



OFFICIAL

# Membership of the Authority 2019 - 20

## Full Authority

Date: 27 June 2019

Agenda Item:

3

Submitted By: Chief Legal and Governance Officer

<b>Purpose</b>	To advise of a change in membership of the Authority for 2019 - 20
<b>Recommendations</b>	That the report be noted.
<b>Summary</b>	The five constituent District Councils appoint members to the Fire and Rescue Authority on an annual basis at their respective Annual General Meeting. This report advises of the changes to the Fire Authority membership for 2019 - 20.

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Local Government (Access to information) Act 1972

Exemption Category: None

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

Annexes: None

## 1 Introduction

1.1 The District Councils have notified the Authority of the following six changes in Members:

Bradford	Councillor Fozia Shaheen (Labour) replacing Councillor Joanne Dodds (Labour) wef 27.6.19, Councillor Nussrat Mohammed (Labour) replacing the former Councillor Tess Peart (Labour)
Calderdale	Councillor Scott Lloyd Benton (Conservative) replacing Councillor Chris Pillai (Conservative)
Kirklees	Councillor Mahmood Akhtar (Labour) replacing former Councillor Judith Hughes (Labour)
Leeds	Councillor David Jenkins (Labour) replacing Councillor Jessica Lennox (Labour)
Wakefield	Councillor Steve Tulley (Labour) replacing Councillor Olivia Rowley (Labour)

## 2 Information

2.1 As at 27 June 2019, membership of the Authority will be as follows;

<b>BRADFORD</b>		<b>CALDERDALE</b>	
Cllr N Mohammed	(Labour)	Cllr S Benton	(Conservative)
Cllr M Pollard	(Conservative)	Cllr J Fenton-Glynn	(Labour)
Cllr F Shaheen	(Labour)		
Cllr J Sunderland	(Liberal Democrat)		
Cllr A Tait	(Labour)		
<b>KIRKLEES</b>		<b>LEEDS</b>	
Cllr M Akhtar	(Labour)	Cllr G Almas	(Labour)
Cllr D O'Donovan	(Labour)	Cllr C Anderson	(Conservative)
Cllr L Holmes	(Conservative)	Cllr R Downes	(Liberal Democrat)
Cllr M Pervaiz	(Labour)	Cllr R Grahame	(Labour)
		Cllr P Harrand	(Conservative)
		Cllr D Jenkins	(Labour)
		Cllr K Renshaw	(Labour)
		Cllr A Wenham	(Labour)

<b>WAKEFIELD</b>			
Cllr T Austin	(Labour)		
Cllr R Hunt	(Conservative)		
Cllr S Tulley	(Labour)		

2.2 For the information of Members, the political composition of the Authority is as follows;

<b>LABOUR</b>	<b>CONSERVATIVE</b>	<b>LIBERAL DEMOCRAT</b>
Cllr Mahmood Akhtar	Cllr Caroline Anderson	Cllr Ryk Downes
Cllr Gohar Almas	Cllr Scott Benton	Cllr Jeanette Sunderland
Cllr Tracey Austin	Cllr Peter Harrand	
Cllr Joshua Fenton-Glynn	Cllr Lisa Holmes	
Cllr Ronald Grahame	Cllr Richard Hunt	
Cllr David Jenkins	Cllr Mike Pollard	
Cllr Nussrat Mohammed		
Cllr Darren O'Donovan		
Cllr Mussarat Pervaiz		
Cllr Karen Renshaw		
Cllr Fozia Shaheen		
Cllr Angela Tait		
Cllr Steve Tulley		
Cllr Angela Wenham		
TOTAL 14	6	2



OFFICIAL

# Committee Membership and Appointments 2019 - 2020

## Full Authority

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Date: 27 June 2019

Agenda Item:

8

Submitted By: Chief Legal and Governance Officer

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### Purpose

- a) To note the current political balance of the Authority and to make appointments of Members (substantive and substitutes) to the ordinary committees in accordance with the political balance requirements and principles set out in Sections 15 and 16 of the Local Government and Housing Act 1989.
- b) That the Authority makes appointments to the positions of Chairs and Vice Chairs of the ordinary committees.
- c) That the Authority make appointments to the pre-meeting briefing groups which are chaired by the respective committee chairs.

### Recommendations

That the report be noted and the committee allocations and appointment(s) to committee(s) and briefing groups be approved.

### Summary

This report contains proposals for the Annual General Meeting appointment of Members to Committees in accordance with the legislative requirements on political balance, for the appointment of Members to pre-meeting briefing groups and, for appointment of Committee Chairs and Vice chairs.

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Local Government (Access to information) Act 1972

Exemption Category:

Nil

Contact Officer:

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Background papers open to inspection: None

Annexes:

None

# 1 Introduction

- 1.1 The current political balance of the Authority remains the same as in 2018 - 19 as a result of the local elections in May 2019 and is as follows:

Total number of Members: 22

## Political Groups

Labour 14

Conservative 6

Liberal Democrat 2

- 1.2 The total number of ordinary committee seats is 45.

Executive Committee 6

Audit Committee 6

Finance and Resources 11

Human Resources 11

Community Safety 11

- 1.3 The 45 committee seats should be distributed in accordance with the following share allocation:

Labour 29

Conservative 12

Liberal Democrat 4

- 1.4 The Local Pension Board has two Scheme Manager representatives (elected Members) and, due to the size of the Board, it is not required to be politically balanced. Appointments to the Board in 2018 – 19 were made on the following basis;

Labour 1

Conservative 1

- 1.5 The 45-seat ordinary committee structure (excluding the Local Pension Board) should then be allocated proportionally between Committees to allow the appointment of substantive and substitute members as detailed overleaf:

<b>Committee (total seats)</b>	<b>Labour Group seats</b>	<b>Conservative Group seats</b>	<b>Liberal Democrat seats</b>
Executive (6)	4	1	1
Audit (6)	4	1	1
Finance & Resources (11)	7	3	1
Human Resources (11)	7	3	1
Community Safety (11)	7	4	0
<b>Total</b>	<b>29</b>	<b>12</b>	<b>4</b>

#### 1.6 **Appointment of Chairs and Vice Chairs**

Executive Committee	Chair	Vice Chair
Audit Committee	Chair	Vice Chair
Finance & Resources Committee	Chair	Vice Chair
Human Resources Committee	Chair	Vice Chair
Community Safety Committee	Chair	Vice Chair

1.7 It is recommended that the Authority continues to authorise any member of each political group who is not a substantive member of a Committee to act as a substitute for any other group member who is a substantive member of any Committee. Appointment of substitutes would continue to need to be certified by the group prior to the start of a meeting by notification to the office of the Chief Legal and Governance Officer.

#### 1.8 **Briefing Groups**

The Authority has for many years operated a system of multi-party non-executive group briefing meetings prior to substantive Committee meetings. They comprise the Chair and Vice Chair of the Committee plus 1 Member from the “opposition” Group. Nomination of ‘opposition’ Members need to be made for this purpose.

#### 1.9 **Committee Cycles**

Committees meet four times per year.

## **2 Financial Implications**

2.1 There are no financial implications arising from this report.

## **3 Legal implications**

3.1 Sections 15 and 16 Local Government Act 1989 and the subordinate regulations require that committee appointments be made in accordance with political balance formula rules as reflected in this review.

## **4 Human Resource and Diversity Implications**

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

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

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

## **6 Your Fire and Rescue Service priorities**

6.1 This report supports all the Fire and Rescue Service priorities 2019 - 22.

## **7 Conclusions**

7.1 That the Authority approve appointments to committees in accordance with the proportionality rules under the Local Governance and Housing Act 1989 and regulations and appoint substitutes and appoint committee Chair and Vice Chairs and approve nominations of minority/party representatives to briefing groups (note Liberal Democrat group will not be represented on one committee).



OFFICIAL

# Nomination of Members to answer questions at meetings of constituent authorities and of District Community Safety leader representatives

## Full Authority

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Date: 27 June 2019

Agenda Item:

9

Submitted By: Chief Legal and Governance Officer

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### Purpose

- (a) To consider the nomination of Members to answer questions at meetings of constituent authorities; and
- (b) To consider the nomination of Members as District Community Safety lead representatives.

### Recommendations

- (a) That nomination of Members be made as required by the Local Government Act 1985 for the purpose of answering questions at meetings of constituent Councils for the year 2019 / 2020; and
- (b) That nomination of Members be made as Authority representatives for Community Safety in each District for the year 2019 / 2020.

### Summary

It is a requirement of the Local Government Act 1985 that appointments be made for the purpose of answering questions at meetings of the Authority's constituent councils. Since 2011, the Authority has also appointed named Members to act as Lead Members for Community Safety purposes in each District.

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Local Government (Access to information) Act 1972

Exemption Category: None

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

Annexes: None

## **1 Introduction**

- 1.1 Under the Local Government Act 1985 the Authority is required to nominate a Member from each constituent Council on the Authority to answer questions within the Council on the discharge of functions etc by the West Yorkshire Fire and Rescue Authority (WYFRA).
- 1.2 Since 2011 WYFRA has also approved the nomination of Members to act as Community Safety lead in each District.

## **2 Information**

- 2.1 At the Annual Meeting in June 2018 the following Members were nominated to answer such questions for the municipal year 2018 / 2019 :

Councillor J Dodds*	Bradford
Councillor J Fenton-Glynn	Calderdale
Councillor D O'Donovan	Kirklees
Councillor R Grahame	Leeds
Councillor O Rowley*	Wakefield

\*no longer a Member of the Authority

- 2.2 Since the original nominations were made as District Community Safety leads, the Authority has considered it appropriate that they should be the same Member(s) as those nominated to answer questions in each District under the statutory requirement.

## **3 Financial Implications**

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

## **4 Legal implications**

- 4.1 The Chief Legal & Governance 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 directly from this report.

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

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

## **7 Your Fire and Rescue Service priorities**

- 7.1 This report supports all the Fire and Rescue Service 2019 – 22 priorities.



OFFICIAL

# Appointment of Member Champions 2019 - 20

## Full Authority

Date: 27 June 2019

Agenda Item:

10

Submitted By: Chief Legal and Governance Officer

<b>Purpose</b>	To consider the appointment of a Member Champion for Mental Health for 2019 - 20
<b>Recommendations</b>	That consideration is given to the appointment of Member Champions for 2019 - 20.
<b>Summary</b>	<p>Since 2015 – 16 the Authority has appointed a Member champion for mental health on an annual basis.</p> <p>This report invites Members to consider appointing to this post and any other relevant areas as appropriate.</p>

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Local Government (Access to information) Act 1972

Exemption Category: None

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

Annexes: None

## **1 Introduction**

1.1 One Member champion appointment was made during 2018 – 19 as follows;

Mental Health            Councillor J Hughes\*

*\*no longer a Member of the Authority*

1.2 This report invites consideration of a similar appointment in 2019 – 20 and any other relevant areas which Members deem appropriate.

## **2 Financial Implications**

2.1 The cost of additional mileage or allowances resulting from member champion involvement can be met from existing budgets. There is no Special Responsibility Allowance (SRA) payable for the role of Member Champion.

## **3 Legal implications**

3.1 The Chief Legal & Governance 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.

## **4 Human Resource and Diversity Implications**

4.1 The support of individuals with mental health issues is an important factor in terms of reducing the stigmatisation of a series of illnesses that will affect a significant proportion of the community.

4.2 The work of Member Champions can help the Authority deliver against some of its statutory requirements in terms of “advancing equality of opportunity” and “fostering good relations between those who share a protected characteristic and those who do not”.

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

5.1 There are no direct Health, Safety and Wellbeing implications associated with this report

## **6 Your Fire and Rescue Service priorities**

6.1 The support of individual with mental health issues is a key element in terms of delivering a proactive Community Safety Programme and specifically working with partners to reduce the risks to the communities of West Yorkshire.



OFFICIAL

# Representation on Outside Bodies 2019 - 20

## Full Authority

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Date: 27 June 2019

Agenda Item:

11

Submitted By: Chief Legal and Governance Officer

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<b>Purpose</b>	To make appointments to the Local Government Association and other outside bodies for the municipal year 2019 / 2020.
<b>Recommendations</b>	That the Authority determines its appointment of representatives to the Local Government Association and other outside bodies as detailed in this report for 2019 / 2020.
<b>Summary</b>	The Authority appoints Members annually to a number of outside bodies, including the Local Government Association.

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Local Government (Access to information) Act 1972

Exemption Category: None

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

Annexes: None

# 1 Introduction

1.1 The Local Government Association and other outside bodies to which the Authority is entitled to make appointments together with details of the appointments for last year are set out below:

Body	Number of Seats	2018 / 2019 Representatives
LGA General Assembly	4	Chair *  Councillors T Austin (Lab), J Dodds * (Lab) and P Harrand (Con)  (or their nominees)
LGA Fire Commission	2	Chair *  Councillor P Harrand (Con)  (or their nominees)
Yorkshire and Humber Local Authorities' Employers' Association	1	Councillor J Dodds * (Lab)  (in her role as chair of the Human Resources Committee)  (or her nominee)
Yorkshire Purchasing Organisation Management Committee  (non-voting Associate member)	1	Councillor O Rowley * (Lab)  (or her nominee)
West Yorkshire Police and Crime Commissioner's Partnership Executive Group	1	Chair *  (or her nominee)
Tri-Service Collaboration Board	1	Chair *  (or her nominee)

\* No longer a member - new appointment required.

## **2 Information**

- 2.1 The Local Government Association (LGA) encourages a practice of appointing to LGA seats on a party political proportionality basis but this is not a legal requirement under the 1989 Act and nor does such a requirement apply to bodies to which the Authority makes less than three appointments anyway. The LGA constitution permits national top-up appointments to ensure a political balance is achieved if this is necessary. Approval has previously been given and later confirmed in June 2013 that payment of LGA balancing / top-up Member expenses would be index linked and set by the Chief Finance and Procurement Officer. No requests for top-up appointments for 2019 – 20 have been made by the LGA at this stage.
- 2.2 The Authority should note that the LGA may appoint any of this Authority's representatives to serve on its behalf on the various specialist national bodies such as the National Joint Council for Local Authorities' Fire Brigades etc.
- 2.3 These bodies also organise seminars, conferences, courses etc from time to time relating to topics of interest to the Authority and the LGA and to which Members (additional to the nominated Members) might be invited to attend. In some instances the LGA pays the relevant allowances and in other cases individual fire authorities are required to pay any associated costs.
- 2.4 In conclusion, the Authority is invited to determine its nominations for appointment to the above listed external bodies for the year 2019 / 20.

## **3 Financial Implications**

- 3.1 The reimbursement of Member expenses incurred whilst attending formal business of an outside body detailed at 1.1 above will be met from within existing budgetary provision.

## **4 Legal implications**

- 4.1 The Chief Legal & Governance 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 directly from this report.

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

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

## **7 Your Fire and Rescue Service priorities**

- 7.1 This report supports all the Fire and Rescue priorities 2019 - 22.



OFFICIAL

# Authority Constitution - Review

## Full Authority

Date: 27 June 2019

Agenda Item:

21

Submitted By: Chief Legal and Governance Officer (Monitoring Officer)

<b>Purpose</b>	To report on the annual monitoring and review of the Authority Constitution.
<b>Recommendations</b>	That Members consider this report and, if in agreement, approve the recommendations contained in the Schedule to the report.
<b>Summary</b>	This report invites Members to consider and, if in agreement, approve proposed changes to the Constitution.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: M G Barnes, Chief Legal and Governance officer (Monitoring Officer)

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Background papers open to inspection: 2017 Constitution

Annexes: Contract procedure rules (p 82)  
Financial procedure rules (118)  
Minor amendments (p 122)

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## **1 Introduction**

- 1.1 The Authority unlike Principal Councils is not under a statutory obligation to have a Constitution but it decided in 2005 to voluntarily adopt a formal Constitution and was one of the first Fire and Rescue Authorities to do so. It has now been in place for 14 years and forms the cornerstone of the Authority's corporate governance provisions.
- 1.2 Part 2 Article 1.3 of the Constitution requires the Authority to conduct an annual review of the operation of the Constitution in order to maintain its relevance and effectiveness and Article 14 requires the Monitoring Officer to assist in that process by submitting proposals deemed appropriate for consideration by the Authority. This involves a consultation process with other officers and endeavours to take account of any legislative or other legal changes.
- 1.3 This year major changes are proposed to Part 4 – the Contract Standing Orders and Financial Regulations which arise out of the decision by the Executive Committee to appoint an external consultant to review the effectiveness and fitness for purpose of the Authority's overall procurement/contract award procedures which has also led to a need to review and modernise the formal Contract Standing Orders with some further consequential changes to the Financial Regulations. There is also a need to correct or update a small number of minor errors or update outdated provisions in the Constitution.
- 1.4 The principal proposal is to completely replace the existing Contract Standing Orders in Part 4 with a new set of standing orders to be renamed "Contract Procedure Rules" (see Appendix 1) which have been developed by the external consultant in consultation with the Management Board. These are intended to modernise the Contract Standing Orders making them more user friendly for officers and complying with current best practice including revised electronic contract award procedures. If approved new competition financial threshold levels will be introduced which are set out in Section 12 of the proposed rules. In tandem with this it is intended to create a formal list of officers authorised to deal with contract awards at different levels who will be authorised by Management Board members on a formal and recorded basis for the first time under the Officer Delegation Scheme which permits the Authority's most senior officers with primary delegation powers to sub delegate certain decisions. The senior officers will remain accountable for all sub delegated decisions. Competition requirements for obtaining three quotations will reduce from £12,000 to £5,000 to improve value for money in procurement. Responsibility for tenders above £75,000 will be centralised into central procurement in order to improve consistency and the requirement for the Chief Executive/Chief Fire Officer to countersign high value contracts will be changed to the Chief Finance and Procurement Officer.
- 1.5 The proposed changes to the Financial Regulations (see Appendix 2) are indicated largely consequential to the proposed introduction of the new Contract Procedure Rules and are recommended for approval by the Chief Finance and Procurement Officer.
- 1.6 The annual updating review by officers has picked up a small number of typographical and other errors or out of date provisions which need to be made/updated (see Appendix 3).

