSTS

MAIN (a)	Sub Section (b)	COST (£) (c)
Programme contingency and supporting project deliverables	Programme contingency for 11 supporting projects, additional deliverables outside construction, provision of communication lines and associated equipment (ESN, Airwave, EISC Fire Control), IT, Communications	£2,399,740
CAPITAL	TOTAL	£2,399,740
OPEX Project Management	Costs for the duration of the programme for: Grade 12 Programme Manager Grade 9 Project Manager Grade 4 Project Support Officer GM (or equivalent) as SME	£591,751
PROGRAMME DELIVERY		£2,991,491

PROGRAMME BUDGET REQUIREMENT

£18,707,545

Operating Costs. Using base lined data from a 5-year historical spend and factoring in inflation by applying an annual percentage rise of 2.7%² the following table shows the estimated operating costs for the new build and refurbished training facilities.

Cost Element	REPORTING FINANCIAL YEAR					
	24/25	25/26	26/27	27/28	28/29	34/35 (10-year forecast)
Appliance Bay Doors	£2,000	£2,054	£2,109	£2,166	£2,225	£2,611
Repairs and Maint	£0	£10,000	£10,000	£11,000	£12,000	£18,000

² Forecast inflation until 2026 is currently at 2%, the 2.7% is based on the highest rise since 2014 which occurred in 2017

Cost Element	REPORTING FINANCIAL YEAR					
	24/25	25/26	26/27	27/28	28/29	34/35 (10-year forecast)
Servicing Contracts	£0	£35,000	£35,945	£36,916	£37,912	£44,484
Utilities (Electricity)	£120,000	£123,240	£126,567	£129,985	£133,494	£156,634
Water	£20,000	£20,540	£21,095	£21,664	£22,249	£26,106
Rates and Council Tax	£150,000	£154,050	£158,209	£162,481	£166,868	£195,792
Premises Insurance	£1,500	£1,541	£1,582	£1,625	£1,669	£1,958
Contract Cleaning	£95,000	£97,565	£100,199	£102,905	£105,683	£124,002
Cleaning Consumables	£7,000	£7,189	£7,383	£7,582	£7,787	£9,137
Window Cleaning	£2,000	£2,054	£2,109	£2,166	£2,225	£2,611
Waste & Recycling	£25,000	£25,675	£26,368	£27,080	£27,811	£32,632
Grounds Maintenance	£35,000	£35,945	£36,916	£25,000	£25,675	£30,125
Fixtures and Fittings	£0	£0	£0	£0	£300	£352
Oakroyd Hall Retention	£50,000	£50,000	£50,000	£0	£0	£0
TOTAL	£507,500	£564,853	£578,484	£530,570	£545,899	£644,443

Potential Savings. The feasibility study reviewed existing energy usage data against the feasibility design and believe that a 15% to 20% reduction in regulated energy will be achieved. During the next stage of design, computer simulated energy predictions, covering regulated and unregulated energy usage will be obtained and this data will evolve over the course of the design period, through to the point of handover when the final kWh meter predications will be provided. Over a ten-year period, the predicted savings in energy are:

- 10% saving = £151,344
- 15% saving = £227,017, and
- 20% saving = £302,689

9 Legal Implications

A SCAPE agreement actively manages the Major Works frameworks, which ensures the programme is delivered to the highest standard. The benefits of the Scape Major Works frameworks include:

- An OJEU compliant procurement process that abides by UK, Scottish and EU procurement law and is configured to achieve value for money, efficiency and local economic impact.
- A quick to market, sole source pre-qualified contracting mechanism. Allowing the programme to start as soon as possible, without the need for a lengthy tendering process.
- A 'no surprises' journey as SCAPE actively audits each project and framework partner, ensuring value for money and an excellent level of service.
- An embedded social value process for each project, covering job creation, local labour spend and community engagement.

Under the terms of a Framework Agreement the Design and Build contractor will provide a Gateway report to review that preconstruction activity will deliver the brief requirements. At this report stage WYFRS receive a Guaranteed Maximum Price. Should the GMP or design not be suitable then WYFRS can close the Framework without progressing to construction and all design work and costings previously completed becomes the property of WYFRS.

10 Equality and Diversity Implications

Equality impact assessment will be undertaken by each of the individual projects making up the programme as part of the Project Initiation Documentation. These assessments will be reviewed throughout the lifecycle of the project and programme with particular emphasis during transition

and temporary arrangements. The Hybrid and Working Office space will own the overall Equality and Diversity Statements.

All the new or refurbished buildings will fully comply with new building legislation and equality, diversity and inclusion requirements which are compulsorily for new buildings or following a major refurbishment. Where possible we will aim to exceed the minimum standards. Facilities will be considered on each site for inclusive provision such as gender-neutral toilets / changing rooms, breast feeding room, prayer room and quiet space.

Implications, observations and recommendations from the Equality and Diversity plans will also be taken forward and considered when developing the social value plan.

