

OFFICIAL

Agenda item: 03

## Membership of the Authority 2025/26

### Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To confirm membership of the Authority for 2025/26
<b>Recommendations:</b>	That the members note the content of the report
<b>Summary:</b>	The five constituent District Councils appoint Members to the Fire and Rescue Authority on an annual basis at their AGM. This report advises of any changes to WYFRA Membership for 2025/26

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer Jik.Townson@Westyorkshire.gov.uk
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	None

## 1. Introduction

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

Bradford – No Change

Calderdale – No Change

Kirklees – Councillor Ammar Anwar (Community Alliance) replaces Councillor Aafaq Butt (Labour)

Leeds – Councillor John Garvani (Labour) replaces Councillor Asghar Ali (Labour) and Councillor John Tudor (Labour) replaces Councillor Tom Hinchcliffe (Labour)

Wakefield – No Change

## 2. Information

### 2.1 As of 19 June 2025, membership of the Authority will be as follows:

#### **Bradford (5)**

Cllr Mike Pollard	Conservative Group
Cllr Taj Salam	Bradford Independent Group
Cllr Fozia Shaheen	Labour Group
Cllr Ursula Sutcliffe	Green Group
Cllr Ruth Wood	Labour Group

#### **Calderdale (2)**

Cllr Israr Ahmed	Labour Group
Cllr Regan Dickenson	Conservative Group

#### **Kirklees (4)**

Cllr Ammar Anwar	Community Alliance Group
Cllr Cahal Burke	Liberal Democrat Group
Cllr David Hall	Conservative Group
Cllr Darren O'Donovan	Labour Group

#### **Leeds (8)**

Cllr Karen Bruce	Labour Group
Cllr Lyn Buckley	Conservative Group
Cllr Ed Carlisle	Green Group
Cllr Ryk Downes	Liberal Democrat Group
Cllr John Garvani	Labour Group
Cllr Andy Parnham	Labour Group
Cllr Karen Renshaw	Labour Group

Cllr John Tudor                      Labour Group

**Wakefield (3)**

Cllr Jordan Bryan                      Labour Group

Cllr Charlie Keith                      Labour Group

Cllr Steve Tulley                      Labour Group

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

**Labour Group (12)**

Cllr Israr Ahmed

Cllr Karen Bruce

Cllr Jordan Bryan

Cllr John Garvani

Cllr Charlie Keith

Cllr Darren O'Donovan

Cllr Andy Parnham

Cllr Karen Renshaw

Cllr Fozia Shaheen

Cllr John Tudor

Cllr Steve Tulley

Cllr Ruth Wood

**Conservative Group (4)**

Cllr Lyn Buckley

Cllr Regan Dickenson

Cllr David Hall

Cllr Mike Pollard

**Liberal Democrat Group (2)**

Cllr Cahal Burke

Cllr Ryk Downes

**Green Group (2)**

Cllr Ed Carlisle

Cllr Ursula Sutcliffe

**Bradford independent Group (1)**

Cllr Taj Salam

**Community Alliance Group (1)**

### **3. Financial Implications**

3.1 There are no financial implications arising from this report

### **4. Legal Implications**

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

### **5. People and Diversity Implications**

5.1 There are no people and diversity implications arising from this report

### **6. Equality Impact Assessment**

6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

### **7. Health, Safety and Wellbeing Implications**

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

### **8. Environmental Implications**

8.1 There are no environmental implications arising from this report

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

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

- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.

### **10. Conclusions**

10.1 Membership of the WYFRA for 2025/26 is confirmed as above



**DRAFT**

**EXCLUSION OF THE PUBLIC - SECTION 100A LOCAL GOVERNMENT ACT 1972**

**RESOLVED :** That the public be excluded from the meeting during the item of business specified below as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this time, there would be disclosure to them of exempt information of the description respectively specified.

AGENDA ITEM NO.	TITLE OF REPORT	MINUTE NUMBER (to be added)	Description of exempt information by reference to the paragraph number in Schedule 12a of the Local Government Act 1972



### **Disclosure of Disclosable Pecuniary Interests (DPI's)**

- 1 Members present at the meeting who are aware that they have a DPI in a matter being considered must disclose the details of that DPI to the meeting unless it is already recorded on the Authority Members DPI Register.
- 2 Any Member with a DPI may not participate in any discussion or vote and under Authority Standing Orders is required to leave the meeting during any discussion or vote unless they have been granted a dispensation from exclusion from the meeting by the Executive Committee or in certain circumstances by the Monitoring Officer before any consideration of the item by the committee starts.

### **Footnote:**

- (1) Members are referred to the Authority Constitution and to the provisions of sections 30-34 of the Localism Act 2011 and to the statutory regulations made thereunder which define the meaning of a DPI.
- (2) Members are reminded of the potential criminal sanctions and disqualification provisions under Section 34 of the Act applicable to breaches of disclosure and non-participation requirements.
- (3) A Member with a sensitive DPI need not disclose the details of that interest with the Monitoring Officers agreement but must still disclose the existence of a DPI and must withdraw from the meeting.

### **Application for dispensation to vote**

*Attached is a blank "application for dispensation" form which Members of the Committee may use to seek the grant of an individual dispensation on any item on the agenda.*

*Where possible, the completed form should be returned to the Monitoring Officer in advance of the meeting so that he can consider whether a dispensation should be granted. Block dispensations affecting a significant number of Members will be referred to the Executive Committee for approval, if time permits.*

West Yorkshire Fire and Rescue Authority

Sections 31 and 33 Localism Act 2011

**Member Participation & Voting Dispensation Request**

**Section for completion by Member**

Name of Member:

Correspondence/ email address:

Dispensation applied for: (1) Participation (2) Voting (3) Both

Details of Meeting/agenda Item:

Full details of why you are applying for a dispensation:

Signed:

Dated:

Please send your application to the Monitoring Officer at Fire & Rescue Service Headquarters Birkenshaw BD11 2DY – [martin.mccarthy@westyorksfire.gov.uk](mailto:martin.mccarthy@westyorksfire.gov.uk)

**Section for completion by Monitoring Officer:**

No in Register:

Received on:

Granted/ Refused

Reasons for refusal / Statutory Grounds relied upon for grant:

OFFICIAL

Agenda item: 08

## Committee Membership 2025/26

Full Authority

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**Date:** 19 June 2025

**Submitted by:** Director of Corporate Services

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**Purpose:** 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 and to the Local Pension Board for 2025/26

**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 appointment of Members to Committees in accordance with the legislative requirements on political balance and for the appointment of Committee Chairs and Vice Chairs

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Local Government (Access to information) Act 1972

**Exemption Category:** None

**Contact Officer:** Jik Townson, Committee Services and Governance Officer  
jik.townson@westyorksfire.gov.uk

**Background papers open to inspection:** None

**Annexes:** Committee Membership 2025/26

## 1. Introduction

### 1.1 The current political balance of the Authority is as follows:

Total Number of Members: 22

#### **Political Groups:**

Labour	12
Conservative	4
Liberal Democrat	2
Green	2
Bradford Independent Group	1
Community Alliance	1

### 1.2 The total number of ordinary committee seats is 45:

Executive Committee	6
Audit Committee	6
Community Safety Committee	11
Finance and Resources Committee	11
People and Culture Committee	11

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

Labour Group	25
Conservative Group	8
Liberal Democrat Group	4
Green Group	4
Bradford Independent Group	2
Community Alliance Group	2

### 1.4 The Local Pension Board has three Scheme Manager representatives (two of which are elected Members) and, due to the size of the Board, it is not required to be politically balanced. Appointments to the Board in 2024 – 25 were made on the following basis:

Labour Group	1
Conservative Group	1

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

<b>Committee</b>	<b>Labour Group</b>	<b>Conservative Group</b>	<b>Liberal Democrat Group</b>	<b>Green Group</b>	<b>Bradford Independent Group</b>	<b>Community Alliance Group</b>
<b>Executive Committee (6)</b>	4	1	1			
<b>Audit Committee (6)</b>	3	1		1		1
<b>Community Safety Committee (11)</b>	6	2	1	1	1	
<b>Finance and Resources Committee (11)</b>	6	2	1	1	1	
<b>People and Culture Committee (11)</b>	6	2	1	1		1
<b>Total</b>	25	8	4	4	2	2

#### 1.6 Appointment of Chairs and Vice Chairs:

Executive Committee

Audit Committee

Community Safety Committee

Finance and Resources Committee

People and Culture Committee

- 1.7 It is recommended that the Authority continues to authorise any member of each political group who is not a substantive member of a specific Committee to act as a substitute for any other group member who is a substantive member of that 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 Committee Services and Governance Officer.
- 1.8 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.

## **2. Information**

- 2.1 Committee Cycles - Committees meet four times per year, with the exception of The Executive Committee which will be scheduled to meet only if required for those matters which will not admit of delay.

## **3. Financial Implications**

- 3.1 There are no financial implications arising from this report

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

- 5.1 There are no people and diversity implications arising from this report

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

- 8.1 There are no environmental implications arising from this report

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

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

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.



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

## **10. Conclusions**

10.1 That committee membership for 2025/26 is approved.



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Agenda item: 09

# **Nominations of Members to answer questions at meetings of constituent authorities and of District Community Safety Leader Representatives 2025/26**

Full Authority

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**Date:** 19 June 2025

**Submitted by:** Director of Corporate Services

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**Purpose:** To consider the nominations of Members to answer questions at meetings of constituent authorities and of District Community Safety Lead Representatives

**Recommendations:** 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 and as Authority representatives for Community Safety in each District for the year 2025/26.

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

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer jik.townson@westyorksfire.gov.uk
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	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 the same Members to act as Community Safety lead in each District.

## 2. Information

- 2.1 At the Annual Meeting in June 2024 the following Members were nominated to answer such questions and act as District Community Safety lead Members for the municipal year 2024/25:

Councillor F Shaheen	Bradford
Councillor I Ahmed	Calderdale
Councillor D O'Donovan	Kirklees
Councillor K Renshaw	Leeds
Councillor S Tulley	Wakefield

\*no longer a member

This report invites consideration of a similar appointments in 2025/26 and any other relevant areas which Members deem appropriate.

## 3. Financial Implications

- 3.1 There are no financial implications arising from this report

## 4. Legal Implications

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

## 5. People and Diversity Implications

- 5.1 There are no people and diversity implications arising from this report

## 6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

- 8.1 There are no environmental implications arising from this report

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

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

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

OFFICIAL

Agenda item: 10

# Appointment of Member Champions 2025/26

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To consider the appointment of Member Champions for 2025/26
<b>Recommendations:</b>	That Member Champions for 2025/26 be appointed as required
<b>Summary:</b>	<p>Since 2015/16 the Authority has appointed a Member Champion for Mental Health on an annual basis. A Member Champion appointment was also made in 2020 for Diversity and Inclusion.</p> <p>This report invites Members to consider appointing to these posts and any other relevant areas as appropriate</p>

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer jik.townson@westyorksfire.gov.uk
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	None

## **1. Introduction**

1.1 Member Champion Appointments were made in June 2024 as follows:

Member Champion for Mental Health                      Cllr Darren O'Donovan

Member Champion for Diversity and Inclusion      Cllr Fozia Shaheen

## **2. Information**

2.1 This report invites consideration of a similar appointments in 2025/26 and any other relevant areas which Members deem appropriate.

## **3. Financial Implications**

3.1 There are no financial implications arising from this report

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

5.1 There are no people and diversity implications arising from this report

## **6. Equality Impact Assessment**

6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?      No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

8.1 There are no environmental implications arising from this report

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

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

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Provide ethical governance and value for money.



- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
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Agenda item: 11

## Representation on Outside Bodies 2025/26

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To make appointment of Member Representations on Outside Bodies for the municipal year 2025/26
<b>Recommendations:</b>	That the Authority determines its appointment of representatives to the Local Government Association and other outside bodies as detailed in this report for 2025/26
<b>Summary:</b>	<p>The Authority appoints Members annually to several outside bodies, including the Local Government Association.</p> <p>This report invites Members to consider appointing to these posts and any other relevant areas as appropriate</p>

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer jik.townson@westyorkshire.gov.uk
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	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	2024/25 Representatives
LGA General Assembly	4	Chair Councillors K Renshaw (Lab), S Tulley (Lab) and D Hall (Con) (or their nominees)
LGA Fire Commission	2	Chair Councillor D Hall (Con) (or their nominees)
Yorkshire and Humber Local Authorities' Employers' Association	1	Councillor F Shaheen (Lab) (in their role as chair of the People and Culture Committee) (or their nominee)
Yorkshire Purchasing Organisation Management Committee (non-voting Associate member)	1	Councillor S Tulley (Lab) (or his nominee)
West Yorkshire Police and Crime Commissioner's Partnership Executive Group	1	Chair (or his nominee)
Tri-Service Collaboration Board	1	Chair (or his nominee)

## 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 2025/26 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 2025/26.

### **3. Financial Implications**

- 3.1 There are no financial implications arising from this report

### **4. Legal Implications**

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

### **5. People and Diversity Implications**

- 5.1 There are no people and diversity implications arising from this report

### **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

### **7. Health, Safety and Wellbeing Implications**

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

### **8. Environmental Implications**

- 8.1 There are no environmental implications arising from this report

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

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

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Provide ethical governance and value for money.

- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.

# Minutes

## Full Authority

Date: 27 February 2025

Time: 10:30

Venue: FSHQ

Present:

Cllr D O'Donovan (in the chair), Cllrs I Ahmed, A Ali, K Bruce, L Buckley, C Burke, A Butt, E Carlisle, R Dickenson, R Downes, D Hall, T Hinchcliffe, C Keith, A Parnham, M Pollard, K Renshaw, T Salam, F Shaheen, U Sutcliffe, S Tulley and R Wood

Apologies:

Cllr J Bryan, T Salam and S Tulley

### **47.Chair's announcements**

### **48.Admission of the public**

There were no items requiring the exclusion of the press and public.

### **49.Urgent items**

There were no urgent items.

### **50.Declarations of interest**

There were no declarations of disclosable pecuniary interest in any matter under discussion at the meeting.

### **51.Minutes of meeting held on 13 December 2024**

#### **Resolved**

That the Minutes of the last meeting held on 13 December 2024 be signed by the Chair as a correct record

## **52.Matters arising**

There were no matters arising

## **53.Minutes of Committees held since 13 December 2024 and of other relevant Outside Bodies**

### **Resolved**

That the Minutes of Committees and other relevant outside bodies as circulated be received.

## **54.Calendar of Meetings 2025/26**

The Director of Corporate Services submitted a report which sought approval for the proposed programme of meetings for 2025/26.

### **Resolved**

That the programme of meetings 2025/26 be approved as detailed at Annex A to the report

## **55.Updates to WYFRA Constitution**

The Director of Corporate Services submitted a report which sought approval for amendments to the WYFRA Constitution.

### **Resolved**

That the Constitution be updated in accordance with the amendments listed in Annex A to the report

## **56.Treasury Management Strategy**

The Director of Finance and Procurement submitted a report which sought approval for the Treasury Management Strategy 2025/26.

Members sought and were given clarification of the revenue contributions figure, which had been updated upon receipt of the final notification of funding. Members expressed concern over the uncertainties in the budget and were assured that the Authority has strategies in place to ensure we have continued value for money, that the budget is scrutinised by the Executive Management Team (ELT) and continues to meet strategic priorities. This has been proven in the recent External Audit.

Members welcomed the low risk investment strategy and were assured of the safeguarding measures in place.



## **Resolved**

That the following be approved;

- a) Treasury Management Practices outlined in the report
- b) the Capital Strategy outlined in the report
- c) the Borrowing Strategy outlined in the report
- d) the Investment Strategy outlined in the report and at Appendix B to the report.
- e) the Policy For Provision of Repayment of Debt outlined in Appendix D to the report
- d) the Treasury Management Prudential indicators in Appendix E to the report
- e) the Capital Plan 2025/26 – 2029/30 in Appendix F to the report

## **57. Pay Policy Statement**

The Director of People and Culture submitted a report which had been produced in accordance with the provisions of the Localism Act 2011 and which sought approval for the Authority's Pay Policy Statement 2025/26.

Members challenged the report author on how the pay policy addresses recruitment and retention challenges and were pleased to note there is some flexibility to pay market supplements and that the Authority continues to complete comparative benchmarking exercises across the private sector but that wages were required to be kept in line with the National Joint Council (NJC) pay scales. Members further challenged the report author regarding the contingency plans in place to cover National Insurance rises but were pleased to see that the lowest paid employees are paid fairly, and above the National Living Wage (NLW) and the Real Living Wage (RLW).

## **Resolved**

That the Pay Policy Statement 2025/26 be approved.

## **58. Capital Investment Plan/Revenue Budget and Medium-Term Financial Plan**

Members considered a report of the Director of Finance and Procurement which presented the details of the revenue budget for 2025/26 along with the four-year Medium-Term Financial Plan and Capital Programme. Included within the report were details of the Local Government Finance Settlement 2025/26, a standstill budget, a forecast funding position, and the reserves strategy.

Members thanked the Director of Finance and Procurement for such an in-depth detailed report.

Members challenged the report author to provide the amount of increase required to the precept, should all the revenue bids that have been submitted be approved, which would be £25.73 and the decision making process for approval. Members asked how the medium term financial plan accounts for new and emerging fire risks and the risks associated with

climate change, and further challenged the report author on the Motion Picture Licencing Company licence costs and the collection fund deficit.

Cllr Pollard moved an amendment to the budget to set the precept increase to 4.99% and use monies from the medium term funding impact reserve to fund a lower increase to the precept. The amendment was seconded by Cllr Hall. A recorded vote was requested on the amendment when the following results were recorded:

Councillors Buckley, Dickenson, Hall, and Pollard voted in favour of the amendment.

Councillors Ahmed, Ali, Bruce, Burke, Butt, Carlisle, Downes, Hinchcliffe, Keith, O'Donovan, Parnham Renshaw, Shaheen, Sutcliffe and Wood voted against the amendment.

The amendment was declared lost.

Councillor O'Donovan proposed a precept increase as detailed in the report now submitted. The proposal was seconded. A recorded vote was requested on the proposal when the following results were recorded:

Councillors Buckley, Dickenson, Hall, and Pollard voted against the £5 precept increase

Councillors Ahmed, Ali, Bruce, Burke, Butt, Carlisle, Downes, Hinchcliffe, Keith, O'Donovan, Parnham Renshaw, Shaheen, Sutcliffe and Wood voted for the £5 precept increase.

It was therefore

## **Resolved**

- a) That Members give approval to the Prudential Indicators in respect of:
  - (i) the Capital Financing Requirement as set out in paragraph 3.2.
  - (ii) the level of External Debt also set out in paragraph 3.3.
  - (iii) the Authorised limit for external debt as set out in paragraph 3.4.
  - (iv) the Operational Boundary for external debt also set out in paragraph 3.4.
- b) Having considered the recommendations of the Chief Fire Officer/Chief Executive and the Director of Finance and Procurement on service delivery and related budget requirements and, having taken account of the views of the consultees and, acting in accordance with the requirements of the Local Government Finance Act 1992 (as amended) ("the Act") and, having approved a capital expenditure programme for the financial year 2025/26 of £11.031m and, having calculated its basic amount of council tax for the year by dividing its council tax requirement by its council tax bases, which the Authority notes have been determined by the District Councils, the figures are as follows for financial year 2025/26.

<b>Authority</b>	<b>Tax Base 2025/26</b>
Bradford	147,730.00
Calderdale	66,245.58
Kirklees	128,741.90
Leeds	243,974.10
Wakefield	106,690.00
<b>TOTAL</b>	<b>693,381.58</b>

- c) The Authority calculates its council tax requirements under Sections 40 to 47 of the Act for Financial Year 2025/26 as the aggregate of the following:
- The Authority calculates the aggregate of (A) as set out in Appendix B.

£117,196,376      The expenditure the Authority estimates it will incur in the year in performing its functions and will charge to the revenue account for the year in accordance with proper practices.

£0      The allowance as the Authority estimates will be appropriate for contingencies in relation to amounts to be charged or credited to the revenue account for the year in accordance with proper practice.

£188,149      The financial reserves which the Authority estimates it will be appropriate to raise in year for meeting estimated future expenditure.

£0      Financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for any earlier financial year as has not been provided for.

- The Authority calculates the aggregate of (B) as set out in Appendix B

£58,424,418      The income which it estimates that will accrue to it in the year and which it will credit to a revenue account for the year in accordance with proper practices other than income which it estimates will accrue to it in respect of any precept issued by it to be.

£188,149      The amount of financial reserves which the Authority estimates that it will use in order to provide for the items mentioned.

- Council Tax Requirement

£58,583,808

The aggregate calculated under subsection 42a (2) (aggregate of A) of the Act exceeds the amount calculated under subsection 42a (3) (aggregate of B) which is calculated to be the council tax requirement for the year.

- Basic amount of council tax

£84.49

The Authority calculates its basic amount of council tax by dividing the council tax requirement by the council tax base. The council tax requirement is £58,583,807 and the council tax base is 693,381.58 which is equal to £84.49 at band D. This calculation meets the requirement under S42B of the Act.

- d) The Authority calculates the Council Tax sums pursuant to Section 47 of the Act as follows:

Band A	£56.33
Band B	£65.71
Band C	£75.10
Band D	£84.49
Band E	£103.27
Band F	£122.04
Band G	£140.82
Band H	£168.98

- e) The Authority calculates the resultant precept amounts payable by each constituent District Council pursuant to Section 48 of the Act as follows:

District	Precept
Bradford	£12,481,708
Calderdale	£5,597,089
Kirklees	£10,877,402
Leeds	£20,613,371
Wakefield	£9,014,238
<b>TOTAL</b>	<b>£58,583,808</b>

- f) Resolved that the precept for each constituent District Council, as calculated and set out above, be issued to them pursuant to Section 40 of the Act.

## 59. Programme of Change Update

The Director of Service Support submitted a report updating members of the progress in relation to the Programme of Change 2024/25.

Members requested an update on the digital data strategy.

Members challenged the report author to explain how the programme of change supports front line engagement and how success is measured.

### **Resolved**

That the report be noted

## **60.HMICFRS Update**

The Director of Corporate Services submitted a report which updated Members on the progress of the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Actions.

Members welcomed the proactive safe and well visits completed by WYFRS and welcomed the work the service does with other agencies, whilst recognising that working with multi agencies causes issues with meeting the strenuous targets set.

### **Resolved**

That the report be noted

## **61.Grenfell Phase 2 Update**

Members considered a report of the Director of Service Delivery which gave Members an update on the Grenfell Tower Inquiry Phase 2 report, its associated impacts and the ongoing work of WYFRS and its partners.

Members welcomed the thorough, in-depth report and were pleased to see all the recommendations had been acted upon with even more added.

Members challenged the report author on the communication strategies employed with the responsible persons and the multiple agencies involved, the response from Yorkshire Water at incidents and the changes made to fire safety procedures.

### **Resolved**

That the report be noted

## **62.Local Remediation Acceleration Plan**

The Director of Service Delivery presented a report which provided Members with information on the Local Remediation Acceleration Plan and the work the WYFRS Fire Protection Team have been undertaking to support the West Yorkshire Combined Authority (WYCA).

### **Resolved**

That the report be noted

## **63.Charitable Donation of Used Appliances**

The Director of Service Support presented a report which requested approval to donate eight used appliances to the Ukraine and UK Charities as part of the disposal strategy.

The report author advised that the number of appliances to be donated to Ukraine had been reduced to four since writing the report now submitted, due to the logistics in transporting the appliances, which subject to approval would be leaving the UK on 7 April. Members were reassured that the remaining two appliances would be ring fenced for future convoys.

Members challenged the report author regarding donating appliances to other war-torn countries, the lost sales revenue, previous donations and questioned if this would be a one off occurrence.

### **Resolved**

That the donation of six vehicles to Ukraine SES, and two vehicles to UK organisations be approved

## **64.Performance Management Report**

Consideration was given to a report of the Head of Corporate Services which advised of the Authority's performance against key performance indicators for the period 1 April 2024 to 1 December 2024.

### **Resolved**

That the report be noted

Chair

Agenda item 7 – Minutes of Committees held since 27 February 2025 and of other relevant Outside Bodies

<b>Committee</b>	<b>Date</b>
Audit Committee	27.02.25
	25.04.25
Community Safety Committee	11.04.25
Finance and Resources Committee	17.04.25
People and Culture Committee	04.04.25
<b>Outside Bodies</b>	
LGA Fire Services Management Committee	11.12.24* (not yet available)
	10.03.25 (not yet available)
	14.05.25 (not yet available)
LGA Fire Commission	20.09.24* (not yet available)
	04.06.25 (not yet available)
LGA Safer and Stronger Communities	18.03.25 (not yet available)

\*were not available at 27 February 2025 Full Authority





# Minutes

## Audit Committee

Date: 25 April 2025

Time: 10:30

Venue: FSHQ

Present:

Cllr Renshaw (in the chair) Cllrs Buckley, Parnham and Wood

In Attendance:

Gareth Mills, Chris Schulz (External Auditors Grant Thornton), Simon Straker (Internal Auditor, Kirklees) Paul Burnham (Independent Person for Audit)

Apologies:

Cllrs Ahmed and Carlisle

### **44.Minutes of last meeting held on 27 February 2025**

#### **Resolved**

That the Minutes of the meeting held on 27 February 2025 be signed by the Chair as a correct record

### **45.Matters arising**

There were no matters arising.

### **46.Urgent items**

There were no urgent items.

### **47.Admission of the public**

There were no items requiring the exclusion of the public and press.

### **48.Declarations of interest**

There were no declarations of disclosable pecuniary interest in relation to any item of business on the agenda.

## **49.Abridged Performance Management Report**

Consideration was given to a report of the Director of Corporate Services which informed members of the Authority's performance against Key Performance Indicators where targets are not being achieved during the period 1 April 2024 and 16 February 2025.

Members noted there was just one red indicator in the report which was Fire Related Fatalities.

### **Resolved**

That the report be noted

## **50.Risk Management Strategy Group Quarterly Report**

Members were presented with a report from the Director of Corporate Services giving details of the risk management activity and developments reported to the Risk Management Strategy Group (RMSG) in March 2025 and highlighting any future risks or risk related areas.

Members were advised there are 43 risks on the register, including 7 very high risks. In the period considered, 15 risks have been reviewed and in addition 19 risks that had not moved in terms of overall risk scores were also reviewed. The report detailed 2 risks where the scores had been changed; Risk INDA1.S – 'Industrial dispute resulting in reduced levels of service and effect on reputation (incl. ASOS)'. The score has reduced from 16 to 12 and Risk DOPP1.S – 'Deviation of policies and procedures from national guidance – possible litigation and damage to reputation'. The scoring has been increased from 6 to 9.

Members challenged the report author on the frequency the risks are reviewed and sought confirmation they are reviewed annually as a minimum.

### **Resolved**

That the report be noted

## **51.Annual Update from SIAT**

The Director of Corporate Services presented a report detailing the work completed by the Service Improvement and Assurance Team (SIAT), including information regarding the internal and external assurance processes of West Yorkshire Fire and Rescue Service.

Members received the report positively and were pleased to note the successful reality testing processes. Members welcomed the non-blame culture and were interested to

learn how the processes have been developed to encourage learning and make staff feel empowered. Members were informed that managers are supportive and quick to react to positive changes and that the processes would be expanded across all departments as the benefits are clear. Members were pleased to learn the dashboard, which the team have developed, is now used across many Fire and Rescue Authorities and that reality testing is recognised by the National Fire Chief's Council (NFCC) as good practice.

Members discussed responsibility and governance of Fire Standards.

**Resolved**

That the report be noted

## **52.Accounting Policies**

The Director of Finance and Procurement presented a report detailing the accounting policies that will be applied in the preparation and presentation of the Statement of Accounts 2024/25.

Members were advised that it was good practice for the Audit Committee to review the relevant policies used in preparation of the Authority's Statement of Accounts and the policies that would be followed in the preparation of the 2024/25 Statement of Accounts were set out at Annex A to the report now submitted. Members noted that there has been one material change in the accounting standard policies included within the 2024/25 Statement of Accounts, relating to the treatment of leases under IFRS16.

Members welcomed the report being brought to their attention in advance of the preparation of the 2024/25 accounts and thanked the report author for highlighting the changes for 2024/25.

Members were given clarification that the exceptional items mentioned in the report are extremely rare and would only relate to a multi-million expenditure.

**Resolved**

That the report be noted

## **53.Internal Audit Quarterly Report**

The Director of Finance and Procurement submitted a report which provided a summary of the audit activity for the period January to March 2025.

In the period three audits have been completed, two received positive assurance; National Fraud Initiative 2024/25 and Absence Management and one received limited assurance; Commercial Premises Risk Management System. Members were assured this will be subject to a follow up audit later in the year.

Members challenged the report author on the follow up and implementations of recommendations following each audit and were assured the limited assurance given to the Commercial Premises Risk Management System is a technical issue that is in the process of being resolved.

**Resolved**

That the report be noted

## **54.Internal Audit Annual Report**

Members considered a report of The Director of Finance and Procurement which provided a review of the Authority's system of internal audit and control and the Audit Charter & Strategy, and which asked Members to note the audit opinion on risk management and internal control during 2024/25 and approve the Audit Plan for 2025/26.

The report concluded that overall, the Authority's systems of internal audit are effective and the Authority's governance, risk management arrangements and internal control environment were effective and robust during the financial year to 31 March 2025. The report confirmed that there are no Significant Governance Issues that are required to be included in the Draft Annual Governance Statement for 2024/25 and that the Draft Audit Plan for 2025/26 has been agreed.

Members challenged the report author to confirm that the resources to complete the audits for 2025/26 are available.

**Resolved**

- a) That the report be noted
- b) That the Audit Plan for 2025/26 be approved

## **55.Audit Charter and Strategy**

Members considered a report of The Director of Finance and Procurement which provided details of the new professional Audit Standards and the new Internal Audit Strategy and Charter.

Members discussed whether resources are available to complete random audits or whether planned audits are more effective as they can be arranged in accordance with resources and pre-arranged events. It was agreed that random audits are very rare as they focus on large cash reserves and security of paper records, which are no longer relevant.

**Resolved**

- a) That the report be noted
- b) That the Audit Strategy and Charter be approved

## **56.External Audit Plan Update**

Members received a report from the External Auditors, Grant Thornton, detailing the Audit Plan for 2024/25.

Members welcomed the report, in particular the clear signposting and calendar of events. Members challenged the report author on the planned materiality figure, Management override of controls and collaboration with the internal auditors.

**Resolved**

That the report be noted

Chair



# Minutes

## Community Safety Committee

Date: 11 April 2025

Time: 10:30

Venue: FSHQ

Present:

Councillor Keith (in the chair) Councillors, Ali, Burke, Butt, Hall, Renshaw (as substitute for Cllr Wood) and Sutcliffe

Apologies:

Councillors Ahmed, Bruce, Bryan, Dickenson and Wood

### **28.Minutes of the last meeting held on 24 January 2025**

#### **Resolved**

That the Minutes of the last meeting held on 24 January 2025 be signed by the Chair as a correct record.

### **29.Matters arising**

There were no matters arising.

### **30.Urgent items**

There were no urgent items

### **31.Admission of the public**

There were no items requiring exclusion of the press or public

### **32.Declarations of interest**

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

### 33. Performance Against Response Indicators

The Director of Service Delivery presented a report detailing the performance against the performance outcome targets covering the period 1 April 2024 to 17 March 2025

Members discussed the efforts being employed to reduce the Non Fires category, for example Road Traffic Collisions (RTCs), which include the blue tooth system introduced in Leeds and Wakefield to monitor average speeds on some roads, the work being done by WYFRS with Vision Zero, the introduction of dash cams to appliances and the focus of attention on areas where WYFRS have attended RTCs. Members further noted that where the Service has been requested to effect entry, this may result in the inclusion of a fatality in the statistics.

Members further discussed secure accommodation fires and were pleased to learn of the work being done with the institutions and the educational programmes put in place with the offenders.

Finally, Members discussed the Community Risk Management Programme (CRMP) which looks at new and emerging risks including population changes, Battery Energy Storage Sites (BESS).

#### **Resolved**

That the report be noted

### 34. Safeguarding Annual Report

The Director of Service Delivery presented a report informing Members of the safeguarding activity undertaken in 2024. Members were informed there were 225 Cause for Concern forms submitted in the period and 162 of these concerns were identified as requiring action under the WYFRS Safeguarding Procedure.

Members challenged the variance of figures across the districts, the average response times and the referral processes.

#### **Resolved**

That the report be noted

### 35. Risk Based Inspection Programme Annual Report

The Director of Service Delivery presented a report updating Members on work of the Fire Protection Team to develop the new Risk Based Interventions Programme (RBIP) (previously known as the Risk Based Inspection Programme).

Members were advised that the preliminary national guidance, which was published in 2021, has now been formally published as confirmed guidance in February 2025. This guidance will be fully reviewed and the RBIP will be brought to the next meeting of the Community Safety Committee.



**Resolved**

That the report be noted

### **36.Arson Convictions 2024/25**

Members considered a report of the Director of Service Delivery which provided an update on the arson convictions for the 2024/25 period.

**Resolved**

That the report be noted

### **37.Spotlight On Case Studies**

Members considered a report of the Director of Service Delivery which provided examples and updates on the following areas of work which are being undertaken to meet the needs of the communities of West Yorkshire in the delivery of prevention, protection and response activity

- a) Bradford – Bradford City Fire 40<sup>th</sup> Anniversary
- b) Calderdale – Multi Agency Safe and Well Engagement
- c) Kirklees – First on Scene Safety Training
- d) Leeds – Big Sister Programme
- e) Wakefield – Working with the Community to Improve Safety
- f) Youth Interventions Team – FireWork

It was emphasised that the Spotlight Ons are just examples of initiatives going on across all Districts all the time and new initiatives are rolled out across the whole Service.

Members noted the Spotlight On reports and received them positively. Members noted the good improvements made across the board for stadiums following the Bradford City Fire and were advised that the Youth Intervention Team (YIT) were available to attend a variety of events and are very flexible according to demand.

**Resolved**

That the report be noted.

Chair



# Minutes

## Finance and Resources Committee

Date: 17 April 2025

Time: 10:30

Venue: FSHQ

Present:

Cllr Tulley (in the Chair) Cllrs Buckley, Butt, Carlisle, Downes, Hinchcliffe, Keith, Pollard, Renshaw (as Substitute for Cllr O'Donovan), Salam and Shaheen.

Apologies:

Cllr O'Donovan

### 32.Minutes of meeting held on 31 January 2025

#### **Resolved**

That the Minutes of the last meeting held on 31 January 2025 be signed by the Chair as a correct record.

### 33.Matters Arising

There were no matters arising from the minutes.

### 34.Urgent items

There were no urgent items

### 35.Admission of the public

There were no items requiring the exclusion of the public

### 36.Declarations of interest

There were no disclosures of disposable pecuniary interests.

### 37.Property Capital Plan

The Director of Service Support presented a report seeking approval of several refurbishment and upgrade projects across the WYFRS estate portfolio to address pressing issues and deliver schemes in line with the strategic priorities.

Members requested and were given further information and background on the following:

- The different levels of risk contingency set for each project
- EV charging
- Boiler replacements and use of solar installations

**Resolved**

That members approve the property capital plan

### **38. ICT Capital Plan**

The Director of Service Support presented a report seeking approval of several replacement and upgrade projects across the WYFRS ICT portfolio to deliver schemes in line with strategic priorities.

Members asked for clarification of the Wi-Fi and Firewall Refresh Schemes and requested confirmation that all replacement laptops and desktops will be covered by a minimum 5 year warranty.

**Resolved**

That members approve the ICT capital plan

### **39. Insurance Renewals**

The Director of Finance and Procurement presented a report giving the outcome of the insurance renewals process and providing details of the insurance premiums for 2025/26, of which the majority are provided by the Fire and Rescue Indemnity Company (FRIC).

Members challenged the report author on the Motor Fleet Insurance and queried if all the fleet, including decommissioned vehicles, needs cover and the Engineering and Inspection Insurance, which covers all operational equipment.

**Resolved**

That the report be noted.

Chair

# Minutes

## People and Culture Committee

Date: 4 April 2025

Time: 10:30

Venue: FSHQ

Present:

Cllr F Shaheen (in the chair), Cllrs Ali, Bruce, Dickenson, Downes, Hinchcliffe, Pollard, Renshaw, Salam and Tulley

Apologies:

Cllr Sutcliffe

### 29.Minutes of meeting held on 17 January 2025

#### **Resolved**

That the Minutes of the last meeting held on 17 January be signed by the Chair as a correct record.

### 30.Matters arising

There were no matters arising.

### 31.Urgent items

There were no urgent items.

### 32. Admission of the public

There were no items requiring the exclusion of the public and press.

### 33.Declarations of interest

There were no declarations of interest.

### 34.Proposed Increase to Establishment

The Director of People and Culture submitted a report to request approval to make the role of Positive Action and Community Engagement Officer a permanent position by adding one full-time equivalent (FTE) green book position to the establishment.

Members challenged the report author on whether young people are made aware of the range of roles available within the Fire Service, alongside that of a Firefighter and the report author confirmed that the initial focus is always on the Firefighter role but that there are plans in place to provide information at all recruitment events on the full range of roles available. Members were advised that applicants failing to secure a position as a Firefighter are also sign posted to these alternative roles.

Members further challenged the report author to provide comparative percentages of female employees to show how the figures have improved and the Chair asked it to be noted that the low percentage of female and BAME Firefighters has always been a concern of the committee and that it was pleasing to note the positive results from the huge variety of positive actions taken.

Members discussed further recruitment challenges, including the reduction in FTE positions during the period of austerity, the low turnover of staff and the growing length of service of existing Firefighters.

Members recognised the importance of the role and the requirement to be able to measure results to indicate the successes it brings to the Service, alongside the wide range of other initiatives currently employed.

### **Resolved**

That the increase to the establishment of one FTE be approved, for the role of Positive Action and Community Engagement Officer to become a permanent position.

## **35. People and Culture Activity Report**

The Director of People and Culture submitted a report which advised Members of the key People and Culture metrics for the reporting period October to December 2024, including establishment strength, sickness absence data and high-level discipline and grievance figures.

Members challenged the report author on the following:

- Availability of on call staff at Silsden Fire Station
- Diversity of the new staff recruited to the Finance team and the recruitment processes used.
- Whether the sickness absence target is realistic.
- Actions being taken to reduce the sickness absence figures

### **Resolved**

That the report be noted.

### **36. Gender Pay Gap Report 2024**

The Director of People and Culture provided a report to update Members on the Gender Pay Gap for the year ending 31 March 2024.

Members were pleased to note that the WYFRS Gender Pay Gap for 2024 is lower than the WYFRS Pay Gap for 2023 and significantly lower than the West Yorkshire Local Authority and National UK Gender Pay Gaps.

Members discussed the challenges faced in maintaining the low figure including the recruitment of more women into the service and the volatility of the Pay Gap.

#### **Resolved**

That the report be noted.

### **37. Spotlight On Reports**

The Director of People and Culture provided a report to update Members on the work of the Diversity Equity and Inclusion (DEI) Team along with positive action and community engagement initiatives and the work of the Staff Networks.

Members received the reports positively and thanked all the staff involved, especially with the Iftar event which was very well received.

#### **Resolved**

That the report be noted.

### **38. Outcome of the Review of the Wholetime Recruitment and Selection Process**

The Director of People and Culture provided a report to highlight to Members the steps taken to improve the recruitment and selection process.

Members challenged the report author on the following:

- The comparisons between the bleep test and the Chester treadmill test and the work done with other Fire and Rescue Authorities and National Standards to ascertain the most relevant test to employ.
- The relevance of the requirement for applicants and employees to have a basic level of Maths and English

#### **Resolved**

That the report be noted.

### **39. Yorkshire and Humber Local Authority Employers' Association Minutes of Meetings held on 21 January 2025**

**Resolved**

That the minutes of the YHEA meeting held on 21 January 2025 be noted.

**40. Quarterly Update on the 12 month People Plan**

The Director of People and Culture gave an update on the 12 month People Plan and presented a recorded video message updating all staff and Members of the progress made.

Members noted the positive work happening across the Service and thanked the staff involved.

Members discussed the use of the Bradford Factor to monitor sickness absence and noted that all managers have the flexibility to mitigate staff absence and deal directly with staff at their return to work interviews.

Members welcomed the newly introduced Rewards and Recognition Scheme and discussed the most effective ways to promote participation in the scheme.

**Resolved**

That the presentation be noted.

Chair



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Agenda item: 15

## Constitution Review

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To report on the amendments required to the Authority Constitution
<b>Recommendations:</b>	That Members approve the amendments detailed at paragraph 2.
<b>Summary:</b>	This report contains proposals for amendments to the Authority Constitution which require Member approval

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer <a href="mailto:Jik.Townson@Westyorkshire.gov.uk">Jik.Townson@Westyorkshire.gov.uk</a> 01274 682311
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	List of amendments

## **1. Introduction**

- 1.1 The Authority has a formal Constitution. Article 14 of the Constitution requires the Monitoring Officer to monitor and review the operation of the Constitution and make recommendations for changes as necessary to maintain its relevance and effectiveness.