## **2 Financial Implications**

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

### **3 Legal implications**

- 3.1 The Chief Legal & Governance Officer has written this report and has no further 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.

### **4 Human Resource and Diversity Implications**

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

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

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

### **6 Your Fire and Rescue Service priorities**

- 6.1 This report supports all the Fire and Rescue Service priorities 2019 - 22.

**Annex 1**

**Schedule**

- Contract Procedure Rules – replacing Part 4 – Contract Standing Orders (pages 45-57)

Draft

**CONTRACT PROCEDURE RULES**

Draft

Draft

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## CONTRACT PROCEDURE RULES

### 1. Compliance

- 1.1. Contract Procedure Rules (CPRs) are a legal requirement and constitute standing orders for the purpose of s135 of the Local Government Act 1972.
- 1.2. The aim of these Contract Procedure Rules is to define the procedures for obtaining written quotations and competitive tenders from suppliers for the provision of Supplies, Services and Works.
- 1.3. The Authority's Constitution incorporates Financial Procedure Rules, Scheme of Delegations and Contract Procurement Rules that provide a framework for managing the Authority's financial affairs. They apply to every Member and Officer of the Authority and anyone acting on its behalf.
- 1.4. These CPRs should be read in conjunction with the Financial Regulations, the Scheme of Delegation and also supporting standards, procedures and instructions that are published on the intranet.
- 1.5. These CPRs set out the key responsibilities and actions that Authorised Officers must follow when undertaking procurements.
- 1.6. CPRs do not apply to:
  - a. Contract of employment which make an individual a direct employee of the Authority. (However, these Rules do apply to Contracts for recruitment agency services and the employment of consultants or agency staff);
  - b. Agreements regarding the acquisition, disposal or transfer of land for which provision is made within the Local Government Act 1972 and in relation to which Financial Regulations apply;

- c. The engagement of external legal services (but which must be commissioned via the Chief Legal & Governance Officer);
  - d. An arrangement with a statutory body to provide a service that the statutory body can legally provide;
  - e. Financial Services in connection with the issue, sale, purchase or transfer of securities or loans,
- 1.7. The general principles of non-discrimination, equal treatment, proportionality and transparency shall be applied to all procurements, above and below Public Contract Regulation thresholds.
- 1.8. Non-compliance with UK legal requirements, CPRs and Financial Regulations can have serious consequences for the Authority including financial penalties, legal action and reputational damage.
- 1.9. Following CPRs allows the Authority to comply with both procurement and data transparency legislation and staff should be aware that any non-compliance may result in disciplinary action.
- 1.10. Authorised Officers shall take appropriate measures to prevent, identify and remedy any conflicts of interest arising within a procurement process or subsequent management of contracts to avoid any distortion of competition and to ensure non-discrimination and equal treatment at all times.

## **2. Local Government Transparency Code**

- 2.1 As part of the Governments' commitment to greater transparency, the Authority is required to regularly publish procurement information. This means the Authority will publish on its website details of purchases over £500, details of all contracts over £5,000 as well as all transactions undertaken using a Government Purchasing Card.

### **3. Responsibilities of the Management Board**

3.1 Executive Officers of the Management Board are responsible:

- (a) For ensuring compliance with these Contract Procedure Rules by their Authorised Officers.
- (b) For reporting any known breaches of these Contract Procedure Rules to the Chief Legal & Governance Officer.

### **4. Responsibilities of the Chief Finance & Procurement Officer**

4.1. The Chief Finance & Procurement Officer:

- a) Is responsible for publication on behalf of the Authority all tender notices, contract award notices and other notices required by the Public Contracts Regulations.
- b) Will maintain and publish a Contracts Register of all contracts valued £5,000 and above.
- c) Shall maintain a rolling Procurement Plan of upcoming procurement projects valued £5,000 and above that aligns with budget plans and the capital programme.
- d) Shall counter-sign all contracts valued £75,000 and above
- e) Shall report to the next scheduled meeting of the Finance & Resources Committee:
  - i. Any early termination of contracts with a residual value of £75,000 or more.

- ii. Any waiver of Contract Procedure Rules involving sums of £75,000 or more.
  
- iii. Any disposal of Assets that realised a value of £75,000 or more.

## **5. Delegated Authority**

5.1 Any procurement carried out on behalf of the Authority may only be undertaken by Authorised Officers with the appropriate authority to carry out such tasks. If permitted to do so and only after consultation with the Procurement Team, officers with delegated authority may only delegate to other officers who also have the appropriate skills, knowledge and requisite training appropriate to the task. Further subsequent sub-delegation is not permitted. Officers must make enquiry of and be instructed by their senior managing officer and / or Procurement Manager to the extent of any delegated authority and any applicable financial thresholds for each procurement.

5.2 Within approved budgets and in accordance with the WYFRA Financial Scheme of Delegation and Annual Procurement Plan (where applicable), Authorised Officers may instruct members of staff to place orders against agreed contracts.

5.3 For the purpose of managing quotations and tender processes valued over £5,000 Authorised Officers shall be those who are registered on the Delta system and possessing the necessary procurement skills and knowledge.

## **6. Transfer of Undertakings (Protection of Employment) - (TUPE)**

6.1 Any contract awards which involve the Transfer of Undertakings (Protection of Employment) Regulations 2006 of employees into or out of the Fire Service shall be referred for a decision from the Fire & Rescue Authority or appropriate Committee.

## **7 Pre-Procurement Planning**

7.1 The Authorised Officer leading a procurement must:

- (a) Identify the need and fully assess any options for meeting those needs.
- (b) Determine the total value of the contract including any options to extend
- (c) Consider the Authority's Procurement Strategy & Policy
- (d) At the pre-procurement phase, consider the Social Value Act within any procurement that is estimated above PCR thresholds; and consider how what is being procured, might improve the economic, social and environmental well-being of an area and how the authority might secure that improvement in the procurement process itself. There is also a requirement that authorities consider whether to consult on these matters. The Act does not apply to call-off contracts from a framework agreement.
- (e) Consider all other means of satisfying the need (including recycling, re-use, joint working and shared services) and establish a business case and approved budget for the procurement;
- (f) Consider whether a Community Impact Assessment should be completed dependent upon the nature of the supplies, services or works being procured.
- (g) Consult with all relevant stakeholders including Members, trade unions if TUPE applies and service users.
- (h) Take all necessary financial (including insurance) and other professional advice (for example procurement, health and safety and risk management). Officers should have regard to current Authority policies, procedures and standard documentation.
- (i) Seek legal advice for all procurements over £75,000 (or lesser values as necessary to mitigate any apparent risks or liabilities).
- (j) Review the Procurement Plan and Contracts Register to determine whether there are opportunities to aggregate spend for better value or

whether any contract or appropriate Framework Agreement exists that should be used;

- (k) Utilise the Delta electronic tendering system for all procurement over £5,000 unless this system cannot deliver the required procurement objectives.

7.2 The Authorised Officer and Procurement Officer shall, where appropriate, undertake pre-market consultation with potential suppliers in an open and transparent manner to inform them of the planned procurement and for officers to gain a better understanding of market conditions and use this information in the preparation of tender documents.

## **8. Estimating the Contract Value and Variations**

8.1 In cases involving supplies or services where a contract fixed term is not defined, the estimated contract value shall be calculated by multiplying the estimated monthly value by 48, using historical spend information where available.

8.2 When the total estimated cost of the supplies, services or works has been determined to exceed Regulation thresholds; then officers must consider subdividing the requirements into “Lots” in accordance with Regulations to enable Small Medium Enterprises (SME’s) the opportunity to compete.

## **9. Framework Agreements**

9.1 Framework Agreements are used where an Authority wishes to contract for the supply of supplies, services or works without conducting a new procurement exercise.

9.2 Where the Authority is able to procure from existing Framework Agreements procured by Central Government agencies, public sector purchasing consortia or other local authorities or public bodies, then the Authority may benefit from using those agreements without undertaking a separate procurement exercise.

9.3 There are two routes to utilising a Framework:

- (a) Direct Award; where a single supplier is selected in accordance with the Terms & Conditions of the original criteria used to award the framework. Under no circumstances can new information be asked of a selected supplier to support a decision as this would be viewed as opening a mini-competition without asking all other suppliers on the framework. Procurement Team advice should be sought as appropriate.
  
- (b) Mini-Competition; where a number of different suppliers able to provide a particular category of supplies, services or works and further competition between those suppliers is needed in accordance with the Terms & Conditions of the framework. Procurement Team advice should be sought as appropriate.

9.4 A signed Access Agreement will be required between the Framework provider and the Authority, when specified within the Framework conditions.

9.5 A legal agreement (e.g. Contract or Letter of Appointment) should be signed between the Authority and the appointed Framework supplier, upon awarding the procurement.

9.6 All Purchase Orders raised in relation to the Framework contract must clearly identify which Framework Agreement has been utilised.

## **10. Dynamic Purchasing Systems**

10.1 A Dynamic Purchasing System (DPS) is an open version of a framework agreement that allows new suppliers to join (or leave) at any time over its duration, providing suppliers meet minimum entry standards.

10.2 A DPS must be operated entirely electronically and be managed by the Procurement Team.

10.3 Authorised Officers must clearly state in the tender notice, any intention to use a DPS process along with details of the DPS provider and how suppliers can apply to join.

## 11. Electronic Auctions

11.1 Electronic Auctions may be used to drive prices down and are mainly used for large quantities with known specifications and often in collaboration.

11.2 An Electronic Auction is a repetitive electronic process resulting in the lowest priced bid being awarded the contract.

11.3 Electronic Auctions may not be used in circumstances involving intellectual criteria that cannot be ranked (e.g. building design).

11.4 Authorised Officers must take advice from the Procurement Manager before agreeing to take part in any form of Electronic Auction.

## 12. Contract Procedure Rule Thresholds

TOTAL ESTIMATED VALUE	PROCEDURE	AUTHORISATION
Up to £250	Purchasing Card Purchase Order No need for written quotations	card holder budget holder station personnel

£250 and up to £5,000	One written quotation via email that must constitute value for money	Group Managers  Support Staff Grade 7 and above
£5,000 to £74,999	Three written quotes via Delta	EO grades  Area Managers  GM Human Resources  Organisation Development Manager
£75,000 and above	Tender process managed by the Procurement Team via Delta	Management Board  Central Procurement Team
Any tender process involving TUPE	Tender process managed by the Procurement Team via Delta	Management Board  Central Procurement Team

**13. Estimated Value less than £5,000**

13.1 Competitive quotations are not required for awarding contracts with an estimated value of below £5,000. However regard should still be paid to obtaining value for money and to undertake price comparisons or to invite alternative quotations, as appropriate.

13.2 For purchases up to £250 a Government Purchasing Card may be used or a Purchase Order issued without the need for a written quotation.

13.3 For purchases £250 - £4,999 a written quotation must be obtained from the chosen single supplier via email and retained in accordance with the Authority's Retention of Documents Policy.

13.4 Where provided in the opinion of the Authorised Officer best value can be achieved, this process shall prioritise the placing of orders with local businesses (i.e. within WYFRA boundaries).

13.5 The purchase order shall specify the supplies, services or works to be provided and clearly state the agreed quantity and price.

#### **14. Estimated Value between £5,000 - £74,999**

14.1 This process may be conducted by Authorised Officers in departments for simple, non-complex and low risk procurements.

14.2 Where appropriate, if the intended procurement is complex; involves relatively high risk and would therefore benefit from the added safeguards afforded by a tendering process and more appropriate terms and conditions, then the Authorised Officer should refer the project to the Procurement Team to run under a tender process.

14.3 For procurements with an estimated value over £5,000 but less than £75,000 at least 3 written quotations should be obtained. If less than 3 quotations are received at the first attempt, further invitations should be issued.

14.4 Request-for-Quotation (RfQs) should be issued utilising the Delta electronic procurement system and where appropriate at least 2 of the suppliers invited to submit quotations should be local businesses (i.e. within WYFRA boundaries).

14.5 The outcome of the contract award procedure shall be recorded in the Contracts Register (maintained by the Procurement Team).

## **15. Estimated Value £75,000 but below Regulation Thresholds**

15.1 Procurements with an estimated value above £75,000 but below Regulation Thresholds shall be managed by the Procurement Team and obtaining at least 3 competitive tenders.

15.2 At least 2 of the suppliers invited where appropriate should be from local businesses within WYFRA boundaries but being mindful to use as wide a pool of suppliers as possible and to avoid repeatedly inviting the same few suppliers each time.

15.3 The process shall be managed via Delta with the outcome of the contract award being recorded on the Contracts Register (maintained by the Procurement Team).

## **16. Contracts above Regulation Thresholds**

16.1 The tender process shall be managed by the Procurement Team.

16.2 The Regulation thresholds at 1 January 2018 are:

- Supplies and Services - £181,302
- Works - £4,551,413

16.3 The thresholds change every 2 years and are scheduled to change again on 1 January 2020. Further help and guidance can be obtained by contacting the Procurement Team.

16.4 Where an estimated value exceeds the current Regulations threshold then the contract shall be tendered in accordance with the Regulations and appropriate procedure.

16.5 The Regulations set out the minimum timescales for receipt of expressions of interest and tenders. Where the Authority has published a Prior Information Notice announcing its forthcoming contracts for the year ahead or is using electronic means of tendering, then the Authority may rely on reduced timescales if appropriate.

16.6 Where possible the use of "Lots" shall be used to sub divide the requirement in order to allow Small Medium Enterprises (SME's) and local supply chain to bid (in accordance with CPR 8).

16.7 The process shall be managed via Delta with the outcome of the contract award being recorded on the Contracts Register (maintained by the Procurement Team).

## **17. Open Tender Procedure (1 Stage Process)**

17.1 An open procedure may be used for any value of procurement.

17.2 All compliant submissions from bidders must be evaluated equally and fairly.

17.3 All documentation must be published on the Delta system at the time of the primary contract notice, with all quotations / tenders being submitted by bidders via this system.

## **18. Restricted Tender Procedure (2 Stage Process)**

18.1 A restricted procedure may only be used for contracts above the Regulation threshold and not for any contracts below the relevant Regulation threshold.

18.2 The requirement to publish an OJEU notice is the same as in the open procedure except that the notice shall state that a restricted procedure is being used.

18.3 All documentation must be published on the Delta system at the time of the OJEU notice and all tenders must be submitted by bidders via Delta.

18.4 Under the restricted procedure, potential suppliers are invited to apply within the period of advertising by the completion of the Standard Selection Questionnaire (SSQ). Any service-specific questions entered within Section 3 of the Standard Selection Questionnaire must be relevant to the subject matter of the procurement and be proportionate.

18.5 Following an assessment of the SSQ at least 5 suppliers (where there are 5 or more who meet the requirements and are also absent of any grounds for exclusion) should be selected to receive an Invitation to Tender (ITT).

18.6 If fewer than 5 suppliers have applied who meet the requirements and are absent of any grounds for exclusion, all those who have applied shall receive an Invitation to Tender. Where, in this situation, officers are concerned there may not be adequate competition; they should obtain advice from the Procurement Manager.

## **19. Other Permitted Tender Procedures**

The following procedures are also permitted within the Regulations for above threshold values, but may only be applied following consultation with and the prior approval of the Chief Financial & Procurement Officer:

- a) Competitive Procedure with Negotiation (Regulation 29)
- b) Competitive Dialogue Procedure (Regulation 30)
- c) Innovative Partnership Procedure (Regulation 31)

d) Negotiated Procedure without Prior Publication (Regulation 32)

and managed by the Procurement Team.

## **20. Publicising Quotations and Tenders**

20.1 There is no need to advertise quotations valued below £5,000.

20.2 For quotations and tenders above £5,000, Delta should be used for advertising.

20.3 Where the estimated value of the contract is £25,000 or above AND an Open procedure is being used then a notice must also be placed on Contracts Finder, advertising the opportunity.

20.4 There is no need to publish a notice on Contracts Finder if the opportunity is being offered to a restricted number of suppliers or is being managed through a Framework Agreement.

20.5 Where the Regulations apply, a contract notice must be published in the OJEU in the prescribed form before any other notice is published and no other notice should contain any more information than that published in the OJEU.

20.6 If an OJEU notice is required, then no other means of advertising is permitted until the OJEU notice has been acknowledged or as a minimum within 48 hours of the OJEU notice being sent for publication.

## **21. Submission and Opening of Quotations/Tenders**

21.1 Quotations/Tenders valued £5,000 or above shall be managed via Delta.

21.2 The opening of quotations and tenders on Delta should be performed at the stated date/time, with 2 officers present; one of whom may be the Authorised Officer managing the procurement.

21.3 When the opening of any quotation or tender has taken place, the Authorised Officer shall ensure that a Quotation/Tender Opening Record form is fully completed and safely filed for future reference.

## **22. Late Quotations/Tenders**

22.1 Late bids may only be accepted with the approval of the Chief Finance & Procurement Officer where other bids have not yet been opened and the late bidder has gained no advantage as a result of the late submission for reasons where, for example, there is evidence that technological reasons have prevented the submission on time, through no fault of the bidder.