11 Health and Safety Implications

Health and Safety Implications issues are covered in the design, specification and construction stages together with the appointment of a suitable and professional construction company.

The highest risk phase will be working alongside the contractors during construction as the site will remain in use. One of the key focus for this programme will be the safety of the general public and staff working in the vicinity, particularly those immediately adjacent to shared boundaries. This will be managed by the provision of a safe and unobstructed environment for all construction staff, headquarter staff, visitors as well as the wider community; this will ensure that disruption is kept to a minimum.

Throughout the whole programme WYFRS will, through Occupational Health, invest in employee wellbeing in order to reduce any work-related stress that may arise due to the different working environments that will occur. Providing additional support to wellbeing leads to increased resilience, better employee engagement, reduced sickness absence and higher performance and productivity.

The rebuilding / refurbishment programme will ensure that we continue to provide our staff with fit for purpose accommodation to ensure we continue to meet our ambition of making “West Yorkshire Safer”.

The Station design has considered the risk of contaminants and cleaning facilities are in line with the most recent thinking for this risk and will be further developed as a “Clean Station” during the subsequent design stages.

12 Environmental Implications

Design and build contractors along with modern architectural designs target energy reduction and carbon emission and provisional calculations indicate a 15 to 20% reduction in regulated energy can be achieved with a new build headquarters. In addition, thermal insulation and building airtightness are improved by 60% over current minimum standard guidance. Computer simulated energy predictions, covering regulated and unregulated energy usage will be conducted during the design stages and this data will evolve over the course of the design period, through to the point of handover when the final kWh meter predications will be provided. This piece of work will be collaborative with the headquarter Property Services team under the structure of the Government Soft Landings Framework.

13 Conclusion

This business case brings together a number of proposals, that have been made over recent years, to develop the Birkenshaw headquarters site. Following a full options appraisal, and a comprehensive, no cost, feasibility study, we believe that the preferred option where WYFRS progress to demolish the main Training Centre building, build a new HQ to incorporate Fire Control, build a new training arena, conferencing facilities, build a new Fire Station, refurbish other properties and release Oakroyd Hall and land to the west for sale will meet the strategic priorities as laid out by the Management Team.

14 Recommendations

It is recommended that, through the SCAPE Framework, that WYFRS progress with Option 6 to demolish the main Training Centre building, build a new HQ to incorporate Fire Control, build a new training arena, conferencing facilities, build a new Fire Station, refurbish other properties and release Oakroyd Hall and land to the west for sale.

It is recommended that a budget of £ 18,707,545 be allocated to the HQ Development Programme to allow for the delivery of capability for the whole site. This budget will be scrutinised, reviewed and refined during the detail design and consultation phase at Stages 2 & 3 with the new costs presented to the Authority.

It is recommended that the Authority approve the engagement and employment of a project management team of a Programme Manager, Project Manager and Project Support Officer and a Fire Service specific SME, at GM level, for the duration of the design, build and redevelopment of the Birkenshaw HQ site. The cost of this is included in the overall programme budget.

It is recommended that the Authority agree to the spend of £945,595 (from the provisional £18,707,545 budget) to allow detailed design to be completed and a Guaranteed Maximum Price obtained prior to construction commencing. Should the GMP or design not be suitable then WYFRS can close the Framework without progressing to construction and all design work and costings previously completed becoming the property of WYFRS.

15 Appendices

Appendix A - SITE LAYOUT



1	Technical Services Unit
2	Oakroyd Hall
3	Training Centre
4	Technical Rescue Training Centre
5	Breathing Apparatus
6	ICT Suite
7	Occupational Health
8	Fire House & Tower
9	Existing USAR

