



OFFICIAL

Membership of the Authority 2018 - 19

Full Authority

Date: 29 June 2018

Agenda Item:

3

Submitted By: Chief Legal and Governance Officer

Purpose To advise of a change in membership of the Authority for 2017 – 18.

Recommendations That the report be noted.

Summary 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 2018 – 19. □

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 nine changes in Members :

| | |
|------------|--|
| Bradford | Councillor Jeanette Sunderland (Liberal Democrat) replacing Councillor Riaz Ahmed (Liberal Democrat) |
| Calderdale | Councillor Josh Fenton-Glynn (Labour) replacing Councillor Bryan Smith (Labour) |
| Kirklees | Councillor Mussarat Pervaiz (Labour) replacing Councillor Cahal Burke (Liberal Democrat) |
| Leeds | Councillors Gohar Amas (Labour), Jessica Lennox (Labour), Angela Wenham (Labour) and Ryk Downes (Liberal Democrat) replacing Councillors Salma Arif (Labour), Denise Ragan (Labour) Ghulam Hussain (Labour) and Chris Townsley (Liberal Democrat) respectively |
| Wakefield | Councillor Olivia Rowley (Labour) replacing Councillor Anthony Wallis (Labour) and Councillor Richard Hunt (Conservative) replacing Councillor Monica Graham (Conservative) |

2 Information

2.1 As at 26 June 2018, membership of the Authority will be as follows;

BRADFORD

| | |
|-------------------------|--------------------|
| Councillor J Sunderland | (Liberal Democrat) |
| Councillor J Dodds | (Labour) |
| Councillor T Peart | (Labour) |
| Councillor M Pollard | (Conservative) |
| Councillor A Tait | (Labour) |

CALDERDALE

| | |
|---------------------------|----------------|
| Councillor C Pillai | (Conservative) |
| Councillor J Fenton-Glynn | (Labour) |

KIRKLEES

Councillor

| | |
|------------------------|----------------|
| Councillor L Holmes | (Conservative) |
| Councillor J Hughes | (Labour) |
| Councillor D O'Donovan | (Labour) |
| Councillor M Pervaiz | (Labour) |

LEEDS

| | |
|-----------------------|--------------------|
| Councillor G Almas | (Labour) |
| Councillor C Anderson | (Conservative) |
| Councillor R Downes | (Liberal Democrat) |
| Councillor R Grahame | (Labour) |
| Councillor P Harrand | (Conservative) |
| Councillor J Lennox | (Labour) |
| Councillor K Renshaw | (Labour) |
| Councillor A Wenham | (Labour) |

WAKFIELD

| | |
|---------------------|----------------|
| Councillor T Austin | (Labour) |
| Councillor R Hunt | (Conservative) |
| Councillor O Rowley | (Labour) |

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

| LABOUR | CONSERVATIVE | LIBERAL DEMOCRAT |
|--------------------------|------------------------|--------------------------|
| Cllr Gohar Almas | Cllr Caroline Anderson | Cllr Ryk Downes |
| Cllr Tracey Austin | Cllr Peter Harrand | Cllr Jeanette Sunderland |
| Cllr Joanne Dodds | Cllr Lisa Holmes | |
| Cllr Joshua Fenton-Glynn | Cllr Richard Hunt | |
| Cllr Ronald Grahame | Cllr Chris Pillai | |
| Cllr Judith Hughes | Cllr Mike Pollard | |
| Cllr Jessica Lennox | | |
| Cllr Darren O'Donovan | | |
| Cllr Tess Peart | | |
| Cllr Mussarat Pervaiz | | |
| Cllr Karen Renshaw | | |
| Cllr Olivia Rowley | | |
| Cllr Angela Tait | | |
| Cllr Angela Wenham | | |
| | | |
| TOTAL 14 | 6 | 2 |



OFFICIAL

Authority Constitution - Review

Full Authority

Date: 29 June 2018

Agenda Item:

8

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

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

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: Attached Schedule – proposed amendments

1 Introduction

- 1.1 Part 2 Article 1.3 of the Constitution requires the Authority to conduct an annual review of the operation of the Constitution. The Monitoring Officer is required by Article 14 to assist in that process by submitting any proposals he thinks are appropriate for consideration by the Authority.
- 1.2 The Constitution, having been voluntarily adopted by the Authority in 2005, forms the cornerstone of Authority corporate governance arrangements. Subject to updating and occasional amendment it has served the Authority well over the last 13 years. Each year the Monitoring Officer reviews the implications of any legislative changes and consults with colleagues before making any recommendations for amendments. The proposed changes are set out in the Schedule to this report and Members are invited to consider and, if in agreement, to approve the proposed amendments.

2 Financial Implications

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

3 Human Resource and Diversity Implications

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

4 Health and Safety Implications

- 4.1 There are no health and safety implications arising from this report.

5 Service Plan Links

- 5.1 Provide effective and ethical governance and achieve value for money in managing resources.

Schedule

Proposed amendments to Constitution:

Part 3

Paragraph 2 (i)

Insert “clear” between “five” and “days”.

(Reason – to clarify legal requirement is 5 “clear” days).

Part 4 – Financial Procedure Rules

Delete/replace paragraph 2.17

(Reason – at the request of the Chief Finance and Procurement Officer to streamline procedure).

Delete 1.6 (ix)

(Reason – this is a responsibility of the Director of Service Delivery).

Paragraph 6.3 (c)

Delete “loss” and replace with “theft”.

(Reason – to clarify reporting procedure).

Paragraph 13.6

Amend to “The cards must not be used to obtain cash or fuel save in the case of card use to purchase fuel for fire appliances or other liveried operational vehicles is permitted.

(Reason – operational convenience).

Part 4 – Community Focus

Section 2

Change reference to Chief Legal & Governance Officer to Director of Service Delivery.

(Reason – correct Management responsibility).

Part 4 – Risk Management/Internal Controls

Section 6

Change reference to Chief Finance and Procurement Officer to Chief Executive/Chief Fire Officer and all Executive Officers.

(Reason – Cross Cutting Management responsibility).

Part 4 – Structure and Processes

Section 6

Delete reference to Chief Employment Services Officer.

(Reason – not within role).

Part 4 – Risk Management/Internal Controls

Section 3

Delete first sentence.

(Reason – Investors in People accreditation not applicable).

Part 4 – Code of Corporate Governance – Community Focus

Section 6

Delete reference to Charter Mark and Investors in People

(Reason – no longer applicable).

Part 4 – Code of Corporate Governance – Service Delivery Arrangements

Section 1

Delete reference to Best Value Performance/Community Plan. Replace with reference to 'Service Plan' and other strategic plans.

(Reason – change of plan descriptions)

Part 4 – Code of Corporate Governance – Risk Management and Internal Controls

Section 1

Delete reference to "The Risk Based Corporate Strategy Document". Replace with "The Risk Management Strategy and Policy".

(Reason – updated title).

Section 5

Delete reference to "Best Value and Fire Service Inspectorate". Replace with "HMICFRS".

(Reason – updated description).



OFFICIAL

Committee Membership and Appointments

Full Authority

Date: 29 June 2018

Agenda Item:

9

Submitted By: Chief Legal and Governance Officer

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.

Local Government (Access to information) Act 1972

Exemption Category: Nil

Contact Officer: M G Barnes – Chief Legal & Governance Officer (Monitoring Officer)

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Background papers open to inspection: None

Annexes: None

1 Introduction

1.1 The current political balance of the Authority has changed from 2017 – 18 as a result of local elections in May 2018 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 2017 – 18 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:

| Committee (total seats) | Labour Group seats | Conservative Group seats | Liberal Democrat seats |
|------------------------------------|-------------------------------|-------------------------------------|-----------------------------------|
| 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 |
| Total | 29 | 12 | 4 |

1.5 **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 |

1.6 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.

1.7 **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.

1.8 **Committee Cycles**

Committees meet four times per year.

2 Financial Implications

2.1 There are no financial implications arising from this report.

3 Human Resource and Diversity Implications

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

4 Health and Safety Implications

4.1 There are no health and safety implications arising from this report.

5 Service Plan Links

5.1 This report relates to the following Service Plan priority

“Provide effective and ethical governance and achieve value for money in managing resources”.

6 Conclusions

6.1 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

Date: 29 June 2018

Agenda Item:

10

Submitted By: Chief Legal and Governance Officer

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 2018 / 2019; and
- (b) That nomination of Members be made as Authority representatives for Community Safety in each District for the year 2018 / 2019.

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.

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 2017 the following Members were nominated to answer such questions for the Municipal year 2017 / 2018 :

| | |
|------------------------|------------|
| Councillor J Dodds | Bradford |
| Councillor B Smith * | Calderdale |
| Councillor D O'Donovan | Kirklees |
| Councillor G Hussain * | Leeds |
| Councillor A Wallis * | 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 Human Resource and Diversity Implications

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

5 Health and Safety Implications

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

6 Service Plan Links

- 6.1 The nominations detailed in this report link to the Authority's priority as follows;
- Provide effective and ethical governance



OFFICIAL

Appointment of Member Champions 2018 - 19

Full Authority

Date: 29 June 2018

Agenda Item:

11

Submitted By: Chief Legal and Governance Officer

| | |
|------------------------|--|
| Purpose | To consider the appointment of a Member Champion for Mental Health for 2018 - 19 |
| Recommendations | That consideration is given to the appointment of Member Champions for 2018 - 19. |
| Summary | <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> |

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 2017 – 18 as follows;

Mental Health Councillor J Hughes

1.2 This report invites consideration of a similar appointment in 2018 – 19 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 Human Resource and Diversity Implications

3.1 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.

3.2 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”.

4 Health and Safety Implications

4.1 There are no direct Health and Safety implications associated with this report

5 Service Plan Links

5.1 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 risk of fires, road traffic incidents, other emergencies and enhance community well-being.



OFFICIAL

Representation on Outside Bodies 2018 - 19

Full Authority

Date: 29 June 2018

Agenda Item:

12

Submitted By: Chief Legal and Governance Officer

| | |
|------------------------|---|
| Purpose | To make appointments to the Local Government Association and other outside bodies for the municipal year 2018 / 2019. |
| Recommendations | That the Authority determines its appointment of representatives to the Local Government Association and other outside bodies as detailed in this report for 2018 / 2019. |
| Summary | The Authority appoints Members annually to a number of outside bodies, including the Local Government Association. |

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 | 2017 / 2018 Representatives |
|---|-----------------|--|
| LGA General Assembly | 4 | Chair Councillors T Austin (Lab) and B Smith * 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 A Wallis * (Lab) (or his nominee) |
| Yorkshire Purchasing Organisation Management Committee (non-voting Associate member) | 1 | Councillor A Wallis * (or his nominee) |
| Association of Metropolitan Fire Authorities (AMFRA) | 2 | Chair and Vice chair (or their nominees) |
| West Yorkshire Police and Crime Commissioner's Partnership Executive Group | 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 2018 – 19 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 2018 / 19.

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 Human Resource and Diversity Implications

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

5 Health and Safety Implications

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

6 Service Plan Links

- 6.1 The appointment of Members to outside bodies supports the Authority's priority of providing "effective and ethical governance".



OFFICIAL

Performance Management Report

Full Authority

Date: 29 June 2018

Agenda Item:

22

Submitted By: Chief Legal and Governance Officer

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

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Performance Management Report
1 April 2017 – 31 March 2018

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 2017/18 to date against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored bi-monthly by Management Team and the Full Authority at each meeting.
- 1.4 An abridged version of the Performance Management Report is presented to each 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 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 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 and Safety Implications

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

6 Service Plan Links

- 6.1 This report links to all of the Service Plan 2015-2020 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 2017/18

Period covered: 1 April - 31 March 2018
Date Issued: 6 June 2018



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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 – 31 March 2018.