## **23. Abnormally Low Quotations/Tenders**

23.1 Where a submitted price appears abnormally low it may not be rejected without:

- a) giving the bidder an opportunity to explain the tendered price (such explanation to be given in writing),
- b) considering the evidence provided, and
- c) obtaining the written approval of the Chief Finance & Procurement Officer or in their absence an Executive Officer.

## **24. Errors or Omissions in Quotations/Tenders**

24.1 Errors or omissions in quotations/tenders shall be dealt with in one of the following ways:

(a) The bidder shall be given details of the error(s) or omissions found during the examination of the quotation/tender and shall be required at the decision of the Chief Finance & Procurement Officer to confirm without amendment or withdraw the quotation/tender

(b) Amending the quotation/tender to correct genuine error(s) or omissions provided that, in this case, apart from these genuine errors or omissions no other adjustment, revision or qualification is permitted.

24.2 All amendments shall be fully recorded with justification for the action taken. Where necessary legal advice should be sought.

## **25. Tender Evaluation**

25.1 All criteria, sub-criteria and weightings must be made available to bidders at the invitation to tender / quotation stage.

25.2. Criteria, sub-criteria and weightings cannot be used for evaluation purposes which have not previously been brought to all bidders' attention.

25.3 Published criteria must be strictly observed at all times throughout the procurement process, selection and contract award stages by the Authorised Officer involved in the tender evaluation.

25.4 Records should be kept of the evaluation process, (e.g. criteria, sub-criteria, weightings, individual and consensual scoring and reasons for any adjusted scores), signed and dated by the individuals involved in the process and filed in a secure place on the WYFRA server with the full document set.

## **26. Post Tender Negotiation**

26.1 Where the procurement is conducted through either an Open or Restricted procedure, no post tender negotiations are permitted other than to clarify details prior to award of contract or in accordance with CPR 37. Under no other circumstances must material changes be made to the Authority's requirements or the winning bidders' submission that could be deemed to disadvantage other bidders, distort competition or adversely impact the competitive tendering process.

26.2 Where "Competitive Procedure with Negotiation – Regulation 29" or "Negotiated Procedure without Prior Publication – Regulation 32" have been used, the Authorised Officer must fully comply with the Regulations and procedures stated in the tender instructions.

26.3 Negotiations must be conducted on behalf of the Authority by at least two appropriately trained or experienced Officers. A full written record shall be kept of the results of the negotiations, signed by the Authorised Officer and the Supplier, and retained with the procurement documentation.

26.4 At all times during any negotiation the Authorised Officer shall ensure that all tenderers are treated equally and in a non-discriminatory and transparent manner.

26.5 Prior to undertaking any Post Tender Negotiation advice must be obtained from the Procurement Manager.

## **27. Bonds, Guarantees and Security**

27.1 For procurements over £75,000 the Authorised Officer and Evaluation Team shall consider as part of the criteria whether a performance bond and/or a parent company guarantee (if applicable) shall be required from the preferred Supplier dependent upon the preferred supplier's status, the product characteristics and a thorough risk analysis.

27.2 The Authority will only accept Performance Bonds or Sureties that are UK based or held in UK escrow arrangements

27.3 Authorised Officers must consider any steps necessary to protect the Authority's interests in the event of a suppliers' default, having regard to advice from the Chief Legal & Governance Officer and Chief Finance & Procurement Officer.

27.4 This consideration should be based on risk to the Authority, taking account of the circumstances, including:

- (a) the value of the Contract;
- (b) the type of Supplies, Services or Works being procured;
- (c) the payment profile of the Contract;
- (d) the financial strength of the suppliers in the market;
- (e) affordability and proportionality;

and should assess whether additional security is required in the form of a bond, guarantee, fee retention (where performance is required by a particular date, and where delay would have financial consequences for the Authority) or provision for liquidated damages.

27.5 The Authorised Officer shall ensure minimum levels of appropriate insurance are provided for within each contract. Minimum levels are:

- a) Employee Insurance - £5m
- b) Public Liability Insurance - £10m
- c) Professional Indemnity Insurance - £2m

## **28. Acceptance of Quotations/Tenders and Award**

28.1 The Authority is not bound to accept any quotation or tender and this must be made clear to bidders in writing at the beginning of the procurement process and as appropriate throughout.

28.2 Quotations and tenders may be accepted on behalf of the Authority by the relevant Authorised Officer in accordance with the contract value and the Financial Scheme of Delegation, provided they have been invited, evaluated and is to be awarded fully in compliance with these rules.

28.3 In relation to all contracts valued over £5,000, once a decision to award a contract is made, all bidders must be notified at the same time via Delta of the intention to award the contract to the successful bidder.

## **29. Standstill (Alcatel) Period and Debriefing**

29.1 For procurements above Regulation thresholds, there must be a mandatory period of at least ten calendar days between the electronic notification of an award decision being sent to all bidders and before a Framework Agreement or Contract is concluded with the successful supplier(s); to allow unsuccessful bidders to consider any challenge to the award decision.

29.2 If the expiry of the ten calendar days falls on a weekend or bank holiday, then the expiry shall be extended to the next working day.

29.3 The Authority shall voluntarily apply the same best practice standstill period and process for all tenders over £75,000 (except in cases of genuine urgency).

29.4 The Authorised Officer responsible for each procurement must ensure the award decision notice is fully compliant with Regulations and additionally that any written debriefing

requested by unsuccessful tenderers is provided within 15 calendar days of receipt of such a request.

29.5 Any complaints from bidders must be recorded in the project file and dealt with in the most appropriate manner taking due consideration of whether to proceed to award of contract or to defer the award pending resolution of the complaint.

### **30. Contract Award Notice**

30.1 Where a contract has been tendered pursuant of the Regulations, the Authorised Officer shall publish a contract award notice in OJEU and in Contracts Finder no later than 30 days after the date of award of the contract.

30.2 Where a contract has been awarded that is valued above £25,000 but below Regulation thresholds AND an Open procedure has been used, then a contract award notice shall be published in Contracts Finder only, no later than 30 days after the date of award of the contract

30.3 Where the opportunity was initially only sent to a limited number of suppliers e.g. using a quotation process or a Framework Agreement then there is no requirement to publish contract award notices valued above £25,000 in Contracts Finder.

### **31. Letters of Intent**

31.1 Letters of intent shall only be used in exceptional circumstances ahead of formal contract signatures as follows:

- (a) Where a Supplier is required to provide supplies, services or works prior to formal written acceptance by the Authority; and
- (b) Where the Authority's form of tender does legally bind either party until such time as a formal contract is executed.

31.2 Letters of Intent shall only be used following consultation with the Chief Finance & Procurement Officer where a delay would cause a significant interference with the provision of service delivery.

31.3 Letters of Intent shall be limited to 10% value of an agreed supplies or services contract, and limited to 10% or £20,000 (whichever is the lowest) for works contracts.

## **32. Contract Terms and Conditions**

32.1 Contracts shall be entered into on the Authority's Terms and Conditions which shall be included with each invitation to quote / tender and orders sent by electronic means.

32.2 The exception to using the Authority's Terms and Conditions arises when using Terms and Conditions provided by:

- Crown Commercial Services (e.g. Consultancy Services)
- Framework Agreements
- Utility Company (Gas, Electricity and Water)
- Telecommunications
- Construction Industry Terms and Conditions (but limited to NEC, JCT, RIBA and RICS).

32.3 Exceptions to CPR 31.1 and 31.2 must be approved beforehand at tender preparation stage by the Chief Legal & Governance Officer.

32.4 The Authority may accept equivalent Terms and Conditions of other public sector authorities when participating in joint working and collaboration, provided they are deemed to be suitable and fit-for-purpose.

32.5 Every contract awarded that is concluded via a quotation process shall:

- a) Specify the supplies, services or works to be provided;
- b) Specify the quantities and price to be paid with a statement of any discounts or other deductions;
- c) Specify the time or times within which the contract is to be performed;
- d) Use an official order form to confirm the contract using the Authority's standard terms and conditions whenever possible.

32.6 Every contract awarded that is concluded via a tender process shall contain:

- a) A statement of the supplies, services or works to be provided;
- b) Reference to and identification of the winning tender documents;
- c) A statement of the price, payment terms and any applicable interest;
- d) Restrictions on the Contractor from re-assigning or sub-contracting any part of the contract without prior written consent;
- e) Insurance clauses - (see minimum levels in CPR27.5);
- f) Health & Safety clauses and a requirement to comply with all relevant Health and Safety regulations and instructions issued by the Authority;
- g) General Data Protection Regulations clauses;
- h) Equalities and anti-discrimination clauses that relate in particular to the Equalities Act; and the Living Wage Act;

- i) An Audit clause that provides a right of access to records pertaining to the contract and service delivery;
- j) A clause that states the Authority's duty to comply with the Freedom of Information Act and that the contractor is obliged to assist the Authority in fulfilling these duties where appropriate;
- k) Human Rights clauses;
- l) A clause that requires the contractor to pay subcontractors within 30 days of them invoicing the contractor;
- m) A clause allowing the Recovery of Sums owed to the Authority by a Contractor by off-setting against any sums owed by the Authority to the Contractor;
- n) Anti-Corruption and anti-Bribery clauses;
- o) A Dispute Resolution clause;
- p) Clauses for the provision of a performance bond, parent company guarantee or other form of security (but only when considered necessary);
- q) Liquidated Damages clauses in the event of the Contractors' failure to deliver the contract;
- r) A right of Early Contract Termination in specified instances e.g. money laundering, fraud, bankruptcy; tax evasion; etc
- s) A clause for Termination and Damages in the event of contractor default;

### **33. Execution of Contracts**

33.1 Any contracts that have potential long term liabilities as determined through risk assessment on a case by case basis, and would benefit from the added legal protection afforded by the process of “sealing” shall be made by affixing the Common Seal of the Authority. This shall only be attested by the Chief Legal & Governance Officer or nominated Deputy.

33.2 Contracts with a total value up to £75,000 may be signed by an Authorised Officer in accordance with the Scheme of Delegation and provided this is within approved budget.

33.3 Contracts with a total value of £75,000 or above may be signed by an Authorised Officer in accordance with Financial Procedures (Scheme of Delegation) but must be counter-signed by the Chief Finance & Procurement Officer and sealed as appropriate.

### **34. Records of Contracts**

34.1 A Register of contracts awarded above £5,000 shall be maintained electronically by the Procurement Team on behalf of the Authority.

34.2 Authorised Officers awarding contracts must provide all necessary details to the Procurement Team for recording on the Register, including the agreed Contract Manager.

34.3 Contract files shall be maintained in accordance with the Authority’s retention schedule.

### **35. Contract Management**

35.1 Contract Managers listed in the Contracts Register are responsible for effectively monitoring and reporting on contractor's performance in the delivery of the required supplies, services or works.

35.2 Risk assessments and the value of the contract shall be used, in consultation with the Procurement Manager, to determine the degree of monitoring and reporting necessary.

## **36. Novation**

36.1 Novation occurs where there is an agreement to change a contract by substituting a third party for the original contractor. Where the Authority is approached regarding novation the Authorised Officer must seek advice of both the Procurement Manager and Chief Legal & Governance Officer before novation can be agreed.

## **37. Modification of Contracts During Their Term**

37.1 Contracts and Framework Agreements may be modified (including extensions) without a new procurement procedure, in the following cases:

- a) The modification, irrespective of monetary value, was provided for in the initial contract as clear, precise and unequivocal clauses.
- b) The additional supplies, services or works by the original supplier that have become necessary, were not included in the initial procurement and where a change of supplier;
  - ii) Cannot be made for economic or technical reasons such as interchangeability or interoperability with existing equipment, services or installations or
  - iii) Would cause significant inconvenience or substantial duplication of costs

- iv) Provided that any increase in price does not exceed 50% of the value of the original contract.

c) Where all of the following conditions apply:

- i) The need for modification came about by unforeseen circumstances,
- ii) The modification does not alter the overall nature of the contract,
- iii) The increase in price does not exceed 50% of the original contract

37.2 Any modifications to contracts as described in CPR35.1 must be agreed beforehand by the Chief Procurement & Finance Officer and signed by all parties in the form of a Contract Variation Agreement.

37.3 Any modifications described in b) and c) as relating to the original award of contract value that exceeded Regulation thresholds must be notified to the Procurement Manager who shall in turn publish the necessary Notice.

37.4 Any proposals to modify a contract or framework agreement that would be considered substantial are not permitted and would require a new procurement procedure. Advice from the Chief Finance & Procurement Officer must be sought.

## **38. Termination of Contract**

38.1 Contracts may be terminated early by the Chief Finance & Procurement Officer in accordance with the termination provisions set out in the contract.

38.2 Any contracts that are terminated early with a residual value exceeding £75,000 shall be reported to the next meeting of the Authority by the Chief Finance & Procurement Officer.

## **39. Waiver of Contract Procedure Rules**

39.1 The Authority does not have the power to waive Public Contract Regulations and which take precedence over Contract Procedure Rules.

39.2 The Authority does have the power to waive these Contract Procedure Rules for specific projects and circumstances where a waiver is necessary because of an unforeseeable emergency involving immediate risk to persons, property or serious disruption to services, or can otherwise be reasonably justified, either an Authorised Officer (up to £25,000) or an Executive Officer (up to £75,000) may take that decision after consulting with the Procurement Manager.

39.3 Waiver requests in excess of £75,000 must be agreed by the Chief Fire Officer or in their absence; the Chief Legal & Governance Officer. Any such waivers must be reported to the next meeting of the Finance & Resources Committee by the Chief Finance & Procurement Officer.

39.4 The officer seeking the waiver must ensure a copy of the approved request is registered and filed centrally with the Procurement Team for audit purposes.

## **40. Disposal of Assets**

40.1 Leased assets must be disposed of in accordance with written lessor's instructions.

40.2 Where assets (other than land & buildings) are to be disposed of because they are surplus to requirements, damaged or obsolete; reasonable endeavours must be undertaken to realise the residual value of the assets.

40.3 Assets having little or no realisable value may be disposed of as waste with the approval of the relevant Executive Officer, provided the disposal favours re-use / recycling wherever possible.

40.4 Assets with a realisable value shall be disposed of in the manner most likely to secure best value including the use of auction houses and on-line auctions involving multiple bidders.

40.5 Disposal of assets that realise a value of £75,000 or more must be reported to the next meeting of the Finance & Resources Committee by the Chief Finance & Procurement Officer.

#### **41. Review and Amendment of Contract Procedure Rules**

41.1 These Contract Procedure Rules shall be reviewed and updated at least annually by the Chief Legal & Governance Officer in consultation with the Chief Finance & Procurement Officer.

41.2 Any proposed amendments as determined by the Chief Legal & Governance Officer that would materially change overall governance or introduce significant change shall be presented beforehand to the Fire & Rescue Authority or relevant Committee for approval.

## 42. Definitions

**Access Agreement** An agreement between the Framework provider and the contracting authority to enable access to the framework

**Authorised Officer** Persons with appropriate delegated authority to act on the Authority's behalf and which includes budget holders (as identified within the Financial Regulations) and those persons registered on the e-Delta procurement system.

**Authority** West Yorkshire Fire and Rescue Authority; or any designated committee of the Authority that has delegated powers to act on behalf of the Authority.

**Constitution** The Authority's Constitution as adopted and amended from time to time and maintained on the Authority's website particularly references to the Articles, Scheme of Delegation, Officer Codes, Procedural Procedure Rules, Rules of Procedure, Access to Information Procedure Rules, these Contract Procedure Rules and Member Codes of Conduct.

**Contracts Finder** The web based government procurement portal provided on behalf of the Cabinet Office for public bodies at <https://www.gov.uk/contracts-finder>

**Contracts Register** A register held and maintained by the Procurement Team containing details of contracts entered into by the Authority above a threshold value of £5,000.

**Delta** The Authority's electronic procurement portal <https://www.Delta.co.uk>.

**Framework Agreement** An agreement which allows an Authority to call off from a supplier to provide supplies, services or works in accordance with the terms of the agreement. The Framework Agreement itself usually constitutes a nonbinding offer with no obligations on the Authority to call off from the Supplier. If the Authority calls off from the Supplier a binding contract comes into being.

ITT

Invitation to Tender

**OJEU**

Official Journal of the European Union

**PIN**

Prior Information Notice for publication in OJEU;

**Procurement** Any arrangement whereby a new, replacement, amended or extended contract for the supply of goods, services or works is to be put in place. This includes circumstances where more than one provider is invited to tender and also where goods, services or works are procured through a negotiation with a single provider.

**Procurement Plan** A plan identifying procurement projects so that appropriate resources can be allocated and suppliers notified to give advance notice of bidding opportunities.

**Procurement Team** The Officers employed in the WYFRA Procurement Service

**Purchasing Consortia** A collaborative arrangement in which two or more organisations join together to combine their individual requirements for goods, works or services to gain better prices, design, supply availability and assurance benefits compared to if each member purchased the goods or services alone.

**Retention Schedule** The Authority's Retention Schedule is located on the WYFRA intranet

**Regulations** The Public Contracts Regulations 2015 or any subsequent amendment.

**RfQ**

Request for Quotation

**Social Value Act** A requirement to consider economic, social and environmental well-being of an area, at the pre-tender stage

**Supplier** Any person or body of persons providing, or seeking to provide, supplies, services or works to an Authority.

**TUPE** The Transfer of Undertakings (Protection of Employment) Regulations 2006.

**Value for Money** The optimum combination of whole life costs and benefits to meet the customer's requirement. Such term equates to "most economically advantageous offer" (MEAT).

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**Schedule**

- Part 4 – Financial Procedure Rules.