## **2. Information**

- 2.1 The number of members required to form a quorate meeting has been amended in accordance with Local Government Regulations

## **3. Financial Implications**

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

## **4. Legal Implications**

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

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

- 5.1 There are no Human Resource or Diversity implications arising from this report.

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

[\(EIA template and guidance\)](#)

## **7. Health, Safety and Wellbeing Implications**

- 7.1 There are no Health Safety or Wellbeing implications arising from this report.

## **8. Environmental Implications**

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

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

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

- Promote the health, safety, and wellbeing of all our people.

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

## **10. Conclusions**

10.1 Members are requested to approve the amendments to the Constitution.

Constitution amends (June 2025)

Page/Para	Original	Updated to	Reason
39/13	2 Members	3 Members	Quorate rules updated to be in line with Local Authorities

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Agenda item: 16

## Member Strategic Briefings 2025/26

Full Authority

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**Date:** 19 June 2025

**Submitted by:** Director of Corporate Services

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**Purpose:** To agree the schedule of Member Strategic Briefings for 2025/26

**Recommendations:** That Members approve the schedule of Member Strategic Briefings

**Summary:** To formalise the quarterly Member Strategic Briefing Schedule for the 2025/26 Municipal Year.

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Local Government (Access to information) Act 1972

**Exemption Category:** None

**Contact Officer:** Jik Townson, Committee Services and Governance Officer  
[Jik.Townson@Westyorkshire.gov.uk](mailto:Jik.Townson@Westyorkshire.gov.uk)  
01274 682311 X 671340

**Background papers open to inspection:** None

**Annexes:** Member Strategic Briefing Schedule 2025/26

## **1. Introduction**

- 1.1 Internal audit suggested that the Member Strategic Briefing schedule for each municipal year is formalised at the Authority AGM. Briefings will be held as hybrid meetings, with Members able to attend either on Teams or in person at FSHQ

## **2. Information**

- 2.1 The AGM on 19 June 2025 marks the start of the WYFRA municipal year and strategic briefings are proposed to be held on:

- Tuesday 9 September 2025
- Monday 24 November 2025
- Monday 9 February 2026
- Monday 13 April 2026

The subject matter for each briefing will be publicised in advance of the briefings.

## **3. Financial Implications**

- 3.1 There are no financial implications arising from this report

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

- 5.1 There are no people and diversity implications arising from this report

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?      No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

- 8.1 There are no environmental implications arising directly from this report

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

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

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Provide ethical governance and value for money.
- Work in a sustainable and environmentally friendly way.
- Continuously improve using digital and data platforms to innovate and work smarter.

## **10. Conclusions**

10.1 It is recommended that members approve the member Strategic Briefing schedule for the 2025/26 municipal year

## Strategic Briefings 2025/26

- Tuesday 9 September 2025 –
- Monday 24 November 2025 –
- Monday 9 February 2026 – Budget Briefing
- Monday 13 April 2026 -



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Agenda item: 17

# Member Training and Development Schedule 2025/26

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To agree the schedule of member development and training for 2025/26
<b>Recommendations:</b>	That Members approve the schedule of member development and training
<b>Summary:</b>	To formalise the Member Development and Training Schedule for the 2025/26 Municipal Year.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer <a href="mailto:Jik.Townson@Westyorkshire.gov.uk">Jik.Townson@Westyorkshire.gov.uk</a> 01274 682311 X 671340
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	Member Development and Training Schedule 2025/26

## **1. Introduction**

- 1.1 Internal audit suggested that the member development and training schedule for each municipal year is formalised at the Authority AGM.

## **2. Information**

- 2.1 The AGM on 19 June 2025 marks the start of the WYFRA municipal year and Member Development and Training starts with the New Member Induction Session. Further sessions and events are held regularly throughout the year as set out in the Annex to this report.
- 2.2 Members are requested to let the Committee Services and Governance Officer know if there are further sessions not listed that they would like to be included.

## **3. Financial Implications**

- 3.1 There are no financial implications arising from this report

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

- 5.1 There are no people and diversity implications arising from this report

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?      No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

- 8.1 There are no environmental implications arising directly from this report

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

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

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Provide ethical governance and value for money.
- Work in a sustainable and environmentally friendly way.
- Continuously improve using digital and data platforms to innovate and work smarter.

## **10. Conclusions**

10.1 It is recommended that members approve the member development and training schedule for the 2025/26 municipal year



Member Development and Training Schedule 2025/26

Month	25/26 Date	Learning and Development event
May	07.05.25	All Member Strategic Briefing
June	02.06.25	New Member Induction
		New Members to Visit Stations/Meet District Commanders
July	1 - 3 July 2025	LGA Annual Conference
		Chair and Vice Chair Training for any new Chairs and Vice Chairs with ADSO.
August		Visit to Control
September	13.09.25	Long Service Ceremony
		Risk Management Workshop
	09.09.25	All Member Strategic Briefing
	10.09.25	Audit Training with On Board Consultancy for any new members of Audit Committee
	17.09.25	LPB Member Training by LGA
	22.09.25	Inclusive Language training
October		Treasury Management Training
	30.10.25	LGA Audit Leadership Essentials
November	11.11.25	Audit Training with On Board Consultancy for any new members of Audit Committee. Alternative date
	24.11.25	All Member Strategic Briefing
		AFSA Conference
December	13.12.25	LGA Audit Leadership Essentials
January	22.01.26	LPB Member Training by LGA
February	09.02.25	Budget Briefing for all Members
		Budget Briefings for Political Groups
		LGA Fire Leadership Essentials
March		LGA Annual Fire Conference
April	13.04.25	All Member Strategic Briefing
<b>Dates to be agreed</b>		
Pass out parades/dinners		Various Youth Intervention celebration dates circulated
DRRTS		Various dates organised by station/District Commanders
LGA Diversity Champions Meetings		CIlr Shaheen is member for WYFRA
Cyber Security Training		
Operational Training		IEC (Immediate Emergency Care)/RTCs/new recruits - Steve Rose / Spencer Green



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Agenda item: 18

# Calendar of Meetings 2024/25 Amendment

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To consider an amendment to the approved calendar of meetings for 2025/26
<b>Recommendations:</b>	That the revised calendar of meetings 2025/26 be approved as detailed in Annex A to this report
<b>Summary:</b>	The annual calendar of meetings was agreed at the February meeting of the Full Authority. It is now proposed to amend the dates of the People and Culture and Community Safety Committees due to diary clashes

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson Committee Services and Governance Officer Jik.townson@westyorksfire.gov.uk
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	Proposed Calendar of Meetings 2025/26

## **1. Introduction**

- 1.1 The programme of meetings for the 2025/26 municipal year was originally approved at the February 2025 meeting of the Full Authority

## **2. Information**

- 2.1 Consideration has been given to the date of an upcoming employment tribunal hearing and it is proposed to swap the dates of the October People and Culture and Community Safety Committees. The People and Culture Committee will now be held on 10 October 2025 and the Community Safety Committee will be held on 3 October 2025.

## **3. Financial Implications**

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

## **4. Legal Implications**

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

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

- 5.1 There are no direct human resource or diversity implications arising from this report.

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?      No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

- 8.1 There are no direct environmental implications arising from this report

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

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

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



- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.

## 10. Conclusions

10.1 It is recommended that members approve the amendment to the Committee Calendar 2025/26



## West Yorkshire Fire And Rescue Authority

### Programme of Meetings 2025 / 2026

<b>Friday 10.30AM Audit Committee</b>	<b>Friday 10.30AM Community Safety Committee</b>	<b>Friday 10.30AM Finance and Resources Committee</b>	<b>Friday 10.30AM People and Culture Committee</b>	<b>Friday 12:00 Local Pension Board (Upon Rising Of P&amp;C)</b>	<b>Friday 10.30AM Authority</b>
25 July 2025	11 July 2025	18 July 2025	4 July 2025	4 July 2025	Friday 26 September 2025
24 October 2025	3 October 2025	17 October 2025	10 October 2025		Friday 12 December 2025
13 February 2026	6 February 2026	30 January 2026	23 January 2026	23 January 2026	Thursday 26 February 2026
24 April 2026	10 April 2026	17 April 2026	27 March 2026		Thursday 18 June 2026 (AGM)



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Agenda item: 19

# Community Risk Management Plan 2025-28

Full Authority

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**Date:** 19 June 2025

**Submitted by:** Director of Service Support

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**Purpose:** To give Members an overview of the community risk management planning consultation and engagement process, our revised Strategic Priorities, and our new Community Risk Management Plan (CRMP) Your Fire and Rescue Service 2025-28.

**Recommendations:** Members note the content of the report and attached documents.

**Summary:** The report provides detail of the consultation and engagement process, highlighting key stakeholder responses. It also introduces our revised Strategic Priorities, and new CRMP for 2025-28, which will go live in July 2025.

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Local Government (Access to information) Act 1972

**Exemption Category:** None

**Contact Officer:** ACO Nick Smith  
[nick.smith@westyorksfire.gov.uk](mailto:nick.smith@westyorksfire.gov.uk)

**Background papers open to inspection:** None

**Annexes:** Annex A CRMP 2025-28  
Annex B CRMP Consultation Report

**Making West Yorkshire Safer**  
[www.westyorksfire.gov.uk](http://www.westyorksfire.gov.uk)

## 1. Introduction

- 1.1 Our Community Risk Management Plan (CRMP) is a three-year strategy designed to identify key risks and challenges within the communities of West Yorkshire and outline effective strategies to address them. It includes:
  - A comprehensive assessment of potential fire and rescue-related hazards.
  - The strategic deployment of resources for prevention, protection, and emergency response.
  - Service priorities, detailing how resources will be allocated to mitigate identified risks.
- 1.2 The current CRMP covers the period 2022-25. In recent months, we have actively engaged with both employees and the communities of West Yorkshire to develop and refine our new CRMP 2025-28, which will go live in July 2025.
- 1.3 This document provides an overview of the consultation and engagement process, detailing key stakeholder responses. It also introduces our new CRMP for 2025-28, outlining our approach to assessing risks, implementing mitigation strategies, and strengthening community safety and resilience.

## 2. Consultation and Engagement

- 2.1 Formal consultation for WYFRS Your Fire and Rescue Service 2025-28 closed in March after a 12 week consultation period. Throughout the consultation period there was an internal staff survey and external public survey, hosted by SMSR. An evaluation of the findings can be found in Annex B.
- 2.2 SMSR also undertook targeted interviews across a 1100 members of the public ensuring a representation of gender, ethnicity and age across all five districts in West Yorkshire. The main aims of the public research and survey were:
  - To understand public perceptions of West Yorkshire Fire & Rescue Service (WYFRS)
  - To ascertain types of risk amongst communities that the service serves
  - To ascertain to what extent the public agree with the strategic priorities set out in the CRMP
  - To assess residents' confidence in West Yorkshire Fire & Rescue Service (WYFRS) and seek assurance they are providing value for money and are doing a good job
  - To gauge awareness of West Yorkshire Fire & Rescue and the services it provides

- To understand potential vulnerability within the areas the service provides
- To assess how residents engage with the service

- 2.3 This information not only allows us to assure the public perception of our CRMP document and therefore our three-year strategy for the service but also highlights areas of work over the next 3 years.
- 2.4 Findings from the public survey, reveal a strong foundation of public confidence in WYFRS. The overwhelming majority of respondents (95%) agreed that the Service performs well overall, and a similarly high proportion (94%) expressed confidence in its ability to respond effectively in an emergency. These figures highlight the trust and reliance the public places in WYFRS. Additionally, there was broad support for the Service's revised strategic priorities, with 89% of respondents expressing agreement. These results indicate a robust public endorsement of WYFRS's performance, direction, and continued role in community safety.
- 2.5 However, while awareness of the Service's emergency response function is high, the consultation identified gaps in recognition of its broader prevention, education, and regulatory responsibilities. Just under a third of respondents (32%) knew how to access the Safe and Well service, and only half (50%) felt that the Service provides sufficient information about risks in their community. These findings suggest that while confidence in the Service is high, there are opportunities to enhance public understanding of WYFRS's preventative and support work.
- 2.6 The internal survey, completed by 138 colleagues, reflected similar levels of confidence in WYFRS. Almost nine in ten (88%) staff members agreed with the revised strategic priorities, and 92% felt confident that the Service works effectively with partners and communities. However, some staff highlighted areas for improvement, including better internal communication, increased operational training, and enhanced use of risk data to support decision-making. There were also calls for a sustained focus on inclusion, wellbeing, and continuous learning to ensure the Service is well-equipped for the future.
- 2.7 Focus group discussions further reinforced the strong trust and positive regard in which WYFRS is held by the public. Participants consistently described the Service as reliable, compassionate, and professional, often contrasting it favourably with other public services. Many saw WYFRS as a lifeline in times of crisis and expressed admiration for its frontline staff. However, there was limited awareness of the Service's wider community role, and some barriers to engagement were noted – including cultural hesitancy, language and digital exclusion, and low visibility of recruitment pathways. Participants called for more inclusive outreach and greater visibility of the Service's preventative work, particularly in underserved communities.

- 2.8 These findings from the consultation provide invaluable insights for WYFRS as it continues to develop and refine its strategies. By addressing the identified areas for improvement, the Service can strengthen its engagement with the community, enhance public awareness of its broader roles, and ensure that it remains a trusted and effective organisation dedicated to the safety and wellbeing of all residents.
- 2.9 The emphasis on stronger internal communication, inclusivity, sustainability, and technology innovation reflects a collective desire for positive change and modernisation. Implementing these suggestions will require a concerted effort from all levels of the organisation, but the potential benefits in terms of operational efficiency, staff morale, and public safety are substantial.
- 2.10 Moving forward, it is crucial to foster a more unified culture and invest in the development and recognition of all staff members. Enhancing fire protection regulations and public education, staying ahead of emerging risks, and leveraging technology will also be key components in building a resilient and forward-thinking organisation.
- 2.11 By embracing these recommendations, the organisation can ensure it is well-equipped to meet the challenges of the future and deliver the highest standards of service to the community.

### **3. Strategic Priorities**

- 3.1 Strategic priorities are the cornerstone of our strategic planning process. Well-defined strategic priorities help us to:
- **Focus:** Concentrate our efforts on the most critical areas that drive success.
  - **Measure Progress:** Establish clear benchmarks to track our progress and make informed adjustments.
  - **Align Efforts:** Ensure that all departments and teams are working towards common goals.
  - **Enhance Accountability:** Clarify responsibilities and expectations across the organisation.
- 3.2 In December 2024, Management Board approved the refresh of WYFRSs Strategic Priorities, revising the original ten priorities to ensure greater focus and effectiveness.
- 3.3 To support this process, Strategic Development conducted an extensive review of other FRSs priorities within their existing CRMPs. This analysis helped evaluate



alignment with WYFRSs approach. Based on these insights, the Project Coordinating Group refined and streamlined the priorities, reducing them from 10 to six.

- 3.4 Through the consultation and engagement process, public sentiment was assessed regarding the proposed six strategic priorities outlined in the CRMP 2025-28. Results demonstrated strong public support, with 89% of respondents expressing agreement.
- 3.5 Staff feedback closely mirrored public opinion, with 88% agreeing or strongly agreeing with the revised priorities, while only 2% expressed disagreement.
- 3.6 Additional feedback from the Executive Leadership Team provided further recommendations from a people and culture perspective, resulting in final refinements to the priorities. The revised and finalised priorities are presented in Table 1 below.

	<b>Proposed</b>	<b>Finalised</b>
<b>1</b>	Provide a safe, effective and resilient response to local and national emergencies.	<b>Provide a safe, effective and resilient response to local and national emergencies.</b>
<b>2</b>	Focus our activities on reducing risk and vulnerability.	<b>Focus our activities on reducing risk and vulnerability.</b>
<b>3</b>	Enhance the health, safety, and well-being of our people.	<b>Enhance the health, safety, and well-being of our people.</b>
<b>4</b>	N/A	<b>Prioritise a people first mindset through ethical and professional leadership and management.</b>
<b>5</b>	Work with partners and communities to deliver our service.	<b>Work with partners and communities to deliver our Service.</b>
<b>6</b>	Use resources in an innovative, sustainable, and efficient manner to maximise value for money.	<b>Use resources in an innovative, sustainable, and efficient manner to maximise value for money.</b>
<b>7</b>	Further develop a culture of excellence, equality, learning, and inclusion.	<b>Further develop a culture of excellence, equality, learning, and inclusion.</b>

*Table 1: Revised Strategic Priorities*

## 4. Community Risk Management Planning

- 4.1 While consultation and engagement offered valuable insights and feedback, the National Fire Chiefs Council Community Risk Management Planning Framework (Figure 1) provided a clear, structured method for developing our CRMP and effectively evaluating and addressing risks within our communities.

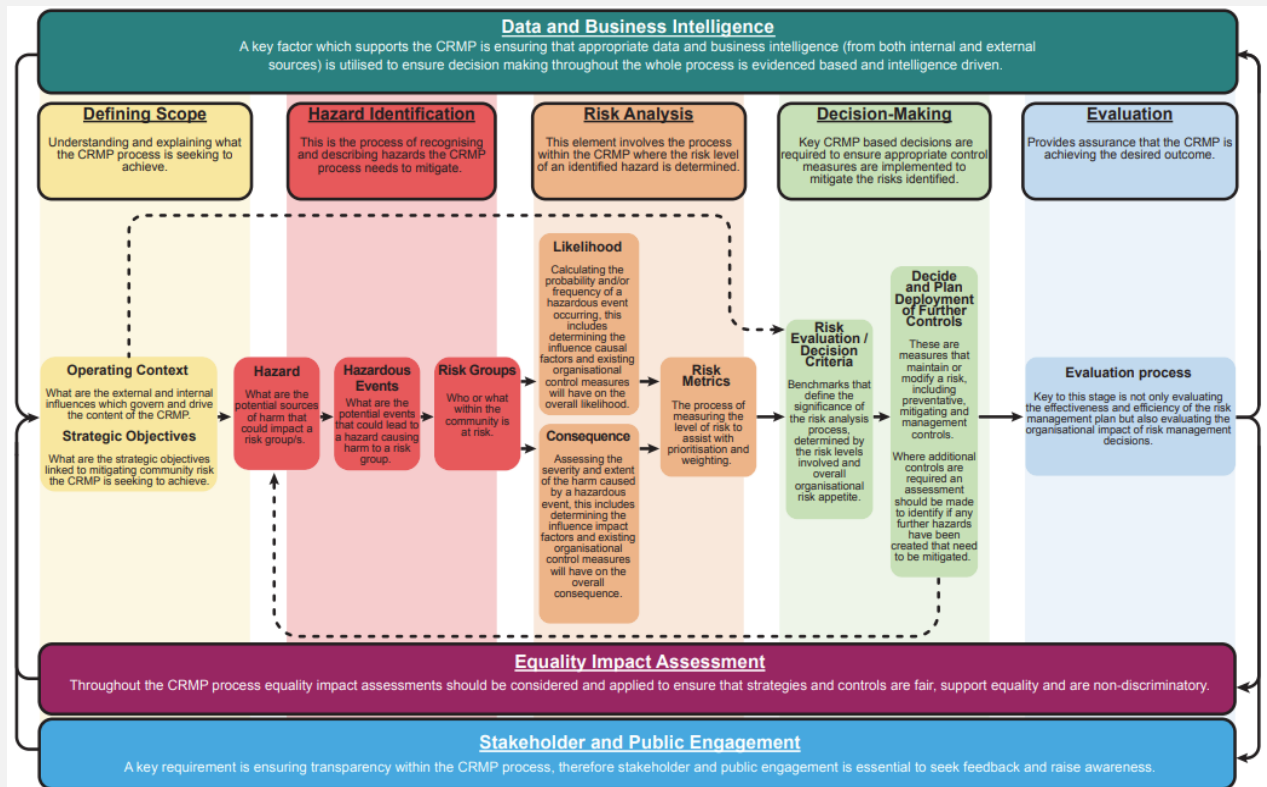
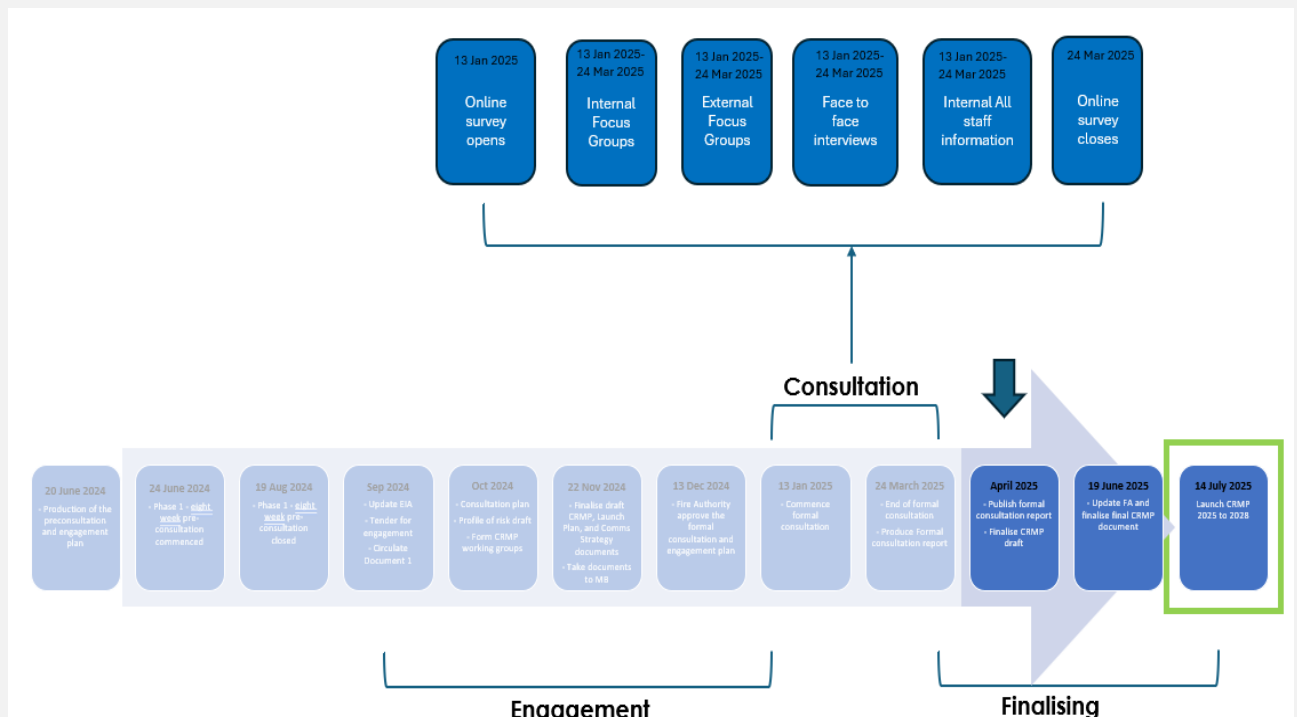


Figure 1: National Fire Chiefs Council CRMP Framework

4.2 Significant effort has been dedicated to reviewing and enhancing the CRMP process, ensuring it remains robust and effective. A detailed timeline captures the key stages of this ongoing work.



4.3 As part of this refinement, we are developing a comprehensive suite of documents that align the process with National Fire Chiefs Council guidance and the CRMP Fire Standard. These documents are designed to support staff at all levels and strengthen our approach to risk management and evaluation.

- Document 1 – CRMP Guidance: Provides clear direction for all levels of staff on leading, managing, developing, and implementing West Yorkshire Fire and Rescue Service’s CRMP process. This document serves as a foundational resource, ensuring consistency in approach and execution.
- Document 2 – CRMP Profile of Risk: Offers in-depth guidance on assessing hazards within the Foreseeable Risk Register. This document outlines the methodology for identifying, analysing, and prioritising risks, reinforcing evidence-based decision-making in operational and strategic planning.
- Document 3 – CRMP Review and Evaluation: Establishes a structured framework for assessing the effectiveness of the CRMP process and subsequent interventions. It includes key performance indicators, assessment criteria, and mechanisms for continuous improvement, ensuring that the plan remains adaptive and responsive to evolving challenges.

- 4.4 Additionally, we are integrating best practices and learning from national fire and rescue services to ensure our CRMP process remains forward-thinking and resilient.
- 4.5 We are currently undergoing a peer review from Greater Manchester Fire. The peer review will look at our processes mapped against the CRMP fire standard.

## 5. Financial Implications

- 5.1 The costs of the consultation exercise were met from within existing budgets.

## 6. Legal Implications

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

## 7. People and Diversity Implications

- 7.1 There are no People and Diversity Implications arising from this report

## 8. Equality Impact Assessment

- 8.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? Yes

([EIA template and guidance](#))

- 8.2 Date EIA Completed: 30/10/24

- 8.3 Date EIA Approved: 14/04/2025

- 8.4 The EIA is available on request from the report author or from [diversity.inclusion@westyorksfire.gov.uk](mailto:diversity.inclusion@westyorksfire.gov.uk)

## 9. Health, Safety and Wellbeing Implications

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

## 10. Environmental Implications

10.1 There are no environmental implications arising from this report.

## 11. Your Fire and Rescue Service Priorities

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

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

## 12. Conclusions

12.1 The recent consultation identified key areas for improvement, with a strong emphasis on enhancing communication, inclusivity, sustainability, and technology. These improvements are crucial to increasing efficiency, boosting morale, and ultimately enhancing public safety.

12.2 Feedback was also gathered on our Strategic Priorities, leading to their refinement, from ten to seven, ensuring a more focused and effective approach. By incorporating these recommendations, the organisation is well-positioned to meet future challenges and continue delivering the highest standards of service to the community.

12.3 To ensure tangible outcomes from the consultation, an action plan will be developed, outlining clear objectives and actionable steps across all three consultation areas.

This plan will serve as a structured roadmap for implementing changes and monitoring progress.

- 12.4 Our CRMP 2025-28 has been completed and is set to go live in July 2025. This plan represents a significant step forward in strengthening risk management strategies, ensuring alignment with national guidance and best practices.
- 12.5 Additionally, extensive work has been dedicated to reviewing and refining the CRMP process to enhance its effectiveness and responsiveness. This refinement includes the development of a suite of supporting documents that provide clearer guidance, improved risk assessment methodologies, and a strengthened evaluation framework.

# Your Fire and Rescue 2025-28

# Foreword

Our Community Risk Management Plan (CRMP) is a three-year strategy aimed at identifying the key risks and challenges facing the communities of West Yorkshire, alongside our strategies to address them. It includes:

- A compilation of foreseeable fire and rescue-related hazards.
- The deployment of resources for prevention, protection, and response measures.
- Our Service's priorities, outlining how resources will be allocated to mitigate these risks.

The ambition of the West Yorkshire Fire & Rescue Service (WYFRS) is to "Make West Yorkshire Safer." To achieve this, we must identify and understand the current and future risks and challenges faced by our local communities.

In West Yorkshire, we manage a diverse range of risks from densely populated deprived areas to rural and isolated communities, and industrial and commercial sites to remote moorland and waterways, all connected by an extensive transport network. In addition to our current risk, we are addressing emerging challenges such as the increasing prevalence of electric vehicles and battery technologies, alongside the impacts of climate change.

Our proactive approach involves continuously adapting to these evolving risks. By staying ahead of these challenges, we ensure that our strategies and resources are effectively aligned to safeguard the community of West Yorkshire.

Through innovation and collaboration, we are committed to maintaining a responsive and resilient service that meets the needs of all residents.

Since our last plan was launched in April 2022, we have reached several significant milestones, including:

- Replacing our fleet of fire engines and aerals.
- Redeveloping our main headquarters site in Birkenshaw to deliver a modern, energy-efficient Headquarters with a purpose-built training arena that includes Fire Control, Training Centre, a command training facility, and Spen Valley Fire Station.
- Investing £8m in a replacement mobilising system for Fire Control.
- Introducing lightweight, multi-role personal protective equipment to all operational staff.



- Investment in our Fire Protection resource and capability.
- Increase in the number of firefighters we employ to improve our response.
- Expanding our youth intervention team, allowing us to connect with even more young people across our communities.
- Assessing our protection framework and bolstered our team with additional staff members to strengthen the inspection programme.
- Substantial capital investment in our information and communications technology, enhancing our digital infrastructure.

We will continue working closely with the five local authorities in Bradford, Calderdale, Kirklees, Leeds, and Wakefield, as well as key partners such as West Yorkshire Police and Yorkshire Ambulance Service.

Our objective is to collectively provide the best possible service to all our communities, focusing our fire prevention efforts on safeguarding the most vulnerable.

Our people are vital to our success. Motivated, skilled, and dedicated to making a difference; they serve West Yorkshire with pride. Their dedication to high operational standards helps us accomplish our objectives, while our commitment to continuous improvement ensures the Service's ongoing evolution.

It's crucial for the Service to understand our communities. One important approach is to build a Service that reflects the diversity of the people it serves, attracting and retaining the best candidates from all backgrounds.

Promoting the values and leadership that define our culture, along with fostering an inclusive workplace where everyone can develop and excel, is central to our future. It's essential that we instil the values we've identified as vital for success.

We will continue to protect the communities of West Yorkshire through prevention and protection efforts, as well as responding to operational incidents, and we will ensure that we have the right resources in the right place at the right time, that our staff are highly skilled, and that we deliver excellent service to our communities.

- John Roberts Chief Fire Officer/Chief Executive
- Councillor Darren O'Donovan Chair of the Fire Authority

# Overview of West Yorkshire

30,000 people over 85 (62% increase by 2043)

4 cities and over 50 local areas

783 square miles

2.35 million residents

Over 20 different languages spoken

Almost 1 million households

6 universities

392,000 people over 65 (set to rise 32% in 2043)

30% of adults are living with long term health conditions

70,000 acres of moorland

200 miles of waterways

10 COMAH sites

232,000 people receiving disability allowance

Leeds Bradford Airport

Since April 2022 we have attended over 70000 incidents

200 miles of railways

70 miles of motorway

Ever increasing built environment, with approximately 550 residential and non-commercial high-rise buildings.



Info graphic depicting facts opposite

## Who we are

We are the statutory emergency fire and rescue service for the metropolitan county of West Yorkshire, England. It is administered by a joint authority of '22 councillors' who are appointed annually from the five metropolitan boroughs of West Yorkshire, known as the Fire & Rescue Authority

We serve a population of more than two million people, spread over 783 square miles, providing emergency cover 24-hours a day, every day of the year.

Our headquarters and training centre in Birkenshaw, is a new state-of-the-art facility.

There are over 1,400 people who work for WYFRS ensuring that we deliver the highest standards of prevention, protection, response and resilience to the communities of West Yorkshire. We have 953 whole-time firefighters, 140 on-call firefighters, 47 Fire Control operators, and 340 support staff, who all contribute daily to Making West Yorkshire Safer.

We operate out of 40 fire stations, located across the five districts: Bradford, Calderdale, Kirklees, Leeds, and Wakefield.

We have 46 Emergency Fire Appliances, 4 Aerial Appliances, a Technical Rescue Unit and a number of resilience appliances available to ensure we are operationally ready 24 hours a day, 365 days a year. We also host a suite of specialist resources that can be deployed anywhere in the UK, including high volume pumps, flood response, Wildfire response, urban search and rescue, and response to chemical, biological, radiological, or nuclear hazards.

# Why we are here

Our ambition is to **Make West Yorkshire Safer**. To enhance community safety and wellbeing while minimising the risks to life, property, and the environment from fires and other emergencies.

We work hand-in-hand with our communities to prevent fires and other emergencies, constantly striving to enhance safety and well-being. Our initiatives aim to mitigate risks to life, property, and the environment. The unwavering dedication and commitment of our staff has been instrumental in saving numerous lives across West Yorkshire.

The West Yorkshire Fire and Rescue Service operates under several key legislative frameworks that outline our duties and responsibilities. These include:

- The Fire Services Act 2004: Establishes the statutory framework for fire and rescue services, detailing responsibilities for fire safety, firefighting, and emergency response.
- The Civil Contingencies Act 2004: Defines the national framework for emergency preparedness, including response coordination across multiple agencies.
- The Regulatory Reform (Fire Safety) Order 2005: Provides comprehensive guidelines for fire safety in non-domestic premises, focusing on risk assessments and safety management.
- The National Framework 2018: Sets out the government's expectations and strategic priorities for fire and rescue authorities across the country.

In addition to our statutory duties, we are committed to fostering strong community relationships and undertaking proactive measures to safeguard the residents, businesses, and visitors of West Yorkshire.

# Our Strategic Priorities

Your Fire and Rescue outlines our strategy over the next three years. It encompasses six priorities that will guide how we deliver our Service, we will:

1. Provide a safe, effective and resilient response to local and national emergencies.
2. Focus our activities on reducing risk and vulnerability.
3. Enhance the health, safety, and well-being of our people.
4. Prioritise a people first mindset through ethical and professional leadership and management
5. Work with partners and communities to deliver our services.
6. Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
7. Further develop a culture of excellence, equality, learning, and inclusion.

# Our Achievements

We continuously evaluate our Community Risk Management Planning process to ensure we effectively capture and monitor our progress, performance, and achievements. This ongoing assessment helps us identify areas for improvement, celebrate our successes, and maintain a high standard of service delivery. By doing so, we can adapt to changing risks and ensure our strategies remain effective and relevant.

Some of our achievements include:

- Total incidents down by 5% (25,449) from 2022/23 to 2023/24.
- Deliberate fires down 23% (5,088) from 2022/23 to 2023/24.
- Fires down by 20% (8,741) from 2022/23 to 2023/24.
- Malicious false alarms down 14% (285) from 2022/23 to 2023/24.
- Invested in a £19.8m fire engine replacement programme which will reduce firefighter exposure to contaminants.
- Introducing new structural fire kit, rescue jackets, helmets, and lightweight multi-role PPE for firefighters.
- Lithium-Ion battery training given to firefighters and new equipment introduced to tackle electric vehicle fires.
- Introduced smoke curtains to assist in the management of fire products in building fires.
- Increased our wildfire specialist resources, equipment, PPE, training, and capability.
- Safe and well visits up by 4% (12,071) from 2022/23 to 2023/24.
- Response time is the time it takes a fire engine to arrive at incidents. There are many factors that can impact response times, including staffing, incident activity, and road conditions. 95% of response times have been met in 2023/24.
- Our new automated fire alarms policy has reduced calls by 4,700 resulting in approximately 6,700 fewer fire engine mobilisations.
- Invested £3.2m in our Information and Communications Technology (ICT) over the last four years.
- Invested £8m on a replacement mobilising system for Fire Control.
- Increased \*on-call fire engine availability from 67% in 2018 to 76% in 2023

*\*The fire service on-call duty system, also known as the Retained Duty System (RDS), involves firefighters who are not based at a fire station full-time but are available to respond to emergencies when needed.*

- Recruited and trained 55 new firefighters in 2023/24.
- Since October 2018 we have recruited 104 On-call firefighters, 14% of these being female.
- Recruited and inducted 54 new staff in 2023/24.
- Reviewed and developed a new administrative support model for fire stations releasing approximately £141,000 to be reinvested into prevention.

# How we make West Yorkshire safer

Every fire and rescue authority must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority or national in nature.

Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or developing new capability.

## Understanding and assessing risk

The term risk generally refers to the possibility of something bad happening; something with the potential to cause harm. It involves uncertainty about the effects or implications of an activity, often focusing on negative, undesirable consequences.

WYFRS conducts a strategic risk assessment to evaluate all risk affecting our communities to support our aim of Making West Yorkshire Safer.

To manage risk, our Strategic Risk Assessment methodology is regularly updated, ensuring we are prepared for all foreseeable emergencies. This process aligns with the [National Risk Register](#), and the [West Yorkshire Community Risk Register](#).

We will continue to learn from significant events, whether they are local, regional, national, or international.

## Understanding and assessing vulnerabilities within our communities

### Vulnerability

Societal trends are resulting in a growing number of vulnerable individuals increasing the risk within our communities. These trends include:

- People living longer.
- Increasingly complex health needs, including mental health.
- Deprivation and the rising cost of living.



- Expanded community care.

All these factors are central to our efforts in identifying the most vulnerable individuals within our communities to reduce fire risks. We have utilised data from a number of sources to allow us to identify the most vulnerable areas of our communities. This allows us to focus our prevention activities on the most vulnerable members of our community.

Over one in five people in West Yorkshire reside in areas ranked among the 10% most deprived in England. According to the latest Index of Multiple Deprivation data from 2019, the region's deprivation profile has seen little change since 2004. The most disadvantaged communities are concentrated in and around town and city centres, as well as their outskirts. These areas are also typically culturally and ethnically diverse.

## Resourcing to our current and emerging risk

We use a data driven approach to ensure our fire engines and specialist resources are located and staffed to provide the optimal level of emergency cover based on local risk.

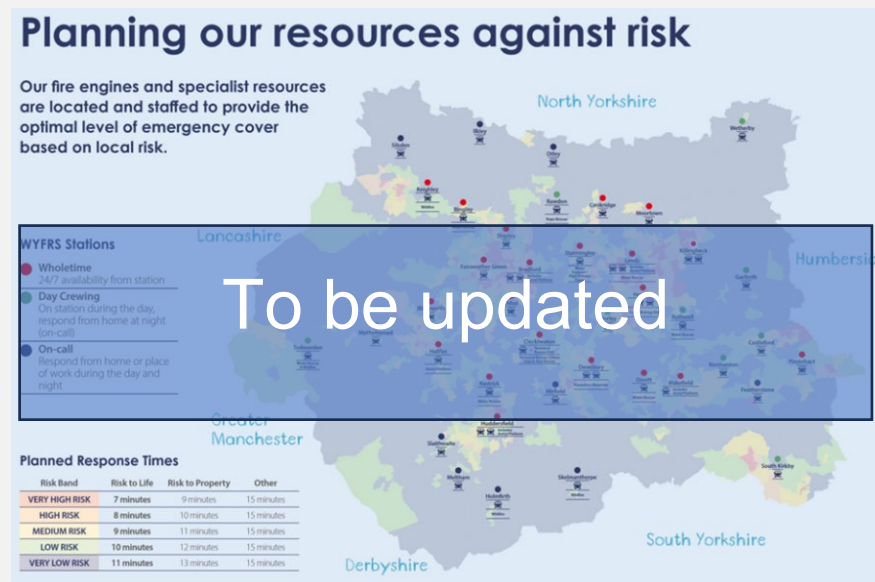
### WYFRS Stations:

- **Wholetime Stations** - 24/7 availability from the station
- **Day Crewing** – On station during the day, respond from home at night (On-Call)
- **On-Call** – Respond from home or place of work during the day and night

### Planned response times

Risk Band	Risk to life	Risk to property	Other
Very high risk	7 minutes	9 minutes	15 minutes
High risk	8 minutes	10 minutes	15 minutes
Medium risk	9 minutes	11 minutes	15 minutes
Low risk	10 minutes	12 minutes	15 minutes
Very low risk	11 minutes	13 minutes	15 minutes

We currently achieve a 93% success rate in meeting our planned response times. We continuously monitor our performance against risk-based planning assumptions to help us maintain a safe and effective response, ensuring we continually improve our service delivery.



# What we deliver

We deliver our services through Prevention, Protection, Response and Resilience strategies, which are central to our ambition of 'Making West Yorkshire Safer'. These strategies help us stay prepared and protect our community.

## Prevention

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

Our firefighters conduct most of our prevention activities when they are not attending or preparing for emergencies. Data and intelligence guide local decision-making, enabling a more agile response to any changes in risk at the district level. For more complex cases, we employ specialist prevention staff who collaborate with our partner agencies to reduce risk within our communities.

All our resources are distributed across the county based on risk factors. Our prevention initiatives are specifically targeted to meet the needs of the most vulnerable.

Our Corporate Communications Team plays a crucial role in promoting our prevention campaigns, ensuring our message reaches the most vulnerable members of the community.

Prevention efforts extend beyond the home; for instance, we work with young people in schools and community groups to keep them safe from fire, road traffic collisions, and water hazards.

We have invested in our Youth Interventions Team who deliver initiatives through the King's Trust Programme and other bespoke training courses involving educational schemes aimed at reducing fire setter and antisocial behaviour.

- **Prevention Strategy 2025-28 (link to be added)**

## Protection

We promote and enforce fire safety measures required by law to ensure buildings and occupants are protected in the event of a fire. We enforce the Regulatory Reform (Fire Safety) Order 2005, which applies to nearly every building except single private homes.

We have invested in our Fire Protection Team, allowing us to allocate the right resources to the area's most at risk. We ensure our inspecting officers have the capacity to address new and emerging risks within West Yorkshire. Our Risk-Based Inspection Programme uses data and information to direct our resources to premises that present the greatest risk to occupants in the event of a fire.

Our dedicated team consists of qualified and experienced fire safety officers who provide advice, support, and investigate complaints related to poor fire safety. Through our initiatives and statutory methods such as enforcement and licensing, we ensure that every premise our inspectors visit is safer when they leave.