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 |

| | Actual Data (2009/10) | Three Year Average Target (2014/17) | Actual Data to date (2016/17) | Actual Data to date (2017/18) | Performance Against Three Year Average (2017/18) | End of Year Projection (2017/18) |
|-----------------------------|-----------------------|-------------------------------------|-------------------------------|-------------------------------|--|----------------------------------|
| Arson | 10897 | 5951 | 6246 | 6714 | 12.8% | 6714 |
| Actual Rescues | 875 | 795 | 728 | 691 | -13.1% | 691 |
| Total Activity | 34270 | 21997 | 22449 | 22935 | 4.3% | 22935 |
| Dwelling Fires | 1549 | 1222 | 1185 | 1094 | -10.5% | 1094 |
| Non-Domestic Building Fires | 513 | 451 | 506 | 392 | -13.1% | 392 |
| Prevalence of False Alarms | 16750 | 10513 | 10446 | 10317 | -1.9% | 10317 |
| Fire-Related Injuries | 270 | 218 | 215 | 193 | -11.5% | 193 |
| Road Traffic Collisions | 1060 | 629 | 579 | 599 | -4.8% | 599 |
| Malicious False Alarms | 713 | 336 | 347 | 377 | 12.2% | 377 |

Service Delivery Indicators

| Description | 2017-18 To Date | Same Period 2016-17 |
|---|--------------------|------------------------|
| Accidental Dwelling Fires (per 10,000 dwellings) | 9.60 | 10.38 |
| Number of deaths arising from accidental fires in dwellings (per 100,000 population) | 0.53 | 0.26 |
| Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires | 0.22 | 0.14 |
| Number of Injuries arising from accidental fires in dwellings (per 100,000 population) | 5.22 | 6.32 |
| (a) Number of Serious Injuries(per 100,000 population) | 0.61 | 0.84 |
| (b) Number of Slight Injuries (per 100,000 population) | 4.60 | 5.48 |
| The percentage of dwelling fires attended where there was a working smoke alarm which activated | 56.7% | 55.1% |
| The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate | 19.8% | 18.4% |
| The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate | 3.8% | 4.9% |
| The percentage of dwelling fires attended where no smoke alarm was fitted | 19.7% | 21.6% |
| Number of calls to malicious false alarms (per 1000 population) – attended | 0.17 | 0.15 |
| False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties) | 36.83 | 40.75 |
| False alarms caused by automatic fire detection equipment (per 1000 domestic properties) | 3.69 | 4.16 |
| Fires in non-domestic premises (per 1000 non-domestic premises) | 4.85 | 6.40 |
| Number of Primary Fires (per 100,000 population) | 143.36 | 160.40 |
| Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population) | 7.71 | 9.10 |
| Arson Incidents – All Deliberate Fires (per 10,000 population) | 29.43 | 27.58 |
| Arson Incidents – Deliberate Primary Fires (per 10,000 population) | 6.64 | 7.64 |
| Arson Incidents – Deliberate Secondary Fires (per 10,000 population) | 22.78 | 19.94 |

3. Operational Risk Visits (including Fire Safety)

Below is a summary of operational risk visits (ORV) 2017/18. 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 then allocate 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 ORV's this 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 | Totals |
|-----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------|
| Created | 25 | 7 | 109 | 47 | 81 | 101 | 29 | 41 | 25 | 64 | 34 | 18 | 581 |
| Completed | 16 | 19 | 28 | 71 | 55 | 75 | 71 | 48 | 42 | 40 | 28 | 25 | 518 |

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.

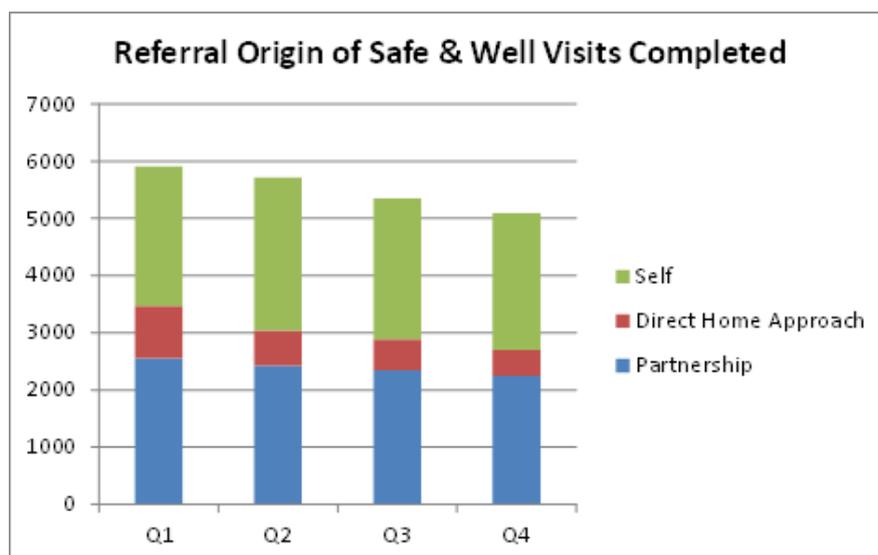
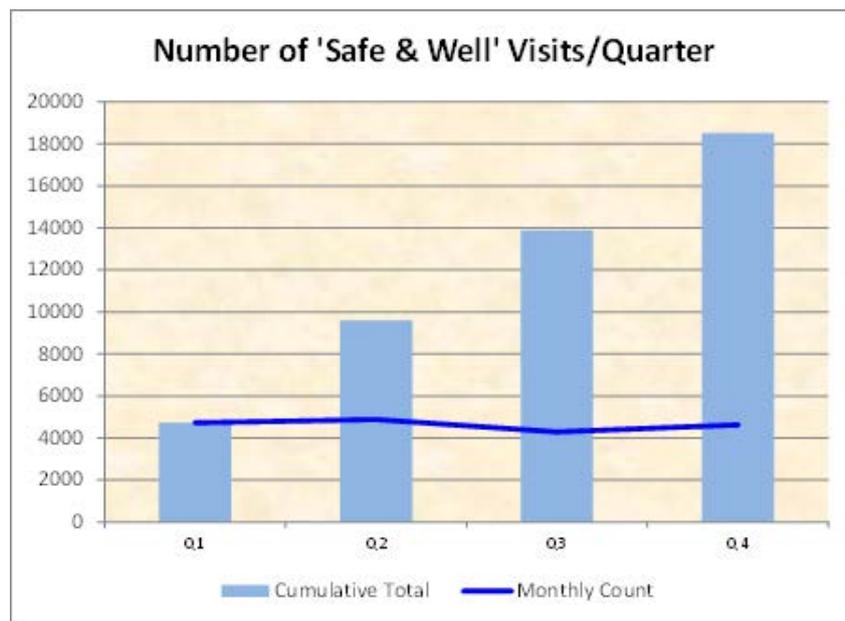
The introduction of a risk filtering process (at point of referral) was approved at Community Safety Committee in 2017. This now requires individuals who are being referred for a home safe and well visit to go through a simple risk rating process. For those who qualify, a more in depth home assessment (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:

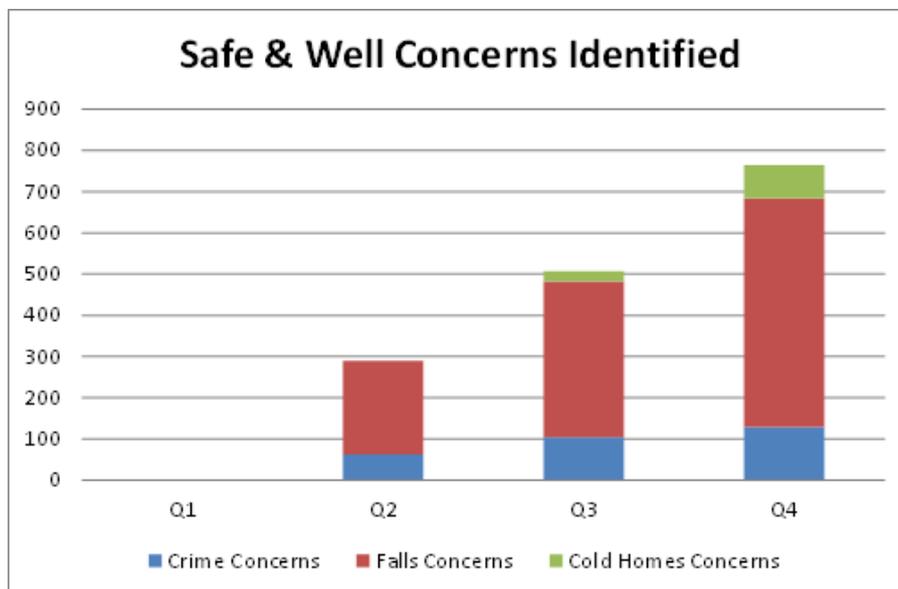


There has been a significant reduction in the number of direct home approaches and increases in the numbers being referred through the web and over the telephone. When direct home approach visits were analysed, the majority were delivered in homes that would score in the low and very low risk category 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.



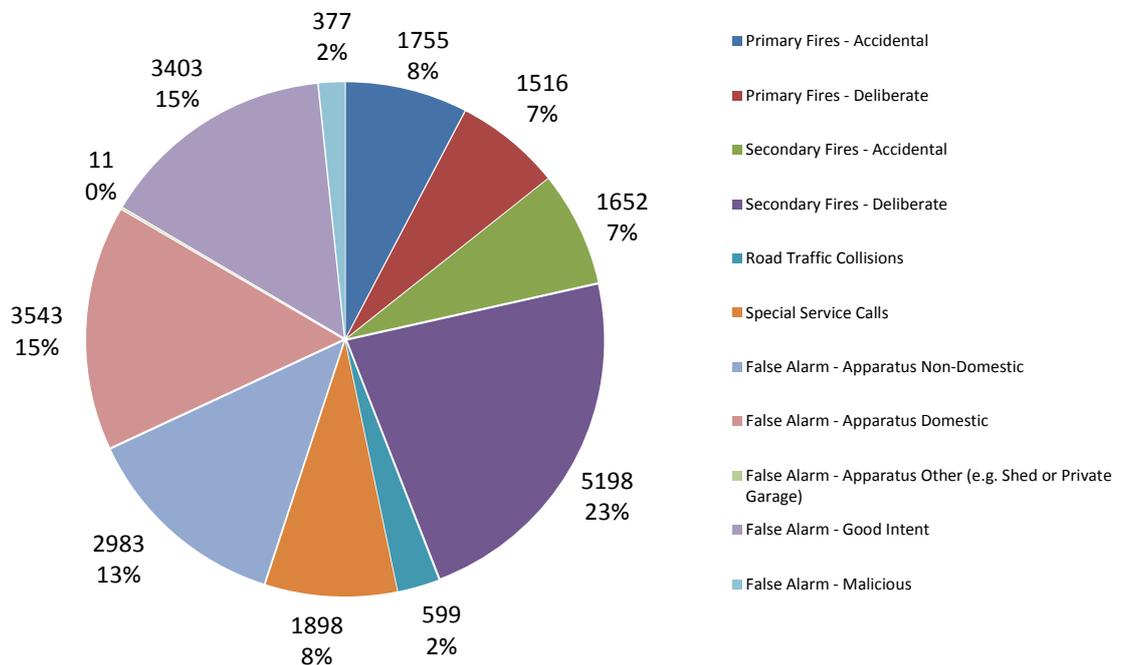
The training programme for the Safe and Well programme is now being delivered and it can be seen that, as more staff are being trained to identify and refer vulnerability, there is an increasing number of referrals being made to partners across the districts. As we progress the training modules and begin 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 to date (1 April – 31 March 2018) categorised by incident type.

NOTE: The data on page 3 is based on data that has been verified and checked for completeness within IRS, the data below is based on the initial records which are created at the time of the incident.

| Incident Category | Number | Percentage |
|---|---------------|-------------|
| Primary Fires - Accidental | 1,755 | 7.7% |
| Primary Fires - Deliberate | 1,516 | 6.6% |
| Secondary Fires - Accidental | 1,652 | 7.2% |
| Secondary Fires - Deliberate | 5,198 | 22.7% |
| Road Traffic Collisions | 599 | 2.6% |
| Special Service Calls | 1,898 | 8.3% |
| False Alarm - Apparatus Non-Domestic | 2,983 | 13.0% |
| False Alarm - Apparatus Domestic | 3,543 | 15.4% |
| False Alarm - Apparatus Other (e.g. Shed or Private Garage) | 11 | 0.0% |
| False Alarm - Good Intent | 3,403 | 14.8% |
| False Alarm - Malicious | 377 | 1.6% |
| Total | 22,935 | 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 2007 to 31 March 2008 | | Number of incidents 1 April 2012 to 31 March 2013 | | Number of incidents 1 April 2016 to 31 March 2017 | |
|------------------------------|---|------------|---|------------|---|------------|
| | | Percentage | | Percentage | | Percentage |
| Primary Fires - Accidental | 2348 | 5.7% | 1930 | 8.7% | 1901 | 8.5% |
| Primary Fires - Deliberate | 3144 | 7.6% | 1226 | 5.5% | 1730 | 7.7% |
| Secondary Fires - Accidental | 1140 | 2.8% | 1060 | 4.8% | 1339 | 6.0% |
| Secondary Fires - Deliberate | 11321 | 27.4% | 3577 | 16.1% | 4514 | 20.1% |
| Road Traffic Collisions | 1093 | 2.6% | 682 | 3.1% | 571 | 2.5% |
| Special Service Calls | 3202 | 7.7% | 1746 | 7.9% | 1946 | 8.7% |
| False Alarm - Apparatus | 11831 | 28.6% | 8501 | 38.2% | 7187 | 32.0% |
| False Alarm - Good Intent | 5921 | 14.3% | 3055 | 13.7% | 2910 | 13.0% |
| False Alarm - Malicious | 1373 | 3.3% | 457 | 2.1% | 347 | 1.5% |
| Total | 41373 | 100.0% | 22234 | 100.0% | 22445 | 100.0% |

Comments on Fatal Fires

St Leonards Road, Bradford

23 January 2018 03:27

The deceased female was 72 years old and lived alone in a back to back two-bedroomed terrace house. The deceased was known to the Bradford District care team in respect of a number of issues. The deceased smoked manufactured cigarettes however there was no evidence of careless disposal. A fire at this address had occurred on 11th May 2011 which was attributed to the careless use of candles, after which an HFSC was carried out by WYFRS and two smoke detectors were fitted.