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## WYFRA – Constitution

### Part 4 - Financial Procedure Rules

1.6 The Chief Finance & Procurement Officer is responsible for the proper administration of the Authority's financial affairs, and particularly for:-

(ii) setting standards for good financial & procurement management and monitoring compliance with those standards;

(vi) determining the accounting policies and financial & procurement procedures and records for the Authority;

(xi) ensuring proper professional practices are maintained within the finance & procurement function; and

(xiii) devising, managing and maintaining within Financial & Procurement Systems, a Scheme of Delegation of "Authorised Officers" below Executive Officer level, along with pre-determined levels of authority commensurate with their role and responsibility.

1.10 Executive Officers must make arrangements to ensure that all Officers involved in financial and procurement matters are aware of, and competent in the use of, these Financial Procedure Rules and Contract Procedure Rules. The extent of delegated authority to officers must be recorded if extrinsic to 1.6(xiii).

18.3 Executive Officers are responsible for all orders issued. ~~Electronic and paper Orders must only be issued by Authorised Officers. and if necessary signed in manuscript, by officers authorised by the Executive Officer concerned. The names and specimen signature of these officers shall be supplied to the Chief Finance & Procurement Officer and be updated promptly whenever necessary.~~

18.5 ~~There shall be no verbal orders. All orders must will be in written form and issued electronically, using either letter, fax or email.~~

18.9 ~~Supplies Planned expenditure in a financial year of a similar type should be aggregated and procured together. and Orders should not be split or aggregated for the purpose of avoiding the requirements of Contract Procedure Rules standing orders. In the case of orders below £12,000, Officers should keep an annual total of works allocated to specific contractors to ensure that the competition limits are not breached~~

18.10 Unless determined otherwise by the ~~In respect of each order or contract for construction work, and any order or contract for services exceeding £12,000, Executive Officer concerned, the budget holder shall be responsible for~~ must appoint an Authorised Officer, directly employed or otherwise, to carry out supervision of the contract.

The existing Constitution contains duplicated use of “18.10” as a reference number.

It is proposed to split the first appearance of 18.10 to create a new 18.11.

**18.11** Any contract or order engaging an external adviser or consultant must be in accordance with these Rules.

**18.12** In respect of each order or contract exceeding £1275,000 to be let, the Executive Officer responsible must prepare or agree a written brief stating the objective of the order or contract and the sources of funding to meet the estimated cost of the project. Unless otherwise agreed with the Chief Finance & Procurement Officer, the Authorised Officer must prepare a specification which will indicate relevant issues for the supply, (for example type, quantity, quality, time, location, occasions), and the risks and obligations placed on the supplier. Specifications should set outcomes or outputs, and be prepared on a generic basis and not include named products except where this can be justified on technical grounds. They should be prepared in a way which is likely to bring about the most economically advantageous solution whilst ensuring compliance with minimum statutory requirements and Authority policy. The specification may only be altered on the basis of written instructions from the Executive Officer concerned, who must justify the reason for change and additional sources of funding.

18.11-12 should be deleted because they are a duplication of Contract Procedure Rule 37.

#### **Variations**

~~18.11 The Authorised Officer may, subject to the provisions of the contract, make any variations essential to the achievement of the objectives of the contract but must have regard to the budget provision. The Authorised Officer must not issue any variation likely to increase the approved cost of the project without the written agreement of the Executive Officer responsible, who must state the authority and source of financial provision for the additional expenditure.~~

~~18.12 Every variation must be authorised in writing by the Authorised Officer immediately the extra or variation is agreed.~~

END

### **Scheme of Delegation - “Authorised Officers” (for illustrative purposes only)**

Authorised Officers are identified within appropriate financial and procurement systems and are assigned pre-determined levels of authority commensurate with their role and responsibility. Such financial systems include:

- SAP (financial system)
- OPEX (procurement system)

- Purchase Cards
- Petty Cash

The current delegated authority levels are typically:

SAP	Manage Expenditure within annual budget limits	Budget Holder
OPEX/SAP	Approve: * Purchase Orders * Any Invoices where no Purchase Order exists * Invoices that do NOT match the Purchase Order value	Up to £5,000 = Authorised Officer £5,000 - £75,000 = Budget Holder Over £75,000 = Executive Officer
	Automatic Invoice Approval	Where goods/services have been “Goods Received” and the subsequent Invoice value matches the Purchase Order then the invoice shall be automatically paid without any further approval.
Purchase Card Holder thresholds	Single Transaction limits  Monthly Transaction limits	Up to £1,000 Up to £5,000 Up to £20,000  Up to £3,000 Up to £10,000 Up to £30,000
Petty Cash	Single Transaction limits	Up to £250

### **Annex 3**

#### **Schedule – minor/consequential amendments:**

##### **Page 15, Article 6 Executive Committee Terms of Reference**

- Add (xii) Approval of all Tri Emergency Service collaboration initiatives (already approved by the Authority.)
- Add (xiii) Appointment of Local Pension Scheme representation on an annual basis from each AGM.

##### **Page 137, Paragraph 7.2**

- Substitute spinal column point 23 for 28 to revised grade system.

##### **Page 157, Member Allowance Scheme**

- Replace existing schedule with updated schedule – see attached.

##### **Page 160, Member Approved Duties**

- Delete sub paragraph (e) – this is no longer relevant.

##### **Page 179, Paragraph 4.5 (ii)**

- For Mr G Maren, substitute Mrs Alison Wood.



OFFICIAL

# Performance Management Report

## Full Authority

Date: 27 June 2019

Agenda Item:

**22**

Submitted By: Chief Legal and Governance Officer

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

---

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey  
Corporate Services Manager  
Tel. 01274 655801  
alison.davey@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Performance Management Report  
1 April 2018 – 31 March 2019

## **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 2018/19 to date against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored quarterly by Management Team and the Full Authority.
- 1.4 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.
- 1.5 A traffic light system is used to provide a clear visual indicator of performance against each of the indicators compared to the position at the same time in the previous year.
- 1.6 Other performance and activity information is also included within the report.

## **2 Financial Implications**

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

## **3 Legal Implications**

- 3.1 The Chief Legal & Governance 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.

## **4 Human Resources and Diversity Implications**

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

## **5 Health, Safety and Wellness Implications**

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

## **6 Your Fire and Rescue Service priorities**

- 6.1 This report links to all of the 'Your Fire & Rescue Service 2019 – 2022' priorities as the Performance Management Report covers all areas of performance of WYFRS.

## **7 Conclusions**

- 7.1 That Members note the report.



West Yorkshire  
Fire & Rescue Service

# Performance Management and Activity Report 2018/19

Period covered: 1 April 2018 – 31 March 2019  
Date Issued: 30 April 2019



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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 2018 – 31 March 2019.

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 (2015/18)	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 (2018/19)	End of Year Projection (2018/19)
		2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19		
Arson	6355	2258	1976	1766	3007	1798	1394	892	1358	6714	7735	21.7%	7735
Actual Rescues	784	187	226	170	179	179	198	155	193	691	796	1.5%	796
Total Activity	22504	6477	6667	6137	8400	6012	5571	4310	5037	22936	25675	14.1%	25675
Dwelling Fires	1169	299	297	248	300	266	292	281	301	1094	1190	1.8%	1190
Non-Domestic Building Fires	448	130	110	79	101	100	94	83	106	392	411	-8.3%	411
Prevalence of False Alarms	11249	2475	2655	2891	2936	2772	2710	2179	2221	10317	10523	-6.5%	10523
Fire-Related Injuries	214	66	58	43	39	38	45	46	66	193	208	-2.8%	208
Road Traffic Collisions	634	142	139	164	146	157	174	136	156	599	615	-3.0%	615
Malicious False Alarms	352	85	96	81	85	116	94	95	77	377	352	0.0%	352

## Service Delivery Indicators

Description	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Cumulative	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
Accidental Dwelling Fires (per 10,000 dwellings)	2.66	2.49	2.18	2.37	2.26	2.48	2.50	2.59	9.60	9.95
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.13	0.00	0.09	0.09	0.22	0.13	0.09	0.22	0.53	0.43
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.00	0.04	0.04	0.04	0.13	0.00	0.04	0.04	0.22	0.13
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.75	1.69	0.96	0.91	1.01	1.60	1.49	1.73	5.22	5.94
(a) Number of Serious Injuries(per 100,000 population)	0.13	0.17	0.09	0.04	0.26	0.22	0.13	0.30	0.61	0.74
(b) Number of Slight Injuries (per 100,000 population)	1.62	1.52	0.88	0.87	0.75	1.39	1.36	1.43	4.60	5.20
The percentage of dwelling fires attended where there was a working smoke alarm which activated	55.18%	50.17%	60.48%	54.33%	53.76%	59.25%	57.65%	60.13%	56.67%	55.88%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	21.74%	18.18%	18.15%	22.33%	21.80%	19.52%	17.44%	12.62%	19.84%	18.24%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	3.01%	7.74%	4.03%	3.33%	5.26%	3.42%	3.20%	3.99%	3.84%	4.62%
The percentage of dwelling fires attended where no smoke alarm was fitted	20.07%	23.91%	17.34%	20.00%	19.17%	17.81%	21.71%	23.26%	19.65%	21.26%
Number of calls to malicious false alarms (per 1000 population) – attended	0.04	0.04	0.04	0.04	0.05	0.04	0.04	0.03	0.17	0.15
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	8.59	8.16	9.94	9.30	9.79	8.86	8.51	7.96	36.83	34.28

False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	<b>0.96</b>	<b>1.01</b>	<b>1.03</b>	<b>0.99</b>	<b>0.87</b>	<b>1.01</b>	<b>0.82</b>	<b>0.85</b>	3.69	3.87
Fires in non-domestic premises (per 1000 non-domestic premises)	<b>1.60</b>	<b>1.30</b>	<b>0.99</b>	<b>1.20</b>	<b>1.23</b>	<b>1.11</b>	<b>1.02</b>	<b>1.26</b>	4.85	4.87
Number of Primary Fires (per 100,000 population)	<b>42.07</b>	<b>39.06</b>	<b>36.33</b>	<b>42.26</b>	<b>34.89</b>	<b>34.29</b>	<b>30.11</b>	<b>34.72</b>	143.40	150.33
Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	<b>2.76</b>	<b>2.47</b>	<b>1.75</b>	<b>1.56</b>	<b>1.31</b>	<b>1.82</b>	<b>1.88</b>	<b>2.60</b>	7.71	8.45
Arson Incidents – All Deliberate Fires (per 10,000 population)	<b>9.90</b>	<b>8.57</b>	<b>7.74</b>	<b>13.03</b>	<b>7.88</b>	<b>6.04</b>	<b>3.91</b>	<b>5.90</b>	29.43	33.53
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	<b>1.99</b>	<b>1.66</b>	<b>1.79</b>	<b>2.11</b>	<b>1.68</b>	<b>1.43</b>	<b>1.19</b>	<b>1.47</b>	6.64	6.67
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	<b>7.91</b>	<b>6.90</b>	<b>5.95</b>	<b>10.92</b>	<b>6.20</b>	<b>4.62</b>	<b>2.72</b>	<b>4.43</b>	22.78	26.86

### 3. Operational Risk Visits (including Fire Safety)

Below is a summary of operational risk visits (ORV) in 2018/19. These visits were issued in the transitional period of introducing the new Premises Risk Database (PRDX). The visits were generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area. The new PRDX went live on 5th February 2018 this now identifies the higher risk premises that will form the Operational Risk Visits Programme (ORVP). The PRDX uses a recalculated risk matrix for each premises type based on national guidance and Provision of Operational Risk Information System (PORIS).

The Operational Risk Visits (ORVs) are allocated to each District which are then allocated to stations/watches. The total numbers have not been finalised but based on previous calculations it is predicted that there will be approximately 1000 ORVs per year across five districts within the organisation.

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

The training and familiarisation of the system with operational crews is still progressing and we are continuing to complete joint visits with crews to ensure the correct information is captured.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Completed	60	90	104	98	88	93	147	210	144	138	175	144	1491

## 4. Safe and Well Checks/Safer Communities Programme

Following introduction of the new Safer Communities Strategy in 2017, WYFRS is implementing a comprehensive change in the way it delivers its early intervention and prevention activity. Our key priority is still the delivery of a proactive community safety programme. This is delivered through a variety of community engagement and individual home visits, targeted towards those communities and individuals who are most vulnerable. Fire risk is often a direct result of specific lifestyle issues and these include smoking, living alone, mobility issues, mental health, some prescription medicines and misuse of alcohol and recreational drugs.

Other factors that increase risk of fire are poor housekeeping, misuse of electrics and the storage of large amounts of combustible materials (hoarding). In response, the traditional home fire safety check has broadened to include an assessment of the factors that create fire risk. The new home visit programme has been rebranded Safe and Well.

The removal of a points-based target has given local crews the freedom to engage in wider early intervention and prevention activities. These are now being recorded on the prevention database.

There is still a lot of prevention activity that goes unrecorded and District teams are working to encourage the recording of all interventions so we can capture and report on the broad range of activity that the service is delivering. Previously, the majority of prevention activity recorded involved home fire safety checks but as we are progressing through the implementation of the new Safer Communities Strategy, our teams are being encouraged to become more aware of the risk profile within their local community and to work with partners on innovative programmes to address the identified issues.

We are now beginning to see an increased amount of work being done in other key areas such as water safety, road safety and general community engagement. We will continue to encourage innovative practice and support our teams in taking ownership at local level to address issues within the heart of their local areas.

The introduction of a risk filtering process (at point of referral) was approved at Community Safety Committee in 2017. This now requires individuals who are being referred for a home safe and well visit to go through a simple risk rating process. For those who qualify, a more in depth home assessment (Safe and Well Check) is carried out and this involves the traditional home fire safety assessment, with appropriate advice and interventions for the individual risk factors identified during the visit. We are currently mid-way through a comprehensive training programme to give our staff the knowledge and understanding to assess risk and vulnerability caused by:

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

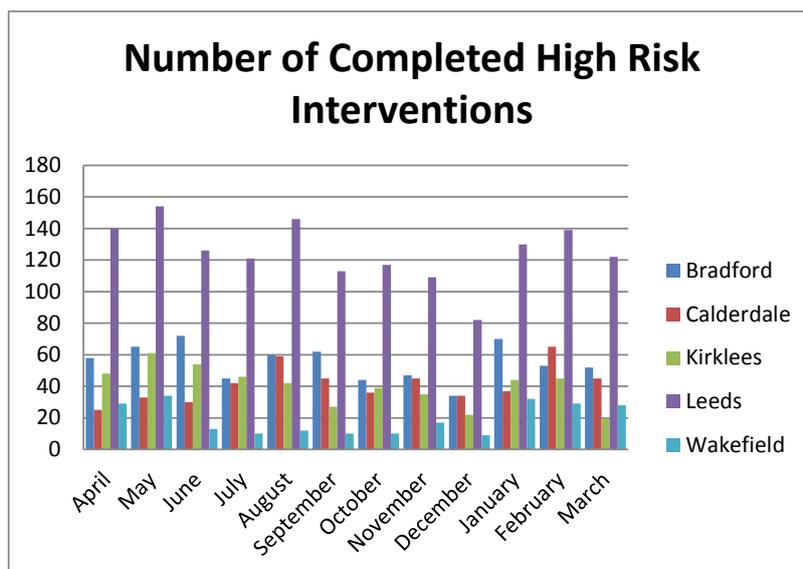
When someone is identified as being vulnerable to any of the factors above, our teams deliver basic education and advice with the option of referring people to specialist support services across the districts. We have engaged with a wide range of partners in order to design, develop and deliver this training package. We have delivered an updated fire prevention training module to all staff and the falls and frailty module and Crime prevention are almost complete.

## Performance

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



There has been a significant reduction in the number of direct home approaches and increases in the numbers being referred through the web and over the telephone. When direct home approach visits were analysed, the majority were delivered in homes that would score in the low and very low risk category and crews and prevention staff now have a doorstep assessment to determine if the occupant needs a Safe and Well visit. If the occupant scores in the low and very low risk rating then no visit is carried out. 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.



The introduction of the risk filtering has started to have an impact on the quality of referrals we now process. The intention is to conduct visits to those people who are more vulnerable. Before risk filtering was applied, a significant proportion of visits were carried out in the homes of people in the low and very low risk categories. These are no longer offered a visit but do receive the option to engage in an online education tool or have a safety advice leaflet posted to their address.