By partnering with local authorities, we support building regulations to ensure new buildings incorporate relevant fire safety measures. We recognise that engaging with businesses is crucial to helping them fulfil their fire safety responsibilities, thereby supporting local economic growth. Our recently introduced Business Fire Safety Advisor roles are designed to not only provide a mechanism to engage with all types of businesses, but they also provide us with a robust team now and in the future, enabling progression of advisors to Inspectors ensures the long-term sustainability of the team, ensuring we continue to support our communities.

We focus the majority of our protection work at higher risk premises, these can be higher risk due to the complexity of the building, or due to the occupants within it. One key area we will continue to focus on is buildings with external wall defects that require remediation. We work with Local Authorities, West Yorkshire Combined Authority the Ministry of Housing, Communities and Local Government and the newly formed Building Safety Regulator to ensure that those responsible for remediating defects, do so in a timely manner.

In addition to this, our Fire Protection Team enforces legislation for the storage of petroleum-spirit by issuing certificates for petrol stations and licenses for the storage of explosives and fireworks. We have and will continue to introduce measures to

reduce the impact and likelihood of fireworks being used in an anti-social manner, working with government and local partners to tighten legislation and licensing procedures in this area. Our efforts to reduce persistent false alarms have led to a significant decline in numbers over the past 10 years, and this trend continues.

**Protection Strategy 2025-28 (link to be added)**

## Operational Preparedness

To ensure we are safe and effective in our operational response, we invest time and resource into our operational preparedness. This involves developing up to date operational guidance, gathering risk information on high risk buildings and sites, investing in state of the art equipment and fire engines, as well as training and exercising to the risks we face in our communities.

## Operational Training

Our operational training is comprehensive and designed to ensure firefighters are well-prepared for a wide range of emergencies. Here are some key components of this training:

- **Core Skills Training:** This includes fundamental firefighting skills such as hose handling, ladder operations, search and rescue techniques, and the use of breathing apparatus. These skills are essential for effective firefighting and rescue operations.
- **Specialised Training:** Firefighters receive training in specialised areas such as hazardous materials, technical rescue (e.g., rope rescue, confined space rescue), driving, and water rescue. This ensures they can handle specific types of incidents safely and effectively.
- **Incident Command Training:** This focuses on developing the skills needed to manage and coordinate emergency responses. It includes training on decision-making, resource management, and communication during incidents.
- **Live Fire Training:** Our firefighters participate in controlled live fire exercises to practice their skills in realistic scenarios. This helps them understand fire behaviour and develop the ability to operate safely in high-stress environments.

- **Continuous Professional Development:** Firefighters engage in ongoing training and development to keep their skills up to date. This includes refresher courses, new techniques, and learning from past incidents.

These training programmes are crucial for maintaining high standards of operational readiness and ensuring the safety and effectiveness of our response.

Our firefighters engage in a variety of training programmes beyond operational training to ensure they are well-rounded and prepared for all situations. Here are some key areas of training:

- **Community Safety and Education:** Firefighters often conduct educational programmes in schools and community groups to teach fire safety, prevention, and emergency response.
- **First Aid and Medical Response:** Training in advanced first aid and emergency medical care is crucial, as firefighters are often first responders to medical emergencies.
- **Fire Risk Assessments:** Firefighters are trained to conduct fire risk assessments and audits in homes and businesses, providing advice and installing safety equipment like smoke detectors.
- **Public Engagement:** This includes home visits to offer fire safety advice and participate in community safety initiative.
- **Technical Skills:** Continuous training on the use of new equipment and technologies, as well as maintaining and testing existing equipment to ensure operational readiness.

## Training Centre

Our state-of-the-art training centre, staffed by highly skilled professionals, ensures that all personnel acquire the essential skills, knowledge, and competencies to perform their duties safely and effectively. We offer comprehensive training programmes, continuous professional development opportunities, and specialised courses tailored to the diverse needs of our service. Our objective is to uphold and maintain the highest standards of operational readiness and to cultivate a culture of continuous improvement and excellence in service delivery.

## Response

Preparing for and responding to emergencies.

Our Fire Control handles all 999 emergency calls, with operators assessing each call to determine the necessary emergency response. Fire Control dispatches the fire engine(s) or specialist resource(s) that can respond the quickest to the emergency.

The combination of our response time and the number of firefighters attending a fire is crucial. More serious and complex emergencies typically require more firefighters, a strategy we refer to as our 'speed and weight of attack.'

We aim to maintain the current number of fire stations and fire engines to preserve our existing 'speed and weight of attack.'

Each station operates a shift system based on the local community's risk level. Higher-risk areas are covered by wholetime (24/7) stations, while lower-risk areas are covered by on-call stations. Areas with intermediate risk levels have a combination of both, with day-crewed stations (working during the day and on-call at night).

Our 46 fire engines are equipped to handle most emergencies. For more complex emergencies, we have strategically located specialist resources available.

When a fire engine is unavailable due to an emergency or operational training, we have systems and procedures in place to relocate other fire engines to maintain a high standard of cover where it is most needed, according to risk.

To ensure the nearest fire engines respond to emergencies near and across our county border, we have arrangements with neighbouring Fire & Rescue Services to share fire engines and other specialist resources as required.

- **Response and Resilience Strategy 2025-28** (link to be added)

# **Resilience**

## **Managing Major Emergencies and Disruptions**

Each Fire & Rescue Service across the UK can handle most emergencies with their own fire engines and firefighters. However, major incidents sometimes require support from other Fire & Rescue Services. We have measures in place to call upon additional support when needed.

Nearly all serious emergencies require a multi-agency response. By collaborating with our partner agencies in West Yorkshire, we can respond with the right mix of skills, expertise, and equipment to address the risks we face.

We operate in accordance with the Joint Emergency Services Interoperability Principles (JESIP) to ensure effective collaboration with West Yorkshire Police, Yorkshire Ambulance Service, and other partner agencies during serious and major emergencies.

## **National Resilience Assets**

We maintain a full suite of specialist resources that can be deployed anywhere in the UK. Similarly, we can call upon specialist resources hosted elsewhere in the country to respond in West Yorkshire. We have agreements in place to share these resources when needed, and we consider our national commitments when making local plans.

## **Business continuity**

Business continuity management is a crucial aspect of WYFRS's risk management strategy, addressing both internal disruptive events and external emergencies such as extreme weather, flooding, terrorism, and infectious diseases. This approach ensures that essential public services are maintained without interruption. It empowers staff to make swift, informed decisions to effectively respond to disruptions, thereby minimising the impact on WYFRS and its operations.

Regular testing and exercises of business continuity plans and related arrangements enhance our risk awareness and improve the likelihood of successful plan implementation. This ensures that WYFRS can continue to function effectively during and after any disruptive events.



## Local Resilience Forum

We recognise that the causes and consequences of fires and other emergencies cannot be addressed by the Fire & Rescue Service alone. Therefore, working in partnership with other agencies is fundamental to how we deliver services at all levels and in all areas; partnership working is considered part of our core business.

As a member, WYFRS plays a key role in the West Yorkshire Local Resilience Forum (West Yorkshire Prepared), established under the Civil Contingencies Act 2004. [West Yorkshire Prepared](#) coordinates the actions and arrangements between responding services to prepare for and respond to civil emergencies. It also assists people and communities in recovering after adverse events. Our partners work collaboratively for the benefit of the communities we serve.

- **Response and Resilience Strategy 2025-28 (link to be added)**

## Collaboration and partnership working

We understand the benefits of collaboration and work closely with partners such as regional fire and rescue services, local authorities, emergency services, health teams, community groups, and voluntary organisations to identify and support the most vulnerable individuals in our communities.

By seeking out collaborative opportunities, we have been able to find possibilities to share estates with West Yorkshire Police and Yorkshire Ambulance Service. This has provided opportunities for joint training, combined community engagement opportunities and better multi agency working. This collaborative effort supports more cohesive service delivery, achieves better value for money, and facilitates more effective planning for emergencies and pre-planned events.

# How we deliver these services

## District Teams

To help deliver these services, we have five District Teams, each creating a tailored local action plan:

- Bradford District Plan
- Calderdale District Plan
- Kirklees District Plan
- Leeds District Plan
- Wakefield District Plan

These plans are designed to address the specific needs and risks of each district, ensuring that our resources and efforts are effectively targeted to enhance community safety and well-being.

## Fire Control

Fire Control operators are essential in managing emergency situations, providing 24/7 coverage to coordinate responses to all types of emergencies. Answering 999 calls is just the beginning of their crucial role. Our specialist control operators:

- **Handle Emergency Calls:** They help callers identify the exact location of incidents and provide safety advice and reassurance over the phone until firefighters arrive on the scene.
- **Dispatching Resources:** They quickly and efficiently dispatch the appropriate resources to the incident.
- **Maintain Communication:** They maintain constant communication with teams on the fireground to help manage incidents effectively.
- **Coordinate Responses:** They communicate with other emergency and non-emergency responders to ensure a coordinated response.
- **Manage Fire Cover:** Ensure resources are mobilised efficiently and effectively.

## Enabling our service

Our enabling functions deliver crucial services across multiple areas, playing a vital role in the delivery of our service.

- Committee Services
- Corporate Communications
- Corporate Services
- Digital Data and Technology
- Employee Resourcing
- Finance & Procurement
- Human Resources
- Legal Services
- Occupational Health & Safety
- Organisational Development & Learning
- Property
- Service Improvement and Assurance
- Strategic Development
- Transport & Logistics

# People and Culture

We employ 1,466 dedicated staff members who contribute to promoting safety and well-being across all communities in West Yorkshire.

We acknowledge the crucial role our workforce plays in achieving our ambition. As one of the country's leading Fire & Rescue Services, we are committed to supporting and developing our personnel and investing in their future.

Our People Strategy offers a strategic framework that aligns with the service's aim and priorities. It ensures we have the right people with the necessary skills, in the right positions, at the right time.

- [People plan to be added](#)

## Our values

'Our Values' complement the new National Fire Chiefs Council Core Code of Ethics, which prioritises the interests of the public, the community, and service users.

**Teamwork** "We recognise everyone's strengths and contributions, working effectively as one team."

**Integrity** "We are trustworthy, act ethically, treating each other with dignity and respect."

**Learning** "We learn all the time; we share knowledge and experiences, celebrating success."

**Responsibility** "We are responsible, work positively and take ownership of the work we do."



Communication “We share clear information, in ways everyone understands, having open discussions”

We strive to create an inclusive environment where every individual feels valued and supported.

## Core Code of Ethics

Our Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first – we put the interest of the public, the community and service users first.
- Integrity – we act with integrity, including being open, honest and consistent in everything we do.
- Dignity and respect – making decisions objectively based on evidence, without discrimination or bias.
- Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within the FRs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.



# Organisational Development and Learning

At West Yorkshire Fire and Rescue Service (WYFRS) organisational learning is a key component of our strategy to enhance operational effectiveness and safety. Here are some insights into how we approach it:

1. **Learning & Development:** This area focuses on helping everyone gain the knowledge and skills needed to perform their current jobs well, develop personally, and prepare for future roles. This includes supporting firefighters to achieve competence, ensuring the promotions process is fair and transparent, and developing knowledge, skills, and supporting behaviours
2. **Diversity, Equity & Inclusion:** This involves making the most of people's experiences, backgrounds, and talents, ensuring everyone has what they need to be at their best, and creating an inclusive environment where everyone feels valued and respected
3. **Organisational Development:** This programme focuses on positively changing the culture within our service moving towards a workplace that employees want to work in. It involves taking real actions to address the feedback from staff and continuously improving the working environment
4. **Workshops and Training:** We conduct workshops and training sessions to ensure that staff are well-prepared and knowledgeable.
5. **Feedback and Continuous Improvement:** We place a strong emphasis on feedback and continuous improvement. They encourage staff to provide feedback on their experiences and use this information to make informed decisions and improvements

We deliver a comprehensive programme of learning and development for everyone in our service:

- **Management and leadership development:** We provide comprehensive development to support new and experienced managers, this includes short programmes on key people topics and apprenticeships in management at Levels 3, 5 and 7. We have integrated management skills within our promotion's framework too.

- **Apprenticeships:** We support people in operational and enabling services to achieve appropriate professional qualifications through our comprehensive programme of apprenticeships.
- **Skills development:** We provide learning opportunities in a wide range of topics, including influencing, managing conflict, change, health & safety, wellbeing and coaching to name but a few.

Overall, organisational learning and development is about creating a culture of continuous improvement, where knowledge is shared, and everyone is encouraged to learn and grow. This approach helps us to adapt to new challenges and improve our overall safety and effectiveness.

## Health, Safety, and Wellbeing

Our specialist Occupational Health Department is dedicated to promoting and maintaining the physical and mental well-being of all staff members, ensuring that our workforce remains healthy, safe, and fit for duty.

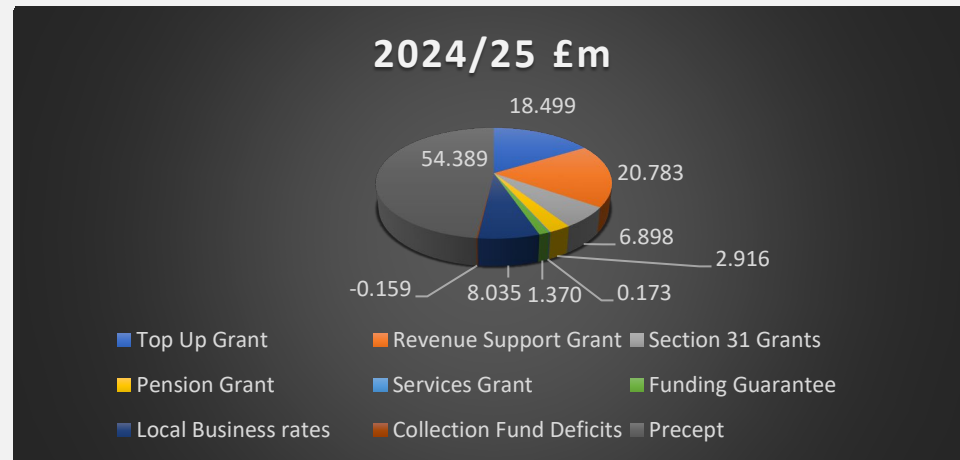
We strive to provide our firefighters with the best equipment, training, and operational guidance to ensure their safety during emergency responses.

Our fire appliances and personal protective equipment are designed to minimise exposure to hazards and contamination.

Our unwavering commitment to health, safety, and well-being ensures that our personnel are well-equipped to perform their duties effectively, thereby enhancing the overall safety and efficiency of our service.

# Finance and Procurement

Our services are funded by taxpayers, and we have a legal duty to ensure that the services we provide offer value for money and meet the needs of an ever-changing society. With an annual budget of £112.904 million, we are committed to delivering the best affordable service for our communities. The chart below offers a detailed analysis of our funding sources.



FUNDING	2024/25 £m
Top Up Grant	18.499
Revenue Support Grant	20.783
Section 31 Grants	6.898
Pension Grant	2.916
Services Grant	0.173
Funding Guarantee	1.370
Local Business rates	8.035
Collection Fund Deficits	-0.159
<b>GOVERNMENT FUNDING</b>	<b>58.515</b>
<b>Precept</b>	<b>54.389</b>

By implementing smarter working practices and introducing an improved budget management system, we have achieved a balanced budget. This means our expenditure matches our funding, eliminating the need to use any of our reserves. Additionally, we continuously seek ways to optimise our resources and improve efficiency, ensuring that we can maintain high standards of service while being fiscally responsible.



## **Value for Money**

WYFRS contributes significant social and economic value through our responses to fire and non-fire emergencies, as well as our prevention and protection activities. At fire-related incidents, we prevent further property damage. Additionally, we prevent injuries, save life and protect the environment.

Our prevention and protection activities encompass Safe and Well visits, audits and inspections of commercial premises, and fire setter and antisocial behaviour schemes. Each of these activities has been calculated to provide a positive social return on investment.

## **Efficiency and Productivity**

As part of the 2021/22 Spending Review, the National Fire Chiefs' Council and the Local Government Association proposed that Fire and Rescue Services in England could achieve 2% non-pay efficiencies and increase productivity by 3% by 2024/25.

Our Efficiency and Productivity Plan outlines how the West Yorkshire Fire and Rescue Authority aims to deliver these efficiencies and increase productivity to meet the national targets set for the 2021/22 - 2024/25 spending review period.

## **Procurement**

The Authority leads on the regional Yorkshire and Humber procurement group where procurement pipelines and contract registers are regularly reviewed to facilitate collaborative purchasing. The Authority uses where it is economically advantageous to do, national framework agreements, thus ensuring that value for money is maximised. Ongoing procurement savings totals this the latest? which have been reinvested back into the service.

## Where the budget is allocated:

REVENUE BUDGET	2024/25 £m
Employees	89.967
Premises	6.183
Transport	2.703
Supplies and Services	7.533
Contingency	0.486
Lead Authority Charges	0.391
Capital Financing	8.605
<b>GROSS EXPENDITURE</b>	<b>115.868</b>
Less Income	-2.964
<b>NET EXPENDITURE</b>	<b>112.904</b>

## Assets and Environment

The impact of climate change and the increase in extreme weather conditions, such as heat waves and flooding, continue to affect the number of environmental incidents we attend. We are committed to balancing the environmental, social, and economic impacts of our activities and will continue to promote environmentally friendly practices.

In recent years, we have taken significant steps to reduce carbon emissions by introducing electric cars into our vehicle fleet. Our new Headquarters site has been designed to accommodate home working patterns while also rationalising our estate by relocating our Service Delivery Centre and Cleckheaton Fire Station to the same site.

When redeveloping existing premises or designing new buildings, we will ensure that we maximise opportunities to reduce carbon emissions and improve energy efficiency across our estate. Additionally, we are exploring innovative solutions and technologies to further minimise our environmental footprint and enhance sustainability in all aspects of our operations.

## Transport & Logistics

Our Transport & Logistics department is a crucial component of West Yorkshire Fire & Rescue Service's operational and non-operational activities, initiatives, and services.

Additionally, the department focuses on continuous improvement and innovation, ensuring that our logistics and transport solutions are efficient, sustainable, and aligned with the latest industry standards. This commitment helps us enhance our overall service delivery and readiness to respond to any emergency.

We've committed around £18 million to acquire 52 new Scania and 6 new MAN fire engines. These additions will introduce major advancements, enhancing safety while prioritising the reduction of long-term exposure to carcinogenic substances.

## **Estates**

Our Estates Department plays a vital role in managing and maintaining our physical assets and facilities. Their work is essential to maintaining the infrastructure that supports our ambition of 'Making West Yorkshire Safer', ensuring that all facilities and assets are ready to support both everyday operations and emergency responses.

### **New Fire Service Headquarters**

Our Birkenshaw site, central to the county, comprises of the Fire Service Headquarters, Training and Development Centre, and Spen Valley Fire Station.

Our new state of the art Fire Service Headquarters provides the support functions for our 40 fire stations. In support of our sustainability efforts the new building has over 250 solar panels, heat pumps, hybrid ventilation and electric vehicle charging.

All new employees, including trainee firefighters, start their journey with WYFRS at our Training and Development Centre. The Centre also plays a vital role in ensuring our firefighter's knowledge and skills remain current and relevant, to meet the demands of the risks in West Yorkshire.

### **Fire Station Design**

In 2020, we launched a project to determine the optimal fire station designs to meet the Service's long-term needs. We developed a set of 'Fire Station Design Principles' that are now applied to both new and existing fire stations. These principles focus on health and safety, diversity, and inclusion, building suitability, and spatial relationships. They aim to minimise environmental impact and incorporate a zoning layout to reduce exposure to contaminants.

[Estates Strategy 2021-2026 .pdf](#)

## Digital Data and Technology

The ICT & Digital department's work is integral to the smooth operation of West Yorkshire Fire & Rescue Service, ensuring that technology enhances the effectiveness and safety of all personnel.

Our specialist team provide technical support for hardware and software issues. They play a crucial role in ensuring that technology supports all aspects of operations, and that all systems are functioning correctly and efficiently. They continuously investigate, evaluate and implement new technologies to improve service delivery.

Our Digital and Data Strategy outlines our digital investment, focusing on equipping our service with the right systems, technology, and data. We are constantly improving and updating our digital infrastructure to adapt to changing requirements and integrate the latest technological innovations. This enables us to evaluate how these digital systems can better support and improve the transformation and delivery of our services to employees, partners, and the community.

We aim to future-proof our data collection and analysis processes, allowing us to make informed decisions about identifying and addressing risks and vulnerabilities within our communities. Access to accurate, real-time information and data will drive change and continuous improvement, while also increasing productivity across all areas of the service.

Our newly implemented performance management system is now delivering substantial benefits, ensuring transparency and accountability. It serves as a platform to share data with our fire service colleagues, partner agencies, and the communities of West Yorkshire.

The integration of Artificial Intelligence in the fire service brings numerous advantages, such as data-driven decision making, predictive analytics, and enhanced situational awareness. These improvements significantly boost both efficiency and safety.

[Digital and Data Strategy \(to be added\)](#)

## Corporate Services

We have a Service Assurance Framework in place to ensure we meet our commitments and adhere to the expected standards. This framework plays a crucial role in our annual statement of assurance, demonstrating our compliance with the National Framework 2018.

The Service Assurance Framework helps us identify areas for improvement and ensures that we continuously enhance our service delivery. By regularly reviewing our performance against these standards, we can maintain high levels of accountability and transparency, ensuring that we consistently meet the needs and expectations of our communities.

To ensure we deliver the best service to our communities, we are annually assessed against the Government's Customer Service Excellence standard which is derived from the core concepts of customer focus and the delivery of excellent customer service, and we are fully compliant with the standard including many areas where we exceed the requirements and are viewed as exceptional or as exemplar for others, demonstrating our commitment to providing an excellent service to customers.

Link to corporate services strategy to be added

# Transformation and Innovation

We have reviewed our achievements and performance over the last three years. To achieve our ambition of 'Making West Yorkshire Safer,' we will not stand still. We are committed to continuous learning, adaptation, and improvement in all our activities. Our dedication to excellence is unwavering, and we are constantly exploring new methodologies and incorporating feedback to refine our processes.

By embracing innovation and best practices, we aim to stay ahead of emerging challenges and ensure that our services remain effective and responsive to the needs of West Yorkshire. We conduct regular training sessions for our staff to enhance their skills and knowledge, allowing them to better serve our community. Furthermore, we invest in advanced technologies and tools that enable us to perform our duties with greater precision and efficiency.

In our pursuit of continuous improvement, we make it a priority to engage with the community, gathering their insights and concerns to better understand their needs. This collaborative approach ensures that our strategies and initiatives are aligned with the expectations of those we serve. We also work closely with partner agencies and stakeholders, fostering strong relationships that contribute to a coordinated and comprehensive approach to public safety.

Our commitment to transparency and accountability is reflected in our rigorous performance monitoring and reporting practices. By publicly sharing our progress and outcomes, we build trust and confidence within the community. This openness allows us to demonstrate our successes, address our shortcomings, and outline our plans for future enhancements.

Ultimately, our goal is to create a safer and more resilient West Yorkshire, where every individual feels protected and supported. As we move forward, we will continue to innovate, learn, and adapt, ensuring that our fire and rescue services are equipped to meet the ever-evolving challenges of our region.

## Programme of change

Approved change activities resulting from this planning process become programmes or projects of varying scales, forming the Programme of Change. Lower-level changes are often managed within departments or districts as part of their business-as-usual operations.

# HMICFRS

## His Majesty’s Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS)

HMICFRS continues to focus on how effective and efficient fire and rescue services are at carrying out their principal functions, and how well they look after their people.

Inspections are conducted based on three pillars: Efficiency, Effectiveness, and People, covering the 44 Fire & Rescue Services in England and Wales. The findings are reported to provide insights into each service’s performance.

The table below captures gradings from our recent HMICFRS inspection. A full breakdown of the report can be found [here](#).

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Public safety through fire regulation	Preventing fire and risk	
	Responding to fires and emergencies	Best use of resources		
	Responding to major incidents	Promoting values and culture		
	Future affordability			
	Right people, right skills			
	Promoting fairness and diversity			
	Managing performance and developing leaders			

While this is a significant achievement, WYFRS remains committed to learning and continuous improvement. We are currently implementing a number of recommendations through an action plan designed to embed HMICFRS feedback. A post



incident prevention procedure has been in place to ensure standardisation across teams, and we have recruited business advisors to promote fire safety within local businesses.

We continuously review and incorporate this feedback across the organisation, ensuring we consistently improve the service we provide to our communities.

Moving forward, HMICFRS are launching a monitoring portal, which captures progress against areas for improvement and recommendations on a quarterly basis.

## **Annual State of Fire Report**

HMICFRS examine and report on critical national issues and themes in their Annual State of Fire Report, offering a comprehensive overview of the sector's status and areas for improvement. In the State of Fire and Rescue 2023 they reported that all services are making good progress on Grenfell inquiry phase one recommendations.

<https://hmicfrs.justiceinspectorates.gov.uk/publications/state-of-fire-and-rescue-annual-assessment-2023/>

## **National Fire Standards**

The National Fire Standards Board has established professional standards to drive continuous improvement across the fire sector. These standards are essential for all Fire & Rescue Authorities in England to implement. HMICFRS use these standards in their inspections.

We are committed to regularly reviewing and updating our practices to align with the latest Fire Standards. This proactive approach helps us maintain high levels of service and safety, ensuring that we are always prepared to meet the needs of our communities effectively.

<https://www.firestandards.org/>



# West Yorkshire Fire & Rescue Service

## Community Risk Management Plan consultation

Prepared by SMSR Research  
on behalf of West Yorkshire Fire & Rescue Service

April 2025



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## 1.0 Introduction

The Fire and Rescue National Framework 2018 requires that Fire Authorities, create and consult on a Community Risk Management Plan (CRMP), which identifies and assesses foreseeable fire and rescue risks for their local communities.

The West Yorkshire Fire & Rescue Service (WYFRS) Community Risk Management Plan (CRMP) is an organisational strategy that informs their communities the essential work that the Service will do to manage and reduce fire-related risks and other emergencies to protect the public from harm.

As part of the CRMP process, the Service is mandated to consult and engage with communities in order to ensure that the plan meets the needs of the communities now and in the future. West Yorkshire Fire & Rescue Service (WYFRS) understand that to develop the CRMP effectively, they must engage with and listen to their staff, local communities, partners, representative bodies, and other stakeholders.

As part of a wider consultation that the Service conducted taking all stakeholders' views into account, West Yorkshire Fire & Rescue Service (WYFRS) commissioned SMSR Research, an independent social research company to undertake a representative survey with 1,100 residents, an internal online survey with colleagues across the organisation together with a series of focus groups with residents across the county.

The main aims of the public research were as follows:

- To understand public perceptions of West Yorkshire Fire & Rescue Service (WYFRS)
- To ascertain types of risk amongst communities that the service serves
- To ascertain to what extent the public agree with the strategic priorities set out in the CRMP
- To assess residents' confidence in West Yorkshire Fire & Rescue Service (WYFRS) and seek assurance they are providing value for money and are doing a good job
- To gauge awareness of West Yorkshire Fire & Rescue and the services it provides
- To understand potential vulnerability within the areas the service provides
- To assess how residents engage with the service

## 2.0 Executive summary

This report presents the findings of West Yorkshire Fire and Rescue Service's (WYFRS) 2025 Community Risk Management Plan (CRMP) consultation, conducted with residents and staff across the region. The consultation aimed to understand public perceptions of the Service, explore awareness of local risks, and gather views on the strategic priorities outlined in the draft CRMP.

Findings from the public survey, completed by over 1,200 residents, reveal a strong foundation of public confidence in WYFRS. Almost all respondents (95%) agreed that the Service does a good job overall, and a similarly high proportion (94%) expressed confidence in its ability to respond effectively in an emergency. There was also widespread support for the Service's six strategic priorities, with 89% of respondents expressing agreement. These results indicate strong public endorsement of WYFRS's performance, direction, and continued role in community safety.

While awareness of the Service's emergency response function is high, the consultation identified lower recognition of its broader prevention, education, and regulatory responsibilities. Just under a third of respondents (32%) knew how to access the Safe and Well service, and only half (50%) felt the Service provides enough information about risks in their community. These findings suggest that while confidence is high, opportunities remain to strengthen public understanding of WYFRS's preventative and support work.

The internal survey, completed by 138 colleagues, reflected similar levels of confidence. Almost nine in ten (88%) staff members agreed with the strategic priorities, and 92% felt confident that the Service works effectively with partners and communities. However, some staff highlighted areas for development, including improved internal communication, more operational training, and better use of risk data to support decision-making. There were also calls for sustained focus on inclusion, wellbeing, and continuous learning to ensure the Service is equipped for the future.

Focus group discussions further reinforced the strong trust and positive regard in which WYFRS is held by the public. Participants consistently described the Service as reliable, compassionate, and professional, often contrasting it favourably with other public services. Many saw WYFRS as a lifeline in times of crisis and expressed admiration for its frontline staff. However, there was limited awareness of the Service's wider community role, and some barriers to engagement were noted – including cultural hesitancy, language and digital exclusion, and low visibility of recruitment pathways. Participants called for more inclusive outreach and greater visibility of the Service's preventative work, particularly in underserved communities.

Together, the findings from this consultation highlight WYFRS's strong public standing and the significant trust it commands among both the public and staff. They also point to areas where further communication, engagement, and targeted investment could help to enhance community understanding, support vulnerable residents, and ensure the Service is well-positioned to meet emerging risks and future challenges.

## 3.0 Public survey findings

### 3.1 Summary

The public consultation revealed a strong level of confidence and trust in West Yorkshire Fire & Rescue Service (WYFRS), with almost all (94%) respondents expressing confidence in the Service's emergency response capabilities and 95% agreeing it does a good job overall. The six strategic priorities outlined in the CRMP were also met with widespread approval, with nearly nine in ten residents (89%) agreeing or strongly agreeing with them. Awareness of core services, such as responding to fires and road traffic collisions, was high, but understanding of broader prevention and regulatory roles was more limited.

About half of respondents (50%) said they felt the Service provides enough information about risks in the community, though a quarter disagreed, and another quarter said they didn't know. Almost two-thirds (63%) felt the biggest risk of fire in their home are electrical faults followed by cooking (50%). More than eight in ten say they have working smoke alarms on every level of their home, however, only a tenth (10%) say they test their alarms weekly.

Respondents who work in the county were confident they are aware of fire safety measures at their place of work (90%). Eight in ten said the Service works well with communities to keep them safe, however less than a third (32%) say they know how to access the 'Safe and Well' service. However, the majority (84%) are confident they can access help and advice if they needed it.

When asked how informed they felt about what the Service is doing locally, almost two-thirds (64%) said they felt informed. However, awareness varied across groups, and some respondents, particularly younger age groups and those from minority ethnic backgrounds, reported feeling less informed. Facebook was the most common platform for receiving community updates (used by 55%), followed by newspapers (34%) and word of mouth. When asked about preferred communication formats, email was the top choice (41%), followed by social media posts (37%) and postal updates (28%).

Just over one in ten people (11%) had interacted with the Service in the last 12 months, and of these, 94% were satisfied with the experience. Two-thirds of respondents (66%) agreed that WYFRS works well with partners and communities, and 65% said they felt informed about how to respond in an emergency.

The findings demonstrate strong public confidence in WYFRS and widespread agreement with the Service's priorities. They also highlight opportunities to improve communication, promote awareness of broader prevention work, and strengthen local engagement.



### 3.2 Methodology/ sample

A questionnaire was designed by staff at West Yorkshire Fire & Rescue with support from SMSR Research during a thorough development phase with input and feedback provided by staff at both organisations to validate the script. The approach was as follows:

Residents across West Yorkshire were invited to participate in an interviewer led, telephone survey using random quota sampling. Quota targets for age, gender and ethnicity were set using 2021 census figures for each of the five authorities the service covers. Fieldwork ran from January 2025 to March 2025. In addition, an online version of the survey was offered through digital streams and promoted by West Yorkshire Fire & Rescue. A total of 1100 respondents participated in the telephone consultation and a further 101 residents responded to the online survey. The results were combined and the breakdown of residents interviewed was as follows:

Gender	Count	Percentage
Male	582	48%
Female	599	50%
Non-binary	3	0%
Trans woman	3	0%
Trans man	3	0%
Prefer not to say	11	1%

Age	Count	Percentage
16 to 24	230	19%
25 to 34	214	18%
35 to 44	172	14%
45 to 54	167	14%
55 to 64	143	12%
65 to 74	88	7%
75 or above	168	14%
Prefer not to say	19	2%

Ethnicity	Count	Percentage
White	888	74%
Ethnic Minority Group	295	25%
Prefer not to say	18	1%

Disability	Count	Percentage
Yes	214	18%
No	954	79%
Prefer not to say	33	3%

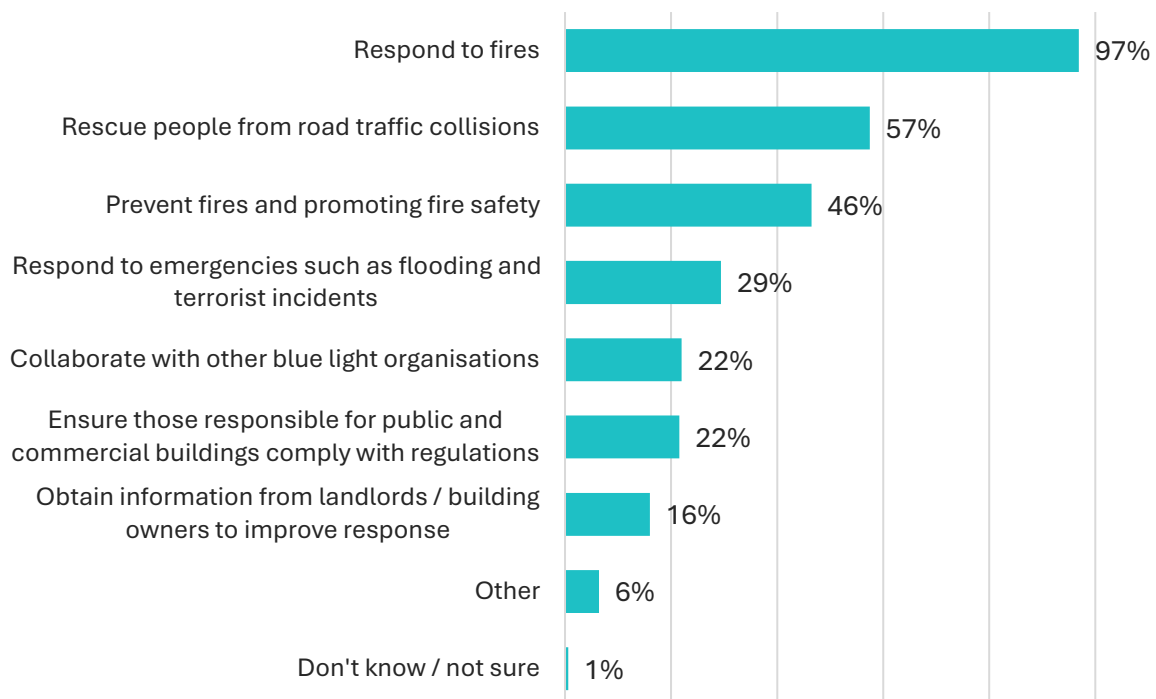
Area	Count	Percentage
Bradford	278	23%
Calderdale	115	10%
Leeds	407	34%
Kirklees	222	18%
Wakefield	172	14%
Prefer not to say	7	1%

### 3.3 Key Findings

This section includes headline findings for each question combined with insight based on demographic and geographic trends. It should be noted that when the results are discussed within the report, often percentages will be rounded up or down to the nearest one per cent. Therefore, occasionally figures may add up to 101% or 99%. Due to multiple responses being allowed for the question, some results may exceed the sum of 100%.

Firstly, respondents were asked for their opinion on what West Yorkshire Fire and Rescue do:

What do you think West Yorkshire Fire and Rescue Service does? n=1201



Almost all respondents (97%) identified 'Respond to fires' as a function of the service, demonstrating strong public awareness of its core emergency response role. In addition, a significant proportion recognised 'Rescue people from road traffic collisions' (57%) and 'Prevent fires and promote fire safety' (46%) as part of WYFRS's work. However, awareness dropped for less visible activities, such as 'Responding to emergencies like flooding and terrorism' (29%) and 'Ensuring compliance with fire safety regulations' (22%).

Only 16% recognised the role of gathering information from landlords or building owners, suggesting limited public understanding of the service's responsibilities around building safety regulations. A small number of respondents selected "Other" (6%) or "Don't know / not sure" (less than 1%).

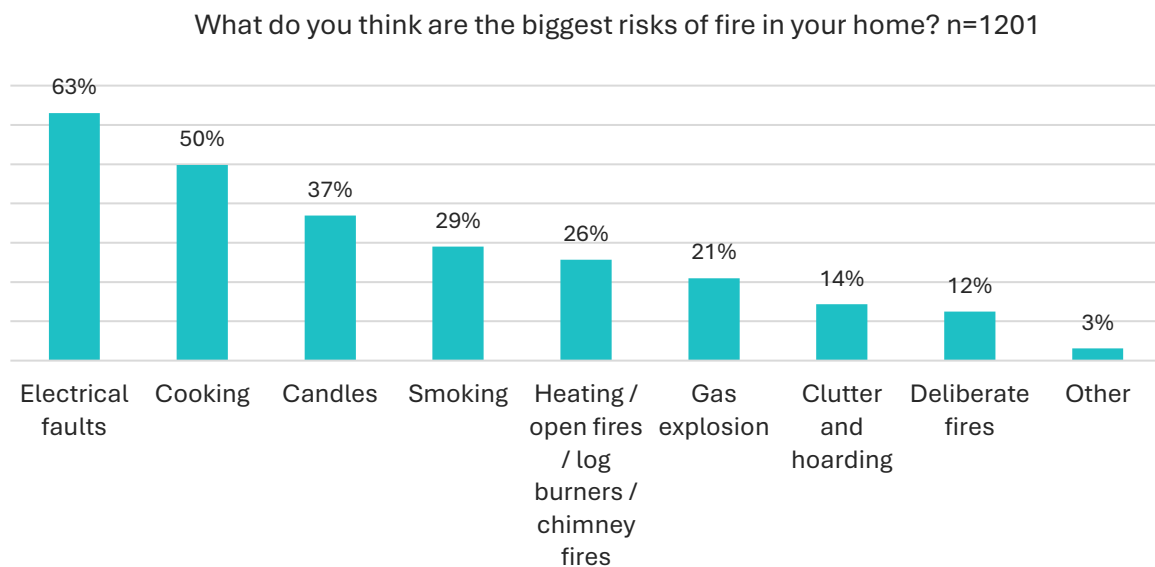
Respondents demonstrated strong awareness of West Yorkshire Fire and Rescue Service's core functions, particularly responding to fires and road traffic collisions. However, recognition of other roles varied across demographic groups and districts.

Road traffic rescues were most frequently mentioned by older respondents (68% of those aged 55+), with younger people less likely to select this (47% of 16–34s). Wakefield (66%) and Leeds (60%) had the highest district-level recognition, while Calderdale was lowest at 51%.

Fire prevention and safety promotion was selected most by those aged 35–54 (52%) and in Calderdale (63%), while recognition was lower in Wakefield (38%) and among disabled respondents (43%).

Responding to emergencies such as flooding and terrorism saw the highest awareness in Calderdale (37%). Younger respondents were least likely to select this (23% of 16–34s).

Next, respondents were asked to say what they thought the biggest risks of fire in their home were:



The most commonly mentioned response was 'electrical faults', chosen by almost two-thirds of respondents (63%). This was followed by 'cooking', identified by around half (50%). 'Candles' were seen as a risk by just over a third (37%), while 'smoking' was selected by slightly fewer people (29%). 'Heating sources, such as open fires, log burners, and chimneys', were mentioned by around a quarter of respondents (26%).

Electrical faults were seen as the biggest risk and recognition of this issue increased slightly with age, from 61% of 16–34s to 68% of those aged 55 and over. White respondents (65%) mentioned this issue more than those from ethnic minority backgrounds (56%), and non-disabled people (65%) were also more likely to highlight this than disabled respondents (53%).

By district, Wakefield (76%) stood out with the highest percentage, while Calderdale was lowest at 48%.