Appendix B – OPTIONS APPRAISAL TABLE

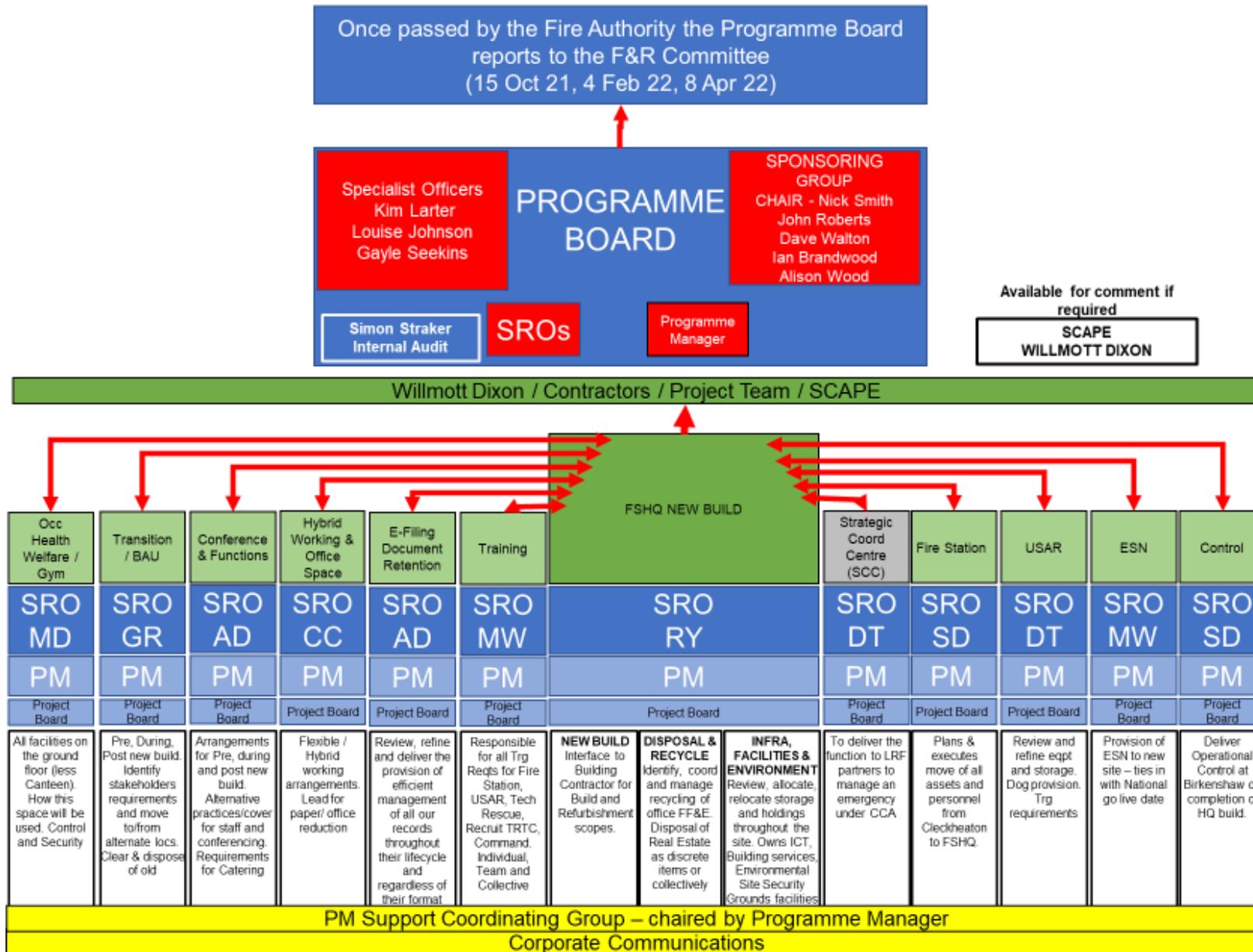
OPTION	BENEFITS	DISBENEFITS	INFORMATION
1. DO NOTHING	<ul style="list-style-type: none"> No Capital Expenditure No disruption to staff or services. 	<ul style="list-style-type: none"> Running costs increase Maintenance costs increase Delivery of services, training and personal expectations reduced 	
2. REFURBISH TRAINING CENTRE & OAKROYD HALL	<ul style="list-style-type: none"> Opportunity for running costs to be reduced through improvements of modern refurbishment Controls moves to HQ 	<ul style="list-style-type: none"> Requires staff to be transferred to other WYFRA buildings or to hire external additional accommodation. Does not provide upgrade to other training areas. Does not realise income generated by sale of land. Does not offer flexibility for future improvements / enhancements or ways of working. 	Disposal of SDC would equate to an annual saving of around £266,000 per year which over a 40-year building asset life would see a £9,440,00 saving which would cover the cost of the redevelopment of the FSHQ site.
3. RELOCATE BUILDINGS TO THE SOUTH OF THE HQ, RELEASE LAND TO THE NORTH	<ul style="list-style-type: none"> Controls moves to HQ Operating costs for new build less than for old. Potential income from sale of buildings and land to north 	<ul style="list-style-type: none"> Requires staff to be transfer to other WYFRA buildings or to hire external additional accommodation. Requires Phasing to ensure no loss to operational output and continual delivery of Making West Yorkshire Safer Planning and ground condition complicated for the move of the buildings as this area is covered by a number of tree preservation orders (TPO's) which are likely to remain in force and unlikely to be retracted Poor ground conditions on this part of the land which is covered with shallow coal mining works. Solution to rectify this will be very costly, to fill in the voids, in order to gain planning consent. 	Construction of new Workshop on the south west of site. Demolition of Existing Workshop Building. Refurbishment & reconfiguration of USAR Building to create new Fire Station. Construction of new accommodation block to support fire station. New training yard chain saw compound. Dispose of Cleckheaton Fire Station. Upgrades and amendments to Training area. Construction of new appliance Bays. Creation of temporary car park on former Transport Site. Construction of new Office block on existing TC car park. Demolition of existing Training Centre and create new parking area. Dispose of SDC. Dispose of north part of FSHQ.