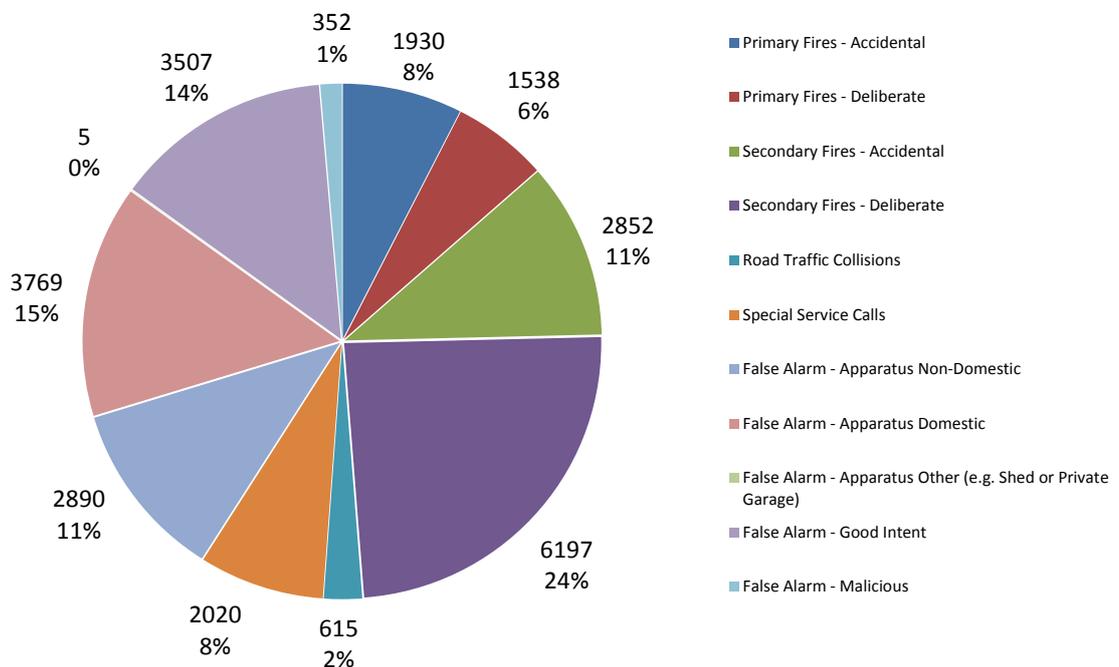
The training programme for the Safe and Well programme is now being delivered and it can be seen that, as more staff are being trained to identify and refer vulnerability, there is an increasing number of referrals being made to partners across the districts. As we progress the training modules and begin to deliver the social isolation, winter cold and smoking cessation programmes, it is expected that there will also be an increase in the numbers of people we identify and signpost for support for these areas of vulnerability.

## 5. Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year (1 April – 31 March 2019) categorised by incident type.

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

Incident Category	Number	Percentage
Primary Fires - Accidental	1,930	7.5%
Primary Fires - Deliberate	1,538	6.0%
Secondary Fires - Accidental	2,852	11.1%
Secondary Fires - Deliberate	6,197	24.1%
Road Traffic Collisions	615	2.4%
Special Service Calls	2,020	7.9%
False Alarm - Apparatus Non-Domestic	2,890	11.3%
False Alarm - Apparatus Domestic	3,769	14.7%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	5	0.0%
False Alarm - Good Intent	3,507	13.7%
False Alarm - Malicious	352	1.4%
Total	25,675	100%



The table below shows the total number of incidents ten years ago, five years ago, and last year, and can be used as a comparison with the current year's data above.

Incident Category	Number of incidents 1 April 2008 to 31 March 2009	Percentage	Number of incidents 1 April 2013 to 31 March 2014	Percentage	Number of incidents 1 April 2017 to 31 March 2018	Percentage
Primary Fires - Accidental	2,156	5.9%	1,811	8.0%	1,756	7.7%
Primary Fires - Deliberate	2,747	7.5%	1,125	4.9%	1,516	6.6%
Secondary Fires - Accidental	1,107	3.0%	1,512	6.6%	1,652	7.2%
Secondary Fires - Deliberate	8,842	24.1%	4,541	20.0%	5,198	22.7%
Road Traffic Collisions	1,071	2.9%	619	2.7%	599	2.6%
Special Service Calls	2,419	6.6%	1,644	7.2%	1,898	8.3%
False Alarm - Apparatus	11,678	31.8%	7,890	34.7%	6,537	28.5%
False Alarm - Good Intent	5,482	15.0%	3,227	14.2%	3,403	14.8%
False Alarm - Malicious	1,165	3.2%	369	1.6%	377	1.6%
Total	36,667	100.0%	22,738	100.0%	22,936	100.0%

## **Comments on Fatal Fires**

### **Akeroyd Lane, Hebden Bridge**

**4 January 2019 12:20**

The deceased male was 75 years old and lived alone in his semi-detached farmhouse living predominantly in the living room of the property but had frequent visits from his family.

He was a non-smoker and did not drink however he was on prescribed medication.

The room of origin of the fire was the living room which had reached flashover. Due to the extensive fire damage and several possible accidental causes the cause of fire could not be ascertained.

### **Deighton Road, Deighton, Huddersfield**

**4 January 2019 17:01**

The deceased female was 87 years old and lived alone in a semi-detached bungalow which was rented from Kirklees Neighbourhood Housing. The deceased used a walking stick but was mobile. She had a number of ongoing health issues.

The premises had not had a Safe and Well visit but had a care-phone and working smoke detection.

The evidence identified suggests that the deceased has accidentally ignited her clothing against the energised cooker hob whilst preparing food. The investigation is ongoing.

### **Skipton Avenue, Fartown, Huddersfield**

**5 January 2019 11:48**

The deceased female was 80 years old and lived alone in her semi-detached bungalow. She had two wheelchairs in her property but the extent of her mobility was unknown. The property had Telecare-monitored smoke detection which actuated and instigated our attendance.

The deceased was a smoker and received a number of high-risk interventions with a most recent visit from Prevention in October 2018 when she was supplied with a fire-retardant bedding pack and four smoke detectors were installed in her property.

The room of origin of the fire was the bedroom where, examination of the property indicated the deceased spent most of her time. This room was extensively damaged due to reaching flashover. The deceased had informed hospital staff that her toaster was sparking and the corner of the bedroom which appears more heavily damaged did indeed contain a toaster. Given the severity of the damage within the bedroom it is uncertain the exact cause of the fire. The investigation is ongoing.

### **Haworth Road, Bradford**

**10 February 2019 08:28**

The deceased female was 50 years old and lived alone in a semi-detached rented house. She was a smoker who was known to other agencies to have mental health issues. On the morning of the fire she was reported missing to the police by staff from the hospital who had visited her and got no reply. Later that day a call was made to the fire service from a neighbour who saw flames at the door.

From the evidence at the scene the most likely cause of the fire was the ignition of a flammable liquid on the deceased's clothing which she had ignited with a naked flame.

### **Huddersfield Road, Mirfield**

**11 February 2019 08:28**

The deceased female lived with her daughter in a privately-rented three-storey house. She was a non-smoker. It is unknown if any other agencies were involved with the deceased but it is believed that she was fit and well and quite active. Her daughter was on holiday at the time of the fire.

The room of the fire's origin was the living room which had reached flashover and suffered severe fire damage. The bay window was laid 3 metres into the garden completely undamaged by fire but displaying blast-damaged glass.

On investigation it is believed that there has been a gas leak externally which has seeped into the living room causing an explosion by an unknown ignition source blowing out the bay window and starting a fire within the living room.

### **Bridle Path Road, Shadwell, Leeds**

**25 February 2019 06:25**

The deceased male was 73 years old and lived in his own static caravan. He was undergoing treatment at York Hospital. Neighbours state that the deceased had poor mobility as a result of his medical condition/treatment.

Joint investigations are continuing with West Yorkshire Fire and Rescue Service and West Yorkshire Police. Several electrical appliances are being examined and at this stage the cause of fire is being treated as accidental with an electrical cause.

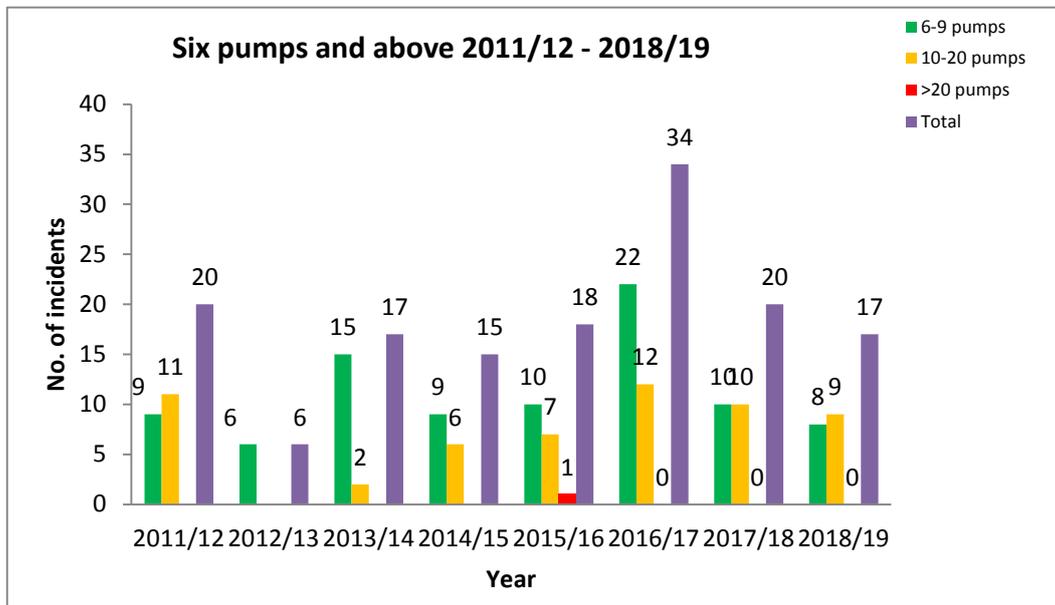
## **6. Fire-Related Incidents attended by Six Pumps and Above**

### **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 seven years up to 31 March 2019:



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.

<b>Date &amp; Time</b>	<b>Address</b>	<b>Premises Use</b>	<b>Station Area</b>	<b>Cause</b>	<b>Pumps Plus Specials</b>	<b>Number of Personnel</b>
Tuesday 05/06/2018 22:13	Princes Soft Drinks Toftshaw Lane Bradford	Factory	40 (Bradford)	Unable to determine	10 pumps 3 support 6 specials	64 Ffs 6 Officers
Thursday 28/06/2018 04:11	Holt Bros Ltd 49 Hope Street Halifax	Industrial	64 (Halifax)	Negligent use of equipment	6 pumps 1 support 4 specials	36 Ffs 4 Officers
Saturday 30/06/2018 00:22	Holmfirth Dyers Dunford Road Holmfirth	Factory	66 (Holmfirth)	Not known	12 pumps 5 support 4 specials	76 Ffs 5 Officers
Wednesday 04/07/2018 14:10	Crompton Mouldings West Vale Buildings Sherwood Road Brighouse	Factory	61 (Rastrick)	Combustibles in an industrial oven	12 pumps 5 support 4 specials	76 Ffs 9 Officers
Saturday 07/07/2018 15:18	DS Smith Recycling Pennine View Birstall, Batley	Warehouse	27 (Morley)	Not known (Accidental)	17 pumps 4 support 4 specials	92 Ffs 7 Officers
Sunday 15/07/2018 02:24	Jewsons Moor Road Hunslet, Leeds	Builders' Merchant	25 (Hunslet)	Deliberate	15 pumps 4 support 7 specials	90 Ffs 10 Officers
Monday 16/07/2018 3:28	Graphic Packaging Cockburn Field Middleton Grove Beeston, Leeds	Factory	25 (Hunslet)	Unable to determine	5 pumps 1 support 5 specials	34 Ffs 5 Officers
Friday 20/07/2018 11:26	Third Avenue Rothwell	Standing crops	91 (Rothwell)	Not known (Accidental)	5 pumps 2 support 4 specials	36 Ffs 4 Officers
Tuesday 24/07/2018 01:31	Dearne Head Haddingley Lane Cumberworth Huddersfield	Barn	71 (Skelmanthorpe)	Deliberate	8 pumps 3 support 6 specials	56 Ffs 5 Officers

<b>Date &amp; Time</b>	<b>Address</b>	<b>Premises Use</b>	<b>Station Area</b>	<b>Cause</b>	<b>Pumps Plus Specials</b>	<b>Number of Personnel</b>
Saturday 11/08/2018 02:32	Canal Road Bradford	Recycling Plant	53 (Shipley)	Natural Occurrence	15 pumps 5 support 5 specials	90 Ffs 7 Officers
Sunday 19/08/2018 04:18	Midland Road Hunslet Leeds	Warehouse	25 (Hunslet)	Deliberate	6 pumps 1 support 2 specials	32 Ffs 5 Officers
Monday 20/08/2018 19:21	Skelton Moor Farm Halton Moor Road Halton Leeds	Barn	25 (Hunslet)	Deliberate	6 pumps 1 support 5 specials	38 Ffs 7 Officers
Monday 08/10/2018 11:53	The Drum Yard Ingram Road Holbeck, Leeds	Industrial	20 (Leeds)	Accumulation of flammable materials	8 pumps 1 support 5 specials	46 Ffs 8 Officers
Wednesday 06/02/2019 18:57	Hick Lane Batley	Dwelling	83 (Dewsbury)	Gas explosion	10 pumps 1 support 8 specials	60 Ffs 9 Officers
Sunday 17/02/2019 06:00	Cliffe End Business Park, Dale Street Lockwood Huddersfield	Mill	60 (Huddersfield)	Self-heating	10 pumps 4 support 3 specials	62 Ffs 7 Officers
Tuesday 12/03/2019 15:30	Bronte Works Sapgate Lane Thornton, Bradford	Vehicle Repair	42 (FWG)	Combustibles too close to heat source	8 pumps 0 support 0 specials	32 Ffs 3 Officers
Tuesday 19/03/2019 17:30	Harris Court Mills Harris Court Bradford	Paper Mill	42 (FWG)	Deliberate	10 pumps 3 support 5 specials	62 Ffs 7 Officers

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

### **Hick Lane, Batley**

This incident occurred in Dewsbury station area and involved a domestic block of flats 2 storeys high. Butane gas from canisters caused an explosion, causing fire on 2 floors of the flats with severe blast damage throughout the building and damage to multiple adjacent buildings. 6 occupants exited the building with severe burns.

The initial pre-determined attendance was 3 pumps from Dewsbury, Cleckheaton and Morley. Due to the number of calls Control mobilised a further pump from Ossett. At the height of the incident a make pumps 10 message was received by Control who mobilised pumps from the following stations: Dewsbury, Hunslet, Leeds, Rastrick and Mirfield.

The following support vehicles were also mobilised: Aerial appliance from Bradford, Technical Rescue Unit from Cleckheaton, Welfare Unit from Skelmanthorpe, Hazmat Unit from Dewsbury, Command Unit Lite from Featherstone, USAR and USAR dog from FSHQ and CU Assistants from Hunslet.

Officers were mobilised due to the size of the fire, they were Station Manager Boocock as initial officer in charge, Station Manager Pearson as Operational Assurance Officer, Station Manager Rose as Technical Rescue Officer, Station Manager Naylor as Hazardous Materials and Environmental Protection Officer, Station Manager Needham as Fire Investigation Officer, Station Manager Bairstow as Breathing Apparatus Officer, Group Manager Lawton as Officer in Charge, Station Manager Hannah as Command Support and Area Manager Kirby was an observer.

The time of call for this incident was 1846 hours on 6<sup>th</sup> February 2019 and the stop message was received by Control on 6<sup>th</sup> February 2019 at 2043 hours. The incident was closed on 8<sup>th</sup> February 2019 at 1647 hours.

The cause of the fire was thought to be accidental.

### **Cliffe End Business Park, Dale Street, Longwood, Huddersfield**

This incident occurred in Huddersfield station area and involved a textile mill. The fire in the mill was complicated due to the involvement of asbestos, acetylene and propane cylinders.

The initial pre-determined attendance was 2 pumps from Huddersfield. At the height of the incident a make pumps 10 message was received by Control and appliances from the following stations were mobilised; Rastrick, Cleckheaton, Halifax, Holmfirth, Slaithwaite, Meltham, Skelmanthorpe and Dewsbury.

The following support appliances were also mobilised; Hose Layer and Hose Layer Support from Mirfield, Command Unit Lite from Featherstone, Command Unit from Pontefract, Rapid Deployment Safety Crew from Skelmanthorpe, Command Unit Assistants from Odsal and Command Unit Support from Pontefract.

Officers were mobilised due to the size of the fire, they were Station Manager Hill as a Working Officer, Station Manager Greenwood as Command Support Officer, Station Manager Earl as Operational Assurance Officer, Station Manager England as Hazardous

Materials and Environmental Protection Officer, Group Manager Donegan and Incident Commander, Watch Manager Griffiths as Fire Investigation Officer and Area Manager Smith as an observer.

The time of call for this incident was 0557 hours on 17<sup>th</sup> February 2019 and the stop message was received by Control on 17<sup>th</sup> February 2019 at 1753 hours. The incident was closed on 17<sup>th</sup> February 2019 at 1818 hours.

The cause of the fire is still being investigated.

### **Bronte Works, Sappgate Lane, Thornton, Bradford**

This incident occurred in Fairweather Green station area and involved a single-storey building used for vehicle repairs and involved several LPG cylinders. There was a rapid fire spread attributed to strong winds and the fire was believed to have started due to combustible articles being too close to a heat source.

The initial pre-determined attendance was 2 pumps from Fairweather Green and Illingworth. At the height of the incident a make pumps 8 restricted message was received by Control and pumps from the following stations were mobilised; Bingley, Odsal, Bradford, Keighley and Halifax.

Officers mobilised to the incident were Station Manager Cookson as Operational Assurance Officer, Station Manager Daly as Hazardous Materials and Environmental Protection Officer and Group Manager Brown as Officer in Charge.

The time of call for this incident was 1530 hours on 12<sup>th</sup> March 2019 and the stop message was received by Control on 12<sup>th</sup> March 2019 at 1938 hours. The incident was closed on 13<sup>th</sup> March 2019 at 1130 hours.

The cause of the fire was thought to be accidental.

### **Harris Court Mills, Harris Court, Bradford**

This incident occurred in Odsal station area and involved a traditionally constructed mill building. The building had 4 floors and the fire was on the 3<sup>rd</sup> floor.

The initial pre-determined attendance was 2 pumps from Fairweather Green and Bradford. At the height of the incident a make pumps 10 message was received by Control and pumps from the following stations were mobilised; Odsal, Stanningley, Cleckheaton, Rastrick, Bingley, Halifax, Illingworth and Rawdon.