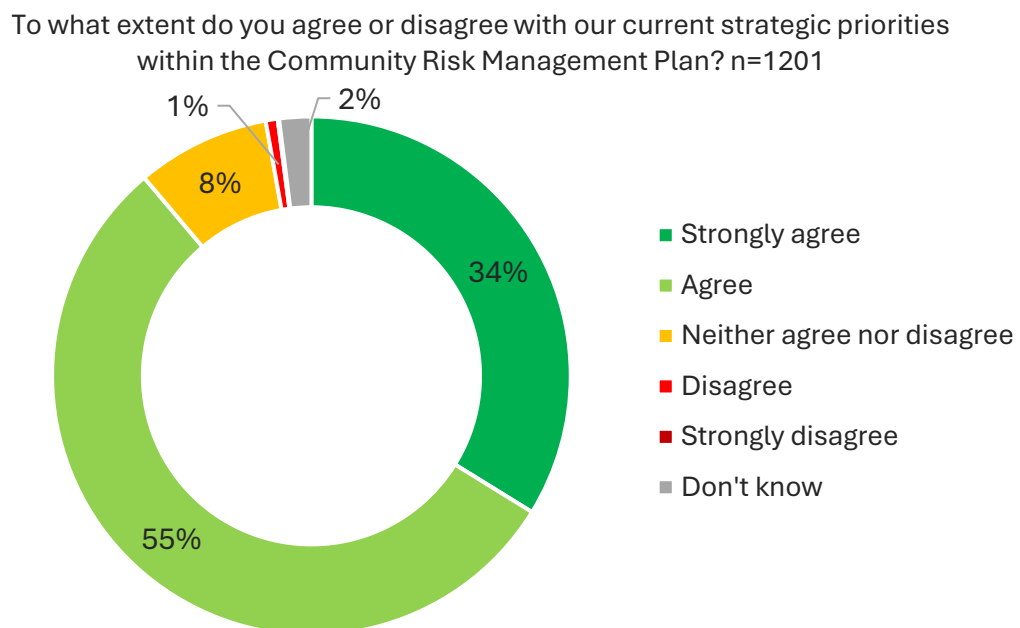
In terms of cooking, younger people were more concerned, with 54% of those aged 16–34 selecting it compared to 44% of those aged 55 and over. Residents were most likely to mention this aspect in Wakefield and Leeds (both 54%) compared to 41% in Kirklees.

The percentage of residents who mentioned candles as a risk of fire was higher among women (42%) than men (32%), and among younger people - 41% of 16–34s, compared to 28% of those aged 55+. By district, residents of Bradford (48%) were significantly more likely to mention this risk compared to other authorities.

Respondents were provided with a preamble, outlining the nature of the CRMP and told the six strategic priorities that will guide how West Yorkshire Fire & Rescue delivers its service in the three years ahead:

- Provide a safe, effective and resilient response to local and national emergencies.
- Focus our activities on reducing risk and vulnerability.
- Enhance the health, safety, and well-being of our people.
- Work with partners and communities to deliver our services.
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

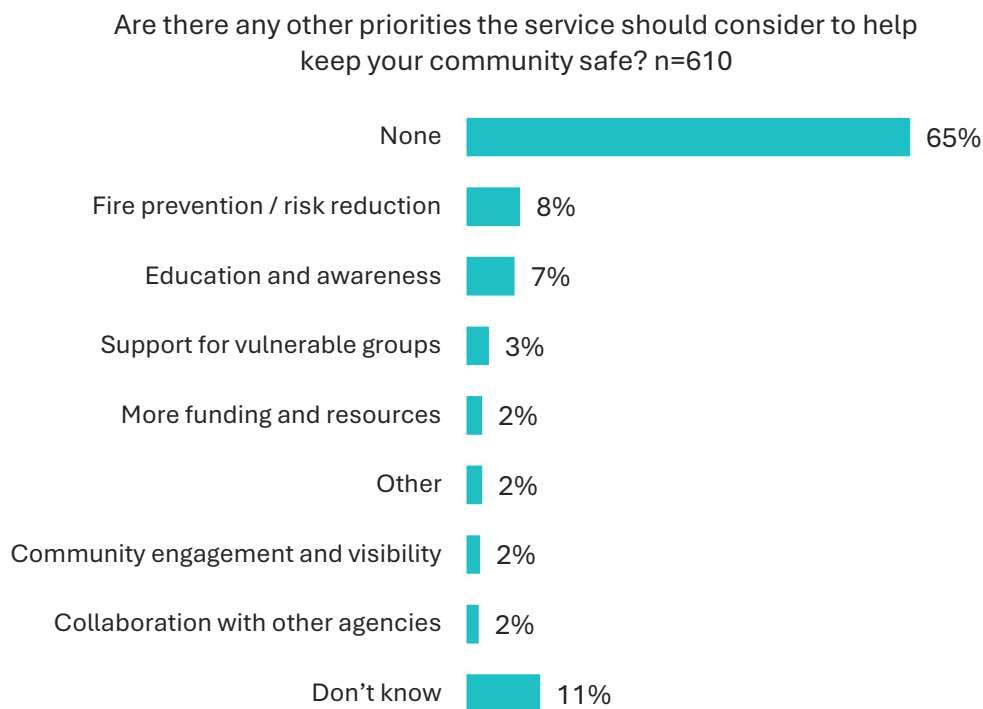
Respondents were asked to what extent they agree with the priorities followed by questions relating to each priority along with perceptions of the service:



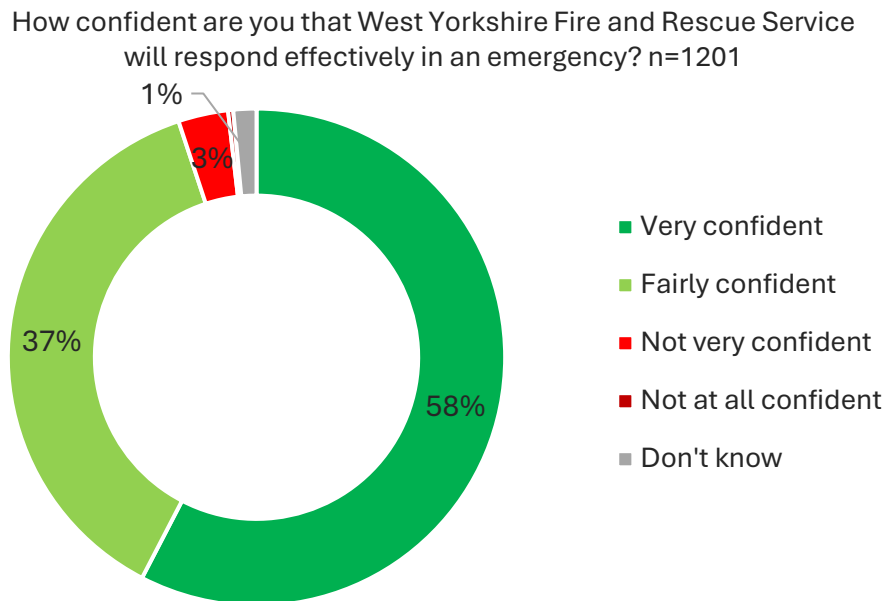
There was a high level of agreement with the strategic priorities set out in the Community Risk Management Plan. Almost nine in ten respondents (89%) said they either agree or strongly agree, with more than half (55%) selecting agree and over a third (34%) selecting strongly agree. Less than a tenth expressed neutrality (8%), and fewer than 1% disagreed with the priorities. The results clearly show overwhelming support, with virtually no opposition.

Although support was high amongst all groups, White respondents were significantly more likely to say they strongly agree with the priorities compared to ethnic minorities (37% vs 23%) together with those aged 55+ (42%) when compared to younger age groups. More than half of residents in Wakefield say they strongly agree with the priorities (52%).

Respondents were asked if there were any other priorities that the service should consider helping keep your community safe. The responses were provided in a free-text format and aggregated into overarching themes:



The majority felt there were no other priorities that needed consideration (65%), and a tenth were unsure (11%). Less than a tenth mentioned prevention and risk reduction (8%) and education and awareness (7%). Fewer mentioned supporting vulnerable groups, increasing funding, community engagement and collaboration with other agencies.



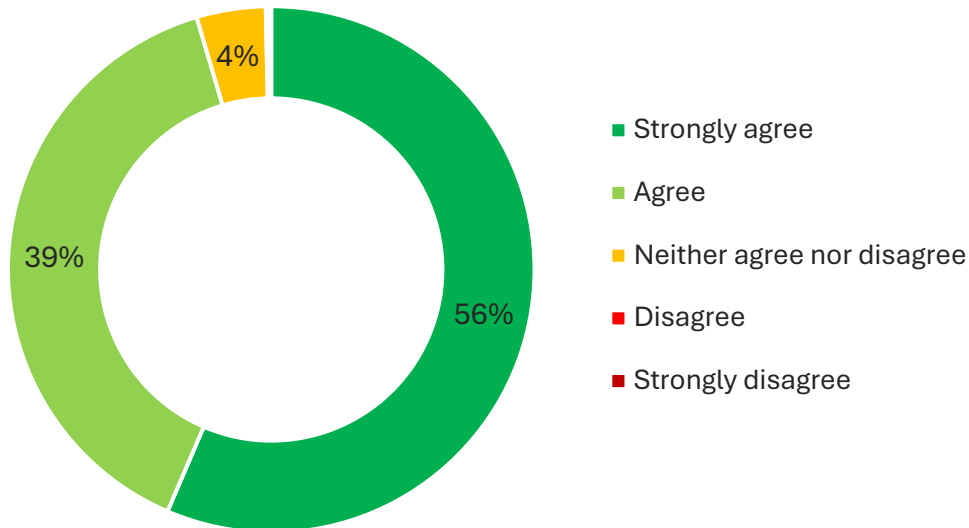
When asked how confident they are that West Yorkshire Fire and Rescue Service would respond effectively in an emergency, respondents showed an extremely high level of trust in this aspect. Nearly six in ten (58%) said they were very confident, and a further 37% said they were fairly confident, meaning that 95% of people expressed confidence in the Service's emergency response. Just 3% said they were not very confident, and less than 1% said they were not at all confident. A small proportion (1%) said they didn't know.

Confidence increased with age, with 69% of people aged 55 and over selecting very confident, compared to 56% of 35–54s and 49% of 16–34s. White respondents (63%) were more likely to express high confidence than those from ethnic minority backgrounds (43%). Geographically, confidence was particularly strong in Wakefield with almost three quarters very confident the service would respond effectively in an emergency (73%).

These high levels of public confidence in West Yorkshire Fire and Rescue Service's ability to respond effectively in an emergency directly reinforce its first strategic priority: to provide a safe, effective and resilient response. The fact that nearly all respondents expressed some level of confidence, and nearly six in ten said they were very confident, suggests that the Service's efforts in maintaining response capability and visibility are recognised and trusted by the public. This strong confidence provides a solid foundation for continuing to build resilience and maintain high standards in emergency response.

Next, respondents were asked for their perceptions on how good a job West Yorkshire Fire & Rescue do:

To what extent do you agree or disagree with the following statement:  
I believe my fire and rescue service does a good job. n=1201



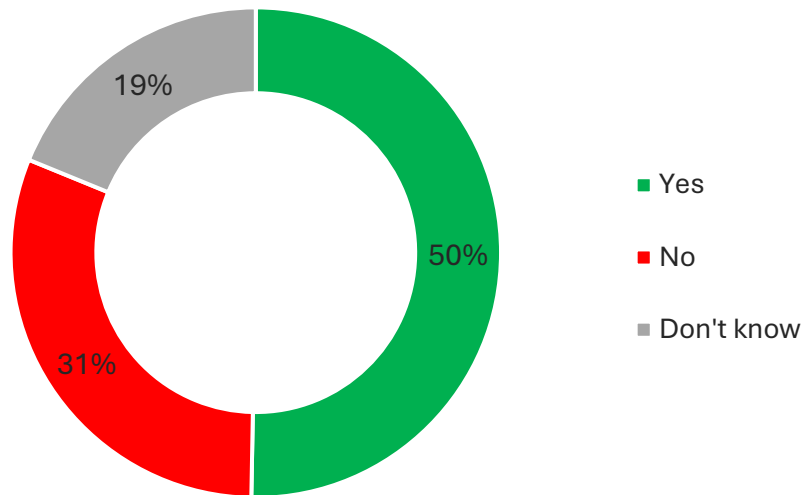
When asked whether they believe their fire and rescue service does a good job, public sentiment was overwhelmingly positive. More than half of respondents (56%) said they strongly agree, and a further 39% said they agree, meaning that almost all respondents (95%) expressed agreement overall. Just 4% neither agreed nor disagreed, and fewer than 1% disagreed with the reflecting a strong public endorsement of the service's overall performance.

Among age groups, people aged 55 and over were significantly more likely to strongly agree (64%), compared to 50% of 16–34s. White respondents were more likely to strongly agree (62%) than those from ethnic minority backgrounds (41%) and Wakefield stood out with the highest level of strong agreement (65%), while Calderdale had the lowest (53%).

The strong agreement that West Yorkshire Fire and Rescue Service is doing a good job provides a solid foundation for delivering on its strategic priorities. This widespread confidence suggests that the public already sees the Service as effective in its role, which supports priorities such as providing a safe, effective and resilient emergency response, and working with partners and communities to deliver services.



Do you think the Service provides enough information about what risks there may be in your community? n=1201

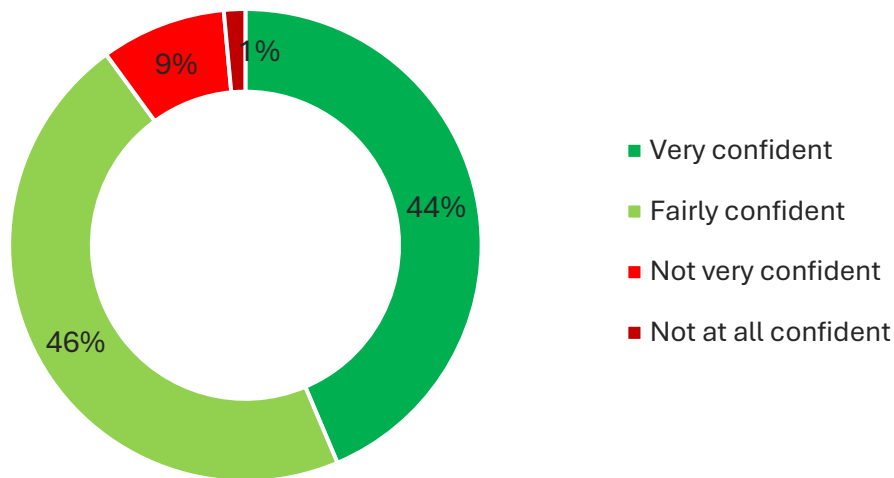


Just over half of respondents (50%) said yes, they believe the Service provides enough information about risks in their community. However, almost a third (31%) said no, and a further 19% said they didn't know. While many people feel well informed, the results suggest there is still a significant portion of the public who are either unsure or believe more could be done to raise awareness of local risks.

Perceptions around whether the Service provides enough information about risks in the community varied across some cohorts. More than half (54%) of men said yes, compared to 46% of women. Younger people (16–34) were most likely to say yes (53%), with agreement slightly lower among those aged 55 and over (47%). Geographically, there was more variation: Calderdale had the highest agreement (62%), while Bradford had the lowest (47%).

The mixed responses to this question suggest that while many people feel informed, a significant proportion either do not believe they receive enough information about risks in their community or are unsure. This highlights an opportunity for the Service to strengthen its efforts under the strategic priority to focus on reducing risk and vulnerability. Ensuring that communities are well informed about local risks is a key part of prevention and preparedness. Improving communication, particularly in areas like Bradford, where agreement was lower, may help to enhance public understanding of risk and support more targeted engagement.

If you work in West Yorkshire, how confident are you that all employees at your place of work are aware of the fire safety measures in place for them? n=887

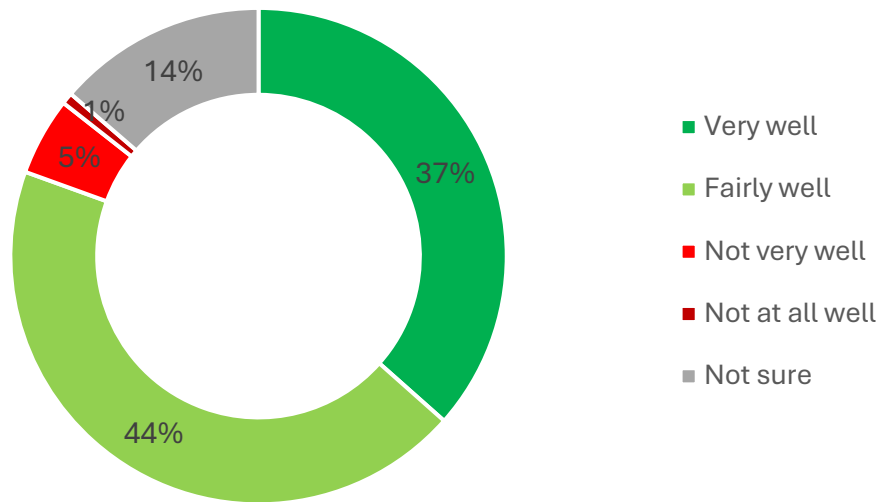


Most respondents who work in West Yorkshire expressed confidence in workplace fire safety awareness. More than two-fifths (44%) said they were very confident, and a further 46% said they were fairly confident, revealing nine in ten respondents (90%) felt confident overall. Just 9% said they were not very confident, and 1% said they were not at all confident, a tenth overall.

Confidence in fire safety measures in the workplace varied across age groups. Respondents aged 55 and over were the most confident, with 53% saying they were very confident, compared to 43% of those aged 35-54 and 37% of those aged 16-34. At a district level, Wakefield had the highest level of strong confidence (52%), while Bradford had the lowest (40%). Responses in Leeds and Calderdale were slightly lower at 42%, with Kirklees at 46%.

The high levels of confidence, suggest that many people feel workplaces are taking fire safety seriously. However, lower levels of strong confidence among younger age groups and in Bradford, may point to potential gaps in communication or training. These findings reinforce the importance of the Service's strategic priority to reduce risk and vulnerability, especially through engagement with businesses, employers, and working-age populations to strengthen awareness and preparedness.

Thinking about the people you know, your neighbours or relatives, how well do you think the Service works with them to keep them safe? n=1201



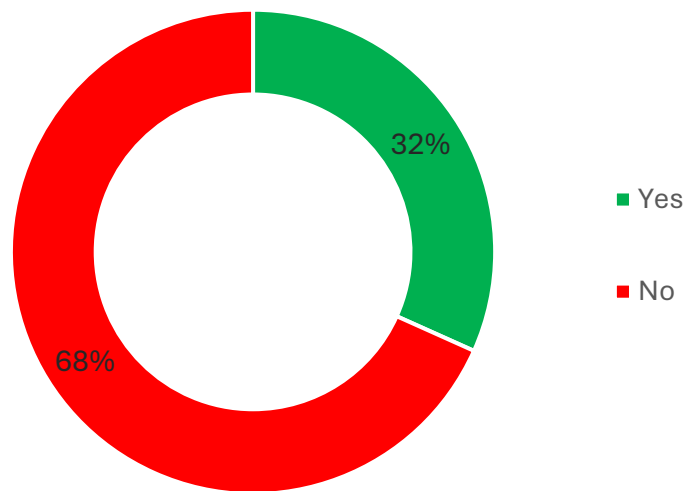
Around two-fifths of respondents (37%) said the Service works very well with local people to keep them safe, and just under half (44%) felt it works fairly well. Together, this means that more than four in five people (81%) gave a positive response. Only a small minority (6%) said the Service does not work well in this area, and 14% said they were unsure.

Older respondents were more likely to believe the Service works very well with people in their community. Among those aged 55 and over, 45% gave this response, compared to 37% of 35–54s and just 29% of those aged 16–34. There were also differences by ethnicity: 39% of White respondents said the Service works very well with their community, compared to 29% of those from ethnic minority backgrounds. Across districts, Wakefield stood out with the highest score (48%), compared to Leeds, where 31% selected very well.

The majority of respondents believe West Yorkshire Fire & Rescue is working well with local people to keep them safe, with particularly strong views in areas like Wakefield and among older age groups. However, some lower scores among younger people, ethnic minority respondents, and residents in Leeds suggest that some communities may feel less directly connected to the Service's work. These results highlight the importance of continuing to build visibility in those areas and ensuring community engagement efforts are reaching all parts of the population.

Safe and Well is a free service offered by West Yorkshire Fire Service, in which firefighters or dedicated prevention officers visit members of our community in their own homes. Officers will then carry out a fire risk assessment and offer tailored advice and interventions to help reduce the risk of fire in their property. You can access the service [here](#).

Do you know how to access the 'Safe and Well' service? n=1201

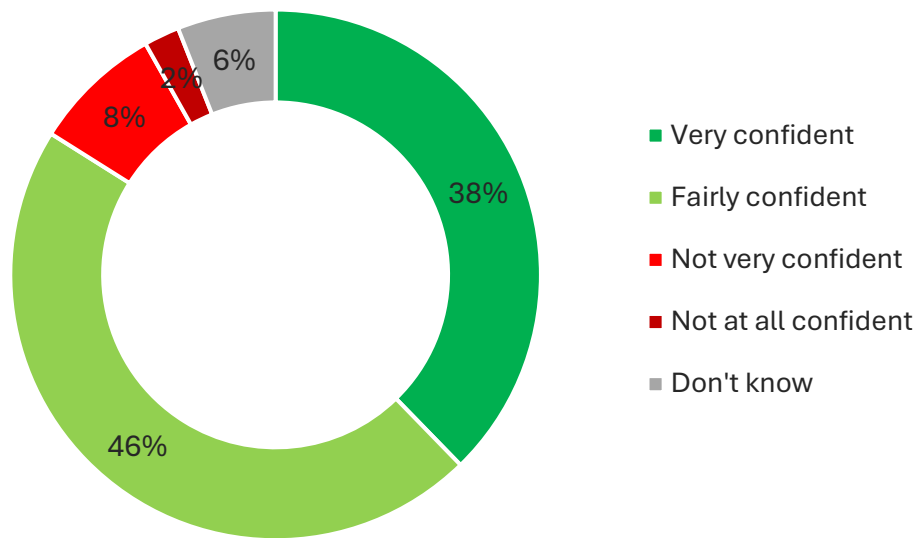


Awareness of the Safe and Well service amongst residents in West Yorkshire appears limited. Around one-third of respondents (32%) said they know how to access the service, while just over two-thirds (68%) said they do not. This indicates that although the service offers a valuable and tailored form of home fire safety support, many members of the public are still unaware of how to make use of it.

Awareness of the Safe and Well service varied across age groups and locations. People aged 35–54 were the most likely to know how to access the service, with 36% answering yes, compared to 32% of 16–34s and 27% of those aged 55 and over. By district, Calderdale showed the highest awareness (46%), while Leeds had the lowest (25%).

The findings show that awareness of the Safe and Well service is relatively low, with just under a third of people knowing how to access the service. This suggests there is more work to be done to ensure the public understands what's available and how to take advantage of it — particularly in areas like Leeds, where awareness is lowest. Increasing visibility of Safe and Well could help the Service reach more vulnerable individuals, deliver preventative interventions earlier, and ultimately reduce community-level fire risk in line with the strategic priority of focussing activities on reducing risk and vulnerability.

How confident are you that you can access help and advice to keep a vulnerable family member or friend safe from fire?

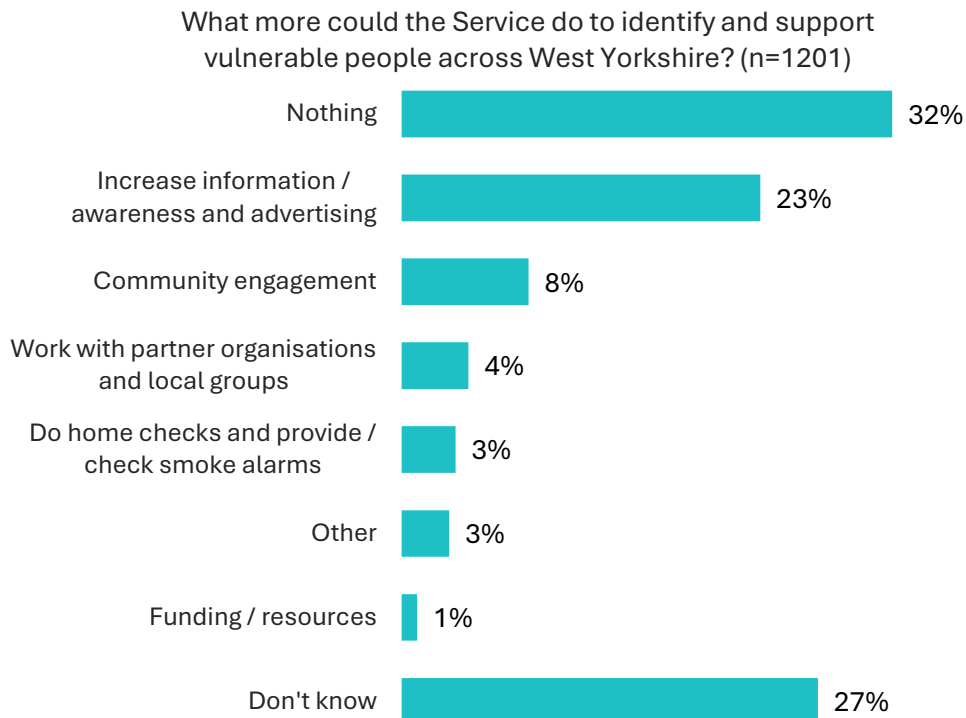


A strong majority of respondents said they felt confident accessing help and advice to support someone vulnerable. Just under two-fifths (38%) said they were very confident, and almost half (46%) said they were fairly confident. This means four-fifths (84%) of respondents overall felt confident to some degree. Less than a tenth (8%) said they were not very confident, and 2% said they were not at all confident, with 6% unsure.

Males were more likely than females to say they were very confident accessing help and advice to support someone vulnerable, with 41% of male respondents selecting this option compared to 35% of women. Confidence also increased slightly with age, rising from 35% among 16–34s to 42% among those aged 55 and over. There was a noticeable difference by ethnicity, with 40% of White respondents saying they were very confident, compared to 29% of those from ethnic minority backgrounds. At a local level, Calderdale and Wakefield both had the highest levels of strong confidence (51%), while Leeds showed the lowest at 30%.

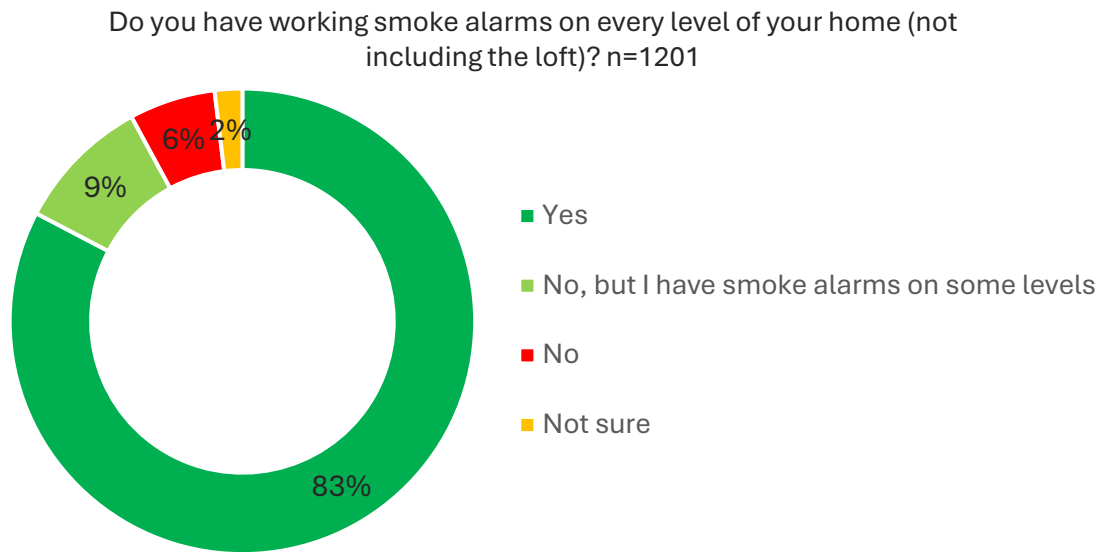
While most respondents expressed strong confidence that they could access help and advice to support a vulnerable person, far fewer said they actually knew how to access the Service's Safe and Well offer in the previous question. This contrast suggests a disconnect between general perception and awareness of specific prevention services. Many people appear to believe that help would be available if needed, but fewer may know exactly how to access it. This highlights an opportunity to better promote specific services and ensure the public knows how to make use of the support on offer.

Furthermore, respondents were asked what more West Yorkshire Fire & Rescue could do to identify and support vulnerable people across the county.



Although a third did not think the Service could do any more in this respect (32%), a quarter felt that an increase in awareness and advertising of services could help identify and support vulnerable people (23%). Just under a tenth (8%) mentioned community engagement with fewer identifying working with local groups and providing home checks. Just over a quarter said they were not sure what more the Service could do.

Respondents were asked to say if they have working smoke alarms and how often they test their equipment:

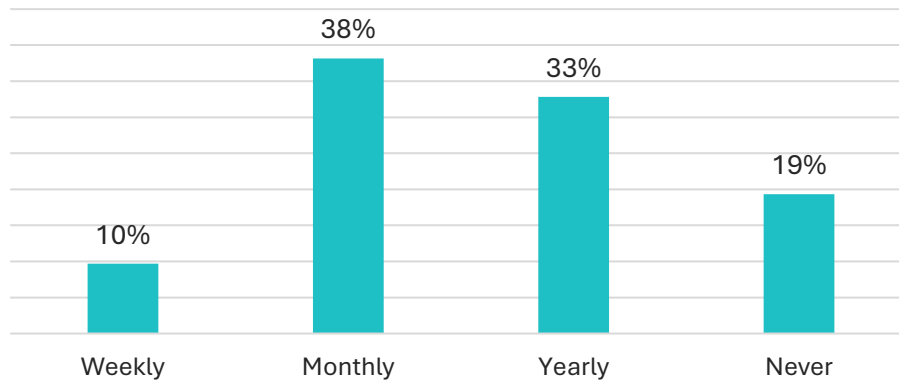


The vast majority of respondents said they have smoke alarms installed on every level of their home. More than four in five people (83%) answered yes, while 9% said they have alarms on some levels. A further 6% said they do not have any smoke alarms, and 2% were unsure. These results suggest a strong overall level of smoke alarm coverage across the county, though a small minority remain unprotected or under-protected.

To put this in context, The English Housing Survey reported that 93% of households had at least one working smoke alarm in the year ending March 2023. This compares to 92% across West Yorkshire. Furthermore, a YouGov survey published in February 2023, found that 70% of Britons have a smoke alarm on every level of their home, which is exceeded by 13% points in this survey.

People aged 35–54 were the most likely to report having working smoke alarms on every level of their home (87%), while younger respondents aged 16–34 were the least likely (78%). White respondents (85%) were more likely to have full coverage than those from ethnic minority backgrounds (75%). By district, Wakefield had the highest level of coverage (88%), while Bradford and Kirklees were slightly lower at 81%.

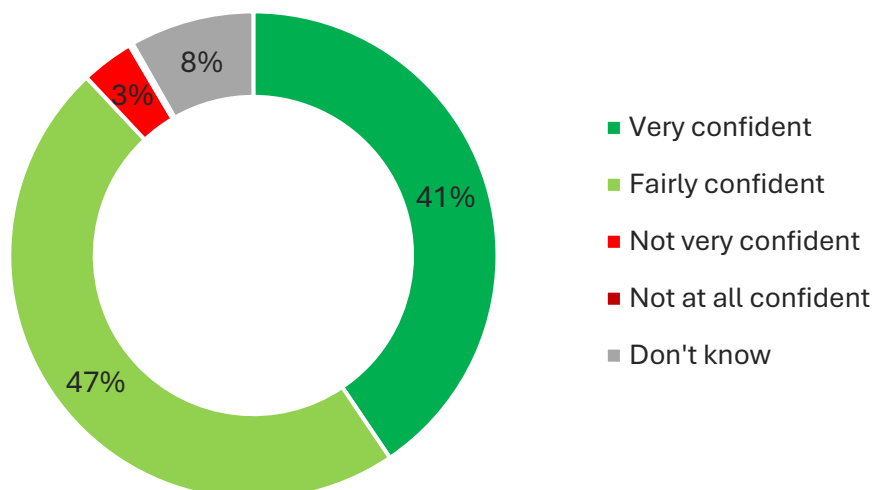
How often do you test your smoke alarms? n=1106



Most people said they test their smoke alarms at least once a year, though relatively few do it weekly as guidance states. Only one in ten respondents (10%) said they test their alarms weekly, and just over a third (38%) said they test them monthly. A further third (33%) test them yearly, while nearly one in five (19%) admitted they never test their alarms. These results suggest that although smoke alarms are widely installed (as seen in the previous question), regular testing habits remain inconsistent.

The responses to questions on smoke alarm ownership and testing highlight both strengths and opportunities in household fire safety. Most respondents (83%) said they have working smoke alarms on every level of their home. However, only one in ten people test their alarms weekly and nearly one in five never test them at all. This highlights a gap between installation and regular maintenance. These findings support the strategic priority to reduce risk and vulnerability, by promoting the importance of not just having smoke alarms, but ensuring they are tested regularly to remain effective.

How confident are you that West Yorkshire Fire and Rescue Service works with partners and communities to deliver its services? n=1201



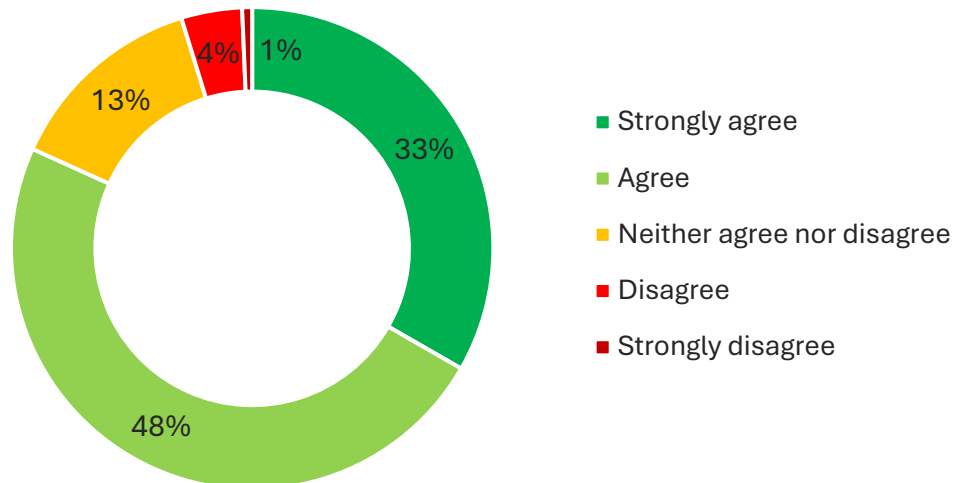


Confidence in the Service working with partners and communities was generally high among respondents. Just over two-fifths (41%) said they were very confident, and nearly half (47%) said they were fairly confident. So, almost nine in ten people (88%) expressed confidence overall. Only 3% said they were not very confident, and almost no one said they were not at all confident. Less than a tenth (8%) said they didn't know.

Older respondents were more likely to feel very confident that West Yorkshire Fire and Rescue Service works effectively with partners and communities. Among those aged 55 and over, 46% said they were very confident, compared to 43% of 35-54s and just 34% of 16-34s. There was also a notable difference by ethnicity, with 44% of White respondents stating they were very confident, compared to 31% of those from ethnic minority backgrounds. At a district level, Wakefield showed the strongest confidence (53%) while Leeds (36%) and Bradford (37%) were lower.

The results strongly support the priority to work with partners and communities. Most respondents feel confident that the Service collaborates well with others. However, stronger levels of confidence were lower among younger people, ethnic minority respondents, and those in Leeds and Bradford, suggesting an opportunity to strengthen engagement and provision of information in these communities.

To what extent do you agree or disagree with the following statement: I believe my fire and rescue service provides good value for money. n=1201

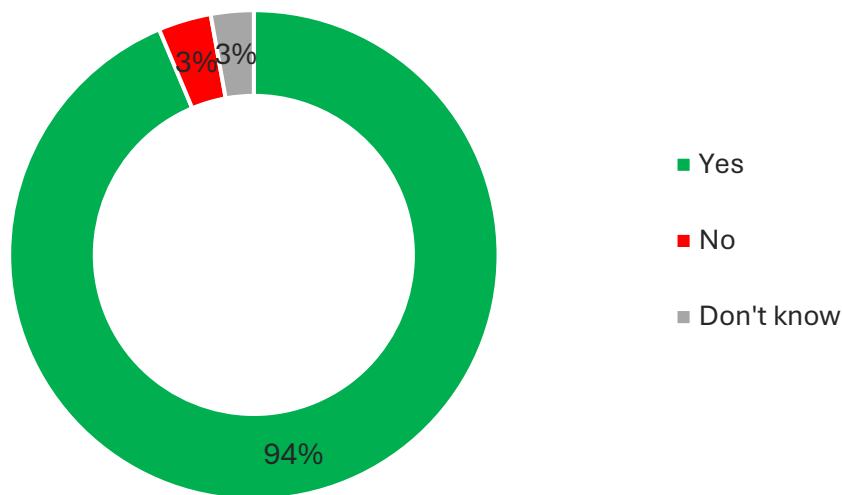


Perceptions of value for money were also very positive. A third of respondents (33%) said they strongly agree, and nearly half (48%) said they agree, revealing that over four in five people (81%) felt the Service provides good value for money. Only 5% disagreed, and a further 13% provided a neutral response.

Older respondents were more likely to strongly agree that the Service provides good value for money, with 44% of those aged 55 and over selecting this response, compared to just 22% of 16-34s. There was also a gap between White respondents (37%) and those from ethnic minority backgrounds (23%). At a local level, Wakefield had the highest level of strong agreement (44%), while Leeds (29%) was lower.

These results support the Service's strategic priority to use resources efficiently and deliver value for money. The fact that 8 in 10 agree the Service provides value for money suggests that the public recognises the Service's efforts to operate effectively and responsibly. However, lower levels of strong agreement among younger people and ethnic minority respondents, together with a fifth who did not agree may point to a need for clearer communication about how resources are used and how communities' benefit from them.

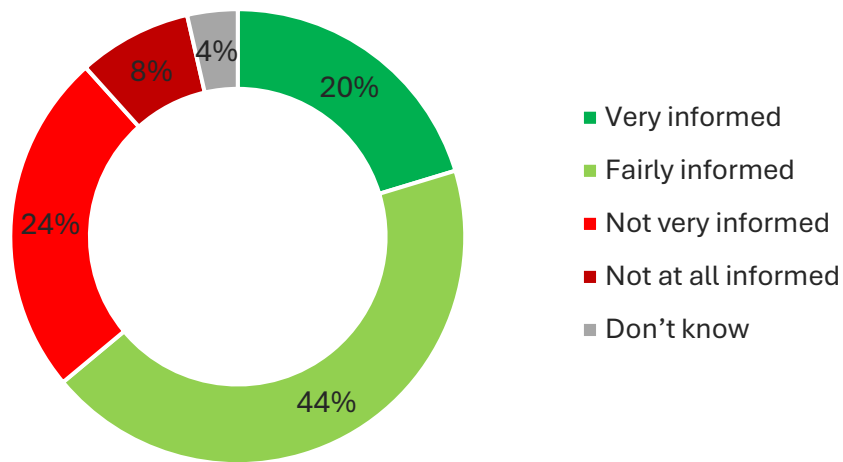
Do you trust West Yorkshire Fire and Rescue staff to treat you with honesty, integrity and respect? n=1201



Trust in the Service's staff was extremely high, with almost all (94%) respondents indicating they trust the Service to act with honesty, integrity, and respect. Only 3% disagreed, and 3% were unsure, showing that the vast majority of the public feels confident in the Service's professionalism and conduct.

The public's confidence that staff treat them with honesty, integrity, and respect underpins the resilience and effectiveness of the Service. It also reinforces the foundation for continued trust and community cooperation.

Overall, how well informed do you feel about what the fire and rescue service in your local area is doing? n=1201

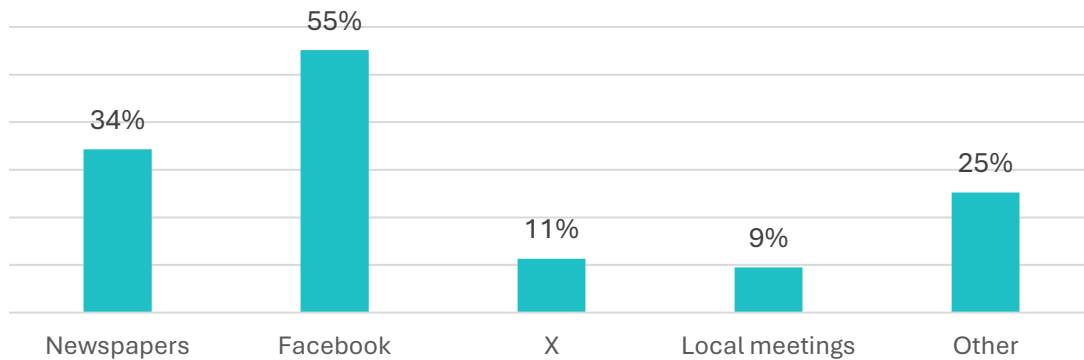


Public perceptions of being informed about the Service's activities were generally positive. A fifth (20%) felt very informed, while nearly half (44%) felt fairly informed, meaning more than six in ten people (64%) felt informed overall. However, a third (32%) said they were not informed, with 8% saying they were not at all informed, and 4% unsure. These results suggest a mixed picture, with significant variation in how well people feel the Service communicates its work in local areas.