OPTION	BENEFITS	DISBENEFITS	INFORMATION
			Backup system for control and FSHQ. £13,515,462 for construction £4,625,000 from sale of land BALANCE £8,890,462
4. RELOCATE WORKSHOPS AND THE TECHNICAL SERVICES BUILDING ADJACENT TO THE TRAINING CENTRE CAR PARK	<ul style="list-style-type: none"> Removes main planning risk of TPO's and ground condition issues. 	<ul style="list-style-type: none"> The cost to transfer the workshop is estimated £2,339,000 which virtually wipes out the capital receipt of the sale of the land based on estimated capital receipt of £2,500,000 Ground contamination and underpinning due to high concentration of shallow coal mining pits presence on this land means It is therefore highly likely that a similar reduction would apply to this new land which at 13% will see a reduce £325,000 given a capital receipt of £2,175,000 which is £164,000 less that the cost to move the workshops. 	
5. RETAIN ALL EXISTING LAND. REFURBISH OAKROYD HALL FOR MEETINGS AND CONFERENCE FACILITIES AND BUILD A NEW OFFICE ACCOMMODATION ADJOINED TO OAKROYD HALL. RELOCATE FIRE CONTROL BACK TO HQ	<ul style="list-style-type: none"> Enables demolishing of the old training centre multi-story block which would form a much larger car park to cater for increase numbers of staff. This option would see the retention of the existing driving appliance bays, classrooms and lecture theatre and the Occupational Health and Safety Unit (OHSU). Option D reduced the carbon footprint with the replacement of the existing 3 story 3000m2 training building with a new purpose built two story 2500m2 building which was deemed to be more efficient to run giving annual running cost savings. Easier to implement with simpler phasing and reduced staff 	<ul style="list-style-type: none"> Oakroyd Hall, when converted to meeting and conferencing facilities, does not provide flexible space with no large room. Site would be split between the training centre and HQ requiring a duplication of facilities in both buildings. No investment in training facilities provided for in the plans. The main training centre building would be left part demolished and made good. The presence of the HQ on the site and the proximity to the drill square which is used for ceremonial events and demonstrations compared to current arrangements that make use of the function and dining rooms. 	

OPTION	BENEFITS	DISBENEFITS	INFORMATION
	<p>movement during the construction phase.</p>	<ul style="list-style-type: none"> Location of gym will remain in TRTC with no option to increase capacity to meet increased numbers on site. 	
<p>6. REDEVELOP TRAINING CENTRE AND RELEASE OAKROYD HALL AND LAND</p>	<ul style="list-style-type: none"> Following COVID 19, we have reviewed working practices and identified that opportunities to move to a hybrid working model, requiring less office space. Investing in training facilities to complement the investment in HQ, rather than leaving TC with a part demolished and made good building. Bringing all staff, including those using TC, together into one building to encourage collaboration and networking. Provision of one cafeteria rather than duplication across different buildings. Provision of flexible and fit for purpose conferencing facilities. Oakroyd Hall provides an over provision of space, however the rooms are not large enough for functions and conferences. Repurposing the existing training delivery buildings that currently have shared use to focus purely on operational training. Reducing the size of the site and unused land reducing grounds maintenance costs. 	<ul style="list-style-type: none"> New office block and refurbishment to just Oakroyd Hall is not viable when compared to the re-development of the whole site. 	<ul style="list-style-type: none"> Savings can be made by relocating the SDC site (annual saving of around £266,000 per year running costs therefore over a 40-year building asset life would see a £9,440,00 saving) and a reduced overall footprint of square meterage by to approximately 500 m² (annual saving of around £90,000 per year running costs which over a 40-year building asset life would see a £3,575,000 saving) Investment in training and working practices, disparate site facilities, and the growing need for preventive maintenance were key drivers for a fresh approach.

OPTION	BENEFITS	DISBENEFITS	INFORMATION
	<ul style="list-style-type: none"> • Efficiencies in combining the facilities for the new fire station and USAR in one location. • Opportunity to incorporate health and wellbeing facilities, including a gym and fitness room into the new development. • Inclusion of a new occupational health facility in the new building. <p>Opportunity to build on over 50 years of presence in the community.</p>		
7. RELOCATE TO A NEW SITE	<ul style="list-style-type: none"> • No disruption to operational delivery. • No legacy issues for planning or construction. 	<ul style="list-style-type: none"> • Limited locations identified for a similar site that would be central to the five districts as well as being accessible, in an acceptable time, to the major road networks. • Uncertainty of being able to provide, in a different location, a fire behaviour and breathing apparatus training experience similar to current arrangements. The understanding and acceptance of the community within Birkenshaw for this training may not be found in a different location. • Abandonment of functional buildings vis-a-vis Technical Services, Technical Rescue Training Centre, BA Training Centre and Multi-Purpose Training Centre and the Strategic Training Facility, not being acceptable to the Authority. • Loss of community support and engagement for the Emergency Services which has developed over the 50 years that there has been a presence on the Birkenshaw site. 	