The fire started in the ground floor lounge of the property where the deceased was known to sleep, and was deemed to have been started by careless use of candles.

The Strone, Apperley Bridge

5 February 2018 06:54

The deceased female was 63 years old and lived alone in a maisonette. She was partially paralysed on her left side and was on medication for her condition, and was visited by a care worker daily. She was a heavy smoker. The property had a Safe and Well visit on 18th October 2017. The fire occurred in a bedroom and due to the extent of the damage it was unable to determine whether it was caused by a halogen heater igniting clothing or the careless disposal of smoking materials. Investigations are continuing but West Yorkshire Police are not treating the incident as suspicious.

Second Avenue, Rothwell

11 February 2018

The deceased male was 5 years old and lived with his parents and two siblings in a three-bedroomed terraced house. Police investigations remain ongoing in respect of this incident.

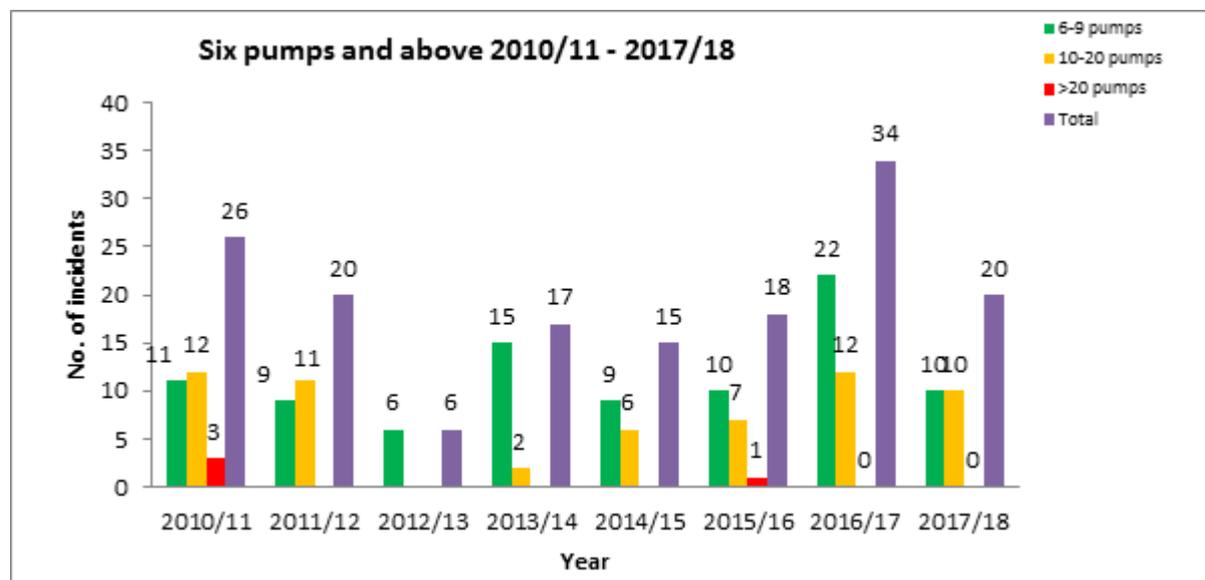
6. Fire-Related Incidents attended by Six Pumps and Above

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 2018:



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

New incidents added to the table are shaded in white.

| Date & Time | Address | Premises Use | Station Area | Cause | Pumps Plus Specials | Number of Personnel |
|---------------------------------|---|----------------------|---------------------|-------------------------|-------------------------------------|----------------------------|
| Tuesday 13/04/17 | New House Hall New House Road Sheepridge Huddersfield | Dwelling | 60 (Hudds) | Cooking | 6 pumps 2 support 3 specials | 30 Ffs 7 Officers |
| Friday 28/04/17 | Horton Ind. Park Great Horton Road Bradford | Warehouse | 47 (Odsal) | Deliberate | 8 pumps 3 support 6 specials | 52 Ffs 7 Officers |
| Tuesday 23/05/17 | The Combs Hall Lane Thornhill Dewsbury | Derelict Building | 83 (Dewsbury) | Deliberate | 6 pumps 3 support 5 specials | 46 Ffs 7 Officers |
| Tuesday 20/06/17 | Autocare Tyre Centre Barkerend Bradford | Vehicle Repair | 40 (Bradford) | Accidental | 6 pumps 3 support 2 Specials | 49 8 Officers |
| Monday 03/07/2017 | Simba Smoby Toys Hall Lane Bradford | Factory | 40 (Bradford) | Not known | 10 pumps 3 support 4 specials | 60 Ffs 8 Officers |
| Tuesday 18/07/2017 | Stephen Smith Garden Centre Pool Road Otley | Garden Centre | 48 (Otley) | Electrical Fault | 6 pumps 3 support 3 specials | 42 Ffs 8 Officers |
| Thursday 03/08/2017 | 176 Wakefield Road Ossett | Industrial | 89 (Ossett) | Electrical Equipment | 6 pumps 2 support 2 specials | 36 Ffs 7 Officers |
| Saturday 05/08/2017 | Simba Smoby Toys Hall Lane Bradford | Warehouse | 40 (Bradford) | Not known | 15 pumps 4 support 5 specials | 86 Ffs 10 Officers |
| Wednesday 09/08/2017 | Gamesave UK Ltd Southgate Halifax | Vacant | 64 (Halifax) | Not known | 15 pumps 3 support 8 specials | 88 Ffs 8 Officers |
| Wed'sday 09/08/2017 22:10 | Gordon Rhodes & Son 17 Eurocam Technology Park Chase Way, Bradford | Factory | 47 (Odsal) | Overheatin g | 15 pumps 5 support 9 specials | 98 Ffs 10 Officers |

| Date & Time | Address | Premises Use | Station Area | Cause | Pumps Plus Specials | Number of Personnel |
|----------------------------------|---|---------------------------------|------------------------------|--------------|-------------------------------------|----------------------------|
| Sunday 03/09/2017 23:59 | Yorkshire Martyrs Catholic College Westgate Hill Street Tong, Bradford | Educational | 40 (Bradford) | Deliberate | 8 pumps 3 support 4 specials | 52 Ffs 7 Officers |
| Wednesday 06/09/2017 09:37 | Mangla Motors 50a Edward Street Bradford | Vehicle Repair | 40 (Bradford) | Not known | 6 pumps 3 support 9 specials | 54 Ffs 6 Officers |
| Friday 08/09/2017 12:59 | Roxy Bingo Eyres Street Armley, Leeds | Bingo Hall | 20 (Leeds) | Deliberate | 10 pumps 5 support 5 specials | 70 Ffs 9 Officers |
| Sunday 01/10/2017 16:09 | Old Hospital Carlinghow Hill Batley | Hospital under renovation | 83 (Dewsbury) | Deliberate | 10 pumps 3 support 7 specials | 66 Ffs 7 Officers |
| Tuesday 19/12/2017 03:35 | 32 Rebecca Street Bradford | Office | 42 (Fairweather Green) | Deliberate | 17 pumps 4 support 4 specials | 92 Ffs 9 Officers |
| Thursday 21/12/2017 | 410 Skipton Road Keighley | Dwelling | 46 (Keighley) | Cooking | 6 pumps 1 support 1 special | 30 Ffs 4 Officers |
| Tuesday 23/01/18 01:32 | Tyre Junction Ratcliffe Mill 280 Tong Road Leeds | Factory | 20 (Leeds) | Deliberate | 12 pumps 4 support 5 specials | 74 Ffs 6 Officers |
| Tuesday 06/02/18 22:00 | Moulds Patterns & Models Kent Road Pudsey | Factory | 31 (Stanningley) | Not known | 12 pumps 4 support 2 specials | 68 Ffs 7 Officers |
| Sunday 11/03/18 13:05 | Bank Bottom Mills Mount Road Marsden Huddersfield | Mill | 72 (Slaithwaite) | Deliberate | 12 pumps 5 support 4 specials | 76 Ffs 8 Officers |
| Tuesday 27/03/18 10:27 | Poplar Court Poplar Way Bramley, Leeds | High rise flats | 31 (Stanningley) | Not known | 7 pumps 1 support 4 specials | 40 Ffs 6 officers |

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

Tyre Junction, Ratcliffe Mill, 280 Tong Road, Leeds

This incident occurred in Leeds station area and involved unit 3 within a mill building which was used for vehicle repairs. There was nobody in the building at the time of the fire and no alarm was present.

The initial pre-determined attendance was 2 pumps from Leeds. At the height of the incident a make pumps 10 message was received by Control and appliances from the following stations were mobilised: Garforth, Bradford, Moortown, Killingbeck, Stanningley, Hunslet and Huddersfield.

The following support appliances were also mobilised: The Hose Layer Unit from Mirfield, Technical Rescue Unit and Support from Cleckheaton, Command Unit Lite from Featherstone, Command Unit and Support from Pontefract, Personnel Welfare Unit and Command Unit Assistance from Cookridge, Command Unit Sector Support from Rawdon and Rapid Deployment Safety Crew from Morley.

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

Station Manager Needham was the initial Incident Commander, Group Manager Fealy was Incident Commander at make pumps 10, Station Manager Heath was Operational Assurance Officer, Station Manager Naylor was Hazardous Materials and Environmental Protection Officer, Station Manager Miller was Fire Investigation and Station Manager Austin was Command Support.

The time of call for this incident was at 0135 hours on the 23/1/2018 and the stop message was received by control on 23/1/2018 at 1159 hours. The incident was closed on 23/1/2018 at 1238 hours.

The cause of the fire is deliberate.

Moulds Patterns & Models Ltd, Kent Road, Pudsey

This incident occurred in Stanningley station area and involved a factory which was used as a warehouse with storage containing a range of hazardous materials.

The initial pre-determined attendance was 5 pumps from Stanningley, Bradford, Leeds and Hunslet. At the height of the incident a make pumps 15 aerials 2 message was received by Control and appliances from the following stations were mobilised. Dewsbury, Shipley, Killingbeck, Fairweather Green, Morley, Cleakheaton, Odsal, Hunslet, Pontefract, Moortown and Rawdon. The following support appliances were also mobilised:

The Command Unit from Pontefract, CU Lite from Featherstone, CARPs from Leeds and Huddersfield, the Welfare Unit from Cookridge and the Hose Layer from Otley.

At the height of the incident crews used 4 high pressure hoses, 6 main jets, 4 monitors, 12 BA sets, 2 cutters/spreaders, 4 thermal imaging cameras, 4 electric saw/cutters and 6 forcible entry tools.

Officers mobilised were Station Manager Needham as Incident Commander, Station Manager Holdsworth as Command Support Officer, Station Manager Goodall as Hazardous Materials and Environmental Protection Officer, Station Manager Pearson as Operational Assurance Officer, Group Manager Teggart as Group Manager, Watch Manager Kendrew was Fire Investigation Officer with Watch Manager Griffiths as shadow Fire Investigation Officer.

The time of call for this incident was 22:00 on 6th February 2018 and the stop message was received by control on 7th February at 04:32. The incident was closed on 8th February at 14:15.

The cause of the fire was thought to be accidental but investigations are ongoing.