Respondents aged 35-54 were the most likely age group to feel informed, with 71% saying they felt either very or fairly informed. This was followed by 16-34s at 64%, while the percentage dropped among those aged 55 and over, where 59% felt informed. Geographically, Calderdale (69%) and Bradford (68%) saw the highest levels of informed respondents, while Leeds was the lowest at 57%.

While most respondents feel reasonably well informed, there are some gaps by age and geography. The lower levels of awareness among older residents and people in Leeds highlight an opportunity to improve how the Service communicates and collaborates with local communities, ensuring consistent and inclusive engagement across the region.

What platform(s) do you use to find out information about your community? n=1201

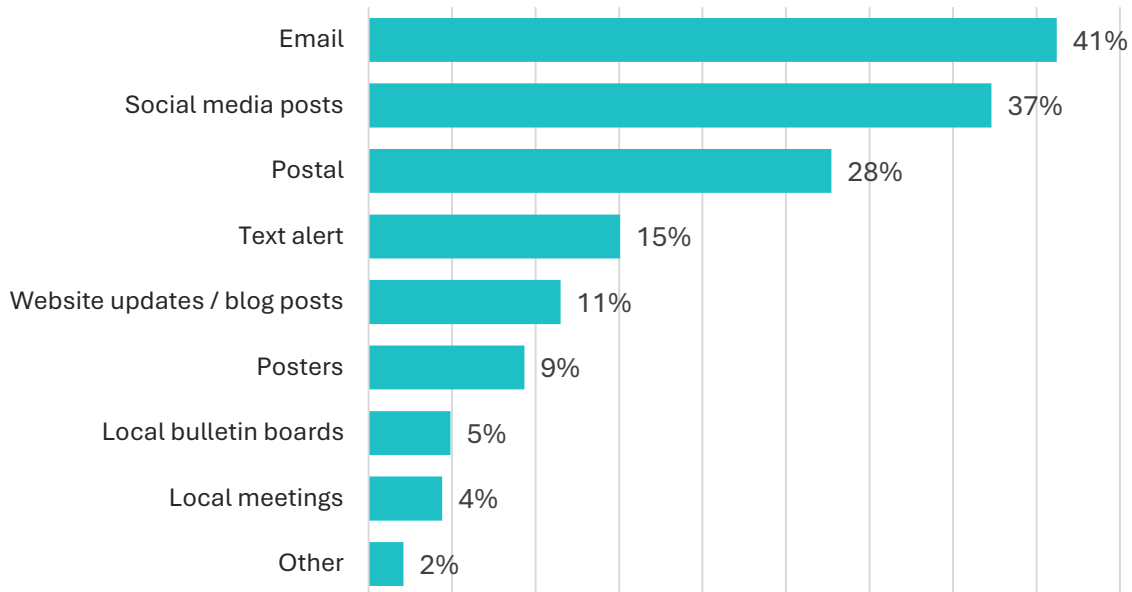


The most popular platform by far was Facebook, used by 55% of respondents. This was followed by newspapers (online or paper) at 34%, and then 'Other' sources at 25%. Only 11% said they used X (formerly Twitter), and just 9% mentioned local meetings.

Usage of Facebook was higher among those aged 35-54 (68%) and 16-34 (64%) but dropped significantly among those aged 55 and over (35%). In contrast, newspapers were more popular with older respondents, with 43% of those aged 55+ using them, compared to just 29% of younger and middle-aged groups. Younger people were also far more likely to use X (formerly Twitter), with 22% of 16-34s citing it, compared to just 3% of those aged 55+.

A quarter (25%) said they used 'Other' sources to find out about their community. The most frequently mentioned was word of mouth, including from neighbours, friends, or family. Others cited Google or general internet searches, while some relied on leaflets, newsletters, or parish magazines delivered to their home. A smaller number mentioned WhatsApp groups, local forums, or council websites. A small number said they didn't actively seek out any local information.

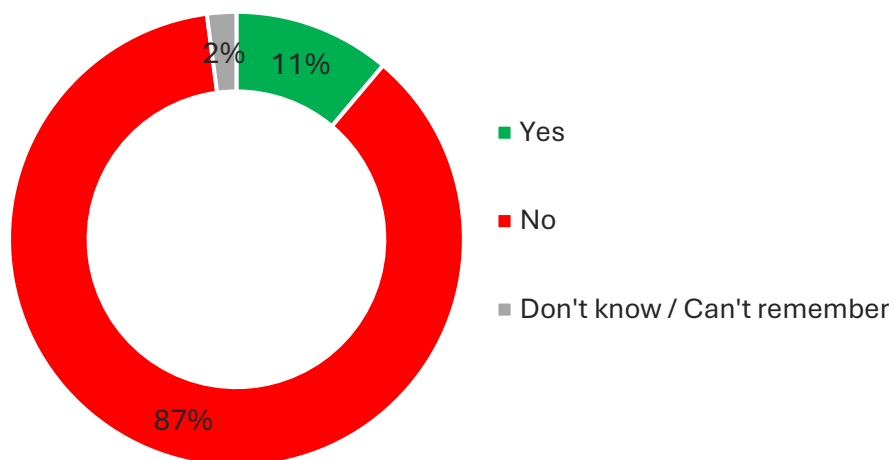
What format do you generally prefer to receive information in? n=1201



Respondents most commonly prefer to receive information by email (41%), followed by social media posts (37%). Email was especially popular with those aged 35–54 (46%), while social media was favoured by younger respondents, particularly those aged 16–34 (51%). A significant proportion of over-55s (54%) preferred postal communication, making it their top choice. Preferences for text alerts (15%), website updates (11%), and posters (9%) were less common overall, and fewer than 5% selected options such as local meetings or bulletin boards.

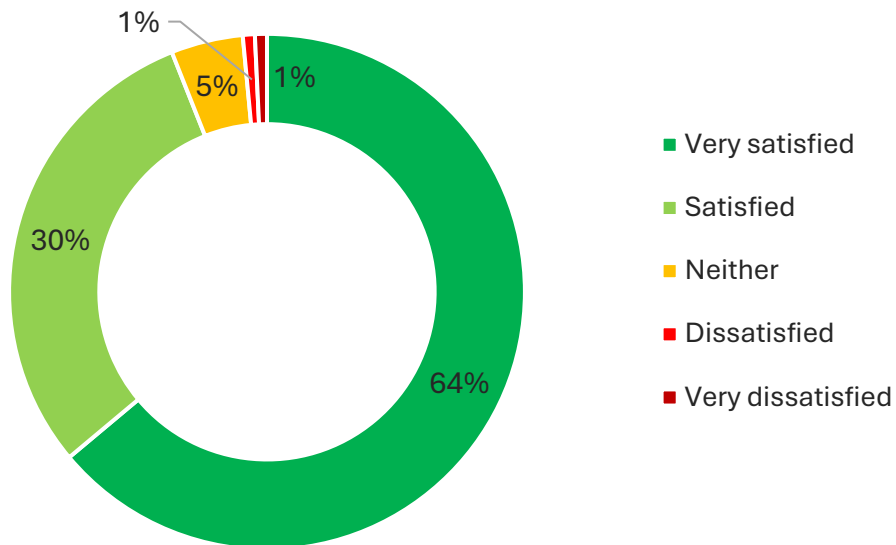
Finally, respondents were asked if they had any contact with the Service in the past 12 months:

Have you had any contact or interaction with the Service in the past 12 months? n=1201



A tenth (11%) of respondents said they had contact or interaction with West Yorkshire Fire and Rescue Service in the past year.

If yes, how satisfied were you with the service provided by West Yorkshire Fire and Rescue Service? n=133



Almost all of those who had interacted with West Yorkshire Fire and Rescue Service in the past 12 months reported positive experiences. Nearly two-thirds (64%) said they were very satisfied, and a further 30% were satisfied, bringing the overall satisfaction rate to 94%. Only a small proportion were neutral (5%), and just 2% reported any level of dissatisfaction. These results point to consistently high levels of service satisfaction among those who had recent contact with the Service.

## 4.0 Internal Survey Findings

### 4.1 Summary

The findings from the internal survey show widespread support for the draft strategic priorities, with almost nine in ten (88%) stating they agree with priorities. More than two-thirds of colleagues (70%) said they clearly understood the role that they, their team, or their department played in delivering the plan, while a fifth (21%) were less certain. Reasons for uncertainty included lack of clarity around communication, limited capacity, and a desire for more visible leadership.

Two-thirds (65%) of respondents said they strongly agreed that the Service uses its understanding of risk to target prevention and protection activity effectively. However, feedback suggested that some teams feel the data could be better shared and more could be done to engage with frontline staff on how insights are used.

Just under a quarter (24%) said there are additional steps the Service could take to reduce risk in communities. Suggestions included better resourcing, more proactive engagement, improved partnership working, and greater focus on operational training and effectiveness.

Around half (51%) of staff agreed that the Service provides enough information about risks to the public, with a quarter (25%) saying no and the remainder unsure. Colleagues highlighted opportunities to work more closely with other organisations, improve visibility in communities, and adapt communication to meet a wider range of needs.

On the question of workplace culture, more than two-thirds (70%) agreed or strongly agreed that WYFRS has a culture of learning and excellence, while just over a tenth disagreed. Comments pointed to progress in areas like operational learning, but also challenges around consistency, workload, and access to training.

Inclusivity was seen as a strength by many. Around a third said the Service is already inclusive, while others suggested further steps—such as better representation, more targeted outreach, and continued efforts to bridge the gap between departments and roles.

The internal results show that staff are broadly aligned with the Service's direction and goals together with findings from the public survey. They also point to the need for continued investment in learning, communication, and engagement to ensure that everyone feels equipped and empowered to deliver the CRMP.

## 4.2 Methodology/ sample

In addition to the public consultation, a dedicated internal survey was carried out to gather feedback from West Yorkshire Fire and Rescue Service (WYFRS) colleagues. The survey was conducted online between January and March and was promoted internally by members of the working group. A total of 138 staff members responded, sharing their views on the strategic priorities, suggesting any areas they felt were missing from the current plan, and providing insight into their confidence and readiness to help deliver the CRMP in practice.

Although the sample is too small to draw our meaningful trends amongst demographics, the breakdown of colleagues who participated was as follows:

Gender	Count	Percentage
Male	66	40%
Female	40	29%
Non-binary	0	0%
Trans woman	0	0%
Trans man	1	0%
Prefer not to say	31	22%

Age	Count	Percentage
16 to 24	7	5%
25 to 34	15	11%
35 to 44	42	30%
45 to 54	25	18%
55 to 64	18	13%
65 to 74	0	0%
75 or above	1	1%
Prefer not to say	30	22%

Ethnicity	Count	Percentage
White	107	78%
Ethnic Minority Group	3	2%
Prefer not to say	28	20%



Disability	Count	Percentage
Yes	97	70%
No	11	8%
Prefer not to say	30	22%

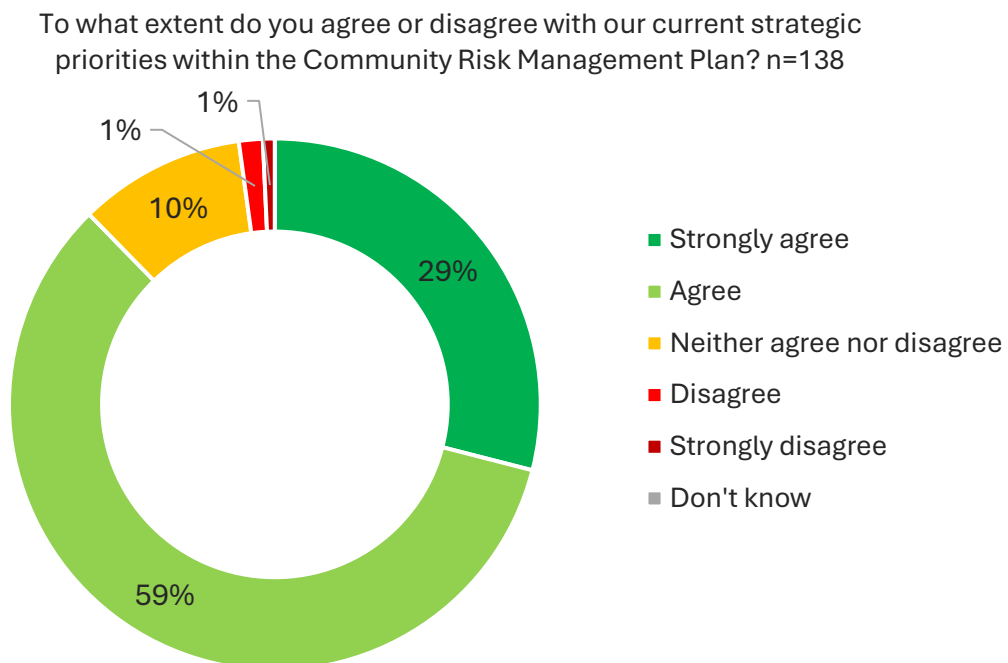
Which District do you work in?	Count	Percentage
Bradford	13	9%
Calderdale	3	2%
Leeds	15	11%
Kirklees	12	9%
Wakefield	1	1%
N/A	52	38%
Prefer not to say	42	30%

Which Department do you work in?	Count	Percentage
Fire prevention	5	4%
Fire protection	25	18%
HQ based	25	18%
Ops	38	28%
Prefer not to say	45	33%

### 4.3 Key findings

This section includes headline findings for each question combined. Although some demographic trends may be commented on, generally the sample is too small to take robust conclusions from this information. It should be noted that when the results are discussed within the report, often percentages will be rounded up or down to the nearest one per cent. Therefore, occasionally figures may add up to 101% or 99%. Due to multiple responses being allowed for the question, some results may exceed the sum of 100%.

As in the public survey, colleagues were asked to say to what extent they agree or disagree with the strategic priorities outlined in the Community Risk Management Plan (CRMP).



Staff responses to the strategic priorities set out in the Community Risk Management Plan were overwhelmingly positive, closely mirroring the views of the public. Almost nine in ten staff members (88%) either agreed or strongly agreed with the priorities, with 29% expressing strong agreement. This is broadly in line with the public survey, where 89% supported the priorities and 34% strongly agreed. Just 2% of colleagues disagreed, and 10% neither agreed nor disagreed.

Colleagues were asked if they would recommend any changes or additions to the strategic priorities to help keep communities and firefighters safe? Around one in four staff members (24%) provided additional comments. Most respondents broadly supported the existing priorities, with several highlighting their relevance, clarity, and alignment with the service's overall direction. However, some offered constructive suggestions for refinement, as well as ideas for new areas of focus.

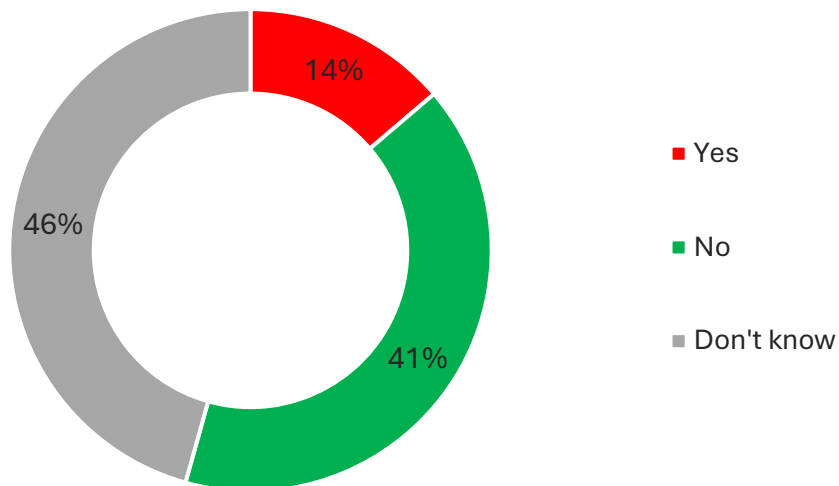
A recurring theme was operational effectiveness. Some called for greater investment in frontline roles, better training facilities, and a more prominent emphasis on operational readiness, especially given the perceived inexperience of newer crews. Several raised concerns around the use of resources—particularly the balance between support staff and operational firefighters—and suggested more visible investment in frontline capacity.

Internal culture also featured in the feedback. While many welcomed the inclusion of equality and inclusion, there were calls to rephrase or refocus the priority on cultural development to better reflect current realities. A few noted that while values were expressed well in writing, these were not always reflected in lived experiences across stations.

A number of respondents emphasised the importance of innovation and technology, particularly around drones, AI, and modern firefighting equipment. Others highlighted the need to strengthen collaboration—not just externally, but internally across departments. Some suggested better engagement with businesses and the public to ensure priorities reflect community expectations.

Additional suggestions included enhancing lone working safety, increasing preparedness and prevention messaging, refreshing how impact is measured, and proposing bolder ambitions, such as aiming to become the safest fire and rescue service in the country.

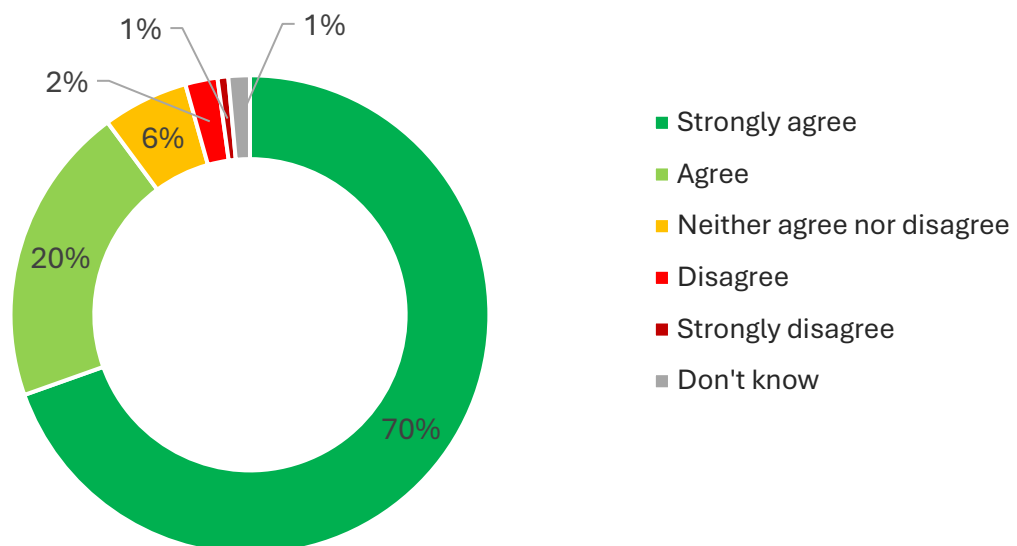
Are there any new or emerging risks that have not been referenced within our current plan?



Less than a fifth of colleagues (14%) identified new or emerging risks that had not been referenced in the CRMP. Colleagues were asked to highlight any new or emerging risks they felt were not adequately reflected in the current Community Risk Management Plan. The comments covered a range of operational, societal, and technological issues. These insights offer valuable frontline perspectives and have been grouped into key themes in the table below:

Theme	Description
Energy transition and technology risks	Several respondents flagged the growing threat posed by lithium-ion batteries, electric vehicles, hydrogen technologies (including cracking plants), and energy storage sites (ESS/BESS). Concerns were raised around the pace of preparedness, suggesting the service is at risk of falling behind technological change.
Climate change and environmental pressures	Some pointed to major wildfires, water scarcity, and global warming as risks that may require greater emphasis, along with structural concerns such as water provision by undertakers.
Operational and resource gaps	Issues around under-resourcing—especially for major incidents and on-call availability—were noted. Lone working, lone protection officers visiting high-risk areas, and limitations in training capacity were also seen as operational risks.
Changing demographics and societal shifts	The ageing population, growing homelessness, and changing learning and literacy norms (e.g., digital literacy) were mentioned as long-term or emerging social risks that may require greater consideration in planning.
Partnership and strategic alignment	There were suggestions to reassess dependencies on external partners such as the Armed Forces and calls for better internal strategic clarity and horizon scanning beyond the current planning cycle.

To what extent do you agree or disagree that you understand the role that you, your station, district, and/or department have in delivering Your Fire and Rescue Service 2025/28' strategic priorities? n=138



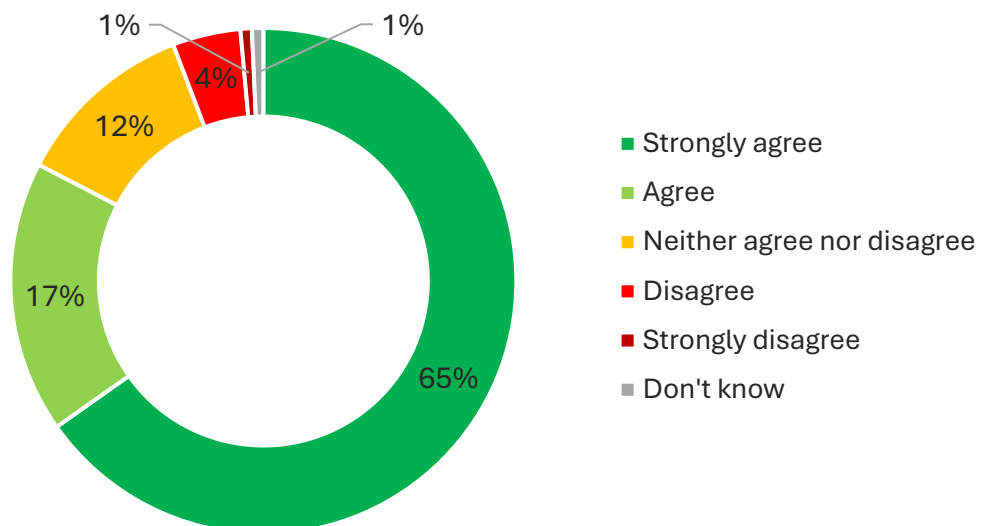
A strong majority of staff indicated a clear understanding of their role in delivering the strategic priorities set out in Your Fire and Rescue Service 2025–28. Seven in ten (70%) said they strongly agree that they understand their role, with a further fifth (20%) agreeing. Only a small proportion expressed uncertainty or disagreement, just 6% neither agreed nor disagreed, while a combined total of 3% disagreed or strongly disagreed.

This indicates that most staff feel confident and aligned with how their responsibilities connect to the service's wider strategic aims.

To gain further insight into this aspect. Those who didn't feel they could strongly agree were asked to provide the reasons why. Around a quarter provided comments. While most respondents indicated general awareness of their role, several themes emerged from those who felt less confident. A number of staff cited limited experience or recent appointment as the reason for their uncertainty. Others noted a lack of clarity and communication; particularly around how individual roles and departments directly contribute to strategic aims. Some described the plan as too broad or abstract, making it difficult to apply to daily work.

Several mentioned resource constraints, a sense of being under-recognised, or not consulted, which diminished their connection to the plan. Others called for clearer, simpler communication, department-specific guidance, and improved internal collaboration. Some raised concerns about structural or cultural issues, including perceived disconnection between operational priorities and top-level planning, or a feeling that frontline contributions were undervalued or overlooked.

To what extent do you agree or disagree with how we use our understanding of risk to target our prevention and protection activity? n=138



More than eight in ten colleagues (82%) either strongly agreed (65%) or agreed (17%) that West Yorkshire Fire and Rescue Service makes effective use of its understanding of risk to target prevention and protection activity. This level of support suggests broad confidence in the service's approach to identifying and addressing risk. A small proportion of staff were unsure (12% neither agreed nor disagreed), while only 5% expressed disagreement.

This internal assurance stands in contrast to public perceptions, where only 50% of respondents felt they had enough information about the risks facing their community. This difference highlights a potential gap between how effectively the service targets its activities and how clearly that work is communicated or understood externally.

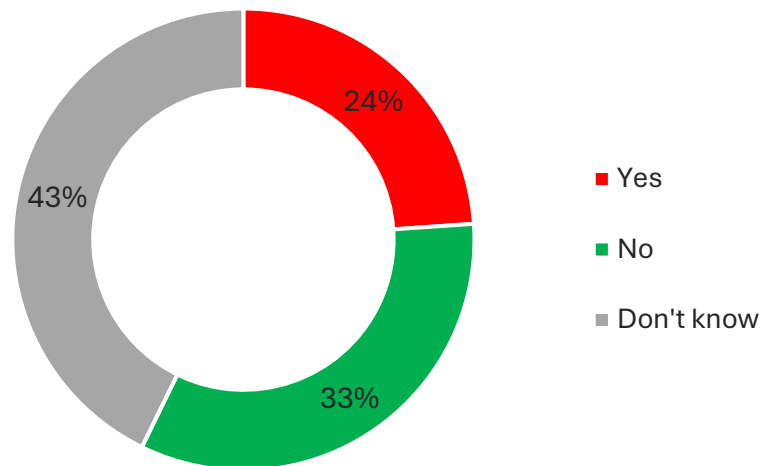
Those who didn't strongly agree were invited to explain their reasoning. While many staff recognised the importance of using data and professional insight to inform prevention and protection activity, there were concerns about how effectively this is being applied across the organisation. There were calls for more resources, improved collaboration across teams, and more opportunities for training and support to enable crews to contribute meaningfully to prevention work.

A common theme was a perceived lack of clarity and communication, particularly around how risk data is shared and translated into frontline decision-making. Several responses referenced limited visibility of how risk information is used, or a disconnect between strategic planning and operational activity.

Some felt that current prevention approaches are too reactive or overly reliant on referrals from partner agencies, rather than led by local insight. Others noted that engagement with high-risk groups and emerging areas of risk, such as water safety, mental health, or non-domestic premises, could be improved. A few also questioned the effectiveness and focus of current community engagement activities, with suggestions for clearer direction and better alignment with risk.

When asked whether there are any additional steps that could be taken to reduce risks in communities, staff views were mixed.

Over and above what we already do, are there any additional steps we can take to reduce the risks in our communities? n=138



Around a quarter (24%) of respondents felt there were further steps that could be taken, while a third (33%) said there were not. The largest proportion, however, at 43%, said they were unsure. This suggests a degree of uncertainty among some staff about what else can be done, or possibly a lack of awareness around existing risk reduction activities.

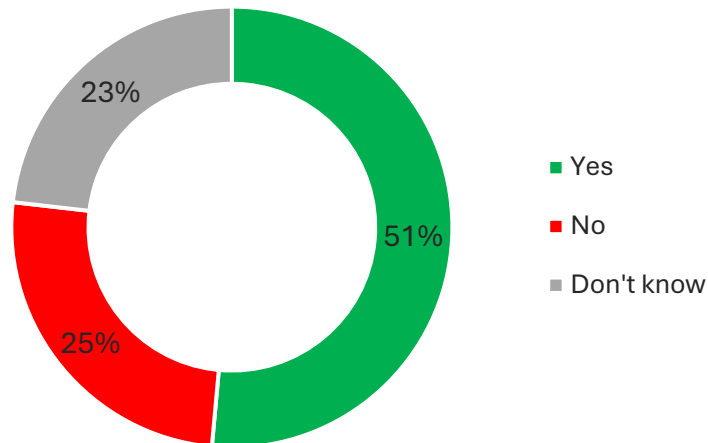
Colleagues who said yes (24%) were invited to share their ideas, with responses revealing a range of practical, strategic and partnership-based suggestions. The feedback has been grouped into key themes:

Theme	Description
Partnership working	Some suggestions emphasised the importance of stronger, more joined-up collaboration with local authorities, other emergency services, and third-sector organisations. Ideas included joint campaigns, better integration with health and social care, and shared approaches to issues such as fire safety in housing or fly-tipping as a fire risk.
Community engagement	Staff highlighted the need for more meaningful engagement with different community groups, including businesses, schools, and vulnerable residents. Suggestions included hosting more public events, awareness campaigns, and better education for specific audiences such as landlords, adults, or non-English speakers.
Internal process and system improvements	Colleagues suggested a number of operational or administrative improvements. These included better use of appointment systems, improved data sharing, streamlined prevention activities, and more efficient use of staff time and skills.
Training, staffing and resourcing	A few responses pointed to the need for additional staff - particularly operational - and better support for crews to deliver prevention and protection activity. Some highlighted morale and motivation as key factors in enabling staff to be proactive in reducing risk.
Communication and awareness	There were calls for improved communication of the service's risk reduction efforts - both internally among teams and externally with the public. This included developing clearer messaging about responsibilities and raising awareness about fire prevention in underrepresented communities.
Data and innovation	Some responses focused on the role of data and technology in identifying and addressing risks. Suggestions included smarter use of risk databases, real-time data sharing, and exploring new tools and innovations to support risk reduction.



Mirroring the public survey, staff were asked for their thoughts on information the Service provides to communities:

Do you think the Service provides enough information to communities about what risks there may be? n=138



When asked whether the Service provides enough information to communities about the risks they may face, just over half (51%) of staff said yes. A quarter (25%) felt that not enough information is shared, while nearly the same proportion (23%) said they didn't know.

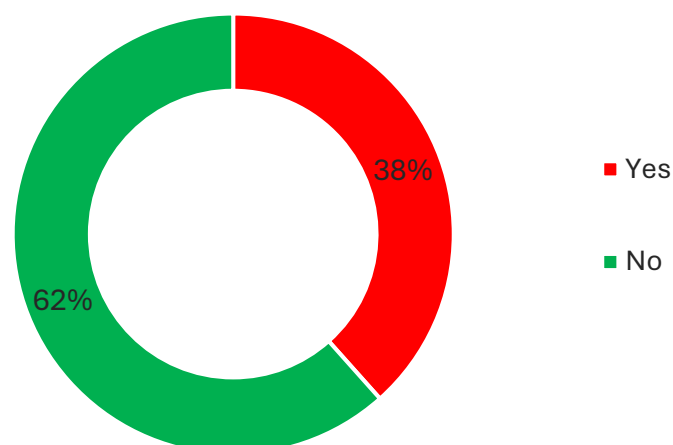
This echoes findings from the public survey, where a notable proportion of residents reported feeling uninformed about the work of the Fire and Rescue Service or local risks. The results suggest that while there is confidence among many staff in the Service's communication, there remains room to improve visibility, reach, and awareness across different sections of the community.

Furthermore, colleagues were asked what more the Service could do to identify and support vulnerable people across West Yorkshire. Staff mentioned a range of ideas and suggestions to enhance how the Service identifies and supports vulnerable people. The most prominent themes were:

Theme	Description
Improved community engagement	Respondents suggested more face-to-face interaction through local events, talks, and outreach to build stronger connections with hard-to-reach groups.
Improved access to information	Staff highlighted the need for better public-facing resources such as posters, social media, leaflets, and accessible websites to raise awareness.
Better partnership working	Calls were made to strengthen collaboration with local authorities, health services, and third sector organisations to share insights and improve reach.
Better internal communication	Suggestions included improved information sharing between departments and more clarity on how vulnerability data is used across the Service.
Targeted support for vulnerable people	Calls for a more structured approach to revisiting or following up with the most at-risk individuals.

Colleagues were asked if there are additional steps the Service can take to keep employees safe:

Are there any additional steps we can take to keep our employees safe? n=138



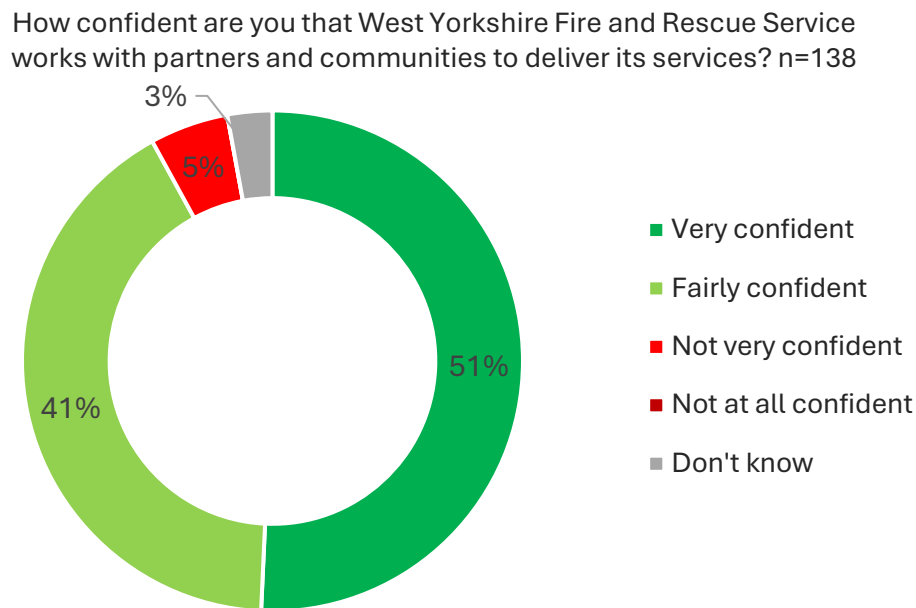
Just over a third of respondents (38%) felt that additional steps could be taken to improve employee safety, while the majority (62%) said no. This suggests that although most staff are broadly satisfied with current safety measures, a significant minority see room for further

improvement, indicating potential areas for exploration around staff wellbeing. It was noted that more than half Ops staff (55%) felt that additional steps could be taken.

A wide range of ideas were put forward from colleagues who said yes (38%), reflecting both operational concerns and wider cultural or organisational factors. Key themes that emerged from the responses are summarised below:

Theme	Description
Enhanced operational training and resources	Colleagues emphasised the need for more frequent, realistic, and practical operational training—especially in areas such as wildfire response, water rescue, and emerging risks like lithium batteries. Some noted that current facilities are inadequate, and that operational competence should be prioritised over administrative or community engagement tasks.
Improved equipment and technology	There were multiple suggestions for better equipment across departments, including body-worn cameras (particularly for Protection staff), improved water rescue tools, PPE that fits all staff properly, more robust lone worker devices, and more reliable in-vehicle technology.
Support for lone working and staff welfare	Several staff highlighted the risks of lone working, especially in high-risk areas, and suggested measures such as working in pairs, equipping staff with SOS devices or bodycams, and improving policies around safety during site visits. Mental health and stress management also featured, with calls for better support structures and less stigma around wellbeing concerns.
Prioritising operational readiness	Some felt that a shift in focus toward community engagement and administrative tasks had detracted from the Service's core emergency response function. Respondents asked for a rebalancing of time, giving priority to physical fitness, preparedness, and live operational drills.
Joined up working and governance	Some responses pointed to the need for better coordination between departments, clearer accountability, and post-incident reviews to inform future safety improvements. Stronger alignment between organisational structure, governance, and training delivery was also mentioned.
Review of staffing and role suitability	Concerns were raised about resourcing levels and the recruitment process. Some respondents felt that more focus should be placed on attracting individuals with the right attributes for high-pressure operational roles, rather than a broader, office-suited skill set.

Colleagues were asked state their confidence that the Service works with partners and communities to deliver its services:



Overwhelmingly, staff expressed confidence in West Yorkshire Fire and Rescue Service's ability to work collaboratively with partners and communities. Just over half (51%) said they were very confident, and a further 41% were fairly confident, giving a combined confidence level of 92%.

Only 5% were not very confident, and none of the respondents selected not at all confident. A small proportion (3%) were unsure.

These results support the findings of the public survey, where confidence was also notably high (88%) highlighting that both the workforce and the wider community recognise the Service's commitment to collaborative working. This alignment between internal and external views suggests a strong foundation on which to continue building partnership-based approaches.

What areas of work would you like to see us focus on as a fire service over the next three years? n=129



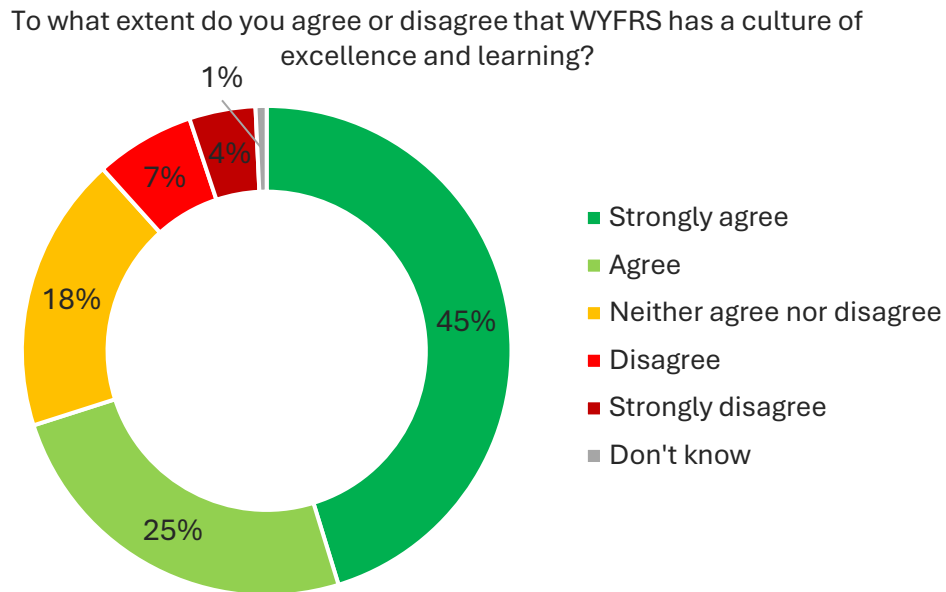
Colleagues were asked what areas of work they would like to see the Service focus on over the next three years. Over 100 suggestions were provided, which have been grouped into key themes. While a broad range of views were shared, the most commonly raised areas centred around operational effectiveness and training (32%), community engagement (23%), and stronger partnership working (14%).

The table below expands on key themes by providing a more in-depth explanation of each one:

Theme	Description
Operational training and effectiveness	The most frequently raised area of focus. Staff highlighted the need for improved and more frequent operational training, realistic scenario-based practice, and better training facilities. Concerns were raised about the impact of administrative duties on time available for essential training, and many expressed a desire to re-centre the service's identity around operational excellence.
Community engagement and prevention	Colleagues called for deeper involvement with local communities, especially harder-to-reach and vulnerable groups. Suggestions included more visible community events, youth education, and a continued focus on prevention work tailored to local needs. Staff recognised the importance of building trust and awareness through proactive engagement.
Partnerships and collaboration	Staff felt that while existing partnership work is valued, there's room to expand and strengthen collaboration with local authorities, health services, schools, and other emergency responders. Closer working relationships and better information sharing were seen as ways to enhance service delivery and identify risks earlier.
Internal culture and communication	Staff highlighted the need for stronger internal communication, reduced bureaucracy, and a more joined-up organisational approach. Several comments noted disconnects between management and operational teams, and a desire for a more unified and respectful working culture.

Protection and fire safety regulation	A number of responses focused on improving fire protection, regulation enforcement, and education for businesses and landlords. Suggestions included increased training for staff, better coordination with Protection teams, and clearer guidance for the public on fire safety responsibilities.
Inclusivity and staff development	Suggestions included more investment in leadership development, career progression for both Green and Grey Book staff, and making the organisation more inclusive and supportive. Improving morale, recognition, and valuing staff expertise were also recurring points.
Sustainability and emerging risks	Staff raised the need to keep pace with emerging risks like climate change, lithium-ion battery fires, and increased flood and wildfire events. A sustainable, long-term approach to risk reduction was seen as critical, alongside better public awareness of these growing threats.
Technology and innovation	There was support for embracing new tools and technology, including drones, body-worn cameras, improved internal systems, and more effective equipment for fire and rescue operations. Innovation was seen as key to modernising service delivery and ensuring firefighter safety.

Finally, colleagues were asked if they agree that West Yorkshire Fire & Rescue has a culture of excellence and learning:



More than two-thirds (70%) of staff agreed or strongly agreed. Specifically, nearly half (45%) of all respondents strongly agreed, indicating a solid level of confidence in the organisation's commitment to development and continuous improvement.

However, a fifth (18%) neither agreed nor disagreed, suggesting some uncertainty, while a further 11% expressed disagreement. This indicates there may be more work to do in ensuring that this culture is consistently experienced across all parts of the organisation. A fifth (21%) of those responding as Ops colleagues disagreed with this statement, significantly higher than other departments.