Appendix C - GOVERNANCE MATRIX



Appendix D - SOCIAL VALUE

Local Spend	The value of orders placed by Willmott Dixon with the supply chain.	<ul style="list-style-type: none"> • 20% within 10 miles, • 40% within 20 miles, • 75% within 40 miles 	Focus during procurement process on tendering to local subcontractors. To be monitored by Project Surveyor.
Local Labour	Record local labour force entering the site	<ul style="list-style-type: none"> • 20% within 10 miles, • 40% within 20 miles, • 75% within 40 miles 	Focus during procurement process on tendering to local subcontractors, this will be monitored at review meetings.
Local Employment	Local employment opportunities created –a combination of either temporary or permanent opportunities	10 individuals	Any employment opportunities will be notified to the local job centre plus and any other relevant local agencies so they may submit suitable local candidates. We will also work with 'we are social enterprise' who are a social enterprise recruitment agency, they focus on placing local people from minority groups or disadvantaged backgrounds into employment and invest the money back in to upskilling local people and running workshops in the local area.
Local Employment	Supporting somebody disadvantaged into employment -Long term unemployed -Young person 'not in employment or education' -Ex-offender -Ex-military	1 individual	Working with the WYFS Youth Intervention team we would look to support some of their individuals into employment –whether that is through employment into construction (WDC or our supply chain) or the fire service.
Improved Skills for local people	No. of apprenticeships on the contract that have either been completed during the year, or that will be supporting by the organization to completion in the following years –level 2, 3 or 4+	150 apprentice weeks supported	<p>Apprentice requirements to be included in tender enquiries to the supply chain. By encouraging and supporting our local supply chain to utilise their apprentices on the project, this will ensure not only do those young people gain valuable knowledge & experience it will ensure their Apprenticeships are sustainable ensuring completion of the framework.</p> <p>Working with our Supply chain to encourage the creation of new apprenticeships wherever possible. Where there is doubt in relation to sustainability, local Shared Apprenticeship Schemes will be utilised in order to ensure a positive outcome. All apprenticeships supported on our projects must be sustainable. Where our supply chain does not have apprentices, we will look to work with local shared apprenticeship schemes, colleges and we would also look to link up with WYFS Youth Intervention Team and Princes' Trust.</p>

	Local school and college visits e.g., delivering careers talks, curriculum support, literacy support, safety talks, STEAM activities.	20 Workshops	<p>Linking with local Primary & Secondary schools in the immediate community that WYFS already have established links with we will:</p> <ul style="list-style-type: none"> • Deliver age/ability appropriate interactive events that link with the curriculum e.g., Circuit Kit Building, Rock Painting, Bob the Builder Safety Awareness assemblies, Building Bug hotels, Who Lives in this House habitat activity etc. • Deliver practical sessions demonstration how subjects link into job roles –e.g., engineer –maths/science, QS –maths, Design Co –science. • Deliver sessions/careers talks on the hidden careers –we could link up with WYFS on this and have a joint approach covering both industries –roles including administration, health and safety, bid writing, project management etc.
Improved employability for young people	No. of hours dedicated to support young people into work (e.g., CV advice, mock interviews, careers guidance) Under 24's.	15 programmes (15 cohorts x 3-6 sessions)	<p>Linking with local secondary schools/college and the youth intervention cohorts looking to deliver collaboratively with the fire service we will support young people with employability skills through our Building Blocks Programme. A minimum of 3 sessions and max of 6 sessions delivered to the same cohort. Sessions can be tailored to meet the needs of the young people, with the purpose of equipping them with the skills needed to support them in to work. Sessions are typically on the following areas:</p> <p>Mock interviews, CV workshop, speed networking, Q&A careers sessions, 1-2-1 or group mentoring programmes, presentation skills, practical sessions discussing how subjects link into job roles.</p>
	No. of weeks spent on meaningful work placements or pre-employment course.	20 weeks	By linking with the local schools, college, Jobcentre Plus and reaching out to the community we will support 1-6 weeks student placements for 16+ (unpaid) to allow young people & adults an opportunity to gain some work experience on a live construction site. We will also explore our virtual work experience offering if COVID restrictions continue.
Improving Staff well being	Demonstrate commitment to work practices that improve staff wellbeing	2 campaigns	Recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses; healthy lifestyles, healthy eating on site –customer team to be invited to take part in these. As an important aspect for WYFS we would look to deliver a joint event for our internal teams at WDC and WYFS.
More working with the community	Donations or in-kind contributions to local community projects (£ & materials)	£500 (min)	Materials donations, gifts in kind to support a local community cause or charity etc With WYFS we would identify a local community project that we could support providing materials and staff hours (below)
	No hours volunteering time provided to support local community projects	100 hours	Staff time volunteering to undertake 'work' within the Community on identified initiatives/projects. Working closely with the fire service to establish and deliver joint events/initiatives in the community.