The following support appliances were also mobilised; Aerials from Bradford and Huddersfield, Hose Layer from Mirfield, Welfare Unit from Ilkley, Command Unit and Support from Pontefract, Command Assistants from Morley and Rapid Deployment Safety Crew from Keighley.

Officers mobilised to the incident were Group Manager Bush as Incident Commander, Station Manager Holt as Command Support Officer, Station Manager Naylor as Hazardous Materials and Environmental Protection Officer, Station Manager Boocock as Operational Assurance Officer, Station Manager Rose as Shadow Command Support, Station Manager Helliwell as Fire Investigation and Brigade Manager Walton as an observer.

The time of call for this incident was 1728 hours on 19<sup>th</sup> March 2019 and the stop message was received by Control on 20<sup>th</sup> March 2019 at 0728 hours. The incident was closed on 20<sup>th</sup> March 2019 at 1251 hours. The cause of the fire was thought to be accidental.

## 7. Violence at Work

### Attacks on Personnel

There have been 75 incidents reported by West Yorkshire FRS in this financial year.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Attacks on Firefighters	77	40	76	64	60	87	92	75

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
<b>Bradford District</b>										
Bradford	3064			5	3		2	2	12	0.39%
Bingley	528	1						1	2	0.38%
FWG	1133			2	3	4			9	0.79%
Keighley	849				2		2	3	7	0.82%
Odsal	1352		1	1	1	4	1	2	10	0.74%
Shipley	1142			1	2				3	0.26%
<b>District Total</b>	<b>8164</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>11</b>	<b>8</b>	<b>5</b>	<b>8</b>	<b>43</b>	<b>0.53%</b>
<b>Calderdale District</b>									0	
Rastrick	720	1							1	0.14%
Halifax	1012			1					1	0.10%
Ilkley	776					1		1	2	0.26%
<b>District Total</b>	<b>2786</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0.14%</b>
<b>Kirklees District</b>									0	
Huddersfield	2089						2	3	5	0.24%
Cleckheaton	1023							1	1	0.10%
Dewsbury	1967						1		1	0.05%
Mirfield	193							2	2	1.04%
<b>District Total</b>	<b>5863</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>0.15%</b>
<b>Leeds District</b>									0	
Leeds	3314				1	1	2	2	6	0.18%
Cookridge	452						1		1	0.22%
Hunslet	2454					1			1	0.04%
Moortown	661				1				1	0.15%
Rothwell	375							1	1	0.27%
Stanningley	910		1	1		1	3		6	0.66%
Killingbeck	2080			1	1				2	0.10%
<b>District Total</b>	<b>11891</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>3</b>	<b>18</b>	<b>0.15%</b>
<b>Wakefield District</b>										
Featherstone	178							1	1	0.56%
<b>District Total</b>	<b>3998</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0.03%</b>
<b>Totals</b>	<b>32901</b>	<b>2</b>	<b>2</b>	<b>12</b>	<b>14</b>	<b>12</b>	<b>14</b>	<b>19</b>	<b>75</b>	<b>0.23%</b>

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 (0.23% 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
- Asking questions to firefighters at Performance Monitoring Visits (PMVs) regarding the e-learning package that was sent out in relation to reading the body language of persons and diffusing certain situations
- 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
- There is a working group established to look at ways of addressing the issues we have experienced over past years in relation to violence to staff and in particular attacks on firefighters. This group will report progress to the Community Safety Committee

### **Bradford**

On 12<sup>th</sup> February at 2002 hours whilst attending an incident at Sycamore Close, Bradford crews had stones thrown at them by approximately 10 youths in dark clothes and hoodies.

On 14<sup>th</sup> February at 1730 hours whilst attending a fire in the open on Fagley Lane, Bradford youths in the area became verbally abusive towards crews.

On 19<sup>th</sup> February at 2100 hours whilst attending a fire in the open on Greyswood Crescent, Holmewood glass bottles were thrown at the crews and appliance.

On 27<sup>th</sup> February at 1900 hours whilst attending a fire at Marsh Street, Bradford, staff carrying out the controlled burning became abusive towards crews and would not let them into the site. The manager arrived and apologised and allowed the crew to extinguish the fire.

On 17<sup>th</sup> March at 1815 hours whilst extinguishing a fire in the open on Garthland Way, Bradford a group of youths were verbally abusive towards crews and throwing objects at them as they left.

On 29<sup>th</sup> March at 0005 hours whilst attending a car fire on Wrigley Avenue, Bierley a member of the public threatened the crews with a knife.

## **Calderdale**

On 12<sup>th</sup> May at 0230 hours crews attended a dwelling fire on Slade Lane, Rastrick the officer in charge of the incident was physically attacked by the occupier.

On 1<sup>st</sup> July at 1945 hours whilst attending a large grass fire in Canterbury Crescent, Halifax crews were subjected to verbal abuse by youths.

On 8<sup>th</sup> August at 1900 hours whilst attending an incident at Cousin Lane, Halifax, youths threw stones at the crew and also put an LPG cylinder onto the fire.

On 5<sup>th</sup> November at 1930 hours eggs were thrown at crews whilst they attended a fire in the open on Cedar Street, Halifax.

## **Kirklees**

On 3<sup>rd</sup> February at 0520 hours whilst attending a fire alarm at Equilibrium, Oakes, Huddersfield the occupier of the flat became verbally aggressive towards crews.

## **Leeds**

On 12<sup>th</sup> January at 2256 hours whilst attending an incident at Oatland Drive, Sheepscar, Leeds the occupier became extremely aggressive towards crews and attending police officers.

On 24<sup>th</sup> January at 0620 hours crews were verbally abused by a man burning rubbish at Troydale Lane, Pudsey.

On 3<sup>rd</sup> February at 0145 hours crews were verbally abused and sworn at by the occupier whilst attending an incident at Brownberrie Walk, Leeds.

On 9<sup>th</sup> February at 1230 hours crews were verbally abused whilst attending an incident on Chapeltown Road, Chapeltown, Leeds.

## **Wakefield**

On 20<sup>th</sup> April at 2100 hours whilst attending a fire in the open at Barnsley Road, South Kirkby crews were verbally abused.

The following attacks took place but are not shown in the table as they were on the way to or back from incidents so are not classed as attacks at incidents by OHSU:

On 1<sup>st</sup> September at 1957 hours crews were on their way to a special service call at Shelf Moor, Shelf when they received threatening behaviour from a group of youths who gesticulated towards the appliance.

On 7<sup>th</sup> September at 2130 hours at Sandhurst Terrace, Harehills, youths blocked the appliance and once confronted became very abusive and intimidating.

## 8. Regulation of Investigatory Powers Act (RIPA) 2000

The Regulation of Investigatory Powers Act (RIPA) 2000 regulates the use of the powers to conduct covert surveillance by public bodies including West Yorkshire Fire and Rescue Authority. The Authority adheres to procedures based on the Codes of Practice produced by the Home Office. Annual returns are submitted to the Office of Surveillance Commissioners and the Interception of Communications Commissioners Office. The annual number of applications, authorisations and rejections are stated in the Annual Corporate Health Report which is submitted to the Full Authority Annual General meeting. A breakdown for this period is stated below.

<b>Period: 1 April 2018 to 31 March 2019</b>	<b>Applications</b>	<b>Authorisations</b>	<b>Rejections</b>
Directed Surveillance	0	0	0
Covert Human Intelligence Sources	0	0	0
Disclosure of Communications Data	0	0	0

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



OFFICIAL

# Corporate Health Report - 2018-19

## Full Authority

Date: 27 June 2019

Agenda Item:

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Submitted By: Chief Legal and Governance Officer

<b>Purpose</b>	To provide Members with an annual update relating to the corporate health of the Authority.
<b>Recommendations</b>	That Members note the Corporate Health Report and approve the RIPA Policy (Regulation of Investigatory Powers Act 2000) incorporated within this report.
<b>Summary</b>	In accordance with the Authority's Code of Corporate Governance and pursuant to the corporate performance monitoring processes, this report provides an annual corporate health update.

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey, Corporate Services Manager  
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01274 655801

Background papers open to inspection: RIPA Policy and Procedures (Regulation of Investigatory Powers Act 2000)

Annexes: None

# 1 Introduction

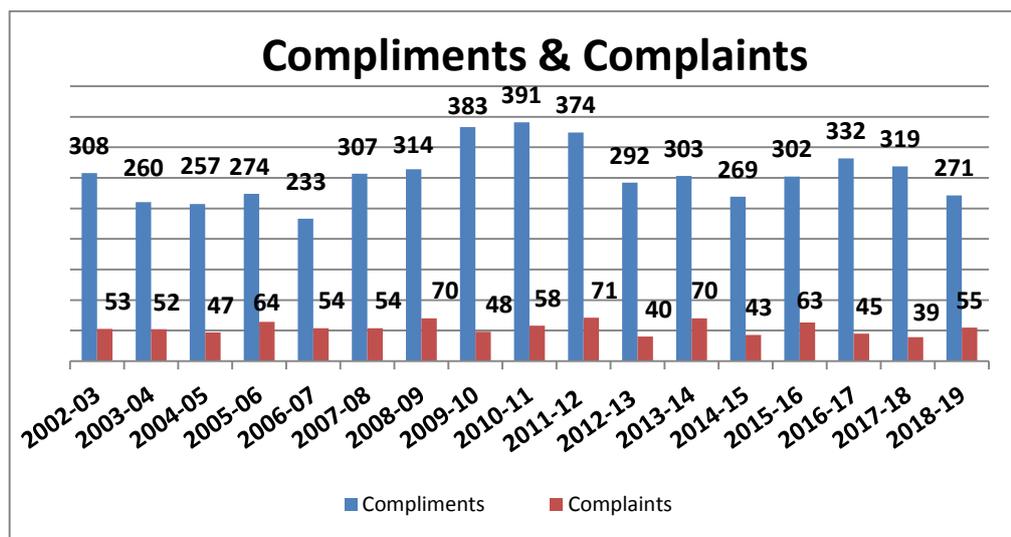
- 1.1 The Authority adopted a Code of Corporate Governance in 2003 and pursuant to the corporate performance monitoring processes an annual 'corporate health' report is submitted to the Annual General Meeting of the Authority.
- 1.2 In April 2005 the Authority adopted a new formal Constitution which, along with a range of existing policies and standing orders, also incorporated new provisions relating to citizens' rights and the role and responsibilities of Members. The Constitution is a voluntary commitment to seeking to achieve best practice standards of corporate governance as the LGA 2000 statutory requirement to adopt a formal constitution does not apply to fire and rescue authorities.

# 2 Corporate Health

## 2.1 Compliments and Complaints

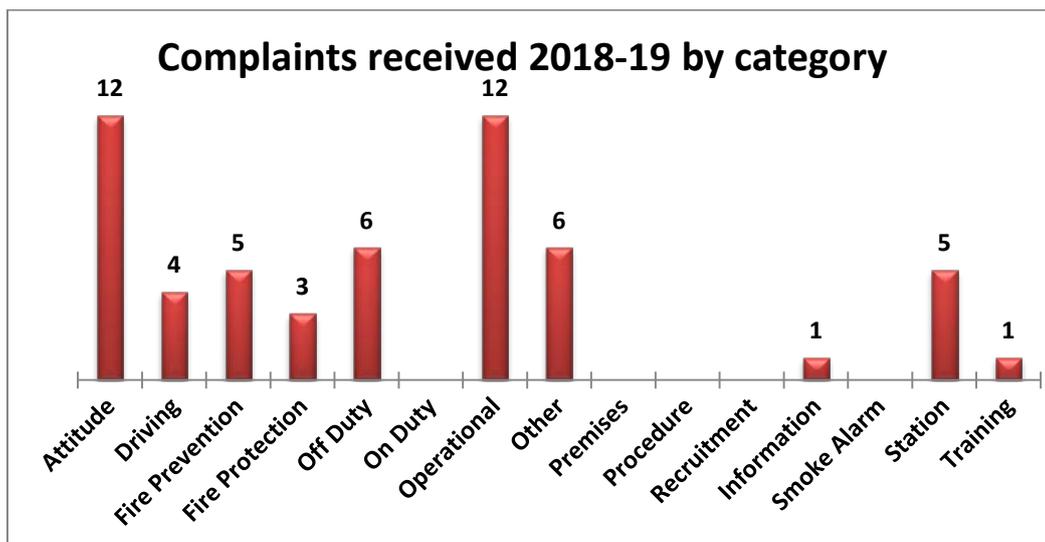
The graph below summarises West Yorkshire Fire and Rescue Service (WYFRS) performance compared to previous years' figures. During the period 1 April 2018 to 31 March 2019 WYFRS received 271 compliments, which is lower than the 319 received during the previous year.

WYFRS received 55 complaints during the 12 month period 2018/19 compared with the 39 complaints received during 2017/18.



### 3 Complaints

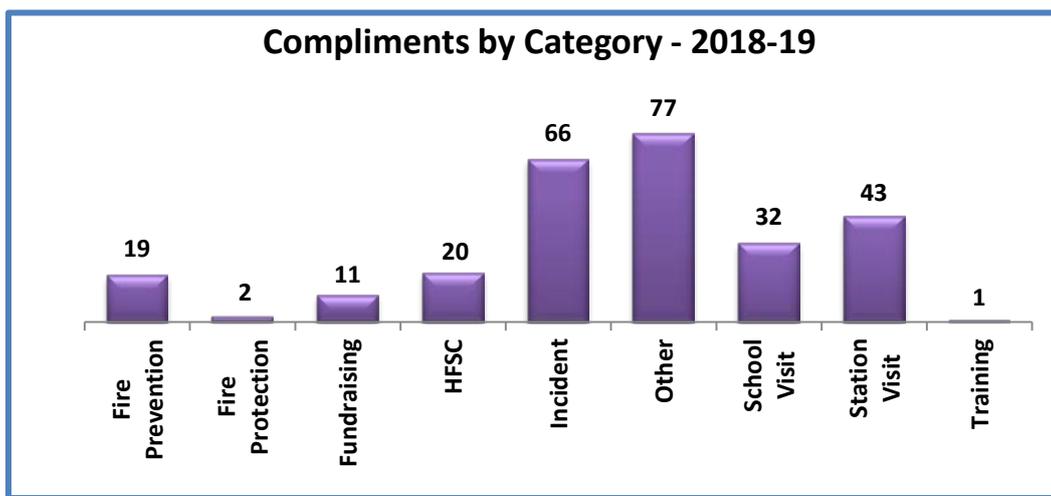
- 3.1 The receipt of a complaint either by telephone, email or letter is, if possible, to be resolved at the point of contact. The Service Standards Officer is advised via the compliments/complaints website, by telephone, or email, giving details of the complaint and subsequent action taken.
- 3.2 If the complaint cannot be resolved quickly the Service Standards Officer will monitor progress and, if necessary, prompt the investigating officer for updated information ensuring the complainant is contacted regularly to advise of progress being made; as detailed in the Compliments and Complaints Policy. This Policy is reviewed on a three yearly basis but in the interim, if it is highlighted a change in the procedure needs to be made the Policy will be updated immediately.
- 3.3 If a complaint is received directly by the Service Standards Officer, the information will be passed on to an appropriate officer to undertake an investigation. Should a complaint proceed to Stage II the Service Standards Officer will arrange to have a Group Manager/Commander or more senior officer investigate.
- 3.4 Of the 55 complaints received in 2018/19, 26 were upheld and two were withdrawn. 54 complaints have been resolved at Stage I to the satisfaction of the complainant with one progressing to Stage II. All complaints are dealt with in a consistent manner, being fully investigated with appropriate remedial action taken where necessary. A breakdown of complaints by type is given below:



- 3.5 Although 55 complaints were received, WYFRS have attended 25,675 incidents, carried out 1,491 operational risk visits and delivered 16,350 Safe & Well visits in the same period.
- 3.6 A depersonalised register of the complaints log is available for Members to view at the Annual General Meeting.

## 4 Compliments

- 4.1 The majority of the 271 compliments received have arisen directly as a result of daily interaction with the public, either at incidents or when providing community fire safety education throughout local communities.
- 4.2 A breakdown of the areas the compliments referred to is given below:



With nine of these compliments donations were received for The Firefighters Charity totalling £415.

## 5 Performance Indicators (PI's)

- 5.1 The overall purpose of Performance Indicators is to contribute to and facilitate the continuous improvement in efficiency and effectiveness of services. The outturn figures for each of the PI's for 2018/19 are shown in the table below along with the figures for 2017/18.

<b>Corporate Health Indicators</b>			
<b>Ref.</b>	<b>Description of Indicator</b>	<b>2017/18 Outturn</b>	<b>2018/19 Outturn</b>
CH 1	The level (if any) of the Fire and Rescue Service Equality Framework to which the Authority conforms	Achieving	Achieving
CH 4	Average number of working days / shifts lost to sickness	6.99	7.14
	Average number of working days / shifts lost to long term sickness	4.35	4.62
CH 5	Health and Safety – Total Injuries to staff		
	- <3 days Injuries	20	29
	- 3 + days	21	21
	- RIDDOR Major Injury/Disease	6	2
	- Total	47	52
CH 9	Forecast Budget Variance (% Variance against overall budget)	-1.0%	0%
CH 11	Forecast Capital Payments (Actual figures £s)	£6.572m	£4.253m
CH 13	Debtors – Value of debt outstanding which is over 60 days old	£89,690	£65,504
CH 14	Customer Satisfaction - % Overall Satisfaction with the service provided.		
	- Quality of Service: Domestic	100%	99%
	- Quality of Service: Non Domestic	97%	98%
	- Home Fire Safety Checks	99%	99%

## 6 Customer Service Excellence

- 6.1 The Charter Mark Standard was replaced in June 2008 by the Government's new 'Customer Service Excellence' (CSE) standard.
- 6.2 WYFRS has achieved full compliance in all criteria following a review assessment, which was undertaken on 6 November 2018, concentrating on the following criteria:
- Criterion 1 Customer Insight
  - Criterion 2 The Culture of the Organisation
  - Criterion 3 Information and Access
  - Criterion 4 Delivery
  - Criterion 5 Timeliness and Quality of Service

The assessment resulted in maintaining all 57 criteria achieving full Compliance against the standard and upholding accolades of the fifteen criteria already achieving Compliance Plus; behaviours or practices that exceed the requirements of the standard, and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service. In addition Compliance Plus was achieved in two further criteria.