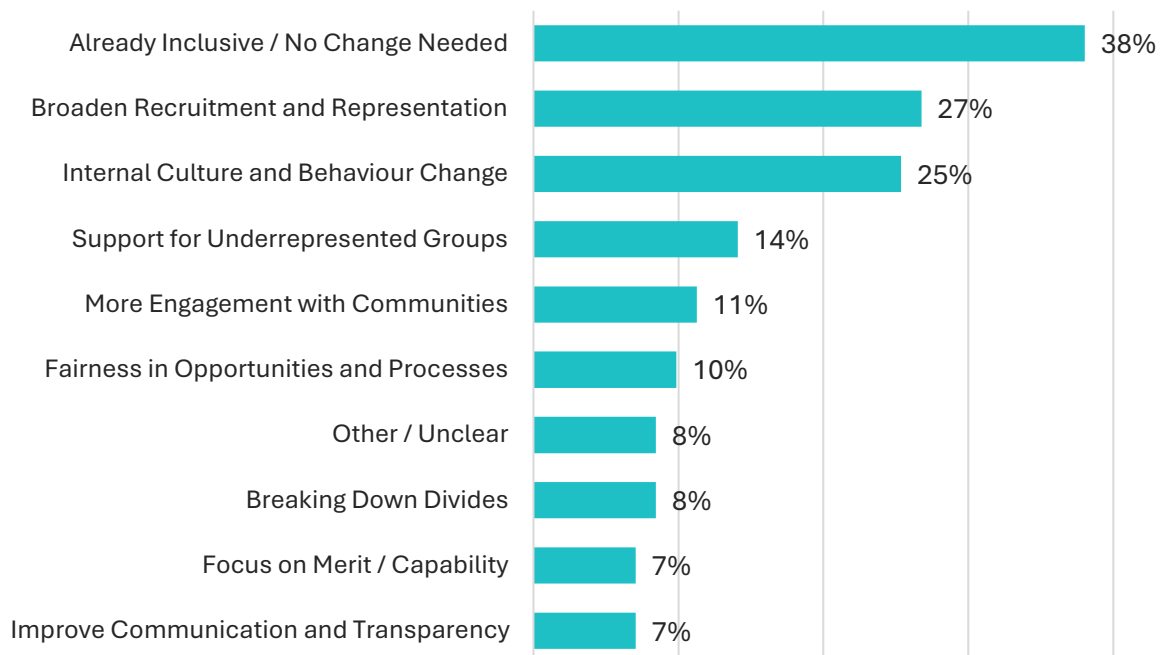
Colleagues who did not strongly agree were asked to say why. Just over two fifths provided comments. The key themes are highlighted in the table below:

Theme	Description
Training quality and access	Staff called for improved consistency, realism, and delivery of training. Many want more face-to-face and role-specific opportunities, alongside better access to learning resources. E-learning was frequently described as insufficient.
Learning culture	There were concerns that learning is treated as a formality rather than a shared value. Respondents want a culture where operational learning is embedded, excellence is celebrated, and learning is encouraged through regular feedback and shared experiences.
Leadership and management	Leadership was highlighted as inconsistent, with some managers seen as barriers to learning and improvement. Staff asked for more visible support from senior leaders, and better training and accountability for line managers.

Recognition and motivation	A perceived lack of recognition was a barrier to motivation. Staff want their contributions to learning and development acknowledged and rewarded through praise, progression routes, or clearer incentives tied to development.
Communication and transparency	Staff reported confusion about what training is available, who it's for, and how to access it. Many called for clearer, more regular communication about learning opportunities, policies, and organisational updates.
Systems and structure	Structural barriers were cited as obstacles. Respondents want joined-up systems that support seamless learning and improvement.

Finally, colleagues were asked for their thoughts on how West Yorkshire Fire & Rescue can be more inclusive. Around half of respondents provided their thoughts. Verbatim was coded and ordered into themes.

#### How could WYFRS be more inclusive?



Responses demonstrated a broad recognition that inclusivity is a continual journey, with many acknowledging existing progress while also highlighting areas for ongoing focus. Suggestions centred on broadening representation (27%) focussing on internal culture and behaviour change (25%) and support for underrepresented groups (14%).



## 5.0 Qualitative research/ focus group findings

### 5.1. Summary

This chapter presents the findings from a series of focus groups conducted as part of West Yorkshire Fire & Rescue Service's (WYFRS) Community Risk Management Plan (CRMP) consultation. The research explored public perceptions, expectations, and experiences of WYFRS, focusing particularly on awareness of its role, trust in its service delivery, and views on community engagement.

Across all groups, participants spoke highly of WYFRS, consistently describing the organisation as reliable, professional, and compassionate. The fire service was widely regarded as a trusted and non-threatening presence in public life—respected not only for its operational capability, but also for the ethos and values it represents. Many participants characterised WYFRS as a 'lifeline' during emergencies and expressed deep admiration for the personal conduct, empathy, and skill of firefighters. This positive sentiment was notable in its strength and consistency and often contrasted with perceptions of other public services, which were sometimes viewed with scepticism or apprehension.

Confidence in WYFRS's emergency response was high, even among those who had never interacted with the service directly. Participants trusted that the fire service would act quickly, competently, and without judgement in a crisis. First-hand accounts of past incidents reinforced this perception, with several individuals describing their experience of the fire service as reassuring and humane. This strong reputational foundation provides a valuable platform for building deeper engagement with communities.

However, the research also highlighted a more limited public understanding of WYFRS's broader remit, particularly in relation to prevention, education, and community outreach. While some participants had experienced home safety visits, school talks, or community-based activity, many were unaware of these initiatives or had only encountered them by chance. There was a shared perception that WYFRS was less visible in daily life than other services, such as the police or health colleagues, and that opportunities to promote awareness had declined over time.

This lack of visibility was not viewed as a failure, but rather as a missed opportunity. Participants expressed strong support for WYFRS playing a more proactive and visible role in communities, especially in helping people to understand fire risks and make safer choices. There was recognition that the service already does important work in this area, and that further outreach could strengthen relationships and support those most at risk.

Discussions about risk and vulnerability were shaped by wider social and economic factors. Participants described how poor housing conditions, overcrowding, and reliance on alternative heating sources could increase fire risk, particularly for those experiencing hardship. Cultural celebrations, such as Bonfire Night or Eid, were also mentioned as periods of increased risk due to the use of fireworks and a perceived rise in hoax or nuisance calls and antisocial

behaviour towards the service. These events were seen as an opportunity for the fire service to enhance its community safety messaging and engage more visibly with younger audiences.

While trust in WYFRS was high, some barriers to engagement were identified, particularly for individuals from marginalised or culturally diverse backgrounds. For example, some participants described hesitancy about uniformed professionals entering the home, especially among older generations or those unfamiliar with UK services. Others spoke about language barriers, digital exclusion, and low awareness of translated or accessible information. These issues did not undermine trust but indicated a need for tailored engagement strategies that reflect the diversity of West Yorkshire's population.

The fire service was also viewed as lacking visible representation in its workforce, particularly in terms of ethnicity, gender, and social background. While this did not diminish respect for the organisation, it did lead some to question whether WYFRS felt accessible or inclusive to all. Few participants were aware of recruitment opportunities, and many described the profession as physically demanding, male-dominated, and culturally distant from their own experience. Nevertheless, there was optimism that the service could attract a more diverse future workforce with the right outreach, role models, and community connections.

Overall, participants viewed WYFRS as a service that upholds strong public values and retains a unique position of trust and respect. There was clear enthusiasm for the fire service to play a more visible role in prevention and engagement, particularly among those who might not actively seek support. The findings highlight both the strength of WYFRS's existing public standing and the opportunity to build on this through inclusive, responsive, and locally rooted communication and outreach.

## 5.2 Introduction

The West Yorkshire Fire & Rescue Service (WYFRS) Community Risk Management Plan (CRMP) is an organisational strategy that outlines the essential work the Service will undertake to manage and reduce fire-related risks and other emergencies, helping to protect the public from harm. Developed to support the ambition of Making West Yorkshire Safer, the CRMP ensures that resources are aligned to the needs of a changing society and that vulnerable individuals and communities receive the protection they need.

As part of the CRMP process, the Service is mandated to consult and engage with communities to ensure that the plan reflects the risks and challenges they face, both now and in the future. This commitment to meaningful engagement underpins WYFRS's broader approach to prevention, protection, and emergency response, and supports close collaboration with local authorities and partner agencies across Bradford, Calderdale, Kirklees, Leeds, and Wakefield. Through this approach, WYFRS aims to deliver a responsive, inclusive, and high-quality service that protects and reassures the communities it serves.

## 5.3 Methodology

In response to organisational need, three focus groups were recruited across various locations within West Yorkshire as part of the commitment to consult and engage with communities. The recruitment, primarily undertaken through existing West Yorkshire research relationships, was driven by purposive sampling - a non-probability sampling technique that involves selecting participants based on specific criteria. Within purposive sampling researchers choose participants based on their characteristics, knowledge, or experiences. The goal is to select participants who can provide the most informative data based on the requisite research requirements.

10 – 12 residents were recruited for each group to ensure a healthy attendance and to account for the natural attrition when recruiting public forums. It was anticipated approx. up to 10 residents would attend each group.

Each attendee was provided with a £50.00 payment to compensate them for any costs incurred and as a thank you for their participation. Incentives are distributed in line with the Market Research Society Code of Conduct.

Focus groups were facilitated within the West Yorkshire Fire and Rescue Service estate, at the following venues:

- 10 March 2025 - Calderdale District focus group - Halifax Fire Station
- 12 March 2025 - Bradford District focus group - Bradford Fire Station
- 13 March 2025 - Leeds District focus group - Leeds Fire Station

In total 28 residents attended the two groups; the demographic overview of each group is as follows:

Monday 10 March 2025 (n=10)

	Gender	Age	Ethnicity
1	Female	24	Asian British
2	Male	61	White British
3	Male	56	White British
4	Female	63	White British
5	Male	34	White British
6	Male	39	White British
7	Male	37	Asian British
8	Female	31	White British
9	Female	45	White British
10	Female	49	White British

Wednesday 12 March 2025 (n=8)

	Gender	Age	Ethnicity
1	Female	54	British Chinese
2	Female	47	White and Black Caribbean
3	Male	65	White British
4	Female	63	White British
5	Female	45	White British
6	Female	21	White British
7	Male	23	Asian British
8	Male	29	White British

Thursday 13 March 2025 (n=10)

	Gender	Age	Ethnicity
1	Male	29	White British
2	Male	70	White British
3	Female	19	White British
4	Female	59	White British
5	Male	23	Black British
6	Male	48	White British
7	Female	34	White British
8	Female	35	White British
9	Female	47	White and Black Caribbean
10	Male	44	White British

Fig1: Participant location summary

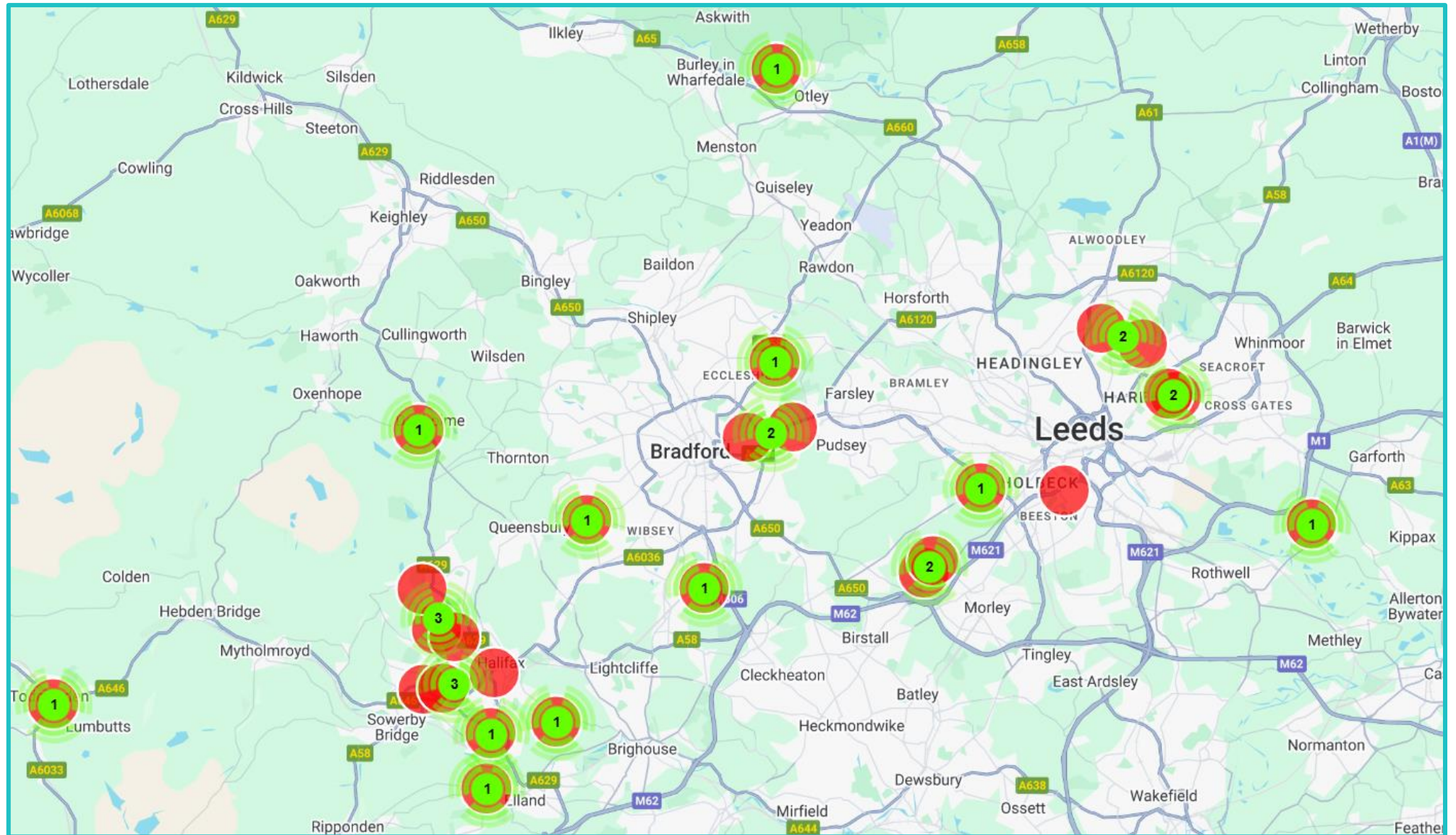


Fig 2: Ethnicity distribution



Fig 3: Gender by ethnicity

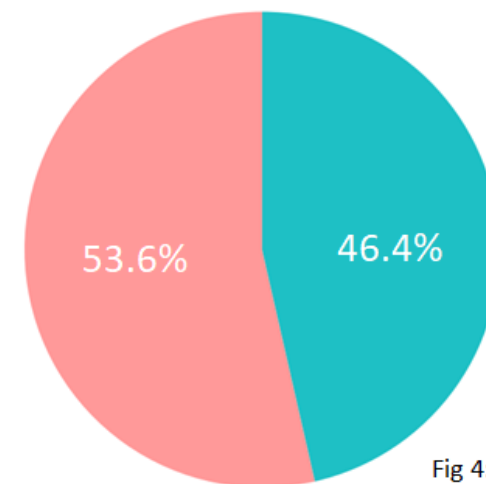
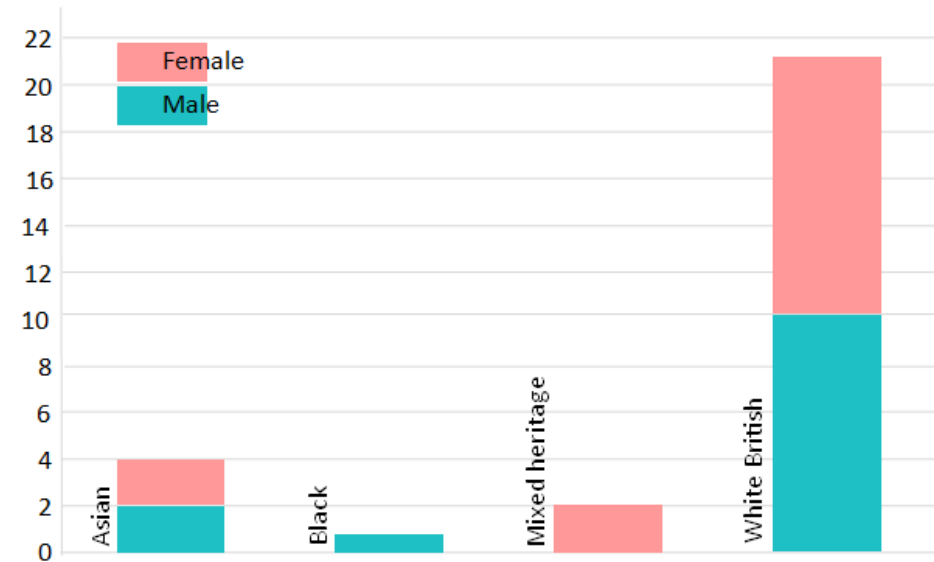


Fig 4: Gender distribution



## 5.4 Key findings

### Awareness and perceptions of West Yorkshire Fire & Rescue Service

Across the focus groups, participants expressed positive views of West Yorkshire Fire & Rescue Service (WYFRS), with the service widely regarded as ‘reliable’, professional’, and ‘community oriented’. However, this perception was primarily based on assumptions or indirect experiences and was often limited to the service’s emergency response function.

Participants consistently described a lack of awareness of WYFRS’s broader role, particularly in relation to prevention, education, and community engagement. These findings also intersected with wider concerns about neighbourhood safety, changing public service visibility, and shifting household priorities in the context of cost-of-living pressures.

#### Perceptions of WYFRS as a frontline emergency service

Participants consistently associated the fire service with fast, life-saving responses to visible emergencies. Firefighters were seen as calm, capable, and selfless, a trusted presence in crisis situations. The profession was described with admiration and appreciation and often seen as distinct from other public services in terms of its cultural standing.

*“I’ve always had a positive view of them. You see them and just think, yeah, they’re doing something important, they’re saving lives. It’s a noble job.”*

*“They’re very much a service you trust. If there’s a fire, you want them there. I don’t think anyone has a bad word to say about them.”*

*“They don’t just put the fire out; they actually care about what happens to you afterwards. That makes a huge difference.”*

*“They were so professional but also really kind. They explained what they were doing, and that helped keep me calm.”*

While most participants had not interacted directly with WYFRS, confidence in its emergency role remained high. Several participants who had experienced a house fire or car accident described firefighters as ‘reassuring’ and methodical in high-pressure situations.

*“When I had a house fire, they arrived so quickly. The speed was incredible, and they were so calm — it really helped.”*

*“They came when my neighbour’s kitchen caught fire. They were calm and really thorough. I didn’t know much about them before that, but they made a really good impression.”*

*“I had to call them once for a car accident, and they were just fantastic. They knew exactly what to do, and it made me feel safe.”*



### Limited awareness of broader responsibilities

Despite this trust, most participants were unfamiliar with WYFRS's preventative work, including fire safety visits, education campaigns, or community-based initiatives. There was often surprise upon learning about services like free smoke alarm installation or fire safety checks.

*"I didn't know they did home visits. That's actually really good. I just thought they came when there's a fire."*

*"They knocked on my door and said they were checking fire alarms. I was actually surprised — like, that's something they do? It's good, but I wouldn't have known to ask for it."*

*"They put smoke alarms in my house years ago, just came and did it. But I wouldn't have known they did that unless it happened."*

*"When I think of the fire service, I think about 999 and ladders. That's it."*

This lack of awareness was often attributed to a general decline in public-facing fire safety messaging and the reduced visibility of public services more broadly.

*"Back in the day, there were adverts all the time — now you don't see much unless there's a big fire on the news."*

*"I don't think they promote these programs enough."*

*These gaps in public knowledge were seen as particularly important in the context of increased vulnerability due to financial stress, poor housing conditions, and overcrowding.*

*"A lot of people are just trying to get by... using cheap heaters and what not"*

*"People are prioritising heating and rent. Fire safety isn't at the front of their minds, even if they're more at risk."*

Some participants also described living in flats or older buildings with poor maintenance, raising concerns about structural fire risks and the need for clearer information on responsibilities between tenants, landlords, and services.

*"I live in a council flat, and the alarms don't always work. We don't know who to talk to — the council, the landlord, or the fire service?"*

*"You don't really get told what to do unless there's a problem. That's not how it should be."*

These insights suggest that limited awareness of WYFRS's preventative role is not simply a communications issue but also reflects deeper issues of inequality and housing precarity.

### Residual associations from childhood and media

Several participants recalled early exposure to fire safety through school visits, posters, or public information campaigns. These were often remembered fondly, but there was uncertainty over whether such activity was still ongoing or consistent across communities.

*“I remember them coming to my school and showing us how to get out of a smoke-filled room. That stuck with me for years. But I don’t think they do that anymore.”*

*“We had the firefighters at school, and I still remember it, it makes an impression.”*

*“They used to give us DVDs and leaflets in school about fire safety, and my mum ended up getting free smoke alarms because of that. Do they still do that?”*

Others noted that media depictions of fire services were often one-dimensional or dated, focused solely on heroic emergency rescues, and not reflective of the service’s broader remit.

*“I’ve only seen them in action a few times, but every time, they’ve been really quick. That’s what they’re known for — the emergency bit, not the rest.”*

*“It’s not like the police where you hear about them all the time. The fire service just isn’t talked about unless something major happens.”*

This led some to suggest that WYFRS could benefit from a more modernised and regular public presence system, one that reflects the full breadth of its work and engages proactively with changing community needs.

## Expectations of service and response

Participants consistently expressed strong confidence in West Yorkshire Fire & Rescue Service's (WYFRS) ability to respond effectively in emergencies. The service was widely described as 'competent', 'fast', and 'reliable'. However, this confidence often coexisted with a limited understanding of what a fire service response entails, how incidents are prioritised, and what support is available before or after an emergency. These expectations were also shaped by broader concerns, including unequal access to public services, financial pressures affecting home safety, and uncertainty around housing responsibilities in emergencies.

## Strong trust in emergency capability

There was broad agreement across all groups that WYFRS could be relied upon in a crisis. Participants described firefighters as 'skilled', 'composed', and 'reassuring' in emergency situations. Whether based on direct experience or assumption, the expectation was that WYFRS would respond quickly and professionally.

*"When I had a house fire, they arrived so quickly. The speed was incredible, and they were so calm, it really helped."*

*"They came fast, but it's everything afterwards I didn't expect — checking the rest of the house, making sure it was safe. That really impressed me."*

Even participants without direct experience assumed that the fire service would perform their duties well, reflecting the organisation's strong public reputation.

*"I've never had to call them, so I can't say much, but I assume they're good at what they do."*

*"They're very much a service you trust. If there's a fire, you want them there."*

This trust extended to personal conduct as well, the expectation that firefighters would act with empathy and care.

*"They were calm and really thorough. I didn't know much about them before that, but they made a really good impression."*

*"They explained everything they were doing. That kind of reassurance helps when you're panicking."*

## Uncertainty about response systems and prioritisation

Despite high levels of trust, there was considerable uncertainty around what happens after an emergency call is made. Participants questioned how the fire service triages calls, manages concurrent incidents, or determines resource allocation.

*"I know you call 999, but what happens after that? Do they all rush out at once or is there a system?"*

*“How do they decide which fire is most urgent? Is it just first-come, first-served?”*

*“Are there different teams for different types of emergencies? I don’t think people know much about that.”*

This lack of clarity was not perceived as a failure on the part of WYFRS, but rather as a reflection of the public’s limited exposure to operational information. The consequence, however, was that some participants felt unsure about whether their situation would qualify as urgent or what kind of response to expect.

*“I wouldn’t want to bother them unless it was serious, but what counts as serious?”*

*“If something happens at night or on a weekend, are they still going to come as quickly?”*

There was also speculation about service pressures and resource limitations, particularly in rural or more deprived areas.

*“I think in cities, they’re probably fast, but what about if you live in a village? I’d worry about how long it takes them to get there.”*

*“There’s been talk about funding cuts, and I worry that might slow down how fast they can get to people.”*

*“What happens if there’s a second fire somewhere else? I don’t know how stretched they are, but if you have a big fire and multiple incidents at once, do they have enough people?”*

These concerns suggest that while overall confidence is high, greater transparency about operations, response capacity, and decision-making could help to build understanding and reduce anxiety in high-stakes moments.

### Perceived risk and housing conditions

Expectations of response were often discussed in the context of personal or local risk. For some, this was shaped by the quality and safety of housing, especially in rented or overcrowded properties. Several participants described concerns about faulty alarms, poor building maintenance, or unclear escape routes.

*“I live in a council flat, and the alarms don’t always work. We don’t know who to talk to the council, the landlord, or the fire service?”*

*“There’s no plan in my building. If there’s a fire, it’s every person for themselves.”*

*“I don’t think there is much advice about being at home, it’s not like there is a plan like most people have at work, or designated roles in the family, like you have at work.”*

In these contexts, the fire service was expected not only to respond, but to fill gaps left by other systems, from housing providers to local authorities, which some participants felt were unreliable or difficult to access.

Cost-of-living pressures also featured in discussions about risk and response. Some participants described increased reliance on alternative heating sources, or reduced maintenance of electrical appliances, which in turn heightened concerns about household fire safety.

*“People are using portable heaters, candles, things like that — more things that can cause fires, but less access to advice.”*

*“You’re not going to pay for a new smoke alarm when your food shops already too expensive. People take risks without meaning to.”*

*“If your boiler’s broken, you’ll use whatever you can. That’s when accidents happen.”*

In addition to concerns around heating and appliances, some participants highlighted the increased use of fireworks during cultural festivals and family celebrations, raising questions around regulation and fire safety responsibilities.

Participants discussed seasonal risks, particularly in relation to firework use around events such as Bonfire Night, Eid, and weddings. While fireworks were often linked to cultural celebrations, several individuals expressed concern about the ease of access, lack of regulation, and the dangers posed by misuse in residential areas. There was also recognition that these seasonal events can create increased strain on emergency services, especially where nuisance or hoax calls are involved. Some participants felt that more visible enforcement and education—particularly targeted at younger age groups—could help mitigate these risks.

*“I just wonder about the fireworks, there’s a whole load, I’ve never known anything like it in my life. It’s a completely different culture up here, the way fireworks go off... Sometimes it’s weddings, sometimes it’s festivals. If Eid is coming up, I know for a fact there’ll be a pop-up shop. It’s fine, but it’s making sure they’re selling to the right people... Could the fire service regulate a bit more around pop-up shops? It could be a little bit more; they could give more enforcement because they are the people dealing with that.”*

*“You maybe have them at a party or bonfire night, but they go off every other bloody night, especially where I’m living, they love them.”*

*“Some of these rockets were absolutely massive... I thought if that’s going off at speed and it hits something, not only can it cause a fire, but it can kill somebody.”*

*“School aged kids can easily access fireworks; how do you stop that? How do you stop the shops?”*

*“I’d be interested to know how many nuisance calls come into the fire service... on bonfire night it does happen and that’s a risk in itself right because I can appreciate, you’re going to a job, it’s a nuisance call and you might need to be elsewhere so it’s quite demoralising for the guys.”*

*“They do lessons and stuff so perhaps they could push that more about the cost, how much it costs when somebody does a hoax call and where it could be going...”*

These realities increased the perceived importance of the fire service, not just in reactive terms, but as a potential lifeline for those without other forms of support. Yet, there was uncertainty about whether the service could or should be expected to play that expanded role.

*“They’re already doing a lot. You don’t want to expect too much, but also, who else is going to help?”*

*“There are so many services being cut. The fire service can’t do everything, but people end up turning to them because they’re the ones who turn up.”*

#### Preparedness and understanding of personal responsibility

Finally, discussions surfaced regarding a lack of confidence among participants in their own preparedness for a fire. Despite trusting WYFRS to respond, many said they would not know what to do in the critical moments before help arrived.

*“If my house caught fire, I don’t actually know what I’m meant to do apart from getting out.”*

*“Do they tell you over the phone what to do while you wait? I don’t think people really know.”*

*“I’ve seen signs about meeting points in case of a fire, but I don’t think most people actually plan for it.”*

*“It’s not until something happens that you even think about whether your alarms work or what the fire brigade would do.”*

These reflections suggest an opportunity for WYFRS to improve public understanding not only of their own emergency response processes, but also of the small but vital actions individuals can take before and during an incident.

## Community outreach and engagement

Awareness of West Yorkshire Fire & Rescue Service's (WYFRS) outreach activity varied significantly across the focus groups. While some participants had encountered fire safety visits, school visits, or seen firefighters at community events, many reported no direct engagement with the service outside of emergencies. Several participants were unaware that WYFRS undertook proactive prevention or education work at all. A perceived decline in visible community presence, especially in disadvantaged areas, combined with digital exclusion and cultural or linguistic barriers, contributed to the feeling that WYFRS engagement was uneven and limited in reach. This was considered a similar trend downwards to other public agencies, albeit the line was not considered as steep in the context of WYFRS. However, when participants had experienced outreach, the feedback was overwhelmingly positive.

### Patchy awareness and limited contact

Participants with direct experience of community engagement — such as smoke alarm installations, home safety checks, or school-based education — spoke highly of the service. However, many had not accessed these services or only learned about them by chance.

*"I thought it was a housing thing at first, but it was the fire service. They just came and put the alarms in, didn't ask for anything, and explained how they worked. It was brilliant but unexpected."*

*"They knocked on my door and said they were checking fire alarms. I was actually surprised, like, that's something they do?"*

*"All of the public services have receded, not just the emergency ones. They are overwhelmed; these community engagement tactics are just a nice to have that I am sure they simply can't accommodate anymore."*

A common view was that WYFRS outreach was not visible in everyday life and that this limited awareness prevented more people from benefiting.

*"I know the police do outreach, but I don't really know what the fire service does beyond emergencies."*

Some recalled occasional engagement: for example, at community fairs or through schools, but noted that these events were sporadic and often concentrated in particular places or during summer months.

*"They do stuff in the village with fire services as well, a truck comes and they do a little fair in the village, especially in summer."*

*"They've started a vegetable patch for the community up there, which has got a bit more engagement... but I've never been."*

Others remembered past outreach fondly but suggested it had declined over time.

*“They used to come to our school when I was a kid, but I don’t think they do that as much now.”*

### Community-specific barriers to access

Participants repeatedly raised concerns that outreach is not reaching all communities equally. Cultural norms, language barriers, and digital exclusion were seen as key obstacles.

*“I live in a locality where we’ve got quite a huge non-white British community, and for a lot of them, English is not their first language.”*

*“There’s that big gap of trying to communicate.”*

Others reflected on how economic insecurity and social isolation reduced the likelihood that residents would proactively seek out help or attend fire safety events.

*“People are struggling to heat their homes. They’re not thinking about fire safety events unless someone brings it to them.”*

*“There are a lot of older people who don’t go out much, and they’re not online. How are they meant to find out about any of this?”*

These observations were echoed in suggestions to expand outreach through trusted local routes, such as GP surgeries, community centres, libraries, and faith settings, to ensure better coverage and accessibility.

*“They should put information in GP surgeries. That’s where older people would see them.”*

*“If they go to the mosque and tell them it’s free and tell them to promote it as well, they will push it.”*

Participants also pointed out that existing community groups and service providers could help amplify fire safety messages and direct people to available support.

*“There are places where people already go — support groups, food banks, the library. That’s where you need to be.”*

### Missed opportunities in schools and youth outreach

Several participants reflected on the impact of school-based engagement during their own childhood and questioned whether this work was still happening systematically.

*“I remember them coming to my school and showing us how to get out of a smoke-filled room. That stuck with me for years.”*

*“We had a visit from firefighters when I was in primary school, and I still remember it. That kind of thing makes a big impression.”*



Others expressed concern that outreach to younger people had diminished or was delivered unevenly across areas and schools.

*“I don’t think they come to schools in every area. Some places might miss out.”*

Participants saw youth engagement not only as a fire safety measure, but also as a way to build early trust, challenge stereotypes, and promote long-term community relationships.

### Suggestions for more inclusive outreach

Across all groups, participants expressed support for WYFRS doing more outreach, and offered practical ideas for how to increase reach and impact. Suggestions included:

- More regular and localised events

*“They could have a fire safety stand at local markets or community fairs — places where people naturally gather.”*

- Better use of social media

*“Social media would be a good place to start, to actually see them more consistently on that platform.”*

- Use of simple tools to aid access:

*“It would be good if there was a QR code on posters or leaflets that takes you directly to where you book a free smoke alarm installation.”*

- Partnerships with local organisations

*“Faith groups and cultural centres could help spread fire safety messages to communities that might not engage otherwise.”*

These reflections suggest strong community appetite for a more visible, accessible, and proactive WYFRS presence. Participants saw outreach not only as a fire safety issue, but also as a vital part of building community trust and equity of access across diverse neighbourhoods.

## Communication and information channels

Participants across the focus groups commonly described West Yorkshire Fire & Rescue Service (WYFRS) as a service they valued and trusted, but one they heard from rarely. While many expressed confidence in the organisation's emergency role, most participants reported little or no awareness of ongoing public communication efforts, including fire safety campaigns or service updates. As a result, there was a strong perception that WYFRS was “less visible” than other emergency services. This absence was not interpreted negatively, but it did limit awareness of the broader support and prevention work available. Participants also highlighted that existing communication strategies did not always reach those most at risk, due to digital exclusion, language barriers, or inaccessible formats.

## General perceptions of visibility and outreach

Most participants stated that they could not recall seeing any regular or proactive communication from WYFRS. Some had occasionally come across social media posts or remembered historic campaigns, but these were not seen as sustained or high-profile.

*“...if they do them, they should be making sure people know.”*

*“It’s not just about being visible — it’s about being relevant. I think they’ve lost that a bit.”*

This contrasted with how participants viewed other services, particularly local police or NHS providers, who were described as more active in local communication and more present in day-to-day life.

*“I see the police everywhere, but I don’t really see the fire service.”*

*“You see the ambulance at events, health campaigns, posters — the fire service is just not in that space.”*

*“They’re seen, but they’re not heard.”*

For some, the lack of messaging contributed to the perception that the fire service's role was limited to reactive response rather than ongoing public safety and prevention.

*“They just deal with fires, don’t they? That’s how it seems.”*

*“I think they could do more to let people know they’re there to help, even before something bad happens.”*

## Traditional channels and shifting habits

Many participants reflected on the decline of traditional communication channels that once carried fire safety messaging. Several remembered TV adverts, school resources, or printed leaflets, especially in the early 2000s, but noted that these formats had become less effective or less frequent.

*“It was drummed into you - chip pan fires, fire alarms, all that. We were indoctrinated on how to respond to these dangers.”*

*“They used to give us DVDs and leaflets in school about fire safety, and my mum ended up getting free smoke alarms because of that.”*

*“Most people don’t read leaflets anymore; they just throw them in the recycling.”*

*“People don’t look at posters anymore, especially young people. Everything’s on their phones.”*

Participants also acknowledged that public habits had changed, with social media and mobile apps becoming key ways people access public information. However, several stated they had not seen WYFRS using these platforms consistently or effectively.

*“I’ve never seen a post from the fire service on social media. I see the police sometimes, especially when something happens locally.”*

*“They should do Q&As or lives on Instagram or Facebook. It makes people feel more involved.”*

*“They should be on TikTok. That’s where the youth are, and if they want to reach them, they have to be on that platform.”*

#### Gaps in reach: digital exclusion and information inequality

Although digital communication was widely accepted as necessary, participants stressed that digital-only strategies would fail to reach key groups — including older adults, low-income households, and people with limited English or digital skills.

*“...some old people aren’t online, and they might not find this?”*

*“Some people don’t even have Wi-Fi or smartphones, especially now everything’s getting more expensive.”*

*“They need to mix online with something physical — posters, community boards, GP surgeries, stuff like that.”*

Participants repeatedly linked digital exclusion with broader inequalities. Communities most in need of support, such as those in poor-quality housing or experiencing hardship, were also seen as those least likely to access online campaigns.

*“People struggling with heating and rent aren’t going to follow a fire service page on Facebook.”*

*“If you’re using a portable heater because you can’t afford the gas bill, that’s a risk — but you’re probably not getting fire safety updates on your phone.”*

Participants stressed the importance of multi-channel communication, not just digital and print, but also in-person and word-of-mouth, to ensure fire safety messages reached everyone.

*“If it’s not been advertised to the community, they’re not going to approach it. If they don’t know it exists, they won’t take part.”*

### Suggestions to improve communication reach and impact

Participants offered a range of ideas for enhancing WYFRS communication. These included:

- Using local public spaces such as GP surgeries, community centres, and religious buildings

*“They should put information in GP practices, the mainstream services that vulnerable people already use.”*

- Partnering with trusted local groups

*“Church groups, temples, mosques and cultural or community centres would be a good route to spread messages to different communities.”*

- Promoting services more clearly

*“QR codes are universal, which could take people to messaging in different languages for different services which takes you directly to where you book a free smoke alarm installation.”*

- Humanising the service online

*“Show the people behind the uniform. That would make it more relatable — not just emergencies but who they are day to day.”*

Participants were clear that effective communication needed to feel local, relatable, and actionable. Visibility alone was not enough; the service needed to speak in ways that reflected real-life risks and barriers, particularly for those who may not know what support exists or how to access it.

### Trust and confidence

Participants consistently expressed a high degree of trust in West Yorkshire Fire & Rescue Service (WYFRS). The fire service was described as 'helpful, dependable, and non-threatening, an organisation perceived to act in the public's best interests without judgement or enforcement. However, this trust was not always matched by familiarity or engagement. For many, WYFRS remained a distant presence: respected but rarely encountered outside of emergencies. Factors such as limited representation within the workforce, inconsistent visibility across different communities, and lingering concerns about institutional authority all played a role in shaping how confidence was experienced in practice.

### Deep-rooted respect for the fire service

The fire service's role in society was viewed with admiration. Participants described firefighters as calm, selfless, and highly trained, a symbol of professionalism and compassion in emergency situations. Unlike some other public services, WYFRS was rarely associated with controversy or negative experiences.

*"People love firefighters, don't they? It's always been like that."*

*"They're not like the police; there's no fear or anxiety when they show up."*

*"If I had to call any emergency service, I'd trust the fire service more than the others. They don't have the same baggage."*

This high baseline of trust was present even among those with little or no personal contact with WYFRS. The service's cultural reputation, alongside positive assumptions about its purpose, appeared to insulate it from some of the institutional mistrust faced by other sectors.

*"I don't think anyone dislikes the fire service. If anything, people just don't think about them until they need them."*

### Trust tempered by unfamiliarity

Despite the strength of positive sentiment, participants also described the fire service as largely invisible in daily life. This distance meant that, although WYFRS was trusted in theory, it was not always well understood in practice, especially outside of its emergency role.

*"I don't think the fire service has the same presence in all areas. In some communities, you just don't see them unless there's an emergency."*

*"They're not really part of people's lives unless something goes wrong."*

*"You trust them, but you don't really know them."*

This absence created subtle limitations in how confident people felt about reaching out, asking for support, or referring others to the service. Several participants pointed out that if WYFRS were more visible, through outreach or communications, it could help deepen that trust and make it more actionable.

*“If people don’t see them, they don’t know what they do — and they might not feel confident to contact them.”*

*“It’s about familiarity. You trust them in theory, but you’d trust them more if you saw them more.”*

### Trust and social context

For some participants, confidence in the fire service was linked to broader experiences of housing, safety, and support. Several described living in insecure or poor-quality housing and expressed concern that public services, even those they trusted, might judge their circumstances.

*“A lot of people don’t like people in their houses, not a figure of authority because it’s always like ‘what are they looking at? What if they see something? What if they go back and say this?’”*

Others reflected on how people from migrant or minority backgrounds might feel unsure about whether they were entitled to request help, or whether the service would be culturally sensitive to their needs.

*“I think in some cultures; there’s just less awareness that you can actually call them for things like fire safety advice.”*

*“My parents wouldn’t call the fire service for something small; they’d try to sort it themselves first.”*

These reflections suggest that trust is not only about reputation, but also about relatability, knowing that a service understands your context and will treat you with dignity and fairness.

### Representation and community connection

Many participants noted that WYFRS lacked visible diversity. The perception of the fire service as predominantly white and male led some to question whether it truly reflected the communities it served, and whether people from diverse backgrounds would feel comfortable engaging.

*“It wouldn’t put me off, but it would feel... if I ended up doing it and I was the only one there, I would feel out of place.”*

*“If you don’t see people like you in the fire service, you don’t always feel like they understand your background.”*

While this did not undermine basic trust, it was seen as a missed opportunity to build stronger, more inclusive relationships with local communities.

*“When the team looks like the community, it builds trust.”*

*“Diversity is important — not just ticking a box but showing that anyone can join and be valued.”*

Participants emphasised that trust must be continually reinforced, through visibility, approachability, and meaningful engagement. WYFRS was seen as starting from a position of strength but still had room to grow in ensuring that all communities feel equally seen, heard, and supported.

### Barriers to engagement

Although participants consistently expressed trust in West Yorkshire Fire & Rescue Service (WYFRS), many also described obstacles that made it difficult for people to access the service's wider support offer. These barriers ranged from a lack of visibility and awareness to digital exclusion, cultural hesitancy, and perceptions of the service as "not for people like me."

For some, barriers were practical or logistical, such as language or internet access, while others were more relational or psychological, including fear of judgement, institutional mistrust, or low expectations of public services. These challenges were most pronounced among those who were economically vulnerable, socially marginalised, or living in precarious housing.

### Invisibility and uneven access

The most consistent barrier reported was simply not knowing what the fire service offered outside of emergencies. Many participants had never seen or heard of WYFRS's prevention work and described outreach as limited or absent in their communities.