Site Visits	Site visits for school children or local residents	10 visits	Keeping the local community at the core of what we do -site visits will be arranged for different community groups to see the progress of the build throughout the project. Opportunity for them to learn about the built environment, ask any questions and speak to industry professionals. This is a great opportunity for us to keep the local community involved in the project and have sight of what we are doing.
Community Initiatives	Lunch and Learn sessions	5 sessions	Hands on practical sessions open to employees at WYFS staff, members of the community –we would look to advertise these and get participants to sign up. The sessions will give participants a taster into a certain trade/area of construction
	Community Project	1 event	An interactive community day in Cleckheaton with the purpose of involving the community
	Other –RIGHT GREEN RECYCLE – re-using/upcycling furniture		To further support sustainability we will link with Right Green Recycle to reuse furniture we require for our cabin office space and donate any unwanted furniture to them to upcycle and use in the community. WYFS will be using Right Green Recycle to furnish their new building rather than buying all new furniture.

Appendix E - Stakeholder Engagement

Stakeholder engagement It is essential to identify and communicate effectively with these individuals/departments. All stakeholders listed should continue to be engaged unless opted out.

Stakeholder	Department Contact	Interest H/M/L	Involvement level H/M/L	Enabler	Consulted
Command Training	Adam Greenwood	HIGH	HIGH	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Committee Services	Nicky Houseman	Med	Low	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Corporate Communications	Louise Johnson	Med	Low	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Services	Alison Davey	Med	HIGH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity & Inclusion	Gill Cockburn	HIGH	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Employee Resourcing	Steve Holt	Med	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Finance	James Buttery	HIGH	Med	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Finance - Procurement	Kim Larter	Med	Med	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Fire Prevention	Sarah Laidlow-Moore	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Fire Protection	Chris Kemp	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Health and Safety Team	Mark Dixon	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	Joanne Hardcastle	HIGH	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ICT Business Intelligence (Data team)	Kate Simpson	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
ICT Customer Service / Helpdesk	Janet Spencer	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
ICT Infrastructure	Martin Brown	HIGH	Med	<input checked="" type="checkbox"/>	<input type="checkbox"/>
ICT SharePoint Team	Rebecca Hayes	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
ICT Systems Development	Anthony Whitlam	Low	Low	<input type="checkbox"/>	<input checked="" type="checkbox"/>
ICT Technical Support	Dan Brown	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
ICT Training	Gareth Taylor	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
IRMP Team	Scott Donegan	Med	Low	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Information Management	Chris Gray	Med	Low	<input type="checkbox"/>	<input type="checkbox"/>
Legal Services	Sarah Dimmock	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Multimedia	Andrew Hanson	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Occupational Health and Wellbeing	Mussarat Suleman	HIGH	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Operations Equipment	Dean Brooking	Low	Low	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Operational Guidance & Learning	Craig Hill	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Operations Policy	Chris Kovacs	Med	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Operations Resilience	Chris Hannah	Med	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Operational Resource Pool	Steve Holt	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
PMO (Portfolio Management Office)	Sarah Brook	Low	HIGH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Property Management Unit (incl. Caretakers)	Richard Young	HIGH	HIGH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Risk Management and Continuity Planning	John Tideswell	HIGH	HIGH	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Secretariat	Katie Galligan	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Service Improvement and Assurance Team	Adrian Bairstow	Med	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Smarter Working	Scott Thornton	Med	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Stores & Logistics	Gary Speak	Med	Low	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Training Admin	Julie Nicholson	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Training Centre (Operational Training)	Adam Greenwood	HIGH	HIGH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Training Support	Adam Greenwood	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Transport	Glynn Richardson	Low	HIGH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Water Office	Stephen Nicholls	Low	Low	<input type="checkbox"/>	<input type="checkbox"/>
Workforce Development	Michaela Hill	Med	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Workshops	Glynn Richardson	HIGH	Low	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Bradford District	Ben Bush	HIGH	Low	<input type="checkbox"/>	<input type="checkbox"/>
Calderdale District	Damian Brown	HIGH	Low	<input type="checkbox"/>	<input type="checkbox"/>
Kirklees District	Gareth Atkins	HIGH	Low	<input type="checkbox"/>	<input type="checkbox"/>
Leeds District	Toby May	HIGH	Low	<input type="checkbox"/>	<input type="checkbox"/>
Wakefield District	Lee Miller	HIGH	Low	<input type="checkbox"/>	<input type="checkbox"/>
Stations Cleckheaton	Sam Moxon	HIGH	Low	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Control	Julie Jowett	HIGH	HIGH	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Management Board	Katie Galligan	HIGH	Low	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Management Team	Katie Galligan	HIGH	Low	<input type="checkbox"/>	<input type="checkbox"/>
WYFRS Authority	Nicky Houseman	HIGH	Low	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Representative Bodies (FBU/FOA/Unison)		HIGH	Med	<input type="checkbox"/>	<input checked="" type="checkbox"/>
External Stakeholders / Partners / Agencies		HIGH	Low	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Appendix F - KEY DATES (Subject to confirmation from Contractor)