The Assessor's Summary report states "The Service is a long standing applicant and continues to endorse CSE as a key driver for service improvement and a customer focused approach. This year's application was well prepared with a great proportion of new presented evidence to support the assessment visit.

WYFRS continues to be recognised nationally as a centre of excellence where an innovative and forward thinking approach to the improvement of services, and the safety of its staff and customers, is at its core. Great emphasis is placed on consultation and feedback to inform the development of services. Staff make outstanding efforts to identify and support the most vulnerable groups within its local communities by means of Safe and Well visits and Youth Interventions programmes, and the Service works hard to be an inclusive, progressive organisation. Both customers and partners paid testament to the quality of the service they had received and to the caring attitude of staff.

The Service is to be congratulated on achieving **two additional Compliance Plus elements at 2.1.6 and 4.2.4**. The assessor is pleased to recommend that the Service continues to be accredited to the Customer Service Excellence Standard"

The assessor summarised the overall assessment of each criteria as follows:

**Customer Insight** - The Service continues to make great efforts to understand their customers' needs and provide excellent services and support for all; particular emphasis is made to reach the most vulnerable and disadvantaged within local communities. Safe and Well visits are an outstanding example of how well the Service interacts with partners, particularly health care providers, in order to further improve and tailor services accordingly and **Compliance Plus** continues to be merited at **element 1.1.3**. Each District maintains a formal Plan which identifies the risks and issues for their local area and proposes actions to negate these.

A strong commitment to the regular consultation of its customers is embedded within the culture of the Service and drives forward service improvements. As the Service seeks to streamline its operations, proposed service changes are subject to public consultation and review. Individual fire station initiatives, over and above that of central policy, demonstrate the great efforts made to engage with their customers.

The measurement of customer satisfaction is robust and comprehensively covers the range of key drivers.

**The Culture of the Organisation** - Service staff are actively encouraged to promote the 'customer first' culture of the Service and this is supported by policy and training. Customers paid testimony to the high level of quality of service they had received and examples were given of where firefighters had gone 'over and above' what was expected of them.

Numerous activities which aim to support the delivery of services in a way which is meaningful and appropriate to their local communities extends across all sites and this approach is a credit to the organisation; this merits **Compliance Plus rating at 2.1.6**.

Staff are given full support and training to undertake Safe and Well visits and are empowered to engage with customers professionally and sensitively.

Staff confirm how the focus on delivering a customer centric service is supported by managers and senior leaders, and that an open and transparent working environment is encouraged. This has led to the development of many key service improvements and the support given to staff to take forward different customer focused activities continues to grow within the organisation.

**Information and Access** - Many services are offered, some of which may not be fully apparent to customers. These are clearly set out in a variety of media. Due to the nature of these services, a detailed level of analysis gives assurance that information meets the needs of the customer. Specific campaigns are tailored to particular customer groups and the latest to be published on the website contains various tabs for particular types of user; this includes bold stickers for the use of pharmacists on packaging when issuing paraffin based creams, and display posters. The range of information made available to customers, partners and other FRS teams is extensive and of a very high quality; **Compliance Plus** continues to be merited at **element 3.2.3**.

All efforts are made to ensure that information is accurate and updated; after Home Fire Safety checks a form accompanies the subsequent survey which allows the recipient to request further information if required.

The Service is committed to supporting the wider community; many fire stations provide a room for the use of local groups and this is another way the Service has identified as a means of delivering safety messages. **Compliance Plus** is retained in **element 3.4.3**.

**Delivery** - The Service continues to deliver a high quality service to customers and operates to a set of meaningful standards. Outcomes against standards are monitored effectively for its main services; these are used to raise standards and effect continuous improvement. There is a comprehensive framework for benchmarking and testing key performance indicators against comparable organisations and the Service continually performs well against them.

The approach taken by the Service in sharing and disseminating information where best practice has been identified is of a very high standard and merits **Compliance Plus** in **element 4.2.4**. Examples of best practice are published on the website as are specific safety campaigns and relevant links. The latest campaign provides an online toolkit for pharmacists and also a specific tab for the provision of information relevant to other Fire & Rescue (FRS) teams.

Staff confirm that they are encouraged to deal with complaints at first contact and the complaints log demonstrates that this is being done in nearly all cases. A Preventative Form is issued to the investigating officer for feedback on how the complaint was dealt with and help to prevent recurrence.

**Timeliness and Quality of Service** - Appropriate targets are set for the timeliness and quality of customer service delivery and it is clear that these are being met, and in many cases exceeded. There is a particular emphasis on dealing with customers at the first point of contact; although referral pathways are established with health care providers, staff make every effort to ensure that this process is effective and all relevant information has been obtained.

A commitment to share customer information with others to improve service delivery and to complete delivery at the outset of engagement with the customer was evident. Where it is not possible to do so, appropriate follow up information including timescales is provided to customers. Information Sharing Agreements are in place to ensure that

relevant customer data is easily accessible to those with the required level of authority and remit.

The timeliness of service provision is very highly regarded by customers and comparisons with other metropolitan brigades show that the Service is performing well.

Work is progressing for the 2019 assessment which comprises of assessment against 19 criteria which includes four of the Compliance Plus criteria.

## **7 Complaints to the Local Government Ombudsman**

- 7.1 No complaints received during the year ending 31 March 2019 were referred to the Local Government Ombudsman.

## **8 Whistleblowing Complaints**

- 8.1 One complaint which was received during the year ending 31 March 2017 has now been addressed. No complaints were received in the year ending 31 March 2019.

## **9 Regulation of Investigatory Powers Act (RIPA) 2000**

- 9.1 The Regulation of Investigatory Powers Act (RIPA) 2000 regulates the use of the powers to conduct covert surveillance by public bodies including West Yorkshire Fire and Rescue Authority.
- 9.2 Fire and Rescue Services were inspected by the Office of Surveillance Commissioners (OSC) up to 1 September 2017. Following this date the Office of Surveillance Commissioners was abolished and its powers taken over by the Investigatory Powers Commissioner's Office (IPCO). The IPCO takes over the inspection and audit functions.
- 9.3 The Investigatory Powers Commissioner's Office is responsible for overseeing the use of investigatory powers by public authorities which include law enforcement, the intelligence agencies, prisons, local authorities and other government agencies. In total over 600 public authorities and institutions have investigatory powers.
- 9.4 WYFRS RIPA policy was originally approved by Members at the Full Authority meeting on 16 September 2013. Members are required to review the use of the RIPA Act and set the policy each year at the Annual General Meeting. There have been no changes to the policy in the past 12 months.
- 9.5 Fire and Rescue Services are inspected against a three year schedule, with the previous on-site inspection occurring in July 2013.
- 9.6 In May 2016 WYFRS supplied information/material in relation to RIPA arrangements and activity as requested by the Commissioner's Office. The Assistant Surveillance Commissioner having considered the information/material supplied concluded that they could properly report without an on-site inspection. WYFRS received the inspection report in July 2016, which contained no formal recommendations.
- 9.7 The Authority adheres to procedures based on the Codes of Practice produced by the Home Office.
- 9.8 Annual returns are submitted to the Commissioner's Office upon request and for the year 2018/2019 no applications were made, authorised or rejected in respect of Directed

Surveillance, Covert Human Intelligence Sources or the Disclosure of Communications Data under the Act.

**9.9** Due to the limited use of RIPA powers by fire and rescue services (FRSs) over recent years the Investigatory Powers Commissioner has suspended all FRS inspections and the powers are to be removed from FRSs at the earliest opportunity. This means that this will be the last time that WYFRS will report on this in the Corporate Health Report.

**9.10** A full copy of the RIPA Policy is available to Members upon request.

## **10 Corporate Governance Policies**

10.1 The following policies are implemented in a systematic approach to Corporate Governance.

Compliments and Complaints Procedure	Records Management Policy
Equality and Diversity Policy	Freedom of Information Policy
Information Security Policy	RIPA 2000 Policy
Customer Care Policy	Whistleblowing Policy
Data Protection Policy	Code of Conduct for Members
Corporate Health and Safety Policy	

## **11 Financial Implications**

11.1 There are no significant financial implications associated with this report.

## **12 Legal implications**

12.1 The Chief Legal and Governance 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 request by Members for legal advice made at the meeting.

## **13 Human Resources and Diversity Implications**

13.1 Equality Impact Assessments have been completed for all corporate governance policies. There are no significant equality and diversity implications associated with this report.

## **14 Health and Safety Implications**

14.1 There are no significant health and safety implications associated with this report.

## **15 Your Fire and Rescue Service priorities**

15.1 This report links to the following Service Plan Priorities:

- Provide a safe skilled workforce that serves the needs of a diverse community
- Provide effective and ethical governance and achieve value for money.

## **16 Recommendation**

16.1 That Members note the Corporate Health Report and approve the RIPA Policy.



OFFICIAL

# Service Plan - Action Plan 2018-2019 Update

## Full Authority

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Date: 27 June 2019

Agenda Item:

24

Submitted By: Chief Legal and Governance Officer

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<b>Purpose</b>	To update Members of the progress on the Service Plan Action Plan 2018-2019
<b>Recommendations</b>	That Members note the report
<b>Summary</b>	This report is to update Members of the progress on the Service Plan Action Plan 2018-2019

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey  
Corporate Services Manager  
01274 655801  
[alison.davey@westyorkfire.gov.uk](mailto:alison.davey@westyorkfire.gov.uk)

Background papers open to inspection: None

Annexes: Action Plan 2018-2019 update 27 June 2019

## **1 Introduction**

- 1.1 At the Full Authority meeting held on 16 February 2018, Members approved the Service Plan Action Plan 2018-2019 for publication.

## **2 Information**

- 2.1 Progress on the implementation of the action plan is reported to each Full Authority meeting and the attached is the final update for the Action Plan 2018-19.

## **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 Chief Legal & Governance 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 Resources and Diversity Implications**

- 5.1 Human resources and diversity implications are incorporated within each project as appropriate.

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

- 6.1 Health and safety implications are incorporated within each project as appropriate.

## **7 Your Fire and Rescue Service priorities**

- 7.1 This report links to all the Your Fire and Rescue Services 2019 – 22 priorities.

## **8 Conclusions**

- 8.1 That Members note the report.



## DELIVER A PROACTIVE COMMUNITY SAFETY PROGRAMME



### *We will:*

**Ensure the authority's statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur**

**Work with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being**

### *Our action*

Support the Grenfell Public Enquiry and Independent Review of Building Regulations and Fire Safety and implement any findings

### *Progress*

The public enquiry entered the evidence phase on 21 May 2018 and is still currently ongoing. At present no interim recommendations have been made despite the Chair of the enquiry intimating that interim recommendations may be made during the summer break; any recommendations will be reviewed once published. The second phase of the inquiry will examine the 'critical circumstances and decisions which enabled such a devastating event to occur'. This second phase will not sit before the end of 2019 as a consequence of the significant work that needs to be done in order to prepare the evidence which will be considered. The final report of the Independent Review of Building Regulations and Fire Safety (Dame Judith Hackett Report) was published on 17 May 2018, following on from this the Government published 'Building a Safer Future – An Implementation Plan' on 18 December 2018. This document is the response to the Hackett report and identifies the work which the government anticipate to undertake during 2019 through a series of consultations. The first of these included a Call for Evidence and Technical Review of the Approved Document B; this guidance document identifies fire safety standards in new build premises under the Building Regulations. WYFRS provided a detailed response to this consultation and will continue this on the forthcoming consultations. Officers from WYFRS have also been involved in a number of workshops looking at the way in which Fire Safety may be enforced in the future including what

Continue to progress with the implementation phase of the new Safer Communities Prevention Strategy

changes may or may not be necessary to the Regulatory Reform (Fire Safety) Order 2005.

The new Strategy was launched in April 2017 and our prevention activity has been evolving ever since. The shift from the traditional home fire safety check to the Safe and Well home visit has required a comprehensive training programme for all staff who deliver prevention activity. The training programme was completed on time and we now have plans in place to continue with further prevention training in modular format to maintain competencies across the staff delivering prevention activities. Mobile working devices are now in use for all dedicated prevention staff and we expect the roll out of mobile working devices to all operational crews in 2019. An evaluation event is planned to engage stakeholders in May 2019 to capture feedback to inform the evaluation phase of the project. Each district action plan for 2019/20 captures objectives in support of this change programme.

Develop a Community Engagement Strategy to improve the ability to target and interact with vulnerable people across the communities of West Yorkshire

There have been some successful examples of Community Engagement, specifically in the recent work in the run up and over the Bonfire period where a significant amount of community engagement took place in areas identified as having experienced high incident activity and attacks of staff in previous years. The Diversity and Inclusion team are supporting Service Delivery managers in developing a toolkit for community engagement so this will inform local teams of possible engagement initiatives and ways to access local community groups so this type of activity becomes more integrated into normal business in future. A brief strategy document will be completed in 2019.

Explore all opportunities to further enhance the Youth Interventions Programme

The Youth Intervention Team are working to reduce dependency on cost recovery and access existing and new funding avenues, and to make ongoing improvements to the Fire Setter intervention and Children and Young People initiatives in line with

national advancements. Whilst maintaining existing strengths we will actively improve evaluation of work delivered and the quality of instruction and support which we provide to young people. The Youth Intervention Team are working to scale up the range of Youth Interventions across West Yorkshire to multiple locations and partners and increase participation of vulnerable and higher risk children and young people. Will access existing and new funding avenues for initiatives to lead the way with national advancements in the field of Early Intervention. Whilst maintaining existing strengths, will actively improve evaluation of work delivered and the quality of instruction and support which is provided to young people. Also exploring a range of initiatives linked to the Prince's Trust. Have successfully delivered our first 'Team' programme from Dewsbury in January 2019 and will be continuing this work in May 2019 and the academic year beyond, with plans to add an additional location. The 'Get Started' Programme will be expanded across the county to additional locations. Funding has recently been secured to deliver a series of courses from the WYFRS programme across Kirklees and delivery of this is firmly underway. The staff team will increase in line with the increased external funding and members of the Fire Authority have approved fixed term posts to meet this need.

**DELIVER A PROFESSIONAL AND RESILIENT EMERGENCY RESPONSE SERVICE**



**We will:**

**Work with blue-light partners and other agencies to provide a safe and effective emergency response**

**Ensure emergency response is dynamic and resilient**

**Our action**

Work collaboratively within the Yorkshire and Humberside region to progress the Emergency Services Mobile Communications Programme (ESMCP)

**Progress**

The four FRS in Yorkshire and Humberside are working together along with Police and Ambulance colleagues to deliver the ESMCP. A regional governance structure is in place with WYFRS acting as lead FRS. A regional Programme Manager is coordinating activities in line with programme timelines. Full transition will not take place until all

reflecting changes to the level of risk and demand

Continuously improve our emergency response by learning from ours and others experiences

Deliver improvements to the efficiency and effectiveness of organisational performance through the Tri-Service Collaboration Programme

Remove Local Retained Support Officer posts from retained duty system stations

Reduce the Station Manager posts to 36 and determine if changes to the flexible duty system are required

the new functionality is fully complete which is likely to be in 2022. The region continues to work well together on this project. The Regional Programme Manager contract has been extended in line with projected timescales. The incremental approach and 'heads of terms' was signed off by the Home Office on 21 September 2018. The revised business case is planned to be approved in the summer of 2019. Assurance regarding funding and the section 31 grant for Airwave is being sought from Government but it is not expected to be clarified until the business case is signed off. Regionally, the main focus is on the programmes 21 key areas for resolution that include coverage, devices and control rooms. A regional coverage strategy is being designed for coverage testing across the three blue light services, which began in early 2019. The Programme is planning for procurement of a fixed vehicle device to commence by the end of 2019. The most recent plan released from the central programme office will see the roll-out take place during 2021 for the Yorkshire region.

The Tri-Service Collaboration Team is continuing to progress work streams specifically in relation to Community Engagement, Early Interventions, Shared Training, Drones and Occupational Health. These are at different levels of maturity and have the potential to add real value to the service. The potential areas for improvement will continue to be presented to the Tri-Service Board to explore the business benefits of these options.

A project plan has been developed in order to mitigate the effects of implementation of this initiative. All posts have now been vacated and removed from the establishment. **Complete** The number of officers is reducing as aligned with the current retirement profile and is expected to be complete by the autumn. Discussions are ongoing in relation to the duty system to be adopted.

Established Station Manager posts have been reduced to 36. Following discussion and cohort agreement the current flexible duty system (FDS) for existing Station Managers will remain the same five week rota pattern. However, subject to approval, new Station Managers promoted via the 2018 process will remain on a five week Flexible Duty System, but will work a slightly different pattern to the existing one. This pattern will reduce positive working hours by three hours on full duty shifts and reduce the amount of midweek rota days by two days per five week cycle. An assessment of workloads has taken place to identify a reduction of one post from 36 to 35 as approved by HR Committee on 5 October 2018. Changes to Station Manager and Group Manager rotas also approved.