Bank Bottom Mills, Mount Road, Marsden, Huddersfield

The incident occurred in Slaithwaite station area and involved a Mill which was used for industrial manufacturing of clothing/textiles. The building consisted of 4 floors plus a basement, the origin of the fire was thought to have started on the ground floor in a disused area. The fire and smoke damage was contained to the floor of origin.

The initial pre-determined attendance was 2 pumps from Slaithwaite and Huddersfield. At the height of the incident a make pumps 12 message was received by control. Appliances from the following stations were mobilised. Huddersfield, Rastrick, Halifax, Illingworth, Meltham, Odsal, Dewsbury, Rochdale and Chadderton. The following support appliances were also mobilised:

The Hose Layer from Mirfield, Personnel Welfare unit from Skelmanthorpe, Command Unit and CU Support from Pontefract, CU Assistants from Hunslet and CU Sector Support from Rawdon. The Technical Rescue Unit and Support from Cleckheaton and Rapid Deployment Safety Crew from Mirfield.

At the height of the incident crews used 5 electric saws/cutters, 8 thermal imaging camera, 10 forcible entry tools, 16 positive pressure ventilation, (8 for active firefighting and 8 for smoke clearance) , 20 BA sets, 5 main line/jets, 2 high pressure hoses, 2 fog spikes, 2 roof ladders and 2 short extension ladders.

Officers mobilised were Station Manager Gardiner as Officer in Charge at 6 pumps, Station Manager Bates as Command Support Officer, Station Manager Booth as Hazardous Materials and Environmental Protection Officer, Station Manager Goldwater as BA Officer, Group Manager May as Officer in Charge at 12 pumps, Deputy Chief Fire Officer Walton and Watch Manager Firth as Fire Investigation Officer.

The time of call for this incident was 13:05 on 11th March 2018 and the stop message was received by control on 11th March 2018 at 19:08. The incident was closed on 11th March 2018 at 19:36.

The cause of the fire was thought to be deliberate but investigations are ongoing. Witness saw individuals running over roof tops from area of origin prior to fire. Police investigations are continuing.

Poplar Court, Poplar Way, Bramley, Leeds

This incident occurred in Stanningley station area and involved a high rise residential building of 11 floors high with the fire occurring on the 8th floor. The incident was persons reported and 4 people were evacuated with assistance. There was a rapid fire spread due to strong winds and the fire was believed to have started in a bedroom.

The initial pre-determined attendance was 4 pumps from Stanningley, Cookridge and Leeds. At the height of the incident a make pumps 6 message was received by control. Appliances from Hunslet and Morley were mobilised. The following support appliances were also mobilised:

The Hose Layer from Mirfield, Welfare Unit from Skelmanthorpe, Command Unit Light from Featherstone and assistance from Bradford.

At the height of the incident crews used 3 thermal imaging cameras, Oxygen for first aid purposes, 2 positive pressure ventilation units, 6 BA sets 4 small tools and 3 main line/jets.

Officers mobilised were Watch Manager Griffiths as Fire Investigation Officer, Station Manager Gomersal as Operational Assurance Officer, Station Manager Goodall as Officer in Charge, Station Manager Bates as Command Support Officer, Station Manager Naylor as Hazardous Materials and Environmental Protection Officer, and Station Manager Asquith as BA Officer

The time of call for this incident was 10:27 on 27th March 2018 and the stop message was received by control on 27th March 2018 at 13:04. The incident was closed on 27th March 2018 at 16:25.

The exact cause of the fire could not be identified but was thought to be accidental.

7. Violence at Work

Attacks on Personnel

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

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 |
|-------------------------|---------|---------|---------|---------|---------|---------|---------|---------|
| Attacks on Firefighters | 88 | 77 | 40 | 76 | 64 | 60 | 87 | 92 |

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

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

| Attacks on Firefighters as a Percentage of Turnouts | | | | | | | | | | |
|---|-----------------|------------------|-------------------|----------------|-----------------|----------|----------------------|--------------|-----------|--------------|
| District / Station | No. of Turnouts | Physical Assault | Weapon Brandished | Missile Thrown | Firework Thrown | Stoning | Aggressive Behaviour | Verbal Abuse | Total | Percentage |
| Bradford District | | | | | | | | | | |
| Bradford | 2996 | | | 2 | 4 | 2 | 2 | 3 | 13 | 0.43% |
| FWG | 1120 | | 1 | 3 | 4 | 1 | | 1 | 10 | 0.89% |
| Keighley | 755 | | | 1 | 1 | | | 1 | 3 | 0.40% |
| Odsal | 1219 | | | 6 | 2 | 1 | | 4 | 13 | 1.07% |
| Shipley | 1063 | | | 1 | 2 | | | | 3 | 0.28% |
| District Total | 7899 | 0 | 1 | 13 | 13 | 4 | 2 | 9 | 42 | 0.53% |
| Calderdale District | | | | | | | | | | |
| Rastrick | 632 | 1 | | | | | | 1 | 2 | 0.32% |
| Halifax | 947 | | | | 7 | 1 | 1 | 1 | 10 | 1.06% |
| Illingworth | 659 | | 1 | | 1 | | 2 | 2 | 6 | 0.91% |
| Mytholmroyd | 71 | | | | | | | 1 | 1 | 1.41% |
| District Total | 2465 | 1 | 1 | 0 | 8 | 1 | 3 | 5 | 19 | 0.77% |
| Kirklees District | | | | | | | | | | |
| Huddersfield | 1835 | | | | 1 | | 1 | | 2 | 0.11% |
| Cleckheaton | 926 | | | | | | 1 | 1 | 2 | 0.22% |
| Dewsbury | 1807 | | | | | 1 | 1 | 3 | 5 | 0.28% |
| Slaithwaite | 143 | | | | | | 1 | 1 | 2 | 1.40% |
| District Total | 5102 | 0 | 0 | 0 | 1 | 1 | 4 | 5 | 11 | 0.22% |
| Leeds District | | | | | | | | | | |
| Leeds | 3494 | | | 4 | 1 | | | | 5 | 0.14% |
| Garforth | 280 | 1 | | | | | | | 1 | 0.36% |
| Hunslet | 2163 | | | | 1 | 2 | | 1 | 4 | 0.18% |
| Morley | 359 | | | | 1 | | 1 | 1 | 3 | 0.84% |
| Rothwell | 330 | | | | | | | 1 | 1 | 0.30% |
| Killingbeck | 1997 | | | 2 | | | | | 2 | 0.10% |
| District Total | 11191 | 1 | 0 | 6 | 3 | 2 | 1 | 3 | 16 | 0.14% |
| Wakefield District | | | | | | | | | | |
| Castleford | 577 | | | | | | 1 | | 1 | 0.17% |
| Pontefract | 485 | 1 | | | | | | 1 | 2 | 0.41% |
| South Kirkby | 497 | | | | | | | 1 | 1 | 0.20% |
| District Total | 3414 | 1 | 0 | 0 | 0 | 0 | 1 | 2 | 4 | 0.12% |
| Totals | 30332 | 3 | 2 | 19 | 25 | 8 | 11 | 24 | 92 | 0.30% |

The above table shows the number of incidents in which firefighters were subject to violence as a percentage of attendance, by station and by district (0.30% 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 8th January at 1810 hours whilst attending an incident at Ellercroft Road, Bradford crews were verbally abused by a group of youths who had caused the fire. The youths also threw a bottle at the crews and a brick at the appliance which hit the windscreen.

On 7th February at 0001 hours whilst attending an incident at the junction of Powell Avenue and Sage Street, Canterbury Estate, Bradford, golf balls were thrown at the crews.

On 21st February at 1851 hours at Dawnay Road, Canterbury Estate, Bradford crews received verbal abuse whilst attending a fire in the open.

On 24th February at 1955 hours an egg was thrown at the fire appliance whilst crews attended an incident on Parkside Road in Bradford.

Calderdale

On 27th January at 0205 hours, whilst attending an incident at Westfield, Hebden Bridge the occupier of the premises became very abusive towards the crews.

On 1st March at 1545 hours at Clifton Common, Brighouse a member of the public became abusive and aggressive towards crews.

Kirklees

No attacks in this period

Leeds

On 14th February at 0200 hours whilst attending an incident on Northcote Crescent, Beeston, Leeds crews received verbal abuse.

Wakefield

On 16 January at 2010 hours whilst attending a fire at Gorton Street, Kinsley, Pontefract, crews suffered verbal abuse from a group of youths approximately 14 years of age who had set fire to two wheelie bins.

On 11th February at 0346 hours whilst trying to rescue the occupier of a house on fire on Eastbourne Terrace, Pontefract, the occupier kicked the firefighter trying to rescue him, striking him in the ribs causing pain and discomfort.

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



OFFICIAL

Corporate Health Report - 2017-18

Full Authority

Date: 29 June 2018

Agenda Item:

23

Submitted By: Chief Legal and Governance Officer

Purpose

To provide Members with an annual update relating to the corporate health of the Authority.

Recommendations

That Members note the Corporate Health Report and approve the RIPA Policy (Regulation of Investigatory Powers Act 2000) incorporated within this report.

Summary

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.

Local Government (Access to information) Act 1972

Exemption Category: None

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

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

Annexes: None

1 Introduction

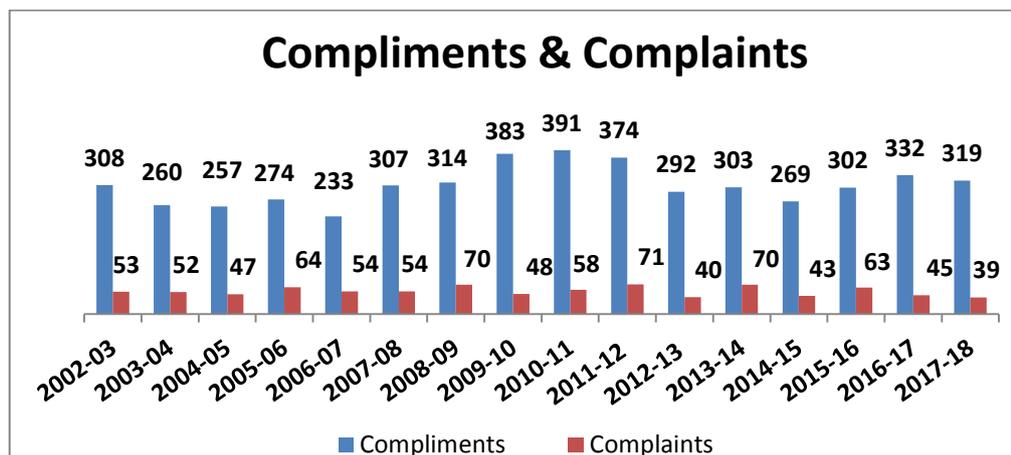
- 1.1 The Authority adopted a Code of Corporate Governance in 2003 and pursuant to the corporate performance monitoring processes an annual 'corporate health' report is submitted to the Annual General Meeting of the Authority.
- 1.2 In April 2005 the Authority adopted a new formal Constitution which, 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

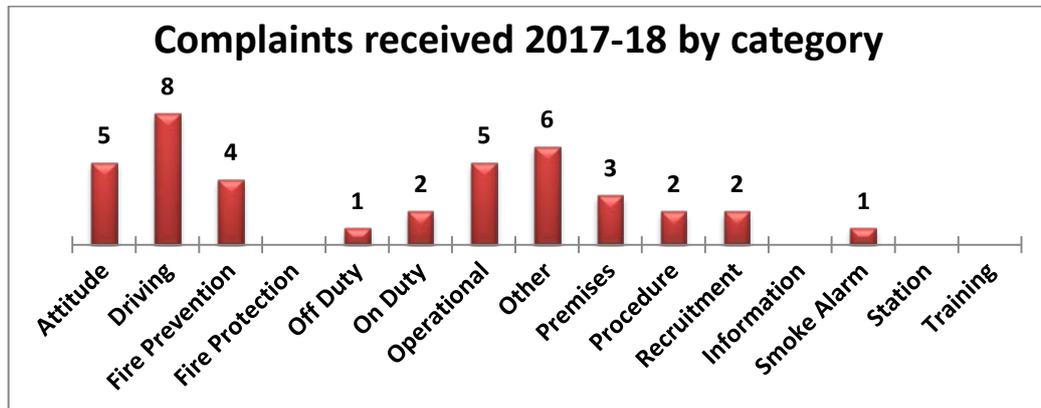
The graph below summarises West Yorkshire Fire and Rescue Service (WYFRS) performance compared to previous years' figures. During the period 1 April 2017 to 31 March 2018 WYFRS received 319 compliments, which is lower than the 332 received during the previous year.