			WEEKS	EARLIEST START	EARLIEST FINISH
PRE - CONSTRUCTION	FEASIBILITY	FEASIBILITY	9	06 Apr 2021	Fri 04 Jun 2021
	DESIGN	Stage 2 - CONCEPT DESIGN	5	04 Oct 2021	Fri 12 Nov 2021
		Stage 2 - CONCEPT SURVEYS	7	04 Oct 2021	Fri 26 Nov 2021
	STUDIES	Stage 3 - DESIGN / CONSULTATION	7	11 Nov 2021	Fri 31 Dec 2021
		Stage 3 - COST PLAN	6	16 Dec 2021	Fri 28 Jan 2022
		Stage 3 - SUBMISSION	0	07 Jan 2022	Fri 07 Jan 2022
FSHQ REVIEW	FSHQ REVIEW	4	27 Jan 2021	Fri 25 Feb 2022	
TECH DESIGN	Stage 4 - Planning Application	32	16 Dec 2021	Fri 12 Aug 2022	
	Stage 4 - TECHNICAL DESIGN	6	25 Feb 2022	Fri 01 Apr 2022	
	Stage 4 - MARKET TESTING	13	25 Feb 2022	Fri 03 Jun 2022	
FSHQ REVIEW	FSHQ REVIEW	4	09 Jun 2022	Fri 09 Jul 2022	
CONSTRUCTION	CONSTRUCTION	Stage 5 - MOBILISATION	6	11 Jul 2022	Fri 19 Aug 2022
		Stage 5 - START ON SITE	1	28 Jul 2022	28 Jul 2022
		Stage 5 - FSHQ and TRAINING ARENA	65	28 Aug 2022	Fri 22 Dec 2023
		Stage 5 - NEW STATION	47	08 Jan 2022	Fri 22 Dec 2023
		Stage 5 - REFURB BA	4	15 Aug 2022	Fri 09 Sep 2022
		Stage 5 - REFURB MULTI TRG	13	12 Sep 2022	Fri 09 Dec 2022



OFFICIAL

Programme of Change 2021 - 2022

Full Authority

Date: 17 September 2021

Agenda Item:

12

Submitted By: Director of Service Support

Purpose	To update Members on the progress in relation to the Programme of Change 2021/22.
Recommendations	That Members note the report.
Summary	This report is to update Members of the progress against the Programme of Change 2021/22.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Mat Walker, Service Support AM

Background papers open to inspection: None

Annexes: Annex 1 – Programme of Change 2021/22

1 Introduction

- 1.1 The Organisational Annual Planning Cycle is now 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 of the planning process become programmes or projects of varying scale and form the Programme of Change. Lower-level change is often managed within departments or districts.
- 1.3 At the Full Authority Meeting held on the 25 February 2021 Members approved the Integrated Risk Management Plan Programme of Change 2021/22.

2 Information

- 2.1 Progress on the implementation of the programme is reported to each Full Authority meeting and Annex 1 shows the status for current projects within the 2021/22 programme.
- 2.2 The 2021 Organisational Planning Day is scheduled to be held on Monday 20th September 2021. In preparation for the planning day directorates / departments will be holding meetings to discuss and identify change initiatives. It is anticipated that this year there will be less change initiatives proposed as the focus will be on maintaining Business as Usual (BaU) due to the impact of COVID-19. The planning day will provide the opportunity for directorates / departments to review BaU activities and explore smarter ways of working, as well as providing an update on the current Change Programme.

3 Financial Implications

- 3.1 Financial implications of each of the actions are incorporated within each project as appropriate.

4 Legal Implications

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

5 Human Resource and Diversity Implications

- 5.1 There are no Human Resources and Diversity implications arising from this report. All projects are required to assess the HR implications and undertake an Equality Impact Assessment (EIA) in line with the Public Sector Equality Duty.

6 Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance (EIA guidance and form 2020 form.docx (westyorksfire.gov.uk))	Yes
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At the start of every programme / project it is a requirement that the EIA form is completed. Once completed the EIA is reviewed by the Diversity and Inclusion team. EIA's can be accessed from individual project sites. Regular meetings are held with the PMO and the Diversity and Inclusion team to review and monitor the process.

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

7 Health, Safety and Wellbeing Implications

- 7.1 Health, safety, and wellbeing implications are incorporated within each project as appropriate.

8 Environmental Implications

- 8.1 There are no Environmental implications arising from this report at the time of submission. The environmental implications of each project within the programme are considered individually.