*"I've never seen any fire safety events in my area."*

*"That unknown can be a barrier, that unknown about what they do might cause some hesitation or anxiety."*

Participants linked this to broader patterns of local inequality, where services are more visible and active in affluent or central areas, but less present in communities experiencing disadvantage or disengagement.

*"They should go into more schools, because kids remember this stuff and tell their parents — but I don't think they go into every school."*

*"There are certain parts of town where you just don't see them at all, unless there's a fire."*

This inconsistency was seen as reinforcing existing disparities, with those most in need of preventative support being least likely to access it.

### Language and communication gaps

Participants from diverse and multilingual communities described how language barriers could limit awareness and understanding of WYFRS services. This was particularly relevant for older residents or recent migrants who may not be confident in English or familiar with UK emergency protocols.

*"In my area, English is not always the first language, so any information will be redundant a lot of the time."*

*"Have you ever seen anything in an alternative language from fire and rescue?" –  
"No."*



Participants noted that other services, including the NHS, had taken steps to translate materials and work with community organisations. WYFRS was not perceived as having done the same at scale.

*“Some people in my community don’t even know what number to call for a fire. They know 999, but beyond that, nothing.”*

*“If the fire service wants to reach people who don’t speak English well, they have to use the same tools other services use — leaflets, videos, translated content, community leaders.”*

These issues were compounded by a lack of culturally targeted communication, which left some groups feeling overlooked or unsure whether services were “meant for them.”

### Hesitancy about uniformed professionals and fear of judgement

Several participants described unease about engaging with uniformed professionals, particularly inviting them into the home. For some, this was rooted in experiences of scrutiny or judgement from other services, including housing officers or social workers.

*“Some people just don’t like uniforms. It reminds them of bad experiences, even if it’s not the fire service.”*

These concerns were more common among individuals in insecure housing, overcrowded conditions, or living in fear of service intervention. While participants trusted WYFRS as an emergency responder, some were hesitant to voluntarily invite officials into their home unless they felt assured it would be non-intrusive and judgement-free.

*“They’re supposed to help, but people worry that if something looks wrong — damp, mess, something broken — then it might come back on them.”*

*“It’s not just the fire service — it’s a general feeling that you’re being watched.”*

In some cases, participants noted that cultural expectations and gender norms could affect how residents respond to unplanned visits, particularly among older generations.

*“My grandmas from Pakistan and she lives here now. She’s very, very traditional, like if you were to knock on the door and she weren’t expecting it and it was a man, she’d be like ‘you’re not coming in’, but it’s not rude, it’s just her cultural thing. It might be about timing too, like it’d have to be someone she knows or maybe a female firefighter. I don’t know how you get around that, but that’s something for our family.”*

This mistrust was not universal, but it pointed to a need for clearer messaging about the supportive, not punitive nature of WYFRS’s prevention work.

*“It’s not that we don’t trust them, it’s that we don’t know them.”*

### Digital exclusion and the cost of connection

Participants also emphasised that relying heavily on online communication excluded many of those who were most at risk. This included older people, digitally isolated residents, and households experiencing financial hardship.

*“A digital only approach, it won’t reach everyone, I would guess that the more vulnerable you are, the less likely you are to see digital campaigns, either because of age or cost or literacy.”*

*“You’re not going to follow a fire service page on social media if you’re choosing between gas and food.”*

Digital exclusion was seen not just as a technological barrier, but as part of a wider experience of marginalisation, where people already disconnected from public services were further distanced by inaccessible modes of communication.

*“It feels like everything is going online, and the people who need help the most are the ones who aren’t online.”*

*“They need to use the places people already go — the chemist, the GP, the community centre.”*

### Workforce representation and psychological distance

Participants also identified a lack of visible diversity in the fire service as a potential barrier to engagement. Although WYFRS was not seen as unwelcoming, several participants said that if people did not see themselves reflected in the workforce, they might assume the service was not for them.

*“I don’t recall if I ever saw a fireman that wasn’t white or white British.”*

This applied not only to race and ethnicity, but also to gender, class, and life experience. Participants felt that having a workforce with a broader range of identities and lived experience would increase approachability and foster deeper trust.

### Recruitment and workforce diversity

While participants held the fire service in high regard, few had encountered visible recruitment activity from West Yorkshire Fire & Rescue Service (WYFRS). The profession was widely respected but often viewed as physically demanding, male-dominated, and culturally distant from many communities. These perceptions, shaped by limited outreach, underrepresentation in the workforce, and assumptions about who ‘*belongs*’ in the role, contributed to a narrow sense of accessibility. Participants felt that more targeted, inclusive, and sustained engagement was needed to broaden awareness and support recruitment from underrepresented groups.

### Limited visibility of recruitment pathways

Many participants said they had never seen a fire service recruitment campaign and would not know how to apply or get information about careers in the service.

*“I’ve never seen a poster or an ad saying they’re hiring.”*

*“They don’t really come to schools and talk about careers, or at least they didn’t at mine.”*

*“Unless you go looking for it, you wouldn’t know how to apply.”*

This lack of visibility reinforced assumptions that the fire service is a closed or specialised field, not something most people would consider unless they already had a personal connection.

*“It’s one of those jobs where you think people already know someone in it — it’s not something you stumble across.”*

*“You never hear anyone say, ‘I’m training to be a firefighter.’ It’s not talked about.”*

Participants suggested that WYFRS could raise awareness by increasing presence at schools, colleges, community events, and job fairs, particularly in areas where engagement has historically been low.

*“They need to be visible in schools, especially in diverse areas, so young people see that this is something they could do.”*

*“They should do more career events or have a day where you can visit and see what the job involves.”*

*“Even just having someone talk at a youth group or college — it makes it real.”*

Several participants also pointed out that recruitment efforts should not be limited to young people. Adults looking for career changes or returning to work could also be viable candidates, particularly if the fire service promoted more flexible entry points or training opportunities.

*“There are loads of people who are in their thirties or forties looking for something new — they should be encouraging them too.”*

### Perceptions of suitability and physical demands

A common perception was that firefighting required exceptional physical strength and fitness. While this was not viewed negatively, it created a sense that the role was only accessible to a narrow group of people.

*“I just think they need to look fit and be able to drag someone out of a fire.”*

*“You just assume it’s a really physical job, and you’d have to be really strong.”*

*“People might be put off if they think they can’t pass all the fitness stuff.”*

For some, this reinforced the idea that the job was male-oriented and excluded people with different body types, health conditions, or caring responsibilities.

*“It doesn’t feel like something that’s accessible unless you’re in a certain physical condition.”*

*“It’s still very much a man’s job, or that’s how it looks from the outside.”*

*“My daughter never considered it because she said, ‘You never see women doing that.’”*

Participants acknowledged the need for physical capability but also noted that modern fire services included a wide range of roles, prevention, education, and technical, support, that weren’t always presented as part of the recruitment message.

*“They should show the range of jobs — not everyone is running into a burning building.”*

*“People don’t know there are other roles. If they promoted that, it might attract more people.”*

### Representation, inclusion, and role models

A key barrier identified across the groups was the lack of visible diversity within the fire service. Participants highlighted a shortage of women, people of colour, and individuals from working-class or immigrant backgrounds in frontline roles. This underrepresentation influenced how people perceived the culture of the organisation and whether they saw themselves as welcome or wanted.

*“If you don’t see people like you in the fire service, you don’t think it’s for you.”*

*“It’s always been seen as a white, male job. That puts people off.”*

*“Even just one or two visible role models would make a big difference.”*

Some participants said they would feel uncomfortable being the “only one” in a workplace where no one shared their background.

*“I think I would do it [work for the service] but I would certainly be aware if I was one of the few people of colour.”*

*“If you’re walking into a fire station and everyone looks the same, you feel like an outsider straight away.”*

Others noted that diversity was about more than image, it signalled that the service understands and reflects the community it serves.

*“Even if the service can’t completely reflect the people in the community, it should make obvious moves to try and be inclusive, moves that the different communities will notice.”*

Participants were clear that recruitment campaigns must be more than one-off efforts. Lasting change would require consistent, localised engagement, community partnerships, and visible commitment from leadership to building an inclusive service culture.

*“It’s not about one campaign. It’s about building relationships and being present in the community.”*

*“They need to follow through. It’s not enough to say you want diversity — people need to see it happening.”*

*“If you don’t grow up seeing it, you don’t grow up thinking it’s for you.”*

*“These changes are a generation away, so the win, if you like, is starting the process, not necessarily making the change, but having it as a goal.”*

## Recruitment and workforce diversity

In addition to the independently facilitated focus groups conducted by SMSR Ltd, West Yorkshire Fire and Rescue Service (WYFRS) undertook its own programme of internal and external engagement to support the development of the Community Risk Management Plan (CRMP). A total of 31 sessions were delivered, engaging approximately 336 participants from across WYFRS departments and local communities. While SMSR was not involved in delivering these sessions, a summary of findings was provided and is included here to complement the wider consultation data.

### Internal engagement: workforce perspectives

Nineteen internal sessions were held with teams across WYFRS, including Prevention, Operational Response, SIAT, Finance, and Community Risk. Feedback from these sessions highlighted a strong appetite among staff to better understand how the CRMP connects to operational and departmental priorities. While the strategic direction of the plan was generally supported, staff requested more clarity on how it would be applied in practice, particularly through clearer key performance indicators (KPIs), team-specific objectives, and improved alignment with day-to-day activities.

Participants also emphasised the importance of adapting CRMP communications to different audiences within the organisation. Suggestions included the use of concise visual summaries, simplified messaging tailored to functional roles, and support from managers to cascade strategic messages more effectively. The need for a more embedded and consistent internal communication approach was raised across several teams.

In addition, some staff queried how localised risk data is gathered and used in service planning. There were discussions around data tools such as Mosaic and RBPA, and requests for greater transparency in how local intelligence is incorporated. These conversations reflected a broader interest in how risk assessments are informed, who has access to decision-support tools, and how this information flows across the organisation.

The tone across internal sessions was constructive and reflective, with many participants offering practical suggestions to strengthen internal engagement and improve the operational application of the CRMP.

### External engagement: community and partner insights

Ten external sessions were conducted with community organisations and stakeholder groups. These included representatives from faith-based groups, health and wellbeing forums, and local service providers. The feedback gathered during these sessions indicated a strong interest in contributing to the CRMP process, and a willingness among partners to support the dissemination of consultation materials within their networks.

Participants emphasised the importance of ensuring that CRMP communications are accessible to a wide range of audiences. In particular, groups noted that language, literacy levels, and digital exclusion may prevent some communities from engaging fully with the plan.

As a result, there was broad support for the use of simplified formats, including short videos, infographics, and printed materials available through trusted local venues such as GP surgeries, libraries, and places of worship.

Some participants commented on the overall tone of the CRMP, suggesting that in addition to outlining achievements, the plan could also highlight areas for improvement. Doing so was seen as a way of enhancing public trust and offering a more balanced and transparent account of WYFRS's work.

Beyond these practical considerations, several organisations expressed interest in a more collaborative approach to public engagement, where community representatives play a greater role in shaping how messages about fire risk and service priorities are communicated. These suggestions aligned closely with the themes that emerged through the SMSR-led focus groups, particularly around visibility, inclusion, and the value of locally grounded engagement.

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**SMSR**  
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Agenda item: 20

# Customer Service Excellence Assessment 2024

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To update Members on the Customer Service Excellence assessment 2024.
<b>Recommendations:</b>	That Members note the attainment of the Customer Service Excellence standard with full compliance against all 57 elements incorporating 36 'Compliance Plus' awards.
<b>Summary:</b>	This report provides details of the Customer Service Excellence Assessment 2024 which has resulted in West Yorkshire Fire and Rescue Service achieving full compliance against all 57 Customer Service Excellence elements incorporating the award of 36 'Compliance Plus' awards.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Alison Davey- Head of Corporate Services, 01274 682311, <a href="mailto:alison.davey@westyorksfire.gov.uk">alison.davey@westyorksfire.gov.uk</a>
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	Customer Service Excellence Assessment Report 2024

## 1. Introduction

- 1.1 Since 1998, West Yorkshire Fire and Rescue Service has consistently attained the Charter Mark Standard, which is the Government's national standard of customer service excellence for organisations delivering public services.
- 1.2 In August 2009 the Authority invited an assessment against the new Customer Service Excellence standard, which was being phased in and which has now fully replaced the Charter Mark standard. This new standard is derived from the core concepts of customer focus and the delivery of excellent customer service and assesses, in great detail, the following areas:
  - Customer Insight
  - The Culture of the Organisation
  - Information and Access
  - Delivery
  - Timeliness and Quality of Service

## 2. Information

- 2.1 West Yorkshire Fire and Rescue Service is subject to an annual assessment to ensure the standard is being maintained as part of a three-year rolling programme.
- 2.2 In November 2024 the assessor reviewed 19 of the criteria. The annual assessment was a full day with the assessor, reviewing evidence, meeting with staff, visiting Bradford Fire Station, and contact with partner organisations including service users to assess the views of partners and customers regarding working with, and the service provided, by WYFRS.
- 2.3 Following this assessment, West Yorkshire Fire and Rescue Service has once again been awarded the Customer Service Excellence standard in recognition of the high standards in delivery of customer-focused services.
- 2.4 The Service has been awarded Full Compliance against all 57 criteria along with a further three 'Compliance Plus' thereby totalling 36 'Compliance Plus' awards. The additional 'Compliance Plus' awards are for the following elements:
  - We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.
  - We use customer insight to inform policy and strategy and to prioritise service improvement activity.

- We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.

2.5 The existing 'Compliance Plus' awards, which are awarded for 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 arena, were awarded for the following elements:

### **Customer Insight**

- We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.
- We have developed customer insight about our customer groups to better understand their needs and preferences.
- We make particular efforts to identify hard-to-reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.
- We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.
- We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.
- We use reliable and accurate methods to measure customer satisfaction on a regular basis.
- We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.

### **The Culture of the Organisation**

- There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.
- We have policies and procedures which support the right of all customers to expect excellent levels of service.
- We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.

- We empower and encourage all employees to actively promote and participate in the customer-focused culture of our organisation.
- We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training, and development policies for staff.
- Our staff are polite and friendly to customers and have an understanding of customer needs.
- We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.
- We can demonstrate how customer-facing staffs' insights and experiences are incorporated into internal processes, policy development and service planning.
- We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.

### **Information and Access**

- We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.
- We take reasonable steps to make sure our customers have received and understood the information we provide.
- We have improved the range, content and quality of verbal, published and web-based information we provide to ensure it is relevant and meets the needs of customers.
- We evaluate how customers interact with the organisation through access channels and using this information to identify possible service improvements and offer better choices.
- We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.
- We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.

- We interact within wider communities and demonstrate the ways in which we support those communities.

## **Delivery**

- We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.
- We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.
- We agree with our customers at the outset what they can expect from the service we provide.
- We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.
- We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.
- We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.
- We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.

## **Timeliness and Quality of Service**

- We advise our customers and potential customers about our promises on timeliness and quality of customer service.
- We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.
- We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem

2.6 A summary of the assessment report detailing the assessor's comments against each element of the standard for the current three-year rolling programme has been prepared and is available to Members on request. The report shows the comments from the 2024 (RP2) assessment.

2.7 A summary of the assessor's overall comments is attached to this report.

- 2.8 The result of the Customer Service Excellence assessment is an excellent achievement for West Yorkshire Fire and Rescue Service and clearly demonstrates continuous commitment to providing an excellent service to customers.

### **3. Financial Implications**

- 3.1 Any costs involved in this work will be met from within the existing approved reserve budget

### **4. Legal Implications**

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

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

- 5.1 These results further demonstrate the progress of West Yorkshire Fire and Rescue Service meeting the customer service expectations of our diverse community. Further Equality Impact Assessments should be carried out on future survey results to confirm whether or not there is any variance in opinion across protected characteristic groups.

### **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

### **7. Health, Safety and Wellbeing Implications**

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

### **8. Environmental Implications**

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

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

- 9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:
- Improve the safety and effectiveness of our firefighters.
  - Promote the health, safety, and wellbeing of all our people.
  - Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
  - Focus our prevention and protection activities on reducing risk and vulnerability.
  - Provide ethical governance and value for money.

- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

## 10. Conclusions

10.1 That Members note the award of the Customer Service Excellence standard with Full Compliance against all 57 criteria incorporating 36 'Compliance Plus' awards.





# Customer Service Excellence

Three Year Rolling Programme 2023-2025: RP2  
Assessment November 2024



Ownership:	Corporate Services
Date Issued:	14 January 2025
Status:	Final
Protected:	OFFICIAL

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# Introduction

Customer Service Excellence was developed to offer public services a practical tool for driving customer-focussed change within their organisation. It tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction. It is designed to operate as a driver of continuous improvement, as a skills development tool and as an independent validation of achievement.

West Yorkshire Fire and Rescue Service achieved Customer Service Excellence in 2009 and is re-assessed on a rolling programme each year. The following includes the Assessment Report for 2024.

## Assessment Summary

### Overview

Overall Self-assessment    Strong

Overall outcome              Successful

### Rolling Programme 2 2024 (RP2 2024)

The West Yorkshire Fire and Rescue Service (WYFRS) is one of the largest fire and rescue services in the UK, employing some 1438 staff of whom 1000 are operational staff, mainly firefighters. There is a budget of £113 million.

The Headquarters are in Birkenshaw, West Yorkshire which has had large scale development shortly to open fully. This will consolidate some 400 administrative staff including the central control room and operational control. New training facilities are included.

The Service operates from 45 fire stations in West Yorkshire. It covers large cities and towns, waterways, valleys, remote villages, moorland, motorways, railways links, an international airport, large industrial estates, and major sports and cultural venues.

The assessment was attended throughout by the Head of Corporate Services, her assistant, and a Corporate Services officer. The assessor interviewed the Head of Organisational Development, the Prevention Partnership and Training Manager, and the Strategic Development Station Manager. The assessor visited the Bradford Fire Station and spoke to the Assistant District Commanders present and crew members and a sample of customers who had used the service recently and three partners.

As the number of fires decrease, there is greater focus on fire and accident prevention and protection. Staff undertake fire prevention duties, fire risk management and make visits to households, business premises and public buildings, to examine fire safety arrangements.

The assessor examined the latest HMICFRS inspection report on the service, which has a focus on operational matters including the culture within the service. The overlap between HMI inspection and the CSE assessment is small. CSE complements the HMICFRS inspection because of its focus on the quality of customer service which is an important attribute.

The 33 elements rated Compliance Plus at the last assessment are retained. **Three new elements (1.3.2, 2.1.2, and 4.3.2), are now worthy of Compliance Plus**, (details below), making a total of 36. The evidence base is extensive with some 70 pieces of new evidence.

WYFRS is a long standing CSE compliant service. Managers and staff aim to keep it this way. WYFRS is fully compliant with the CSE Standard and has demonstrated excellence in service. This is once again a very commendable achievement and is to be congratulated.

## 1: Customer Insight

Criterion 1 self-assessment      Strong

Criterion 1 outcome              Successful

RP2 2024

This Criterion is fully compliant and covers customer insight, engagement and consultation, and analysis of customer satisfaction to bring about improvements. WYFRS continues to maintain in-depth understanding of the characteristics of its customer groups from the whole community. Demographics are available, as are meticulous records kept of all interactions with customers during incidents and safety visits to homes. Further understanding of customers merits **continued Compliance Plus in element 1.1.2**. Increasingly, there are good examples where consulting with customers is improving service delivery, resulting in **continuing Compliance Plus in element 1.2.2**. Detailed analysis of satisfaction levels for all interactions by officers and firefighters, covers all customers, domestic and non-domestic. Data on this are very strong, using surveys and comments. WYFRS can identify improvements resulting in a **new Compliance Plus in element 1.3.2**.

Analysing customer experience is ongoing and there are examples showing improvements, enabling **Compliance Plus to continue in element 1.3.5**. **Elements 1.1.1, 1.1.3, 1.2.1, and 1.3.1 retain Compliance Plus** because nothing has arisen to indicate otherwise.

## 2: The Culture of the Organisation

Criterion 2 self-assessment      Strong

Criterion 2 outcome              Successful

RP2 2024

This Criterion is fully compliant and covers leadership, staff professionalism and attitudes, and how these contribute towards improved services. Interviews with firefighters show strong

awareness of the changing characteristics of people within the community. Customer insight is now playing a strong role in informing policy and strategy, especially as part of the Culture Review Project, which is at the forefront of change. Improvements in service activity merit a **new Compliance Plus in element 2.1.2**. The safeguarding of customers' privacy and in the storage and transfer of personal data, continues to reflect changes in national standards. **Compliance Plus is retained in element 2.1.5**. There is little doubt from feedback from customers that efforts are made by staff to be polite and friendly towards them, many in vulnerable situations. Staff show good understanding of customers' needs, resulting in **continuing Compliance Plus in element 2.2.2**. The delivery of customer-focused services is valued by managers and customers in their feedback, resulting in **continuing Compliance Plus in element 2.2.5**. **Elements 2.1.1, 2.1.3, 2.1.6, 2.2.1, 2.2.3, and 2.2.4 retain Compliance Plus** because nothing has arisen to indicate otherwise.

### 3: Information and Access

Criterion 3 self-assessment Strong

Criterion 3 outcome Successful

RP2 2024

This Criterion is fully compliant and covers quality of information for customers, their access to services, partnerships arrangements and interaction with the community.

No charges are made for emergency incidents. Charges for customers using the service, especially in non-life-threatening activities may be made. These are justified and made known to customers. When the service provides information about hazards and danger, great care is taken to ensure this information has been received and understood. This is important when making Safe and Well home visits designed to keep vulnerable customers protected. Progress here enables **Compliance Plus to be retained in element 3.2.2**. Commendable steps have been taken to assess and improve channels of communication, especially via social media and the website. Accelerated efforts result in **continuing Compliance Plus in element 3.3.2**.

WYFRS places significant importance to working in partnership with other services in the community, ensuring accountability for keeping everyone safe. The quality of this work, results in **continuing Compliance Plus in element 3.4.2**. **Elements 3.1.1, 3.2.3, 3.4.1, and 3.4.3 retain Compliance Plus** because nothing has arisen to indicate otherwise.

### 4: Delivery

Criterion 4 self-assessment Strong

Criterion 4 outcome Successful

RP2 2024

This Criterion is fully compliant and covers service delivery standards, achievement and outcomes and how the organisation can deal effectively with problems. WYFRS is inspected frequently by HMICFRS to ensure that services delivered meet the standards set nationally. Seven areas of work have been rated as 'good' by this inspectorate. The service responds positively to recommendations for improvement and this effort merits **continued Compliance Plus in element 4.1.2**. Delivery outcomes are positive for the service. Feedback from all customer groups on day-to-day operations is very positive and detailed records are kept on performance, from feedback given, resulting in **continuing Compliance Plus in element 4.2.2**. WYFRS takes complaints about the service very seriously. The Complaints Procedure is very detailed and thorough and there is a commitment to deal with any problems fully and within suitable timescales. Therefore, **a new Compliance Plus is awarded in element 4.3.2**. **Elements 4.1.1, 4.2.1, 4.2.4, 4.3.3, and 4.3.4 retain Compliance Plus** because nothing has arisen to indicate otherwise.

## 5: Timeliness and Quality of Service

Criterion 5 self-assessment      Strong

Criterion 5 outcome      Successful

RP2 2024

This Criterion covers standards for timeliness and quality of service, how these are monitored, met and benchmarked. WYFRS has appropriate standards for both timeliness of response for all forms of customer contact and all aspects of the quality of customer service to be expected. These service promises are effectively communicated to customers and potential customers in various documents, all of which appear on the service website. The increased attention to detail here, results in **continuing Compliance Plus in element 5.2.1**. The service continues to be proud of the fact that it responds quickly to enquiries and emergencies, supported by monitoring data, resulting in **continuing Compliance Plus in element 5.2.5**. The strength of monitoring standards in performance in both timeliness and quality of customer service goes a long way to ensuring that these standards are met. **Element 5.2.2 retains Compliance Plus** because nothing has arisen to indicate otherwise.

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Agenda item: 21

# Productivity and Efficiency Plan 2025/26

Full Authority

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**Date:** 19 June 2025

**Submitted by:** Director of Service Support

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**Purpose:** The Fire and Rescue National Framework (2018) mandates that Fire and Rescue Authorities (FRAs) create and publish annual efficiency plans. The Minister of State for Crime, Policing and Fire has specifically requested that FRAs outline their productivity and efficiency initiatives for 2024/25, as well as their plans for continuing these efforts into 2025/26 and beyond.

**Recommendations:** That Members note the content of the Productivity and Efficiency Plan 2025/26.

**Summary:** The West Yorkshire Fire and Rescue Authority Productivity and Efficiency Plan details how we aim to deliver efficiencies and increase productivity against national targets set for the 2022/23 – 2024/25 spending review period and beyond.

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Local Government (Access to information) Act 1972

**Exemption Category:** None

**Contact Officer:** Gareth Atkins, SM Strategic Development  
Gareth.Atkins01@westyorkshire.gov.uk

**Background papers open to inspection:** None

**Annexes:** WYFRS Productivity and Efficiency Plan 2025/26

**Making West Yorkshire Safer**  
[www.westyorkshire.gov.uk](http://www.westyorkshire.gov.uk)

## **1. Introduction**

- 1.1 As part of the Spending Review 2021, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) agreed that between 2022/23-2024/25, fire and rescue services in England would increase wholetime firefighter productivity by 3% and create 2% of non-pay efficiency savings.
- 1.2 The Minister has instructed all FRAs to draft and publish a Productivity and Efficiency Plan for 2025/26, contributing to a broader assessment of the sector's progress against agreed targets by the Home Office, NFCC, and LGA. These plans must be completed and submitted to the Home Office by 30 April 2025.
- 1.3 In keeping with the existing requirement, it was also requested that all plans are published and made available to the public, in a format that is easy to access via Fire and Rescue Authority websites.

## **2. Information**

- 2.1 Home Office analysis of the 2024/25 plans identified opportunities to enhance how services measure and report on productivity, benefiting both operations and supporting the 3% productivity target commitment. To address this, the Home Office has revised its guidance to reduce the burden on services, improve data quality, and standardise reporting. In response, we have reviewed the updated guidance and structured our plan using the recommended template to enhance consistency and strengthen the collected evidence.
- 2.2 The West Yorkshire Fire Authority Efficiency and Productivity Plan sets out the West Yorkshire Fire and Rescue Authority's strategy for achieving efficiencies and increasing productivity in alignment with national targets for the 2022/23 - 2024/25 spending review period and beyond. The plan captures efficiency and productivity data, supported by narrative evidence, and covers key areas such as asset management, resourcing, income generation, outcome-based activities, and capacity.
- 2.3 We remain committed to improving productivity and will continuously monitor performance, evaluate progress, and align our efforts with national targets for the spending review period and beyond.

## **3. Financial Implications**

- 3.1 Financial information is detailed within the attached Efficiency and Productivity Plan 2025/26.

## **4. Legal Implications**

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



## **5. People and Diversity Implications**

5.1 There are no people and diversity implications arising directly from this report.

## **6. Equality Impact Assessment**

6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

8.1 There are no environmental implications arising from this report

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

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

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

## **10. Conclusions**

10.1 The West Yorkshire Fire Authority Efficiency and Productivity Plan outlines our strategy for achieving efficiencies and enhancing productivity in alignment with national targets for the 2022/23 - 2024/25 spending review period and beyond. As specified in the plan, the Authority has identified cashable efficiency savings to be implemented throughout the duration of the current Medium Term Financial Plan.

## EFFICIENCY DATA (£000)

	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
Opening Revenue Expenditure Budget (Net)	104,300		112,904		117,009	
Less Total Direct Employee Costs	-80,060		-87,595		-92,862	
Non Pay Budget	24,240		25,309		24,147	
Efficiency Target (2% of non-pay budget)	485		506		483	
Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Direct Employee						
Reduction in Prevention/Protection/Response Staff	50		50		50	
Indirect Employee (e.g. training, travel etc.)						
All Indirect Employee Costs				27		
Premises						
Utilities					114	
Rent/Rates					36	
Other Premises Costs	41		41		65	
Transport						
Fleet			48		48	
Supplies and Services						
National Procurement Savings	520		456		400	
Local Procurement Savings	164	13	1811	54	1450	
Other Technology Improvements			21		21	
Other						
FRIC Membership	285		285		285	
Total Efficiency Savings	1,073		2,793		2,469	
Efficiency Savings as a Percentage of Non-Payroll Budgets	4.43%		11.04%		10.22%	
Efficiency Savings Target	2.00%		2.00%		2.00%	
Over/(Under)	2.43%		9.04%		8.22%	

10.2 We actively participate in the Home Office and NFCC Productivity and Efficiency workstreams and remain committed to supporting any future initiatives led by the Home Office. To enhance productivity, we continuously assess firefighter performance at an operational level, allowing us to better understand capacity and identify opportunities for improvement.

10.3 The plan was submitted to the Home Office on 30 April 2025 and will be made available on the Authority's website.



West Yorkshire  
Fire & Rescue Service

# Productivity and Efficiency Plan 2025-26



Ownership: Finance and Resource Committee

Date Issued: 30 April 2025

File ID: N/A

Version: 2

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Status: Final

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## Revision and Signoff Sheet

### Change Record

Date	Author	Version	Comments
22/04/2025	SM Gareth Atkins	1	
25/04/2025	SM Gareth Atkins	2	Additional feedback captured from GM Laura Boocock

### Reviewers

Name	Version Approved	Position	Organisation	Date
Alison Wood	2	CFPO	WYFRS	25/04/2025
AM Toby May	2	AM Service Support	WYFRS	30//04/2025
ELT	2	N/A	WYFRS	30/04/2025

### Distribution

Name	Position	Organisation
Nicola Edwards	Senior Policy Adviser	Home Office
Sanna-Mari Jenkins	Senior Policy Adviser	Home Office
Lucinda Porter	Senior Policy Adviser	Home Office

## Equality Impact Assessment

Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

([EIA template and guidance](#))

Date EIA Completed: n/a

Date EIA Approved: n/a

The EIA is available on request from the report author or from  
[diversity.inclusion@westyorksfire.gov.uk](mailto:diversity.inclusion@westyorksfire.gov.uk)

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# 1 Introduction

The Fire and Rescue National Framework (2018) mandates that Fire and Rescue Authorities (FRAs) create and publish annual efficiency plans. The Minister of State for Crime, Policing and Fire has specifically requested that FRAs outline their productivity and efficiency initiatives for 2024/25, as well as their plans for continuing these efforts into 2025/26 and beyond.

This Productivity and Efficiency Plan outlines how the West Yorkshire Fire and Rescue Authority intends to achieve efficiencies and boost productivity in line with national targets set for the 2021/22 - 2025/26 spending review period.

According to the 2021/22 Spending Review, the National Fire Chiefs' Council (NFCC) and the Local Government Association suggested that Fire and Rescue Services (FRSs) in England could achieve 2% non-pay efficiencies and a 3% increase in productivity by 2024/25.

The West Yorkshire Fire and Rescue Authority is dedicated to enhancing productivity and will continuously monitor performance and assess progress in accordance with the national targets for the 2021/22 - 2024/25 spending review period.

The ambition of West Yorkshire Fire and Rescue Service (WYFRS) is to enhance safety across West Yorkshire. This plan outlines how the Service generates social and economic value through its response to fire and non-fire emergencies, as well as its continuous risk reduction efforts.

## 2 Background

### 2.1 Government Funding

From 2010/11 to the end of the 2019/20 spending review period, the Authority experienced a total reduction of £26.1 million in central government funding. To address this funding gap, the Authority restructured emergency response coverage based on risk, implemented a station rationalisation programme, and conducted a comprehensive review of support services. Some of the interventions that were implemented can be seen in table 1 below.

	2010	2025	Reduction
Firefighters (Wholetime)	1,490	953	537
Control Staff	56	47	9
Fire and Rescue Staff	383	340	42
Fire Stations	48	40	8
Fire Appliances	62	46	16

Table 1: Reduction in staff and resources from 2010 to date.

## 2.2 Operational Activity

From 2011, the number of incidents in West Yorkshire initially declined, but started to rise slightly from 2012 onwards. As shown in figure 1, WYFRS are now handling more incidents per wholetime firefighter compared to previous years.

Since 2015, the number of incidents per wholetime firefighter has consistently grown, however, this trend aligns with other Metropolitan FRSs. Figure 1 illustrates this pattern clearly.

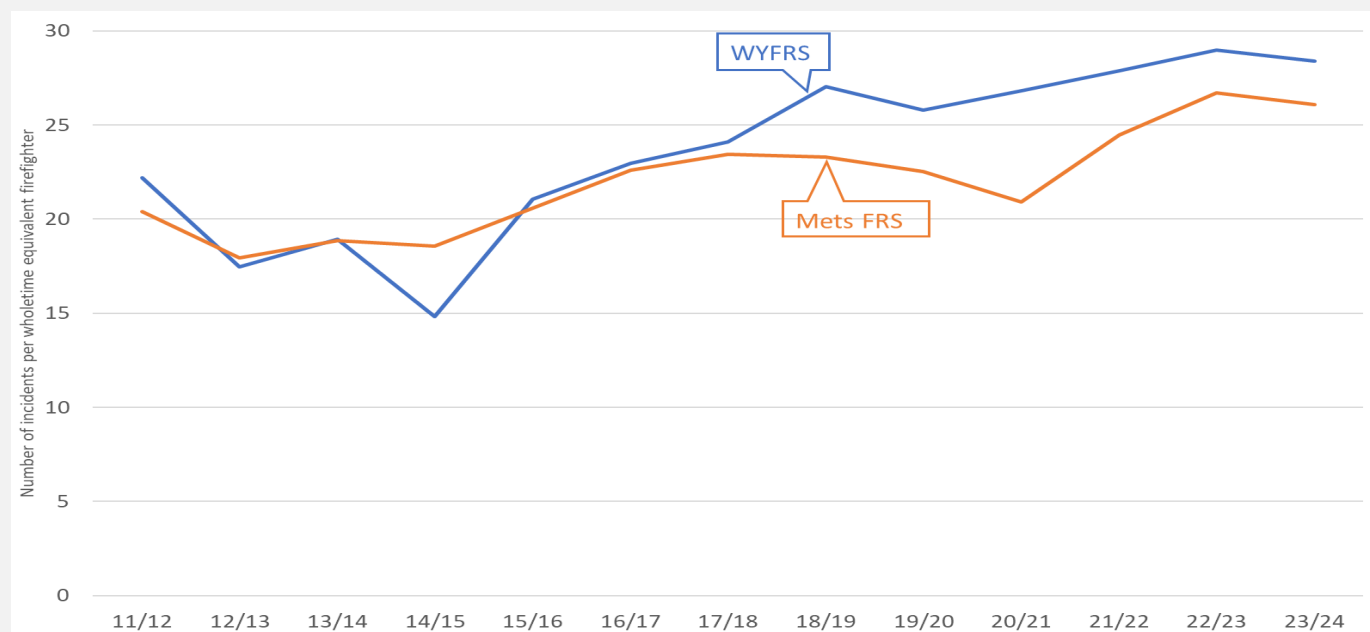


Figure 1: Number of incidents per wholetime firefighter per year.

Over the past decade, the number of incidents per million population in West Yorkshire has been consistently lower than the average across other comparable service areas, as illustrated in figure 2.



In 2023/24, West Yorkshire responded to fewer incidents, indicating a slight reduction in the number of incidents attended per million population. This decline may plausibly be attributed to the increased implementation of Safer Communities Prevention Strategies over the same period.

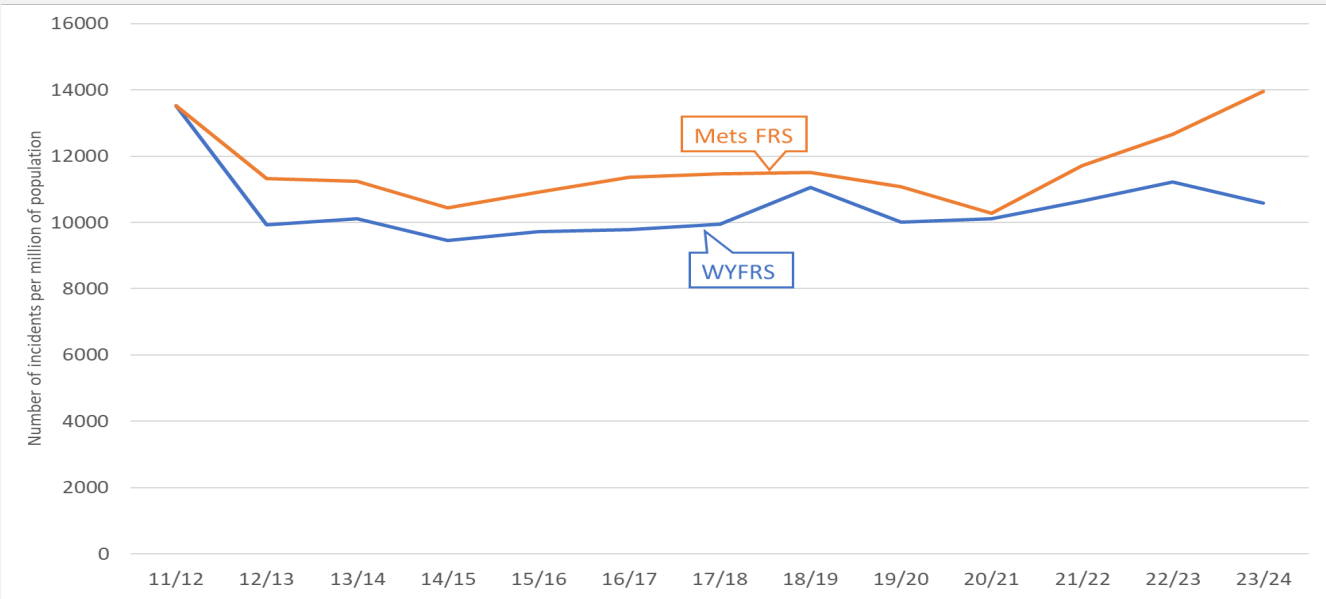


Figure 2: Number of incidents per million of population per year.

The number of dwelling fires and fires in other buildings has steadily declined, as shown in figure 3. WYFRS consistently reports a lower rate of dwelling fires compared to other metropolitan fire and rescue services, which saw a slight rise between 2023/24. This emphasises the effectiveness of our Safer Communities Prevention Strategy.

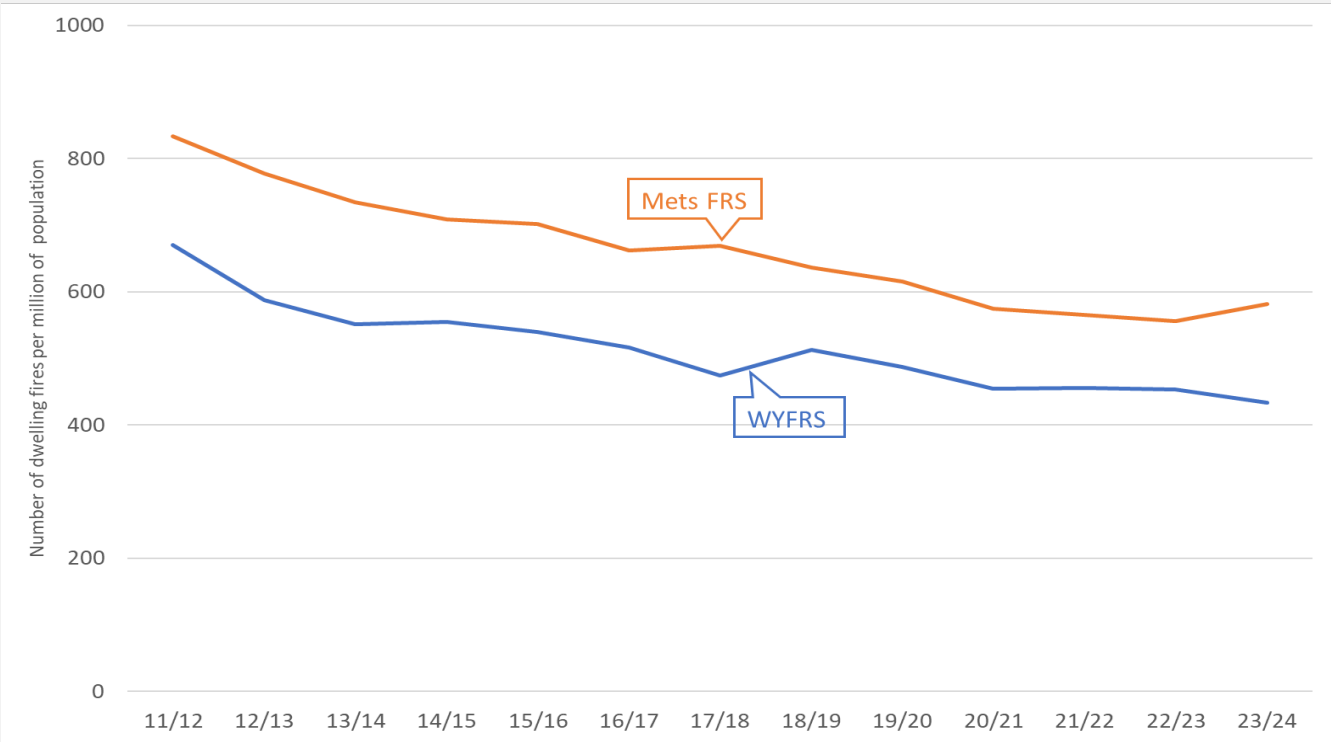


Figure 3: Number of dwelling fires per million of population per year.