**Complete**

Implement the recommendations of the retained duty system review to include improvements in recruitment

A six month pilot which commenced in September 2018 is now complete and new working methods implemented. **Complete**

Research efficiency savings in the way that the hazardous materials Detection, Identification, Monitoring (DIM) capability is delivered

This was approved at Authority and the implementation phase almost complete. The selection process for the new post is in the final stages and an appointment will shortly be made.

Procure two aerial appliances following a comprehensive evaluation of the options available

The first Aerial Ladder Platform (ALP) has been delivered and is now operational at Leeds Fire Station. The second vehicle is still on track for delivery in Autumn 2019.

Evaluate options to replace hydraulic cutting equipment and the battery combi tool

The roll out of these tools has now been completed and all front line appliances have now been equipped with new battery powered rescue tools. The Technical Rescue Unit at Cleckheaton has some larger capacity generator powered tools which will remain as they are until they are due for review in a couple of years. **Complete**



**We will:**

**Promote the health, safety and well-being of all employees**

**Provide training and development to maintain a skilled and flexible workforce**

**Create an environment that enables our staff to develop and embrace organisational and cultural change**

**Our action**

Convert five non-operational Grey Book posts in support departments to Green Book posts

Develop a detailed business case and commence the implementation of the Occupational Health Tri-Service Collaboration project

Commence a workplace health and safety audit programme

Develop and introduce a workplace wellbeing strategy

Develop and introduce an Operational Training Strategy to incorporate local, district and central training requirements to include training recording systems

Review of the Operational Training Delivery structure and administration

**Progress**

Five grey book posts have been removed from the establishment. Two of the posts have been replaced by green book members of staff, one post is being advertised and two posts will not be replaced.

A three phased agreement was approved by the Tri-Service Collaboration Board, which identified collaborative initiatives. Opportunities to collaborate on a range of services have been explored, with those which identify mutual benefit, being progressed. The project is currently in Phase 2 and exploring collaboration in renegotiation of existing contracts or procurement of new contracts where existing contracts are due to expire. **Complete**

Audit programme has commenced.

Self-assessment was undertaken to lay the foundations and the Occupational Health, Safety and Wellbeing Strategy developed and agreed by Management Board on 16 April 2019. **Complete**

In April 2019 the new strategy was finalised and released together with a revised version of the Electronic Maintenance of Competence recording system. The strategy's release will be complemented with a media launch initiative which is being developed with the Corporate Communications team. **Complete**

The Operational Training restructure was approved by the Human Resources committee at the July 2018 meeting. The restructure flattens the management structure, directs more time towards training delivery and is cost neutral. The restructure

Develop a leadership strategy for the organisation and provide appropriate development opportunities to support the strategy

will take place over the next two years in line with planned transfers and retirements. An interim staffing structure is now in place. The new structure is on course to be delivered by 2020, which is within the original timescales. **Complete**

The Organisational Development Manager developed the leadership strategy covering the organisation's approach to leadership and associated development programme. This was agreed by Management Board, an implementation plan developed and a delivery partner appointed. Implementation has now commenced. **Complete**

Continue to develop and improve promotion processes

Revised process for Crew Commanders now in place. Watch Manager process commencing shortly. Promotion policies have been updated for the 2018 processes. A change in process has been introduced for Firefighter to Crew Manager which looks at development prior to taking up Crew Manager roles. **Complete**

Procure and deploy an integrated human resource and rostering system

Procurement of two new systems has taken place, Gartan; a rostering specific solution used by 26 UK FRS', and Access; a HR specific solution. A review of all internal data is taking place which will result in the upload to the new systems. The project team will continue to work with stakeholders to ensure each solution is configured correctly meeting WYFRS' needs. Both solutions provide modern functionality combined with intuitive operation to assist the end user. Access went live on 2 April 2019 and implementation work continues on the Gartan rostering solution.

Develop improved workforce planning and resource deployment

Detailed workforce plans are produced and monitored in conjunction with Strategic Development and Finance departments. A review of the Operations Resource Pool is in progress but further work on resource deployment will be carried out in conjunction with the new rostering system referred

Develop a business case and commence the implementation of the Driver Training Tri-Service Collaboration project

to above. **Complete**

The Driver Training Memorandum of Understanding (MoU) was signed in September 2018. The aim of the MoU is to provide clarity in regard to the roles and responsibilities of participating organisations and to outline how the organisations will work together to support safe systems of work, compliance with regulations and to enhance driver training efficiency. An evaluation of the MoU is currently being undertaken. **Complete**

Restructure Operational Support to maximise the benefits from the integration of Operational Learning

Operational Learning has been merged with Operations Policy and a wider review of the Operations Support structure has been carried out to reflect the decrease of one Station Manager and one Group Manager. This has now been completed and the current structure in place will be evaluated later in the year. **Complete**

**PROVIDE EFFECTIVE AND ETHICAL GOVERNANCE AND ACHIEVE VALUE FOR MONEY**



**We will:**

**Our action**

**Progress**

**Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness**

Review and streamline meetings across the organisation

Skype for Business has been installed on devices used by a number of individuals with a view to utilising this as a method for meeting. Physical meetings will be removed when appropriate.

**Provide effective systems of control, performance and assurance to ensure the service operates efficiently**

Streamline and deliver a more priority focussed change programme

The Change Management Programme has undergone a number of governance changes to streamline the process including the establishment of a 'plan on a page' and the introduction of the Tactical Programme Board.

**Demonstrate transparent and accountable decision making throughout the organisation**

Commence the construction of a new fire station at Wakefield (same location as existing fire station)

The contract to start the rebuilding of Wakefield Fire Station has been awarded and work started on the 27 March 2019 scheduled for completion within 18 months.

**Identify and implement**

**strategic change to reflect the economic environment**

Carry out a feasibility study of the building stock at Fire Service Headquarters with a view to centralising functions

The feasibility study is currently being undertaken by consultants with the initial findings report issued in January 2019. Following the issuing of the report further work has been commissioned to complete the study and this is scheduled to be completed by July 2019. Once received, a report on the subject will be presented to the Authority.

Review procurement processes

An LGA Peer Review has been completed and the recommendations of that review are being implemented in line with the Executive report approved by members.

Continue implementation of Information and Communications Technology Strategy

Information Technology Infrastructure Library (ITIL) project now being evaluated. Paperless meetings now being evaluated. HR and rostering implementations are underway. Rollout of mobile device management is complete. Mobile working for Prevention is complete and work is progressing to develop the forms for Operational staff. Mobile device management rollout is complete. ICT strategy is being reviewed in line with the new Integrated Risk Management Plan (IRMP) and changes in technology. All remaining projects have transferred to the new reporting format.

Introduce the new service assurance framework for all departments

The new service assurance framework and toolkit is now live. 26 departments have taken part in the self-assessment process, and the Service Improvement and Assurance Team (SIAT) have received a 100% return within the set timeframe. The next stage involves a member of SIAT visiting each department to gain the supporting evidence behind their self-assessment judgements. Trends, areas for improvement, and good practice will be captured. Good practice will be shared, and action plans will be implemented where improvement is required. Regular updates will be provided to Audit Committee. **Complete**

Prepare the service for the first Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection including learning from the pilot

The pilot inspection was carried out in May 2018 and appeared to be broadly successful in achieving its objectives. A timeline, communication package, and action plan have been prepared and will be monitored through Management Team. In December 2018, HMICFRS published a formal report which captured the results of the first 14 FRS inspections. On the back of this, Authority Members have been briefed and a GAP analysis has been completed which identified national and local areas of good practice, and areas for improvement. The first full inspection is underway. Discovery week took place during the first week in April 2019, the strategic briefing on 14 May 2019 and the fieldwork week is commencing 10 June 2019. Feedback report expected in December 2019. **Complete**

Review and develop the Integrated Risk Management Planning process including the Community Risk Management Strategy

Your Fire and Rescue Service 2019-2022 was published on the 5 April 2019. This plan details the priorities we have highlighted to ensure the service meets the changing needs of our communities and will be updated annually. To support this plan we have designed a risk management methodology which provides us with a strong understanding of underlying risk across West Yorkshire. A risk management framework is now being produced to underpin the coordinated response to managing risk across the county.

Reduce staffing at day crewed stations

A plan is in place for the implementation of this initiative and policy changes are being made in order to facilitate its operation. Establishment staffing has been reduced by two Firefighters at each day crewed station. Policy changes have been made and are in the final stages of approval. **Complete**



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# Member support and profile raising

## Full Authority

Date: 27 June 2019

Agenda Item:

25

Submitted By: Chief Legal and Governance Officer

<b>Purpose</b>	To seek Members' views on the role of a Fire Authority Member and how this may be supported.
<b>Recommendations</b>	That Members consider the attached questionnaire and make recommendations for additional support as appropriate in their role as Fire Authority Members and that consideration be given to ways in which the profile of the West Yorkshire Fire and Rescue Authority within the community may be enhanced.
<b>Summary</b>	This report invites Members to reflect upon their FRA role and how effective they are in engaging with local communities in their FRA role and whether adequate support is provided and to comment via a short questionnaire.

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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: Member questionnaire

# 1 Information

- 1.1 The formal Constitution of the Authority defines the roles and functions of Members – see Part 2 Paragraph 2.2 on Page 6. The core requirement is to actively represent promote and support the work of the Authority and by regularly attending meetings in order to discharge their governance role in seeking to oversee the delivery of Fire and Rescue Services aimed at protecting the whole community within West Yorkshire. The rights and duties of Members including access to information etc are set out in Paragraph 2.3.
- 1.2 Whilst Members will be used to representing constituents at local Council ward level and providing local leadership focussed on community issues in their localities the role of Members within a more diffuse County wide organisation may raise the need for a different approach to how the Authority engages its communities and the role Members may wish to play in that engagement.
- 1.3 With the start of a new “municipal” year for the Authority following the local elections and changes to the Authority membership it is an opportune time to invite consideration of how Members feel their roles should best be defined and discharged and communities engaged beyond the simple opportunity for people to attend public meetings. At the moment consultation with the public is normally only carried out over specific proposals such as station mergers / relocations. Do Members want to have a wider role in engaging with communities in promoting the work of the Service and the profile of the Authority? If so, in what ways?
- 1.4 In terms of support to Members there are a number of systems and procedures in place which seek to ensure that Members are provided with and kept up to date with information about the work of the Service and issues arising including:
- Daily updates from Fire Control outlining major incidents and number of calls taken during the preceding 24 hour period
  - Responding to individual Members’ requests for information relating to incidents in their Ward with associated media advice as appropriate
  - Daily dissemination, on request, of Google Alerts pertaining to news in the national media relating to the West Yorkshire Fire and Rescue Service in particular and the Fire and Rescue Service on a wider national / international scale
  - Provision of performance monitoring reports
  - Invitations from District Commanders to attend their own District Risk Reduction Team meetings
  - Circulation of the Burning Issues internal publication every three weeks
  - On appointment Members receive a comprehensive induction pack about the work of the Fire Service in general and West Yorkshire Fire and Rescue Service / Authority in particular which includes the contact details of their District Commanders and also of the relevant Management Board officers for each Committee to which they are appointed

- A wide-ranging Member awareness programme which provides Members with the opportunity to see how the Authority resources are deployed out in the community and what challenges firefighters are faced with in their daily work.
- Regular updates about the work of the Tri-Service Collaboration Board (West Yorkshire Fire and Rescue Authority, West Yorkshire Police and Crime Commissioner and Yorkshire Ambulance Service) – established to examine effective use of resources and possible opportunities for joint working and shared resources.

1.5 A short questionnaire is attached which Members are invited to complete and return to the Committee Services Manager which will be analysed and subject to further report for Members to consider what if any changes may need to be made to roles and responsibilities and support to Members.

## **2 Financial Implications**

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

## **3 Legal Implications**

3.1 The Chief Legal & Governance 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.

## **4 Human Resource and Diversity Implications**

4.1 There are no Human Resources or diversity implications arising from this report.

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

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

## **6 Your Fire and Rescue Service priorities**

6.1 This report supports all the Fire and Rescue Service priorities 2019 - 22.

Questionnaire for Members of WYFRA

(Please complete by 16 August 2019 and return to  
[Nicky.Houseman@westyorkshire.gov.uk](mailto:Nicky.Houseman@westyorkshire.gov.uk) or by post to Committee Services  
WYFRA Oakroyd Hall Birkenshaw West Yorkshire BD11 2DY)

**1 Do you feel that your role rights and responsibilities as a Member of the Authority are currently adequately defined in the Constitution? If not what changes would you wish to see made**

**2 Do you feel Members are currently provided with adequate information and support to enable them to discharge their roles efficiently and effectively? If not how do you feel this could be improved?**

**3 Do you feel that the work of the Authority (as distinct from the Service) including the contribution individual Members make is adequately profiled and publicised in the media? If not how do you feel this could be improved.**

**4 Do you feel that the Authority engages adequately with communities within West Yorkshire. If not how would you suggest community engagement might be improved?**

**5 If you wish to make any general observations please do so here:**

Returned by Councillor ..... (Please print)

Date .....



OFFICIAL

# Programme of change 2019 - 20 update

## Full Authority

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Date: 27 June 2019

Agenda Item:

26

Submitted By: Director of Service Support

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<b>Purpose</b>	To update Members of the progress in relation to the Programme of Change 2019/2020
<b>Recommendations</b>	That Members note the report
<b>Summary</b>	This report is to update Members of the progress against the Programme of Change 2019-2020

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Programme of change 2019 - 20

## **1 Introduction**

- 1.1 At the Full Authority meeting held on 21 February 2019 Members approved the format for reporting the progress against the Integrated Risk Management Plan Programme of Change.

## **2 Information**

- 2.1 Progress on the implementation of the programme is reported to each Full Authority meeting and the attached is the latest update.

## **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 Chief Legal & Governance 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 Human resources and diversity implications are incorporated within each project as appropriate.

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

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

## **7 Your Fire and Rescue Service priorities**

- 7.1 This report details the activities undertaken in meeting our Priorities as detailed in Your Fire and Rescue Service 2019-2022.

Programme of Change 2019-2020 Projects and Activities Status Dashboard (N.B. Status as at 24/05/19)



## Programme of Change 19/20

Report Date

24/05/2019

Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	Timeline Last Updated	Project Completion %
Leadership Strategy	On Track	Ian Brandwood		Ian Stone	01/03/2018	31/03/2021			01/05/2019	15
Occupational Health, Safety and Wellbeing Strategy 2019-2021	On Track	Ian Brandwood	Mark Dixon	Mussarat Suleman	02/10/2018	31/03/2021			07/05/2019	25
Procurement Review	On Track	Alison Wood	Michael Wood		07/01/2019	31/07/2020			Local monitoring	50
Performance Management Framework incl. dashboard development	Behind schedule	Ian Bitcon	Nick Smith	Scott Donegan	01/04/2019	01/09/2019			21/05/2019	0
FSHQ Feasibility Study	On Track	Ian Bitcon	Noel Rodriguez		01/10/2018	31/07/2019			17/05/2019	70
Keighley Feasibility Study	On Track	Ian Bitcon	Noel Rodriguez		01/04/2019	31/07/2019			17/05/2019	70
Halifax Feasibility Study	On Track	Ian Bitcon	Noel Rodriguez		01/04/2019	30/09/2019			17/05/2019	10
Huddersfield Feasibility Study	On Track	Ian Bitcon	Noel Rodriguez		01/04/2019	30/11/2019			17/05/2019	10
Aerial cover review (incl. Regional)	On Track	Ian Bitcon	Nick Smith	Scott Donegan	05/05/2019	30/09/2019			Local monitoring	50
IRMP Framework - Production of a framework document showing relationship between Prevention, protection, response & resilience	On Track	Ian Bitcon	Nick Smith	Scott Donegan	01/05/2019	01/09/2019			21/05/2019	75
Wakefield Fire Station new build Project - To deliver a new build two bay fire station at the existing Wakefield site	Behind schedule	Dave Walton	Chris Kirby	Dave Teggart	01/01/2018	30/06/2020			16/05/2019	15
ESMCP - Is the local WYFRS project to locally deliver the national project that will develop a national emergency services network and	Behind schedule	Ian Bitcon	Nick Smith	Julie Jowett	12/02/2016	31/12/2021			03/05/2019	50
Mobile Working Phase 2, Safe & Well applications on mobile tablets for Operational Crews	On Track	Dave Walton	Chris Kirby	Sarah Laidlow Moore	31/12/2018	06/10/2019			20/05/2019	10
Lean Programme - Process reviews identifying more efficient and effective ways of working	On Track	Ian Bitcon	Nick Smith	Helen Peace	03/10/2017	31/12/2019			23/05/2019	45
HR & Rostering - provide effective management of our people	Behind schedule	Ian Brandwood	Graham Ambler	Chris Kovacs	01/07/2016	31/08/2019	31/03/2018		24/01/2019	65
Sharepoint 2016 - Update software for corporate intranet and document management system	Behind schedule	Ian Bitcon	Gayle Seekins	Rebecca Hayes	03/01/2017	30/06/2019	31/03/2018		02/05/2019	80
CLM - Improving flexibility and responsibility of WC at stations	On Track	Ian Bitcon	Nick Smith	Scott Donegan	19/12/2018	30/06/2021			21/05/2019	5
VOIP Project - Voice over internet protocol. Enabling telephone calls via our network.	On Track	Gayle Seekins	Gayle Seekins	Martin Brown	01/01/2019	31/03/2021			20/05/2019	10