9 Your Fire and Rescue Service Priorities

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

10 Conclusions

- 10.1 The Coronavirus pandemic has continued to impact on the programme of change. Change control procedures have been followed to update project documentation and to reflect realistic changes to the timeline, considering the ongoing impact from the pandemic.
- 10.2 The achieved activities (completed or closed) have been removed from the portfolio. The status of each project can be seen in the attached dashboard (Annex 1).

Programme of Change 2021-22 – Projects and Activities Status Dashboard (Status as at 23/08/2021).



Programme of Change 2021/2022

23/08/2021

Board	Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	No of Change Controls	Timeline Last Updated	Project Completion %
CMB	Mobile Working Phase 2, Safe & Well applications on mobile tablets for Operational Crews	Overdue	Dave Walton	Scott Donegan	Sarah Laidlow Moore	31/12/2018	31/05/2021	06/10/2019	▶	3	27/07/2021	75
CMB	Smarter Working Programme - Process reviews identifying more efficient and effective ways of working	Evaluation	Nick Smith	Mat Walker	Scott Thornton	03/10/2017	31/07/2021	31/12/2019	▶	2	17/05/2021	95
CMB	Sharepoint 2016 - Update software for corporate intranet and document management system	On Track	Nick Smith	Gayle Seekins	Rebecca Hayes	03/01/2017	30/06/2021	31/03/2018	▶	6	08/04/2021	80
CMB	HR & Rostering - provide effective management of our people	On Track	Ian Brandwood	Steve Holt	Matt Wolski	01/07/2016	25/06/2021	31/03/2018	▶	7	02/09/2020	70
CMB	Performance Management Programme	On Track	Nick Smith	Mat Walker	Kirsty James	14/09/2020	31/07/2023		▶	0	19/07/2021	20
CMB	Leadership Strategy	On Track	Ian Brandwood	N/A	Ian Stone	01/03/2018	31/03/2022	31/03/2021	▶	1	02/12/2020	45
CMB	CLM - Improving flexibility and responsibility of WC at stations	Evaluation	Dave Walton	Scott Donegan	Adam Garvey	19/12/2018	30/06/2021		▶	3	28/06/2021	100
CMB	Grenfell Programme	On Track	John Roberts	Dave Teggart	Paul England	03/03/2020	03/03/2022		▶	0	19/08/2021	45
CMB	Digital and Data Strategy	On Track	Nick Smith		Gayle Seekins	06/01/2020	31/10/2021	31/07/2021	▶	1	08/10/2020	5
CMB	Aerial Review 2020 (WY & regional approach)	On Track	DCFO Dave Walton	Dave Teggart	Andy Rose	08/06/2020	31/07/2021	31/03/2021	▶	1	14/07/2021	95
CMB	Fire Appliances - To look at the future design	On Track	DCFO Dave Walton	Dave Teggart	Andy Rose	08/06/2020	31/08/2021	30/06/2021	▶	2	21/05/2021	90
CMB	Fire Stations - To look at the future design and to produce a set of Design Principles	On Track	DCFO Dave Walton	Dave Teggart	Andy Rose	08/06/2020	31/10/2021	30/06/2021	▶	1	28/06/2021	85
CMB	New Control Project	On Track	Dave Walton	Scott Donegan	Tbc	01/09/2020	01/09/2023		▶	0	02/02/2021	0
CMB	ESMCP-WY - local WYFRS project to locally deliver the national project to develop a national emergency services network.	On Track	Nick Smith	Mat Walker	Helen Peace	01/12/2020	31/12/2026		▶	0	20/08/2021	25
CMB	Corporate Identity Refresh	On Track	Louise Johnson		Sarah Greig	01/04/2021	31/12/2021		▶	0	12/07/2021	0
TPB	Purchasing Cards Project	On Hold	Alison Wood		James Buttery	08/11/2017	31/01/2020	31/03/2019	▶	1	No timeline	95
TPB	Vehicle CCTV Project - To change to a single, remotely accessible CCTV system for all liveried response vehicles.	Behind schedule	Nick Smith	Dave Teggart	Jon Sugden	12/06/2018	31/05/2022		▶	2	27/08/2019	35
TPB	Protection & Risk Info Database Project - New solution to gather ops risk & protection info	On Track	Dave Walton	Gayle Seekins	Adrian Spencer	21/01/2019	04/08/2021	31/07/2020	▶	5	28/07/2021	95
TPB	EMOC Replacement Project	On Track	GM Greenwood	Adam Greenwood	Morgan Taylor	17/10/2019	02/10/2021	16/03/2020	▶	2	27/07/2021	45
TPB	Promotion Project WM-GM	On Track	Ian Brandwood	Steve Holt	John Cavalier	17/05/2021	tbc			0	05/08/2021	0
TPB	Website Refresh	On Track	Louise Johnson		Luke Watson / Fran Lister	01/02/2020	30/09/2021			0	23/08/2021	0