WYFRS received 39 complaints during the 12 month period 2017/18 compared with the 45 complaints received during 2016/17



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 39 complaints received in 2017/18, 16 were upheld and three were withdrawn. 36 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:



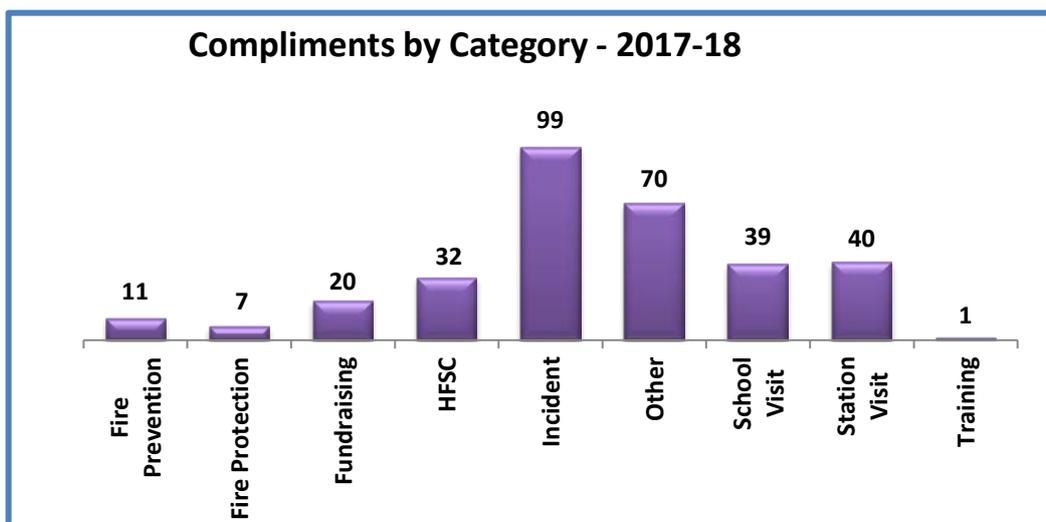
3.5 Although 39 complaints were received, WYFRS have attended 22,925 incidents, carried out 518 operational risk visits and delivered 18,447 Safe & Well visits in the same period.

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 319 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 thirteen of these compliments donations were received for The Firefighters Charity totalling £657.

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 2017/18 are shown in the table below along with the figures for 2016/17.

| Corporate Health Indicators | | | |
|------------------------------------|--|------------------------|------------------------|
| Ref. | Description of Indicator | 2016/17 Outturn | 2017/18 Outturn |
| 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 | 6.7 | 6.99 |
| | Average number of working days / shifts lost to long term sickness | 4.18 | 4.35 |
| CH 5 | Health and Safety – Total Injuries to staff | | |
| | - <3 days Injuries | 23 | 20 |
| | - 3 + days | 23 | 21 |
| | - RIDDOR Major Injury/Disease | 6 | 6 |
| | - Total | 52 | 47 |
| CH 9 | Forecast Budget Variance (% Variance against overall budget) | -2.50% | -1.0% |
| CH 11 | Forecast Capital Payments (Actual figures £s) | £8.68m | £6.572m |
| CH 13 | Debtors – Value of debt outstanding which is over 60 days old | £91,177 | £89,690 |
| CH 14 | Customer Satisfaction - % Overall Satisfaction with the service provided. | | |
| | - Quality of Service: Domestic | 99% | 100% |
| | - Quality of Service: Non Domestic | 99% | 97% |
| | - 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 22 November 2017, 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 fourteen 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 one further criterion.

The Assessor's Summary report states

"This year's application was well prepared with fully justified and relevant new or updated evidence to support the assessment visit. The Service continues to endorse CSE as a key driver for customer focused development and managers and staff are to be commended for their embedded customer-centric approach. This was reinforced by the staff, customers and partners that the assessor talked to and there is no doubt that the team constantly strives to create beneficial service improvements for their customers. The Service continues to be recognised nationally as a good practice example in many areas with innovative approaches to the use of databases and technology to design, model and test operational services and community fire safety work and it is also a national lead on information governance. More recently, the Service has moved towards co-working with other 'blue-light' services on a range of common interests and this has been helped by co-locating fire and rescue resources with those of the police and ambulance services. The Service is at the forefront of such initiatives as the Youth Intervention programme and the Safe and Well scheme and is to be commended on taking forward such innovative work, which is providing local communities with additional, wide-ranging support."

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

Customer Insight -an in-depth understanding of customers has enabled the design and provision of services that meet the needs of the full range of customer groups. Segmentation of your customer groups is achieved by comprehensive analysis of data and this has led to the constructive and successful management of major strategic decisions; **Compliance Plus** in **Element 1.1.1** continues to be justified. Your customer insight is not only based upon established methods of obtaining such information but also on significant initiatives such as the Safe and Well programme, Youth Intervention Scheme and the expansion of social media opportunities. These are already achieving invaluable results in providing additional avenues of support for your local communities, particularly the vulnerable and disadvantaged. This approach justifies the award of **Compliance Plus** at **1.1.2**. Developing your services to meet the specific needs of disadvantaged and hard to reach customers is ongoing and an outstanding example of this is the work done by the Youth Intervention team and **Compliance Plus** remains at **1.1.3**. **Compliance Plus** is also retained at **1.2.2** due to the comprehensive and inclusive nature of your consultation process which drives service improvement.

The Culture of the Organisation - There is a strong corporate commitment to putting the customer at the heart of service delivery. Senior managers support staff in providing an excellent level of service for customers and seek ways to continuously develop staff's knowledge of customer needs and preferences. Compliance Plus is retained in **element 2.1.5** due to the level of care that is provided in your handling of customer information and data, demonstrated by your impressive array of privacy policies and protocols. Compliance Plus is also retained in **element 2.2.5** where it is clearly demonstrated that you promote a culture which recognises and rewards staff for their contributions to provide customer focused services.

Information and Access - You produce high quality verbal, published and web based information and these continue to be monitored and improved. There is good evidence of a broad range of information being available for which Compliance Plus is justified in **element 3.1.1**, and the sophisticated analysis of customer interaction with service information merits Compliance Plus being retained in **element 3.2.2**. Five further elements with Compliance Plus in this criterion remain (at **3.2.3, 3.3.2, 3.4.1, 3.4.2 and 3.4.3**). Your web site is extremely comprehensive and demonstrates your commitment to providing a transparent and accountable service. The range and extent of your evaluation of analytics from your access channels, particularly social media, is exhaustive and provides invaluable data for service improvement and accessibility. You have particularly strong partnership arrangements with other providers and partners and feedback from them reflects on the high regard in which you are held. The provision of a vast number of co-ordinated services is exemplary and clear lines of accountability are in place. The Service is at the forefront of outstanding initiatives such as the Youth Intervention programme and the Safe and Well scheme.

Delivery - The Service has challenging standards and targets, and robust monitoring procedures are in place which are used to raise standards and promote continuous

improvement. You consult and involve people in a wide range of ways, learning from best practice and bench marking your performance against similar organisations. Sound performance management arrangements demonstrate that performance standards and targets are consistently met. There is good evidence on the use of your analysis of the complaints procedure to identify issues and take relevant action to improve services and this has included the introduction of a preventable action procedure; this is regularly reviewed for its efficacy and merits the retention of **Compliance Plus** at **element 4.3.4**.

Timeliness and Quality of Service - There are clear standards in relation to the timeliness and quality of service and good evidence is provided to show that these are being met and, in many cases, exceeded. Customers are informed at each stage what the next steps will be and the timescales in which the Service operates. You are responsive to customers' needs, taking steps to inform the customer of any delays. **Compliance Plus** is retained at **element 5.2.5** due to systems being in place to respond to customer requests and enquiries promptly in all cases; this approach has generated many compliments and favourable comparisons with other public bodies.

Work is progressing for the 2018 assessment which comprises of assessment against 31 criteria which includes the fifteen Compliance Plus criteria.

7 Complaints to the Local Government Commissioner (Ombudsman)

- 7.1 No complaints received during the year ending 31 March 2018 were referred to the Local Government Ombudsman.

8 Whistleblowing Complaints

- 8.1 One complaint which was received during the year ending 31 March 2018 remains outstanding due to the need for ongoing work with other bodies but is expected to be resolved later this year.

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 and for the year 2017/2018 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 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 Service Plan Links

- 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 2017-18 and 2018-19 Updates

Full Authority

Date: 29 June 2018

Agenda Item:

24

Submitted By: Chief Legal and Governance Officer

| | |
|------------------------|---|
| Purpose | To update Members of the progress on the Service Plan Action Plans 2017-18 and 2018-19 |
| Recommendations | That Members note the report |
| Summary | This report is to update Members of the progress on the Service Plan Action Plans 2017-18 and 2018-19 |

Local Government (Access to information) Act 1972

Exemption Category: None

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

Background papers open to inspection: None

Annexes: Action Plan 2017-18 update 29 June 2018
Action Plan 2018-19 update 29 June 2018

1 Introduction

- 1.1 At the Full Authority meeting held on 17 February 2017, Members approved the Service Plan Action Plan 2017-18 for publication and at the Full Authority meeting held on 16 February 2018, Members approved the Service Plan Action Plan 2018-19 for publication.

2 Information

- 2.1 Progress on the implementation of the action plans is reported to each Full Authority meeting and attached are the latest updates on both plans.

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

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

6 Health and Safety Implications

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

7 Service Plan Links

- 7.1 This report links to all the Service Plan priorities.

8 Conclusions

- 8.1 That Members note the report.

ACTION PLAN 2017 - 2018



West Yorkshire
Fire and Rescue Service

Update: 29 June 2018

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

Our action

Implement the findings of the review of the Fire Protection function to support current ways of working and develop flexibility in order to further improve services and support statutory duties

Progress Primary Authority Partnerships and explore alternative options to support business so they become safer

Introduce a revised risk based inspection programme to ensure it increases benefits for both Fire Protection and Operations

Progress

This piece of work links in to the review of the team structure specifically in relation to the Support and Performance team. Now that work has been completed we have implemented the findings in terms of the Support and Performance team and are now looking to identify areas where realignment of roles will improve service delivery. This will be a continuous piece of work that will evolve to consider all areas within Fire Protection. **Complete.**

We are continuing to progress the Primary Authority Scheme and have recently evaluated our processes to ensure we deliver the best service to our partners. The work of the Business Support Team primarily focuses on the PAS but opportunities are available to support businesses in other ways which we continue to explore. 24 partnerships are now signed with WYFRS, during the coming months we will look to consolidate work and learn from our partner organisations so we are best placed to provide Primary Authority Advice. **Complete.**

Following the review of the ORV process we have developed a Fire Protection Risk Based Inspection Programme which focuses our resources at premises where we receive intelligence that suggests the building does not comply with fire safety law. This approach enables us to target resources specifically at premises where due to poor fire safety compliance, people are put at an increased risk should a fire occur. This risk based inspection programme has been submitted and approved at the Community Safety Committee. **Complete.**

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

Implement the new Safer Communities Strategy

Review the Performance Management System to ensure it is fit for purpose, accurate, reliable and timely

Explore and develop innovative community safety projects with other emergency services and partners

The implementation of the new strategy continues to progress well with a comprehensive training programme due to be completed by April 2019. The new Strategy is encouraging innovation from a local level but this is a significant change in ways of working and local teams are getting used to the flexibility that the new strategy is offering for them to engage with their local communities in order to deliver the best service to those who are at risk. We now have some mobile working devices to begin trialling a new application that will allow information to be captured electronically during the point of delivery and this will improve our efficiency and effectiveness. **Complete.**

Following on from workshops held for station based Watch Officers, the review has considered the existing performance information available to staff at a local level. There has also been some agreed changes in the way performance against annual targets for incident types are presented to Members of the Fire Authority to ensure that more up to date data is provided, as agreed at the Executive Committee. **Complete.**

Several new initiatives have been developed including working with partners across the districts on projects including the Together Housing 60 second safety films, the emollient creams campaign which has now been recognised by the NFCC, the riverside water project in Leeds, crime prevention in Bradford, work with traveller sites in Wakefield and the MAGIC courses being run within Kirklees. More detail and all such initiatives are

included within the 'Spotlight On' reports presented to the Community Safety Committee. **Complete.**

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

Our action

Work collaboratively across the Yorkshire and Humber Region to prepare for transition to the Emergency Services Network as part of the national Emergency Services Mobile Communications Programme (ESMCP)

Evaluate and determine the future of the Emergency First Responder scheme

Introduce a revised operational guidance framework to align to National Operational Guidance Programme

Implement the outcomes of the Fireground Communications Review

Develop the use of Resilience Direct to support command decision making

Progress

Grant funding has been received from central government to upgrade existing networks and systems in preparation for transition. Regional approach and collaboration with regard to programme management is working well. Yorkshire and Humberside FRSs have now aligned their work streams to the regional Police forces to enable collaboration in specific areas of the ESN programme. These work streams include 'Coverage and Assurance', 'Operational Readiness', 'Vehicle Fleet and Devices'. A lead from the four FRSs has been identified to explore collaborative opportunities by developing a close working relationship with their respective Policing leads. The regional and local governance is now fully established and embedded within the programme. WYFRS has formally enrolled onto the ESN programme and transition planning is now underway at national, regional and local levels. The programme has experienced delays at a national level which has impacted on the progress of some work streams. However, a review by the Home Office has taken place around the structure; governance and planning of the programme with the hope of mitigating further issues and significant delays. No significant developments. A progress report was submitted to the F&R Committee on 26 January 2018. Work from the National Programme is continuing to consider an incremental implementation and discussion is underway with individual FRS. **Complete.**

The trial formally came to an end on 30 November 2017. The evaluation is on-going with a workshop for stakeholders planned and it is expected that the evaluation will be reported to Change Management Board in July 2018. **Complete.**

Roll out of National Operational Guidance (NOG) commenced July 2017. In October 2017 we adopted NOG. Currently the training department are aligning all training information in liaison with relevant departments to NOG for continuity. Every appliance now has a working application on the MDT's of the scenarios for use at incidents; these have replaced Standard Operating Procedures. Work is on-going with ICT both locally and nationally regarding the development of a new National Operational Guidance Site (internet page). **Complete.**

A specific radio model has been selected following consultation with internal stakeholders and regional partners. The radios have now been delivered, distributed and installed in appliances. We have now formally switched over to the digital signal. The rollout of the new radios was accompanied by a new communications procedure to ensure good radio discipline is maintained at all times. The radios will be evaluated to ensure they are delivering the expected improvements. **Complete.**

We are continuing to expand our use of Resilience Direct in particular the use of mapping systems. There have been a number of meetings of key stakeholders to ensure we are fully utilising it. Resilience Direct is now being used at multi-agency exercises organised by the WYFRS COMAH Department, and is aiding WYFRS and the WY Resilience Forum partners to embed it within the resilience community of West Yorkshire. Training is now underway for Command Support Officers who will be 'champions' for Resilience Direct. **Complete.**

Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

Complete and evaluate the Control Collaboration Project

We have now moved into 'steady state' and the first workshop has been held for key stakeholders to feedback into the Project Management Office to begin the evaluation. The report is expected in first draft in July 2018. **Complete.**

| | | |
|--|---|--|
| | <p>Implement the Integrated Risk Management Planning interventions and develop further options for the future</p> <p>Implement the outcomes of the National Resilience and Technical Rescue Review</p> <p>Improve resilience arrangements for operational and support roles in response to major incidents/spate conditions</p> <p>Implement the outcomes of the Retained Duty System Review</p> <p>Implement the outcomes of the Aerial Review</p> | <p>February Authority meeting approved four proposals for implementation and deferred the fifth due to changes in financial forecasting. A scoping exercise is already underway looking at future Integrated Risk Management Planning; a full review of how we carry out IRMP, how we understand and assess risk in our community and also ensuring that future options and proposals are aligned to the Authority's financial plan. Complete.</p> <p>The Technical Rescue review has now been completed with the implementation of a new shift and mobilisation policy at Cleckheaton. The water rescue project is complete as are all elements of this piece of work. Complete.</p> <p>This review is now complete and the recommendations have been implemented. This includes better use of RDS staff and personnel at Training Centre and SDC. Complete.</p> <p>Consultation is underway and a report will be presented to the Human Resources Committee in July with a view to implementing the review. Complete.</p> <p>Specifications have now been agreed and scenarios have been set for testing prospective suppliers. Subject to all approvals being given it is hoped to place the orders in April 2018. Complete.</p> |
| <p>Continuously improve our emergency response by learning from ours and others experiences</p> | <p>Improve the protocols for operational monitoring at incidents to improve service performance</p> | <p>The Operational Learning team has recently merged with the Operations Policy team to enable closer working. The team have also devised a new process for the collation and dissemination of learning from incidents. We are currently looking at how we can better monitor learning from smaller incidents. Complete.</p> |

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



| <i>We will:</i> | <i>Our action</i> | <i>Progress</i> |
|---|---|---|
| <p>Promote the health, safety and well-being of all employees</p> | <p>Investigate and implement ways of improving levels of engagement and understanding of health and safety within the workforce (also referred to as 'Behaviour Based Safety')</p> <p>Review and develop procedures and ways of working with partners to reduce attacks on Firefighters</p> | <p>Initial meetings ongoing, secondee has been difficult to source, alternatives being explored. This work will link specifically to firefighter safety work. Complete.</p> <p>Attacks on Firefighters Working Group has now reported back to the Community Safety Committee with a number of recommendations which are now being progressed. Complete.</p> |
| <p>Provide training and development to maintain a skilled and flexible workforce</p> | <p>Carry out recruitment, selection and training of firefighters during 2018</p> <p>Develop and implement a revised process for promotion from Firefighter to Crew Commander</p> <p>Complete the review of district based training facilities</p> | <p>The first course was completed successfully with recruits passing out in May. The second course is underway. Complete.</p> <p>Recruitment for the 2019 intake is in progress. Some 2,900 applications were received and, following a series of tests, 375 will progress to point of entry fitness training. Of those progressing, 10.66% of candidates are female. Complete.</p> <p>The new Firefighter to Crew Manager development and promotion policy has now been released following the approval from Management Team and Representative Bodies (FBU/FOA). Currently a training and communication strategy is being utilised to assist candidates and managers with the process. It is expected that a selection process will be run before July 2018 where we will see the first newly developed Crew Managers being promoted under this programme. Complete.</p> <p>The scope of this action point has been revised to focus on partnership work and the skills of trainers rather than district facilities. The Service has completed 10 weeks of Watch Breathing Apparatus Instructor courses to upskill station based knowledge. A schedule of revalidation exercises supported by the Training Centre Breathing Apparatus instructors will ensure standards are maintained. Complete.</p> |

| | | |
|--|--|--|
| | <p>Complete an organisational training needs assessment</p> <p>Develop and implement an Information and Communications Technology skills framework</p> | <p>Training Centre instructors are supporting station based Technical Rescue training and assessments across the Service. Station based Module 3 water rescue instructors now assist in the training and assessment of Module 2 colleagues at neighbouring stations. Complete.</p> <p>Trauma/Casualty Care Training - station based staff now receive training and assessment on both transport and casualty care on an annual as opposed to bi-annually in previous years. Complete.</p> <p>The Firefighter Safety Project to date delivered 18 six pump exercises across five districts and a further 14 firefighter safety one day seminars, focussing on case studies at the Drummond Mill, Bradford and Oldham Street, Manchester incidents. A further 40 seminars will be delivered by July 2018. 64 Tactical Ventilation exercises are programmed at an off-site venue, focusing on the role of the Tactical Ventilation Officer to be completed by August 2018. Complete.</p> <p>Work on this is complete for grey book employees. Work continues to progress for green book employees and the Transport Department are developing this work stream as they have the largest training requirement for green book. Complete.</p> <p>A draft ICT Skills framework has been produced and format agreed; an implementation timeline has now been developed. Complete.</p> |
| <p>Create an environment that enables our staff to develop and embrace organisational and cultural change</p> | <p>Conduct a follow up staff survey</p> <p>Implement the Culture and Values Review findings</p> <p>Implement the Command Leadership and Management Programme</p> | <p>Survey undertaken which closed 13 November 2017. Results show broad improvement when compared to previous year. Action plan being developed. Complete.</p> <p>PDR process updated to reflect new values. Complete.</p> <p>The CLM Programme has now been superseded by the work of the Service Delivery Steering Group which will continue the programme. Realignment of responsibilities at station and district level is now complete, including adjustments to command levels. Complete.</p> |

R PROVIDE EFFECTIVE AND ETHICAL GOVERNANCE AND ACHIEVE VALUE FOR MONEY



| <i>We will:</i> | <i>Our action</i> | <i>Progress</i> |
|--|---|---|
| <p>Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness</p> | <p>Complete the merger of Cookridge and Moortown fire stations</p> <p>Complete the second phase of the Information and Communications Technology Strategy</p> | <p>Finding a suitable and available site has been problematic; the Planning Application for the proposed Moor Allerton site will not be pursued due to the North Leeds Planning Authority panel's refusal in principle for a fire station to be built on the site. In the 2017/18 IRMP it is recommended that this proposal is paused for this year in order to consider alternatives. Complete.</p> <p>Customer charter approved and ICT restructure progressing to enable delivery of the charter. Cornerstone projects progressing with requirements gathering and creation of tender specifications. ICT restructure is complete and the service desk software being rolled out. Other projects continue to progress. Service desk is now covering weekends and evenings and the service management software is implemented. Identity management software and HR and Rostering project are both in the procurement phase. Complete.</p> |
| <p>Provide effective systems of control, performance and assurance to ensure the service operates efficiently</p> | <p>Audit Fire Protection and Prevention key areas of assessment (assurance)</p> | <p>The assurance process is under review. A revised Service Improvement Assurance process has been introduced with a view to informing the Statement of Assurance in 2019. Complete.</p> |

| | | |
|---|--|---|
| | <p>Develop a service support assurance process</p> <p>Review the range of budget delegations and approval procedures where this can improve service delivery</p> <p>Review, update and improve governance standards</p> | <p>A pilot has been completed; the outcomes are informing the process being rolled out across the service. A paper was taken to Audit Committee on 15 September 2017 outlining the process and progress to date. Work is being carried out by departments to start the process that has been developed to provide information in order to develop departmental action plans. This work will be implemented throughout 2018/19. Work will focus on the pilot HMICFRS inspection and the preparation of WYFRS full inspection. Complete.</p> <p>The property pilot which is currently being undertaken in Leeds district will look into the feasibility of budget delegation to districts for minor property repairs. The pilot is being rolled out across all the Districts. Complete.</p> <p>Legislative and regulatory developments and changes are monitored to ensure the Authority remains compliant. The revised Constitution was approved by the Authority in June 2017. Complete.</p> |
| <p>Demonstrate transparent and accountable decision making throughout the organisation</p> | <p>Review the Corporate Health indicators</p> <p>Design and implement changes arising from the outcomes of the Communications Review conducted by the Local Government Association in December 2016.</p> | <p>A Workplace Wellbeing benchmarking exercise has been undertaken to assess our position and an action plan is being produced to take forward the recommendations of the group. Complete.</p> <p>The Head of Corporate Communications post has been advertised and filled. An action plan is in place in respect of the findings of the LGA review and will now be progressed and reported upon. Complete.</p> |
| <p>Identify and implement strategic change to reflect the economic environment</p> | <p>Commence the implementation of the building modernisation strategy</p> <p>Review and implement changes in collaboration with Blue Light Partners in relation to support functions and service delivery to the community</p> | <p>Feasibility studies have been undertaken to review options for modernising Wakefield Fire Station with approval of the scheme taking place at Finance and Resources Committee in January. Complete.</p> <p>A 'Tri Service Collaboration team' has been established and reviews of service functions have taken place. Areas such as Driver Training, Occupational Health and Emergency Planning have been reviewed with options for collaborative opportunities being formalised and presented to the Tri Service Collaboration Board for progression and implementation. The Tri Service Collaboration Board has established representation from Police, Fire and YAS authorities and Executives with real progress being made in the development of aligned strategies and aspirations. WYFRS is also looking beyond tri service collaboration opportunities with the initiation of a regional procurement review looking at combining and aligning procurement protocols for all Regional fire and rescue services. The tri-service board has approved the options for closer working with Driver Training and Occupational Health both of which are progressing to full business cases. A benchmarking exercise is underway to understand how collaboration in West Yorkshire compares to other regions. Collaboration opportunities for prevention activities have been scoped and are in development including community advocates. Ongoing.</p> |

ACTION PLAN 2018 - 2019



West Yorkshire
Fire & Rescue Service

Update: 29 June 2018

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 (DCFO)

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

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

Explore all opportunities to further enhance the Youth Interventions Programme (DCFO)

Progress

The public enquiry entered the evidence phase on 21 May 2018, this is scheduled to run until 29 October 2018, and as such any recommendations will be reviewed once published. The final report of the Independent Review of Building Regulations and Fire Safety was published on 17 May 2018. Currently reviewing the recommendations and will await the government's formal response to the review that will determine which recommendations are to be progressed and how the government expects them to be implemented.

Implementation of the strategy is progressing well. The Safe and Well training programme is on track to be completed in April 2019 with plans in place to continue with the prevention training in modular format to maintain competencies across the staff delivering prevention activities. Mobile working devices are being trialled with expected roll out across prevention teams before the end of 2018.

Limited progress to date. Workshop being planned to get the views of a wider set of stakeholders on the best approach in terms of strategy or toolkit for practitioners. This work will also support the Safer Communities Prevention Strategy.

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. We are also exploring a range of initiatives linked to the Princes Trust.

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 reflecting changes to the level of risk and demand

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

Our action

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

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

Remove Local Retained Support Officer posts from retained duty system stations (DSS)

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.

The Tri-Service Collaboration Programme continues to develop with projects established for collaboration in Driver Training and Occupational Health. Furthermore, work is continuing in identifying other areas for collaboration and specifically in relation to Community Safety and Emergency Planning.

A project plan has been developed in order to mitigate the effects of implementation of this initiative. The majority of posts have been vacated.

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

Introduce a retained duty system pump at Fairweather Green station (DSS)

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

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

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

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

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.

This proposal was held in abeyance at the February meeting of the Fire Authority.

Consultation is under way and a report will be presented to the Human Resources Committee in July with a view to implementing the review.

The first draft of the DIM review is now complete and has been submitted to Senior Officers for approval.

Following approval at Finance and Resources Committee the tender phase is now underway.

Evaluations have been completed and Finance and Resources Committee gave approval in April for a service wide replacement of cutting equipment. Tenders for this are now out and will close shortly.

PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY



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 (DSS)

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

Commence a workplace health and safety audit programme (CESO)

Develop and introduce a workplace wellbeing strategy (CESO)

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

Review of the Operational Training Delivery structure and administration (DSS)

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

Continue to develop and improve promotion processes (CESO)

Procure and deploy an integrated human resource and rostering system (CESO)

Develop improved workforce planning and resource deployment (CESO)

Progress

A project plan has been developed for this initiative and Job Descriptions are in development for the new roles. Within the Training Department and Operational Support Department this work is part of a wider restructure.

A three phase agreement has been approved by the Tri-Service Collaboration Board, which will identify collaborative initiatives.

Commenced in March 2018.

Self-assessment undertaken to lay the foundations for the strategy. Work planned to commence in July 2018.

The Operational Development Strategy is in development and it is anticipated that this will be presented to the Human Resources Committee in the autumn.

The Operational Training restructure is to be presented to the Human Resources committee at the July meeting.

The Organisational Development Manager was appointed in February and will be working to develop a Leadership Strategy through the course of this year. Report to future Human Resources Committee.

Procurement work has been undertaken over the last 18 months. This work is now reaching a conclusion and it is hoped that systems will be procured during the course of the summer.

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 to above.

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

Restructure Operational Support to maximise the benefits from the integration of Operational Learning (DCFO)

An options paper has been produced and presented to the Tri-service Collaboration Board. Implementation is now in progress and an Memorandum of Understanding (MoU) has been produced which formalises and captures current collaboration initiatives and best practice.

Operational Learning has now been merged with Operations Policy and a wider review of the Operations Support structure has been carried out to reflect the loss of one SM and one GM.

PROVIDE EFFECTIVE AND ETHICAL GOVERNANCE AND ACHIEVE VALUE FOR MONEY



We will:

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

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

Demonstrate transparent and accountable decision making throughout the organisation

Identify and implement strategic change to reflect the economic environment

Our action

Review and streamline meetings across the organisation (DCFO)

Streamline and deliver a more priority focussed change programme (DSS)

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

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

Review procurement processes (DSS)

Continue implementation of Information and Communications Technology Strategy (DSS)

Introduce the new service assurance framework for all departments (DSS)

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

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

Reduce staffing at day crewed stations (DSS)

Progress

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.

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.

Work has commenced to progress the rebuilding of Wakefield Fire Station on the current site.

The feasibility study is currently being undertaken by consultants with the initial findings expected over the summer.

An LGA Peer Review is being planned in order to review the processes associated with procurement.

ITIL project has now moved into evaluation. Solution for paperless meetings is being trialled. Solutions for HR and rostering are being evaluated. Mobile device management is being rolled out. Trials of tablets and development of the mobile application for Prevention is progressing.

The service assurance framework is currently being completed by individual departments by way of self-assessment.

The pilot inspection was carried out in May 2018 and appeared to be broadly successful in achieving its objectives. The data gathering process has begun for the full inspection in May 2019.

Work is ongoing to develop and implement a revised Integrated Risk Management Planning process that includes a more holistic view of the background risk within the county.

A plan is in place for the implementation of this initiative and policy changes are being made in order to facilitate its operation.

KEY DENOTES PERSON RESPONSIBLE: (DCFO) – Deputy Chief Fire Officer; (DSS) – Director of Service Support; (CESO) – Chief Employment Services Officer



OFFICIAL

Programme of meetings 2018 - 19 - amendment

Full Authority

Date: 29 June 2018

Agenda Item:

25

Submitted By: Chief Legal and Governance Officer

| | |
|------------------------|--|
| Purpose | To consider two amendments to the approved programme of meetings for 2018 – 19. |
| Recommendations | That the revised programme of meetings 2018 – 19 be approved as detailed in Annex A to the report. |
| Summary | The annual programme of meetings is agreed at the February meeting of the Authority each year. Since that meeting it has become apparent that amendments are required to better reflect the timeframes for both the presentation of the draft revenue budget and capital plan for 2019 – 20 and the establishment of an improved cycle of meetings for audit purposes. |

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: Programme of meetings 2018 – 19 (Amended)

1 Introduction

- 1.1 The programme of meetings for the current municipal year was approved at the February 2018 meeting of the Full Authority. Since that time it has become apparent that changes should be made to better reflect both internal and statutory reporting cycles.

2 Information

- 2.1 Precept and budget approval is statutorily required by 1 March in each year. The budget meeting of the Full Authority in 2019 as it currently stands does not leave sufficient time for its preparation following the January meeting of Finance and Resources Committee.
- 2.2 It is therefore proposed that the full Authority budget meeting be moved to Thursday 21 February 2019.
- 2.3 The Audit Committee currently scheduled for 14 September 2018 does not best reflect the quarterly nature of the audit reporting cycles.
- 2.4 It is proposed to move the Audit Committee from September to 19 October 2018.

3 Financial Implications

- 3.1 There are no direct financial implications arising 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 and Safety Implications

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

7 Service Plan Links

- 7.1 The proposed changes to the programme of meetings link to the Authority's priority as follows;
- provide effective and ethical governance and achieve value for money

WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

PROGRAMME OF MEETINGS 2018 / 2019

| FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE | FRIDAY 11.30AM LOCAL PENSION BOARD | FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE | FRIDAY 10.30 AM AUDIT COMMITTEE | FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE | FRIDAY 10.30AM AUTHORITY |
|---|--|---|---|--|-------------------------------------|
| 6 July 2018 | 6 July 2018 | 13 July 2018 | 27 July 2018 | 20 July 2018 | 21 September 2018 |
| 5 October 2018 | - | 12 October 2018 | 19 October 2018 | 26 October 2018 | 14 December 2018 |
| 11 January 2019 | 11 January 2019 | 1 February 2019 | 8 February 2019 | 25 January 2019 | 21 February 2019 (Thursday) |
| 5 April 2019 | - | 12 April 2019 | 26 April 2019 | 29 March 2019 | 27 June 2019 (Thursday) (AGM) |



OFFICIAL

Fire Vision 2024 - Local Government Association Full Authority

Date: 29 June 2018

Agenda Item:

26

Submitted By: Chief Fire Officer and Chief Executive

| | |
|------------------------|--|
| Purpose | To consider the Local Government Association document “Fire Vision 2024” |
| Recommendations | That the report be noted and consideration be given to its application within West Yorkshire Fire and Rescue Service. |
| Summary | <p>Fire Vision 2024 was published by the Local Government Association as a document which underpins the Government’s fire reform programme.</p> <p>Members are invited to consider the detail of the document.</p> |

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Nicky Houseman, Committee Administration Manager

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Background papers open to inspection: None

Annexes: Fire Vision 2024

1 Introduction

- 1.1 The Local Government Association (LGA) published a paper in February 2018 to underpin the Government's fire reform programme.
- 1.2 The document was formally presented to the LGA Fire Conference in March 2018.

2 Information

- 2.1 The vision contained within the document is intended to take Fire and Rescue service forward for a 21st century service.
- 2.2 The Local Government Association will review the Fire Vision document on a rolling three-year basis.

3 Financial Implications

- 3.1 There are no direct financial implications arising 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 Resources and Diversity Implications

- 5.1 There are no Human Resources and Diversity implications arising directly from this report. However, there are some issues in the Vision document on which the relevant implications will be reported as they are addressed / discussed for implementation. Further advice may be offered at the meeting.

6 Health and Safety Implications

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

Fire Vision 2024

FIRE DO NOT CROSS

What will 21st century fire and rescue services look like in 2024?

The fire and rescue service is an emergency response service, an effective prevention service and stands at the heart of our nation's resilience capabilities. It is trusted and respected by its local communities.

We will continue to develop and broaden our role – and our partnerships – to become a response, prevention, and protection service for the 21st century.

Our emergency response role gives us a unique standing. Fire service staff are welcomed into our communities and homes and their advice carries weight with businesses and the public. This relationship will enable us to proactively offer an increasing range of interventions, building on our experience in delivering prevention work and based on local needs and risks.

We will continue to play a key role in enforcing fire safety, maintaining a sustainable fire service, recognising the need for a staff establishment sufficient to manage fire risk.

We will continue to play a key role in ensuring the country's national resilience, through the New Dimension programme.

We will recruit, retain and develop a workforce that reflects the communities it serves. The service will have an inclusive culture, in which everyone is supported to do their best, free of inappropriate or unprofessional behaviour. Our workforce will be flexible, with up-to-date skills, state-of-the-art equipment, first-class training and operating to rigorous professional standards. Taking an evidence-based approach, we will use state-of-the-art technologies to support our prevention and protection role based primarily on risk.

We will be a partner of choice, working with others to shape our places, delivering increasing value for money and exemplifying effective joint working to meet local and national risks efficiently.

As a sector we will share details of successful interventions (and, importantly, those less successful interventions) to support each other to understand and build on what works best and what is most cost-effective.

The delivery of our services will be locally-tailored, overseen by locally-accountable politicians. Our work will be informed and driven by a full understanding of local risks and using a consistent risk assessment process on which local communities will continue to be consulted. It will be overseen by a robust system of independent inspection through Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), supported by a strong sector-led peer challenge offer, delivering a culture of continuous improvement.

The pace of change that we have experienced over the last decade is unlikely to slow in the future. We will be agile in identifying and responding to new risks in our communities. We will be adaptable in engaging in activities to mitigate these risks. This vision will be reviewed and updated on a rolling three years basis, so that each edition sets a strategic direction that can be adjusted in light of the evidence experience produces.

The terrible fire at Grenfell Tower in June 2017 has raised fundamental questions about the regulation of building construction and fire safety. Inquiries into the Grenfell Tower fire are likely to significantly reshape the landscape in which we operate and will produce recommendations which we cannot prejudge. It may be necessary therefore to review this document before the scheduled three-year review period expires.

We will learn from the experience of every incident in order to continuously improve. In this respect, our service will not change.

Mission and Values

Our mission is to serve our communities by preventing harm, protecting life and property and keeping the public safe, both locally and by ensuring national resilience through a full understanding of risk. We want to be a service that reflects the communities it serves.

This mission statement is informed by the values the Fire Commission believes characterise a fire service for the twenty-first century. These are: efficiency, effectiveness, inclusivity, local accountability, national resilience, professionalism, safety, transparency, evidence-based practice and a collaborative approach. We are a team in which every member is valued.

Purpose of the Vision

The Fire Vision 2024 underpins the Government's fire reform programme. The broad parameters of that programme have been set by government, but the process of reform is led by the political and operational leaders of the 45 Fire and Rescue Authorities in England.

The local accountability of our political leaders and the operational independence of our fire service senior managers are essential components of the fire and rescue service as a whole. Politically, fire and rescue authorities in England are currently represented by the LGA's Fire Commission and the Fire Services Management Committee (FSMC) while chief fire officers are represented by the National Fire Chiefs Council (NFCC).

The FSMC and NFCC are brought together by the Fire Reform Board, on which the Home Office is also represented.

This vision is intended to take the fire and rescue service forward and deliver a service for the twenty-first century. This vision is owned by the elected representatives on fire and rescue authorities, represented through the Local Government Association's (LGA) Fire Commission. It will be implemented by the professionals (National Fire Chiefs Council); within parameters established by central government (Home Office).

Much of the detailed work required to implement the vision will take place in the coordination committees which sit beneath the NFCC: Finance; Health; International; Operations; Prevention; Protection and Business Safety; Sector Improvement and Assurance; Sector Resources; and Workforce. These committees will establish ad hoc working groups on specific issues as necessary and Fire Commission members will sit on both the committees and the working groups as necessary.

The Fire Vision is a living document. As new challenges emerge, we will adapt to them; as circumstance change, so will we. The vision will be reviewed and updated to reflect this. The emerging work of the coordination committees will inform this approach. The vision will be reviewed on a rolling three year basis.



Why does the fire and rescue service need to change?

Every service needs to change – to meet new risks, to adapt to social change, to improve effectiveness and efficiency and to grasp the opportunities offered by technological advances.

Perhaps our greatest challenge is financial. We must maintain the ability to cope with major incidents and provide resilience at a national level, while addressing local risks. To achieve this we will need to ensure we extract maximum value from our capacity by continuing to explore the range of roles we perform and continuing to seek more efficient ways of doing so and to maximise flexibility of the funding system. We will continue to engage with our key partners in government to ensure that the funding and resource needs of the fire and rescue service are well communicated, evidenced-based and understood.

The skills our workforce need will change as technological advances and new risks are recognised, this change will include the way we do our jobs and as well as the kind of tasks we undertake.

The fire and rescue service firefighter workforce is currently 95 per cent male and 96 per cent white. This is not acceptable. The fire and rescue service must reflect the make-up of the community it serves if we are to keep up with the pace of change. We cannot afford to restrict the pool of talent from which we recruit and will build on existing work to address this issue.

Traditional barriers to efficiency must be removed and the standards to which we operate must be kept relevant to modern needs. These barriers include elements of the image and culture of our service that deters some potential applicants.

To meet these challenges, we will need to be flexible. There is already a statutory duty to collaborate with police and ambulance services where it improves efficiency and effectiveness. We will need to work in effective partnerships with a wide range of organisations, driving new initiatives to join up services and collaborate; we will need to ensure that we are at the forefront of operational and technological advances and we will need the best recruits, equipped with state-of-the-art equipment and skills, operating to high professional standards.

We are alive to the broader challenges facing our communities. Climate change and pressure to provide an increasing density of housing, including on flood plains, raise the challenge of increased flooding: our preventative role in promoting drowning prevention and our involvement in water-related rescues will continue to be important; we are already working with the police and security services to play our part in meeting the challenge of extremist terror.

In every aspect of change, we need to ensure we have an effective peer challenge process and to share best practice. This will complement the safeguards provided by the new inspection regime.

What will change and how?

Community protection

Our starting point is our experience in fire prevention and protection, emergency response and national resilience.

People must be reassured that when there is an emergency we will be there. We are seeing half the number of fires that we did a decade ago, but we must maintain our capacity to effectively respond to fires and major incidents when they occur.

Our services will be planned primarily on a clear understanding of the risks facing local areas, consistently appraised using a national definition to focus resources on activities where they will have the greatest impact on their communities.

The basis for this is the Integrated Risk Management Plan. National fire and rescue frameworks set expectations for fire and rescue services to identify and assess the full range of foreseeable fire and rescue-related risks their area may face. There is however, currently no single UK-wide methodology to assess risk and reduce harm in communities.

A clear definition of risk would allow communities to hold the performance of their fire and rescue service to account. However, it is currently difficult to benchmark and compare performance between fire and rescue services given their different approaches to risk management. Working with services to ensure that community risk assessments align to a national definition of risk will allow a consistent approach to community risk management planning and enable services to focus resources on activities where they will have the greatest impact on reducing risk and vulnerability.

We will deliver a wide range of public protection and prevention services, working with a variety of partners. This will enable us to improve our response to risk, both current and new. We will continue to provide value to our communities in an age of contracting budgets. We are ideally placed to do this given our expertise in promoting prevention.

We have learned that the best way to fight fire is to prevent it. Moving away from a Home Fire Risk Check into a broader Safe and Well visit has allowed fire and rescue services to make a wider offer to support community wellbeing and address risks which contribute to vulnerability to – but go beyond – fire.

The challenge we face over the next decade is to use the skills we possess in prevention in new areas of health and community safety, while retaining and improving on our existing capabilities and expertise in fire and rescue.

We will drive down costs and improve performance by sharing services, joining up procurement and investing in technology. These partnerships will be between fire and rescue services and also with other organisations.

We will use the new HMICFRS inspection regime and the refreshed NFCC/LGA peer challenge offer to support and drive innovation and share best practice.

Our ambition is to:

- ensure that our services identify risk appropriately and consistently
- embed collaboration into the everyday experience of all frontline staff
- work in partnership with a wide range other agencies with a community or individual risk reduction focus to explore our involvement into every aspect of community safety – where this offers improved value to the public
- continue to reduce incidents of fire and to work with local businesses to improve fire safety
- seek to reduce the continuing high level of false alarms.

National resilience

We will continue to support a sector-led approach to managing and maintaining the New Dimension assets that support national resilience to ensure that it is integrated into our services everyday business. We will ensure that both control and ownership lies with those bodies charged with protecting their communities.

We will expect that the Government will continue to hold responsibility for the future provision of national resilience capability and dedicated funding.

Workforce

To achieve our aims the workforce needs to continue to develop and change. This process will also be informed by the development of professional standards.

While fighting fires remains essential, increasingly the role of the service is adapting to include new and diverse activities in addition to fighting fires. While it is essential that we maintain a staff establishment sufficient to address fire risk, it is essential that when the workforce is not engaged in fighting and preventing fires it is utilised in the most effective and efficient manner.

Fire services have always been able to respond flexibly to a range of community needs – it's a key reason why fire and rescue services are trusted by our communities, and critical to protect. This trust and confidence is a key feature of our success in engaging communities with prevention agendas.

Examples of our broadening role include:

- initiatives to respond to medical emergencies such as cardiac arrests, and visiting schools to teach CPR and other life-saving techniques
- Safe and Well visits, co-designed through discussions with local health and local authority colleagues in local areas
- making people safe in water – the fire and rescue service performs hundreds of successful rescues each year.

Standards need to be more flexible, while remaining rigorous; for example, fitness standards must be high, but only where they are relevant to the work actually undertaken.

We recognise the benefits of different duty systems. The distinctions between wholetime and on-call firefighters need to be kept under review and removed where they do not deliver benefit to the service and its employees. All firefighters have an essential role to play in the delivery of fire and rescue services and fire and rescue authorities need to be alive to specific needs and challenges of those working different duty systems.

To attract the best recruits we must select them from the broadest range of applicants. To achieve this the current level of diversity within the firefighter workforce specifically, the workforce as a whole, and among volunteers, needs to be improved significantly.

We also need to open ourselves to the wealth of external talent available to fill senior posts and to making the most of the talent we already have by ensuring diversity in promotion and development.

Diversity within the service will be founded upon the further creation of diverse teams and units within it, in line with the NFCCs five-year people strategy.

To achieve these ends we need to be, and to be seen as, an inclusive workplace.

The National Joint Council (NJC) which brings employers' and employee representatives together acts as a vehicle for progressing workforce issues including those related to reform to reflect the change in the role of the service and those who work in it.

The NJC-led Inclusive Fire Service Group (IFSG), which brings together employees and employers has a crucial role to play in this work. The adoption by fire and rescue services of the IFSG's evidence-based strategies is already underway and will be further encouraged and built upon.

By building a workforce that is truly representative we will enable greater trust, inclusivity and understanding with our local communities. This will support us to understand our communities better so that we can ensure our services are fully inclusive and targeted, in the most cost-effective manner, to reduce risk amongst the most vulnerable.

We recognise that to achieve a truly diverse workforce will take long term commitment, innovation, and bold action to deliver this change. We are determined to build this vital diversity by the use of a wide range of positive action within the bounds of the Equality Act 2010. This will enable us to reach out to those with diverse skills, backgrounds, experiences and aptitudes that will enhance diversity and inclusivity amongst our workforce of the future.

To ensure progress is made the fire and rescue service sector will:

- Set individual organisational goals for BAME recruitment reflective of their own communities based upon the current working population and use this data to direct and guide any positive action.
- Seek to increase the rate of female firefighter recruitment to 30 per cent nationally by 2024/5.
- Commit to addressing unseen and unconscious barriers to underrepresented groups seeking promotion and development opportunities within their organisation. We will use, as an example, the public sector duty to publish pay by gender as the key (but not only) metric to measure progress in this area.
- Publish retention figures to demonstrate progress in this area. This will be as part of the publishing of workforce data as required by the public sector duties of the Equality Act (2010).

Bullying, victimisation, discrimination and harassment will not be tolerated and there will be effective routes to report such behaviour and effective consequences for employees found to have engaged in these practices.

Our standards, our skills and our staff need to be flexible enough to adapt to the changing nature of the job.

Our ambition is that:

- by 2024/5, 30 per cent of new firefighter recruits nationally should be female; this represents a step change for the fire and rescue service and will require a cultural transformation which we are determined to achieve
- in each fire and rescue service both frontline staff and staff as a whole should reflect the ethnic diversity of the community they serve
- the diversity of senior managers mirror these developments
- the gender and ethnic balance in the workforce should not be eroded by poor retention (ie those staff five years in will not be less diverse than the cohort was when recruited)
- staff at all levels and local communities have confidence in the political and operational leadership of their service.

Technology and change

All our work will be driven by evidence-based practice.

The fire and rescue service must grasp the new opportunities offered by technological change.

We will support Fire and Rescue control rooms to embrace and effectively use the latest technology, encourage mutual support to ensure the most resilient call handling arrangements and to engage in, and subsequently implement, forthcoming improvements to the 999/112 infrastructure.

By 2024 it is likely that advances in technology will revolutionise the way we fight and prevent fires and rescue those in danger, while reducing the risk to our own personnel. We want to create a culture and environment where new technologies and data can add value to the activities of the sector and partners, provide improved services and accountability to the community, and allow outcomes to be properly evaluated against objectives.

This change must go hand in hand with more effective procurement, with a national approach, collaborative procurement and procurements aligned to the NFCCs commercial transformation all playing a significant role.

If these opportunities are to be taken we will need to constantly review the skill needs of our staff and provide training that meets those needs. The new professional standards body will be critical to this process, as will its alignment to the requirements of inspection and its relationship to NFCC.

We will seek to digitise backroom and support services wherever this increases efficiency, as well as joining up our procurement practices. Typically, we will share these functions across fire and rescue services and with partners outside the service. The precise pattern will vary between areas but the common factor will be increased efficiency. We will share information and data effectively to better target intervention, whether that is through our young firesetter schemes, Safe and Well visits or any of our other prevention work.

This will further increase the proportion of our spending directed to frontline services.

We will seek both to learn from the best international practice and to be world leaders in developing and marketing new skills and technologies.

Our ambition is to:

- proactively and flexibly seek to deliver high-impact procurements – nationally, regionally and across sectors to deliver better value for taxpayers' money
- maximise the added value and increase efficiency of digital solutions.

Accountability

We are a locally accountable service, providing community leadership and this must continue. Local areas should determine the best form of governance for their communities.

The service's political leaders and chief fire officers will work together, with the Home Office and with partners to ensure each is supported and enabled to lead in their respective fields and to ensure all services learn from the best, and move at the pace of the fastest.

Local people need to feel they own their local fire and rescue service through data and key indicator transparency.

Our ambition is that:

- the LGA and NFCC peer challenge offer will continue to support fire and rescue authorities with their improvement journey, providing a critical friend approach to drive and support change
- the HMICFRS inspection regime is embraced and issues raised through inspection are appropriately responded to
- the public must be able to find out what is being spent, what it is being spent on and what that spending is achieving.





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