## 3 Primary information

### 3.1 Budget

<b>BUDGET (£000)</b>			
<b>Revenue Expenditure</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
Direct Employee	<b>80,060</b>	<b>87,595</b>	<b>92,862</b>
Indirect Employee	2,155	2,372	2,517
Premises	6,339	6,183	6,589
Transport	2,506	2,704	2,208
Supplies and Services	6,550	7,229	7,525
Capital Financing	8,055	8,908	7,367
Other	1,120	877	831
<b>Total</b>	<b>106,785</b>	<b>115,868</b>	<b>119,899</b>
<b>Income</b>	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>
Actual Received from Precept	-52,111	-54,389	-58,584
Local Government Finance Settlement	-33,209	-39,282	-39,840
Other Grants	-18,980	-19,233	-18,585
Income Raised Locally	-2,485	-2,964	-2,890
<b>Total</b>	<b>-106,785</b>	<b>-115,868</b>	<b>-119,899</b>

Table 2: Sources of income and planned spending.

On February 27th, 2025, the Authority approved a Band D equivalent precept of £84.49, marking a £5 increase for Band D properties compared to the previous year. Despite this adjustment, West Yorkshire remains the fourth lowest precepting Authority in England.

### 3.2 Reserves

Table 3 below shows the forecast for usable reserves over the life of the Medium-Term Financial Plan.

<b>RESERVES (£000)</b>					
	<b>2023-2024</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>
General Reserves	-5,700	-5,700	-5,700	-5,700	-5,700
Earmarked Revenue Reserves	-1,722	-1,738	-1,698	-1,558	-1,445
of which MRP reserve	0	0	0	0	0
Earmarked Capital Reserves	-15,022	-5,671	-142	0	0
Other Reserves					
of which revenue	-9,242	-9,904	-9,854	-9,516	-6,472
of which capital	0	0	0	0	0
<b>Total</b>	<b>-31,686</b>	<b>-23,013</b>	<b>-17,394</b>	<b>-16,774</b>	<b>-13,617</b>

Table 3: Reserves

There are two types of reserves: the General Fund and Earmarked Reserves.

- **General Fund:** This reserve is essential for managing day-to-day cash flow requirements and serves as a contingency for unexpected events or emergencies.
- **Earmarked Reserves:** These reserves are set aside for specific purposes to address known or anticipated future liabilities. By allocating funds in this way, the expenditure profile is stabilised, and liabilities are not funded through Council Tax in the year payments are made.

The Authority maintains a General Fund reserve of £5.7 million, representing 5% of the revenue budget, in accordance with the National Fire Framework guidance on balance levels. Meanwhile, the earmarked capital reserve has been fully utilised for the redevelopment of the FSHQ site at Birkenshaw. Using reserves for capital projects eliminates the need to account for debt repayment in the revenue budget over the asset's lifespan.

## 4 Efficiency

### 4.1 Efficiency Data

Table 4 provides an overview of the cashable efficiency savings achieved by the Authority over the past two financial years, along with a forecast for 2025-26.

#### EFFICIENCY DATA (£000)

	EFFICIENCY DATA (£000)					
	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
Opening Revenue Expenditure Budget (Net)	104,300		112,904		117,009	
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Other Premises Costs	41		41		65	
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Efficiency Savings Target	2.00%		2.00%		2.00%	
Over/(Under)	2.43%		9.04%		8.22%	

Table 4: Efficiency Data

## 4.2 Income

INCOME						
£000						
	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Income generated from charging policies	-139		-361		-329	
Income generated from trading operations	0		0		0	
Income generated from shared premises	-98		-86		-95	
Income generated from interest on investments	-1,903		-1,400		-750	
<b>Total</b>	<b>-2,140</b>		<b>-1,848</b>		<b>-1,174</b>	

Table 5: Income

## 5 Efficiency Narrative

### 5.1 Direct Employee

The Authority has ceased the Operational Resources Pool in 2022/23 which has resulted in ongoing efficiencies in the payment of allowances totalling £0.050m.

### 5.2 Indirect Employee

Initially, Fire Protection had planned to recruit two cohorts of seven Fire Protection Officers during 2024/25. However, after evaluating the cost of conducting two separate training courses, it was determined that combining the recruits into a single cohort of fourteen would reduce expenses. This adjustment would require only one training course and result in a saving of £0.027 million.

### 5.3 Premises

The relocation of the Control Centre from Bramley to FSHQ at Birkenshaw has led to savings of £0.174 million in rates and utility costs. Furthermore, a review of the Authority's property maintenance contracts resulted in a revised provision, generating ongoing efficiency savings of £0.041 million.

### 5.4 Transport

In 2024/25, the Authority upgraded its entire front-line fleet of fire appliances to include clean cab technology. The modernity of the fleet has resulted in annual revenue savings of £0.048 million, covering maintenance, tyres, and repair costs.

### 5.5 Supplies and Services

The Authority has achieved annual procurement savings exceeding £2.2 million by utilising national procurement frameworks and local procurement processes. These savings are recorded in full in the first year the contract is live, and all savings are reinvested back into the service.

Additionally, the Authority has realised cost reductions of £0.021 million in technology through the adoption of Power Apps and Microsoft 365, eliminating the need for third-party suppliers. As the Authority continues to advance technologically, these efficiencies are expected to grow further.

## 5.6 Others

In April 2023, the Authority joined the Fire and Rescue Indemnity Company (FRIC), an insurance pool comprising fourteen Fire and Rescue Services. This initiative was designed as an alternative to traditional insurance, offering member fire and rescue authorities enhanced control over coverage, claim management, and settlement processes. Unlike external insurers, FRIC is a non-profit entity, which means member contributions are lower as they exclude the profit margins typically embedded in insurance premiums. Membership in FRIC generates ongoing annual efficiencies of £0.285 million. Additionally, it provides valuable non-financial benefits such as collaboration with fellow members, data sharing, and improved understanding of the fire insurance industry.

## 5.7 Future Efficiencies

The Authority employs a dedicated continuous improvement and benefits realisation manager to collaborate with teams in identifying ways to improve efficiency and help generate both cashable and non-cashable benefits.

Recognising the significance of ongoing transformation, WYFRS has implemented a Smarter Working Programme. This initiative promotes a Corporate 'lean' methodology that drives continuous improvement - a foundational principle aligned with the strategic priorities set out in the Community Risk Management Plan.

The Smarter Working Programme has demonstrated its value, delivering tangible benefits such as time and resource savings while enhancing productivity. It highlights the Authority's commitment to achieving maximum efficiency and effectiveness as a Service. By encouraging departments and teams to embrace innovation and streamline their processes, the programme empowers them to initiate positive changes.

Numerous smarter working projects have already been implemented and are documented within this plan. Additionally, any new initiatives are recorded in the productivity and efficiency log, providing a comprehensive account of progress.



## 6 Collaboration

The Authority has established numerous agreements for sharing premises with partners, including five shared with West Yorkshire Police, six with Yorkshire Ambulance Service, and two with local authorities. These arrangements generate an annual income of £0.100 million.

Collaboration is a key focus for the Procurement Team, which is actively involved in various joint procurement initiatives. The use of national frameworks for purchasing goods and services simplifies processes and eliminates the need for full tender exercises. This approach not only enhances efficiency but also achieves savings through economies of scale. Using national frameworks has realised savings of £0.456m in 2024/25. Examples of items procured via frameworks include mobile phones, laptops, servers, and vehicle telematics.

### 6.1 Assessment of Efficiencies

The Authority remains committed to achieving ongoing efficiency savings, prioritising value for money in all its activities. For 2025/26, these efficiencies are projected to reach 10.22% of non-pay budgets, significantly exceeding the 2% target. The Authority has effectively utilised its earmarked reserves, particularly by allocating the capital reserve to fund the development of Fire Service Headquarters. This approach has eliminated any revenue costs both now, and in the future, resulting in annual savings of £2 million in capital and interest payments over the lifespan of the asset.

### 6.2 Productivity and Efficiency Log

WYFRS employs a Continuous Improvement and Benefits Realisation Manager to enhance efficiency and optimise resources. A 2024 review identified smarter working opportunities, including streamlining invoice verification, eliminating paper processes, and automating payments, saving 432 hours annually. An Explosives E-Form was also developed to modernise procedures and enhance customer experience.

To support ongoing transformation, WYFRS is introducing benefits management, tracking outcomes from change initiatives and aligning with strategic priorities. This commitment drives innovation, evidence-led decision-making, and real-time improvements. Smarter working projects are documented, with new initiatives recorded in an efficiency and productivity log to track progress and adaptability.

# 7 Productivity

## 7.1 Collaboration

### Shared Premises

We have established a series of agreements to share premises with our partners, fostering collaboration and improving productivity. At present, we co-locate across five sites with West Yorkshire Police (WYP), six with Yorkshire Ambulance Service (YAS), and two with local authorities, facilitating faster information exchange. Additionally, we are actively exploring further opportunities to expand estate-sharing arrangements with WYP. These agreements generate an annual income of approximately £0.1 million, with terms reviewed annually in line with the Consumer Price Index (CPI).

### Co-responding and Partnerships

#### Co-responding with other FRS

Throughout 2024, WYFRS Control had contingency agreements in place with South Yorkshire Fire & Service to provide mutual support during emergencies or periods of high demand.

West Yorkshire currently have a remote buddy arrangement with Cambridgeshire Fire & Rescue Service. This arrangement enables Cambridgeshire to handle 999 calls for West Yorkshire, and vice versa, alleviating call volumes during busy periods. Life risk calls are promptly transferred back to the home Control via a dedicated line, while non-life risk calls are returned through email or once implemented, via multi-agency incident transfer. This step adds resilience and can be used before initiating Operation Willow Beck, which is a process designed to manage increased emergency call volumes during extreme conditions.

Looking ahead, future collaboration with North West Fire Control is planned for 2026, as both services will operate on the same mobilising system, enhancing interoperability and resilience further.

West Yorkshire also have 13/16 arrangements with neighbouring fire services which enable collaboration and provide mutual support during emergencies.

## **Partnerships with other local organisations**

Since 2019, we have worked to enhance the productivity of our operational resources while adapting to the declining incidence of fires by taking on additional responsibilities. This includes assisting the police and ambulance services in gaining access during medical emergencies. This collaborative approach among the blue light services not only improves efficiency across all three organisations but also strengthens community safety, health, and wellbeing across West Yorkshire. It also provides crews with greater opportunities to identify safeguarding concerns and high-risk individuals in need of Safe and Well visits. In 2024/25 alone, crews responded to 1,720 gaining entry incidents.

WYFRSs current Fire Protection Partnership with Leeds City Council focuses on addressing High-Rise Residential Buildings (HRRBs) requiring remediation for deficiencies in their External Wall Systems (EWS). Joint training programmes are conducted to help staff and partners identify higher-risk individuals and communities, ensuring measures are implemented to enhance their safety. Fire Protection liaisons with Leeds City Council facilitate the exchange of support and information between departments, ensuring that relevant buildings address EWS issues and enhance fire safety for occupants while avoiding duplication of enforcement actions and optimising staffing resources.

The Fire Protection and Leeds City Council initiative will continue into 2025-26, during which a greater number of HRRBs are expected to undergo remediation.

WYFRS has a proud and enduring tradition of partnership working, with the ongoing Tri-Service Collaboration Board serving as a key driver in turning collaboration into a practical reality. Through this initiative, WYFRS demonstrates a deep understanding of the transformative impact that working alongside others can have. The commitment to collaboration has unlocked a multitude of benefits, such as the co-location of services, the delivery of joint training programmes for staff, and the sharing of incident data across blue light services.

## **Local Resilience Forum**

WYFRS currently serves as Co-Chair of the Local Resilience Forum (LRF) and hosts shared resources, including a Communications Officer. WYFRS also manages the Government Core Funding LRF grant on behalf of the LRF, employing a Training & Exercise Officer, Community Resilience Officer, and Projects Support Officer. These grant-supported roles have steadily increased since the initial funding award in 2021.

The LRF model remains active through 2025-26, fostering collaboration on training programmes, events, and coordinated communications responses to major incidents, ensuring effective and cohesive support during significant emergencies.

### **Secondments to national bodies**

Currently, three officers have been seconded to the National Resilience Assurance Team, focusing on command and control and Marauding Terrorist Attack operations. Another has joined the Emergency Services Network programme. These secondments enhance integration with national level workstreams, fostering collaboration and alignment with broader emergency service initiatives.

In addition, in 2025, the WYFRS monitoring officer is working one day per week at South Yorkshire Fire & Rescue Service, fulfilling their monitoring officer duties.

## **Shared Services and Resources**

### **Shared Resources**

WYFRS serves as a hub for all national resilience assets, which encompass specialised equipment and personnel. These resources can be swiftly deployed across the country to support other fire and rescue services in managing major incidents. Whether responding to large-scale emergencies, natural disasters, or complex rescue operations, WYFRS plays a critical role in ensuring coordinated and effective assistance wherever it's needed most.

### **Shared IT Services**

Since 2022, members of National Working Groups have been actively collaborating to enhance efficiency and innovation within ICT. Engaging with these groups allows ICT staff to work alongside experts from various fields, facilitating the exchange of best practices and forward-thinking ideas.

By participating in National Working Groups, WYFRS stays ahead of emerging best practices. For instance, its involvement in writing and reviewing the Data Fire Standard for the NFCC has ensured a deep understanding of evolving standards.

The contributions of our new OneView system to national working groups has received national-level recognition from the NFCC, as well as acknowledgment from partner agencies and councillors. The data gathered is now instrumental in directing prevention efforts and safety campaigns, leading to more effective outcomes.

## **Shared HR Services**

Since 2022, reciprocal arrangements with regional Fire and Rescue Services in South Yorkshire and Humberside have fostered collaboration in key areas such as employee relations cases, mediation, and policy development. This partnership enables the sharing of best practices, reducing duplication of effort and streamlining processes.

## **Other**

WYFRS collaborates with West Yorkshire Police and Yorkshire Ambulance Service through the Violence Reduction Hub, facilitating the sharing of critical data to support community safety initiatives. This partnership enables a coordinated approach to identifying and addressing trends related to violence, ensuring that resources are directed where they are most needed.

# **7.2 Asset Management and IT Investment**

## **Digitalisation**

### **Digitalisation of operational process**

Operationally, we have equipped tablets with in-house applications for community use and enhanced command support technology and connectivity in our support vehicles. Fixed phones in appliances have been replaced with smart mobile phones featuring corporate applications and accessible data.

### **Digitalisation of non-operational process**

In 2024, WYFRS began adopting Microsoft Power Platform technology to digitise and automate processes, enhancing efficiency and compliance. The Prevention PowerApp enables detailed reporting on audits and inspections, improving data accuracy and decision-making. Integration with PowerBI enhances reporting capabilities, allowing for better data analysis and informed decisions. The project replaces InfoPath forms with PowerApps and introduces new applications for equality impacts assessments, during performance inspections, and project documentation, reducing manual effort, optimising workflows, and increasing processing speed.

## **Other**

Between April and June 2024, WYFRS reviewed the AllStar Fuel Card process, and following a successful trial, adopted Automated Invoice Payments, ensuring invoices are automatically processed if all items match the purchase order. Other benefits include:

- **Eliminated Paperwork:** End-users no longer need to forward receipts to Finance, enhancing efficiency.
- **Detailed Reporting & Fraud Prevention:** Transaction fuel spend reports and in-house fraud team services provided by AllStar strengthen financial oversight.
- **Significant Time Savings:** The automation has saved over 36 hours per month, equating to more than 432 hours annually - allowing teams to focus on operational priorities.

## ICT Systems

Looking ahead, the focus is on fostering a self-service culture through digital enablement, empowering staff to create low-level solutions, automate manual processes, and utilise business intelligence to enhance services and efficiency.

### Mobilisation system

The Authority is moving to the Frequentis mobilising system which will go live in June 2025. This enhances incident management by integrating communication and data-sharing across emergency services, improving coordination and response efficiency. This advanced solution empowers WYFRS to optimise service delivery, adapt to future demands, and better support the community.

With its cloud-based mobilising capabilities, the system seamlessly facilitates communication and incident management, ensuring swift and effective emergency response. By leveraging cutting-edge technology, WYFRS can strengthen operational performance and improve public safety.

### Appliance Tracking/Telematics

From March 2025 to March 2026, WYFRS is rolling out vehicle telematics across its entire fleet, including FDS Officers' vehicles, to improve monitoring and efficiency.

Bi-annual reviews using telematics data will optimise fleet utilisation while supporting road risk management. Additionally, the automation of mileage tracking, which was previously a manual process requiring over 200 hours annually across 425 vehicles has significantly streamlined operations.

### Other

WYFRS' OneView system provides intuitive dashboards tracking progress on strategic priorities. Recent updates include operational training, prevention, and protection data, with future expansion covering appliance availability, staff rostering, and sickness data. PowerBI reports have enhanced data accessibility and efficiency, delivering real-time insights. Staff now have

instant 24/7 data access, removing reliance on delayed weekly spreadsheets. The Fire Authority Report, once a three-day task, is generated in two minutes. Narrative logs, previously sorted manually in Excel, can be searched in 30 seconds, cutting administrative effort. Reports focus on key areas like Risk-Based Planning Assumptions, Risk Reduction, and Qualifications, enhancing decision-making and service improvements.

To maximise value, we develop in-house systems tailored to our needs. The firefighter Competency Dashboard alone saves over 3,500 hours annually across all stations.

## **ICT (Other)**

### **Software**

WYFRS has adopted Microsoft products, including PowerBI, Azure, and M365, to enhance interoperability and streamline operations. Using a unified ecosystem ensures seamless communication between systems, while familiar interfaces reduce the need for multiple styles and shortcuts, improving user experience.

Moving to the cloud strengthens storage resilience, allowing for scalable expansion beyond physical hardware limitations. Additionally, users can now complete electronic forms 24/7 via mobile devices, increasing accessibility and efficiency across the organisation.

### **Use of AI**

Since May 2024, WYFRS has invested in CoPilot licences to ensure secure AI usage and prevent data exposure to unsecured platforms. CoPilot has improved productivity by streamlining administrative tasks, assisting with meeting notes, recorded actions, and retrieving key moments from missed meetings. WYFRS sees AI as a supportive tool rather than a replacement for human input. One user reported saving four weeks per policy while improving quality through AI-driven analysis of legislation and best practices. CoPilot also automates meeting minutes, email summaries, and drafting responses, reducing manual effort. Further rollout is under review, depending on funding.

### **CCTV installed on vehicles**

WYFRS has implemented CCTV systems across its vehicle fleet to enhance incident verification and reduce administrative workload. This technology has eliminated 50/50 claims where no footage was available, providing clear evidence and improving claim resolutions.

Currently, CCTV is being installed on new Scania and MAN appliances, covering around 58 vehicles, with plans to expand to all newly procured vehicles. The reduced paperwork has freed

up the Transport Administrator, allowing focus on other critical tasks, further enhancing operational efficiency.

### **Training staff in digital skills**

WYFRS has focused on training staff in digital skills through OneView Training, ICT CPD sessions, and the Change Ambassador Network (CAN). Of the 220 staff who booked training, 150 attended, with 72 out of 74 participants reporting increased confidence in using systems effectively. The CPD sessions were expanded in 2024 and are continuing into 2025. This ongoing investment ensures staff are equipped with the necessary digital skills to optimise workflow and leverage technology effectively.

### **Other**

From December 2024, WYFRS is transitioning its Fire Investigation App from MS Dynamics to in-house PowerApps, eliminating the £8,229 annual support contract. Removing the support contract allows funds to be reallocated to productivity enhancing projects.

The new digital form enables fire investigators to upload information instantly, eliminating paper-based proformas, while ensuring investigative processes remain robust and well-integrated.

## **Asset Purchase, Maintenance and Contracts**

### **Purchase of petrol appliances/vehicles**

We have currently invested £19.8m in replacing 58 fire appliances, introducing 'clean cab' practices to reduce firefighter exposure to contaminants and utilising advanced technologies to enhance communication, operational capability, and reliability. The aerial fleet has been modernised, reducing platforms from five to four, saving £0.75m in capital and £0.02 million annually in servicing costs. In 2024, resources were reallocated to address wildfire risks, improving alignment with community needs.

### **PPE purchase**

In 2024, WYFRS introduced lightweight multi-role PPE, improving health and safety while extending the lifespan of structural kits across various incident types and work systems.

A regional framework agreement for firefighting kit and laundry streamlines procurement, eliminating the need for a full tender process, reducing effort, and minimising duplication. The current regional contract runs until 2029, with a new national framework set to replace it in 2027.



## **Extending asset life**

To reduce capital costs the lifespan of fire appliances was extended from 10 to 15 years, saving £9m, while reducing special vehicles from six to five and increasing their lifespan from 15 to 20 years saved £0.800m. A fleet review removed 40 underutilised vehicles, saving £0.137m annually and funding 32 Toyota Hilux vehicles for operational use. A further review in 2024/25 will consider post-redevelopment synergies and hybrid working impacts on fleet needs, enabling savings in leasing, insurance, and fuel costs to be redirected to specialist vehicles.

## **Review of maintenance**

The vehicle workshop has streamlined the maintenance of vehicles and equipment by aligning service intervals, allowing all equipment to be serviced annually in workshops at the same time. This eliminates the need for firefighters to remain on station while workshop staff travel to complete the work.

To support round-the-clock use of the operational vehicle fleet, a system is in place for replacement or repair of defective vehicles and equipment. Additionally, the stores department has transitioned from a paper-based system to an electronic platform (OPEX), enabling faster requisitions and reducing equipment delivery times from three weeks to four days.

## **Other**

West Yorkshire Fire and Rescue Service (WYFRS) began redeveloping its Birkenshaw headquarters in 2022, integrating Fire Control, a modern Training Centre, and relocating Cleckheaton Fire Station to enhance collaboration. In 2025, teams from the Bramley Service Delivery Centre moved to the new facility, with projected efficiency savings of £0.365 million. Additionally, solar panel investments are expected to pay off within 10 years. All design plans now mitigate the exposure to fire contaminants.

# **7.3 Resourcing**

## **Employee**

### **Adjustment to staffing model**

The Service Delivery Development Project improves operations by standardising fire appliance crews at four personnel, led by a Crew Manager, while Watch Managers travel in a blue-light vehicles. This change boosts Crew Managers' autonomy and enables Watch Managers to focus on prevention, protection, and community collaboration.

Under the revised service delivery development model, each Watch Manager gains 117 hours yearly by avoiding incidents manageable by Crew Managers, allowing time for training, crew development, district projects and incident assurance. Future role expansion may include specialist duties, including hazardous materials and technical rescue, enhancing efficiency and engagement.

### **Operational Staffing Project**

A dedicated resource was assigned to evaluate the Organisation's productivity and efficiency within its existing resourcing models. The Operational Staffing project, launched 2022 is now progressing into phase 2, which focuses on transitioning to locally managed staffing systems, revising local management structures, strengthening the Employee Resources Team for workforce planning, leave, and absence management, further reducing overtime and detached duty costs, introducing short-term flexibility contracts, shifting organisational training to a crew-based model, and reviewing duty system attribute requirements to optimise effectiveness. To date, the project has successfully achieved savings of approximately £0.245 million.

Further refinements to the leave policy, such as rota day training and limitations on pre-arranged detached duties for leave booking, have resulted in cost efficiencies. These measures continue to generate annual savings of approximately £0.38 million.

### **Flexible/hybrid working**

WYFRS assessed all roles for hybrid suitability, promoting a more adaptable and efficient workplace. The headquarters, developed in 2024, is designed to enhance operational effectiveness, sustainability, and agility, seamlessly supporting a dynamic hybrid work model. This optimisation has allowed for a streamlined design, making it approximately 20% smaller than its predecessor while maximising productivity and flexibility.

### **Active transfer process**

In 2024, WYFRS introduced an active external transfer process, allowing staff movement through promotions and lateral transitions. This improves efficiency by seamlessly transferring competent personnel, cutting training costs, and ensuring targeted development through gap analysis instead of generic onboarding. Firefighters bring diverse experience from other services, enhancing operational effectiveness. The approach strengthens adaptability, optimises training resources, and improves service delivery.

## **Apprenticeship scheme**

WYFRS has an ongoing apprenticeship scheme for supervisory and line managers at levels 3 and 5, integrating leadership development to enhance managerial effectiveness. Delivered through competitive tendering, the programme strengthens performance management and team development.

## **Training staff in new skills**

Since 2023, WYFRS has delivered comprehensive staff training across key areas, including absence and attendance management, annual reviews, behavioural interviewing, coaching and mentoring, dignity and respect, diversity and inclusion, safer recruitment, motivational and challenging conversations, and project and change management. These initiatives strengthen workplace culture, empowering employees with essential skills to handle challenges effectively. In 2024/25 alone, 520 staff members participated in these training programmes.

## **Transition from Firefighter NVQ to Apprenticeship**

Between 2025 and 2030, WYFRS is shifting from the NVQ model to firefighter apprenticeships, aiming to become an Employer Provider. This transition reduces resource demands on staff, generates income through levy funding, and enhances efficiency by freeing capacity for learning and development. Apprenticeships improve operational competence, creating a more skilled workforce while ensuring sustainable resource allocation.

# **Resourcing Systems**

## **Risk and Resource Review**

In 2024, WYFRS engaged an external consultant to analyse the profile of risk within West Yorkshire to aid in the development of the Community Risk Management Plan. The consultant gathered 10 years of incident reporting data and conducted a statistical analysis of the most recent five financial years. Collaborating with WYFRS, the consultant identified 15 incident categories to evaluate the risk profile. Additionally, they utilised publicly available data to provide an overview of key risk factors in West Yorkshire. The findings from the profile of risk have now guided further analysis to support the creation of more cost-effective resourcing models. These models aim to maintain fire cover and ensure compliance with risk-based planning assumptions.

This approach will optimise the positioning of response assets to improve coverage and operational efficiency.

### **Changes to Automatic Fire Alarm policies**

Our Automatic Fire Alarm (AFA) policy has been refined to adopt a proportionate risk-based approach, which includes no attendance to commercial AFAs and a reduction to 1 fire engine for other non-domestic AFAs. This resulted in a reduction of 49% to commercial AFAs between March 2024 and August 2024 and resulted in over 1,000 hours of time saved, enabling firefighters to allocate more time to Service Delivery activities and operational training, thereby enhancing efficiency and community-focused outcomes. This evolution highlights our commitment to continually optimising resources to strengthen public safety and service effectiveness.

## **Fleet and Equipment**

### **Changes in type of equipment used**

WYFRS has replaced 13.5m SR2 ladders with 12m ladders, offering a lighter alternative that enhances manual handling and crew safety. This upgrade reduces overall weight, making ladders easier to manoeuvre, particularly in confined spaces during incidents. The improved design supports efficiency, safety, and operational effectiveness for firefighters in demanding environments.

### **Review of fleet model**

WYFRS has enhanced and are currently rolling out a new fire engine design to improve safety, efficiency, and performance. New 2,500-litre water tanks increase firefighting capacity, while segregated PPE storage reduces exposure risks. A power beam gantry simplifies ladder access, and dual air conditioning improves crew comfort. Additional upgrades, including back-up PTO systems and vehicle-assist technology, strengthen response capabilities, ensuring WYFRS remains at the forefront of emergency service innovation.

## 7.4 Income Generation

### Charging Policies

The Authority has established mechanisms to generate revenue by charging for various services, such as special service calls, COMAH, the Youth Intervention Team, and National Resilience Distributed Learning. In the fiscal year 2024/25, these efforts resulted in an income of approximately £0.653 million. Further information can be found in table 6 below.

Income Area	Income Generation (£)
Special services (lock outs, domestic flooding, lift rescues, etc.)	5,628
Fire Reports and Fire Investigation Reports	17,729
Automatic Fire Alarm call outs	185,920
Interviews with fire investigation offices/incident commanders	746
Fireworks licensing visits	16,669
COMAH response	133,770
Youth intervention programmes	77,220
<b>Total</b>	<b>437,682</b>

Table 6: Charging policy income generation

### Other Income Sources

Income Area	Income Generation (£)
Leasing agreements	102,364
Third party accident cost recover	20,663
National Resilience training	55,300
Sale of old vehicles and equipment	35,215
CCS and YPO agreements	2,315
<b>Total</b>	<b>215,857</b>

Table 7: Other income generation

## 7.5 Outcome-based Activities

WYFRS created the Service Delivery Effectiveness Plan 2024-2027 to enhance productivity and efficiency while maximising existing resources. The plan examines key areas, including firefighters' daily operations, station administration, automatic fire alarm response, watch role reestablishment, and data utilisation.

By highlighting best practices, achievements, and improvement strategies, the plan strengthens service delivery and supports WYFRS' mission of 'Making West Yorkshire Safer.'

Wholetime firefighter activities, including Safe and Well visits, site-specific risk inspections, and exercises, are measured and recorded. A new database update allows tracking of wider risk reduction activities.

Targets include three site specific risk inspections per watch per month, while Safe and Well visits follow a structured timeline: contact within seven days, visit within 28 days, and case closure within 56 days. Firefighters completed 8,274 visits in 2022/23, 9,050 in 2023/24, and 9,853 in 2024/25.

The OneView data management system enhances reporting, producing PowerBI reviews on a monthly, eight-weekly, and quarterly basis. Outcomes from inspections are recorded and quality-assured at watch, district, and service levels.

Site specific risk inspections visits have increased to an average of three visits per appliance, per watch, per month over the next two years, aiming for a 33% rise in annual service output.

## 7.6 Workforce Capacity

The WYFRS Service Delivery Effectiveness Plan enhances workforce capacity measurement for wholetime firefighters through a revised working day framework. This framework helps track time spent on equipment checks, administration, prevention, risk reduction, fitness, and operational training, ensuring optimal resource allocation. The new framework increased service delivery time by one hour, created 7,655 hours per year across 21 wholetime stations and 9,855 hours across the 27 pumps number.

Service Delivery activities are now scheduled to avoid rush hour and high incident periods, improving engagement with businesses and residents. Night shifts focus on admin and station tasks, potentially increasing service delivery and training capacity by up to 23%, depending on

operational demands. Furthermore, operational training and preparedness has been enhanced by protecting time allocated to training.



Figure 5: Previous 2-2-4 wholtime day shift work routines compared to revised 2-2-4 wholtime day shift work routines.

The Service Delivery Effectiveness Plan provides insights into incident data and operational demand, supporting informed decision-making. It also redefines roles and responsibilities for operational staff up to the rank of station manager, reinforcing leadership structure and operational efficiency.

In 2025, WYFRS launched a new prevention database, enhancing the recording of additional tasks within Microsoft Teams while ensuring more robust data collection. This system streamlines documentation, improving accuracy and accessibility for prevention activities. The database supports real-time tracking, helping teams manage workloads efficiently and identify trends in prevention efforts. By integrating enhanced reporting tools, it strengthens data-driven decision-making, optimising service delivery and resource allocation to better serve the community.

Adjusting the response to automatic fire alarms led to a 47% decrease in commercial premises incidents and a 20% overall reduction, saving approximately 1,000 hours annually. This change allows resources to be redirected towards risk reduction, community engagement, and operational preparedness, enhancing service efficiency while maintaining emergency readiness. By prioritising genuine emergencies, the revised approach helps reduce disruption for businesses and improves firefighter availability for high-priority incidents.

The Service Delivery Administration Hub (SDAH) enhances station administration, acts as a single service delivery contact point, improves customer service, and streamlines operations. It ensures consistent service across the county during office hours, addressing prior

inconsistencies. SDAH targets a 75% call response rate, achieving 95% in early 2025 (603 of 637 calls). A review of station admin support freed £0.141 million, funding four prevention officers to boost community safety

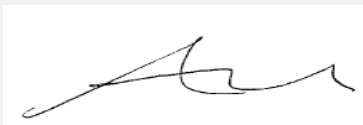
## 7.7 Meeting the 3% Productivity Target

The implementation of the Service Delivery Effectiveness Plan has strengthened workforce capacity, allowing firefighters to expand prevention, protection, and training activities.

Optimising the response to automatic fire alarms has saved approximately 1,000 hours annually, enabling personnel to focus on higher-priority tasks. The revised working day framework introduced an additional hour of service delivery time, generating 7,655 extra hours annually across 21 wholetime stations. Additionally, rescheduling service delivery activities has boosted capacity by up to 23%, improving engagement opportunities and operational readiness.

Since 2022/23, Safe and Well visit output has risen by 19%, demonstrating a commitment to community risk reduction. With continued data-driven refinement, WYFRS is further enhancing service delivery efficiency while maintaining high standards of fire safety and prevention.

Signed



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Alison Wood  
Chief Finance and Procurement Officer  
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### Document Properties

Document Title:	West Yorkshire Fire & Rescue Service Productivity and Efficiency Plan
Author:	Gareth Atkins
Creation Date:	24 March 2025
Last Updated:	10 June 2025



OFFICIAL

Agenda item: 22

# Performance Management Report

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To inform Members of the Authority's performance against key performance indicators.
<b>Recommendations:</b>	That Members note the report.
<b>Summary:</b>	This report provides Members with information regarding the performance of West Yorkshire Fire and Rescue Service against targets to enable the Authority to measure, monitor and evaluate performance.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Alison Davey – Head of Corporate Services 01274 682311, <a href="mailto:alison.davey@westyorksfire.gov.uk">alison.davey@westyorksfire.gov.uk</a>
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	2024-25 Performance Management Report from 1 April 2024 to 31 March 2025  2025-26 Performance Management Report from 1 April 2025 to 8 June 2025.

## **1. Introduction**

- 1.1 The attached Performance Management Reports outline the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance.

## **2. Information**

- 2.1 The reports show a summary of the cumulative performance for the full year 1 April 2024 to 31 March 2025 and the period 1 April 2025 to 8 June 2025 against each of the indicators.
- 2.2 The Performance Management Report is monitored at each Full Authority meeting.
- 2.3 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.

## **3. Financial Implications**

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

## **4. Legal Implications**

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

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

- 5.1 There are no Human Resource and Diversity implications arising from this report.

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?      No

## **7. Health, Safety and Wellbeing Implications**

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

## **8. Environmental Implications**

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

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

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

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

## **10. Conclusions**

10.1 That Members note the report.





# Performance Management Report Fire Authority

## Period Covered:

01 April 2024

31 March 2025



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



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

Period Covered:

Financial Year	2024-25	
Date Range	01 April 2024	31 March 2025

IMPORTANT: The data provided is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed.

Data may change due to incident reports that have been updated due to amendment. The data is accurate at time of creation of the report.

This report is comparing the date range above against:

Previous Year Comparison Date Range	01 April 2023	31 March 2024
3 Year Average Comparison Period	01 April 2023 01 April 2022 01 April 2021	31 March 2024 31 March 2023 31 March 2022
Colour Key	<div> <div>Positive Arrows</div> <div>Negative Arrows</div> <div>Positive Charts</div> <div>Negative Charts</div> </div> <p>*When doing a comparison the key above is used. In all other cases graphs, charts and visuals are using contrasting colours to support accessibility.</p>	

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

# Performance Summary

Arrows display percentage(%) increase/decrease on previous year to current financial year.  
The comparison range is based on selected date range.

This report is comparing:01 April 202431 March 2025

Against:01 April 202331 March 2024

Total Incidents24252↓-5%

Fires9001↑3%

False Alarms10473↓-12%

Non-fires4778↓-0%

Fire Related Fatalities19↑27%

Fire Related Injuries159↓-1%

Malicious False Alarms264↓-21%

Road Traffic Collisions611↓-3%

Accidental Dwelling Fires969↓-0%

Deliberate Fires5332↑5%

Non-domestic Building Fires383↓-1%

Response Times Met93%↓-2%

Safe and Well Visits12631↑3%

## Incident Demand by Time of Day

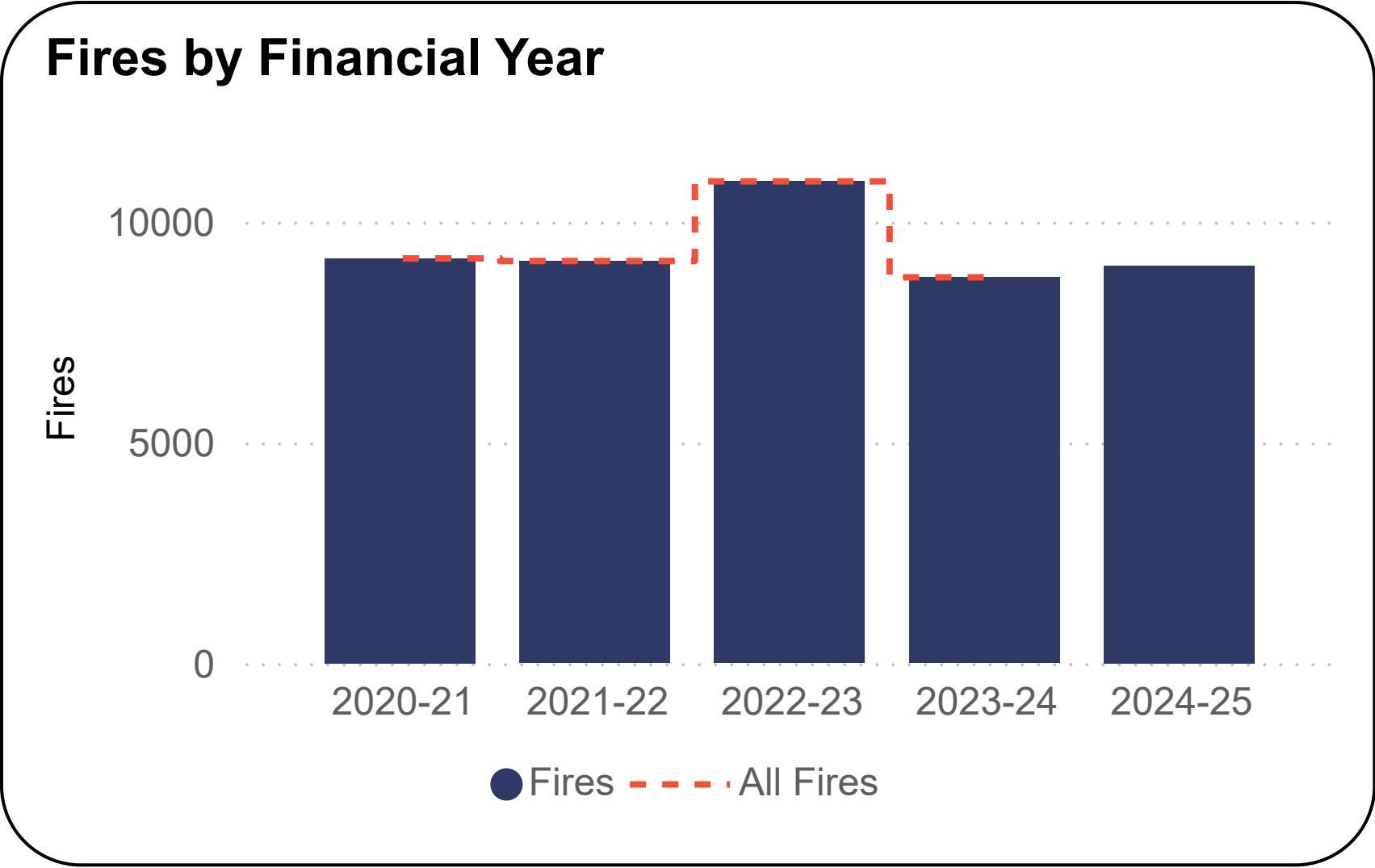
Day	08:00-08:59	09:00-09:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59	22:00-22:59	23:00-23:59	00:00-00:59	01:00-01:59	02:00-02:59	03:00-03:59	04:00-04:59	05:00-05:59	06:00-06:59	07:00-07:59
Mon	111	113	120	128	130	173	201	198	222	235	288	265	239	202	160	143	84	92	77	61	58	47	55	83
Tue	96	104	141	116	140	133	172	195	222	261	252	263	258	187	181	124	94	94	59	51	69	61	50	78
Wed	94	123	137	124	161	180	188	176	201	244	254	253	220	181	158	111	124	99	80	54	63	54	73	100
Thu	91	88	132	130	161	144	155	208	250	254	221	250	235	200	144	119	106	76	62	53	56	43	56	69
Fri	102	109	147	154	159	146	157	180	205	224	275	261	258	218	162	142	102	94	66	59	59	53	56	66
Sat	87	101	101	133	164	164	204	217	214	295	278	275	253	215	178	146	116	103	95	75	68	61	59	82
Sun	80	111	124	124	146	167	181	181	236	261	262	242	229	207	160	127	138	101	76	85	73	56	47	59



# Fires

01 April 2024

31 March 2025

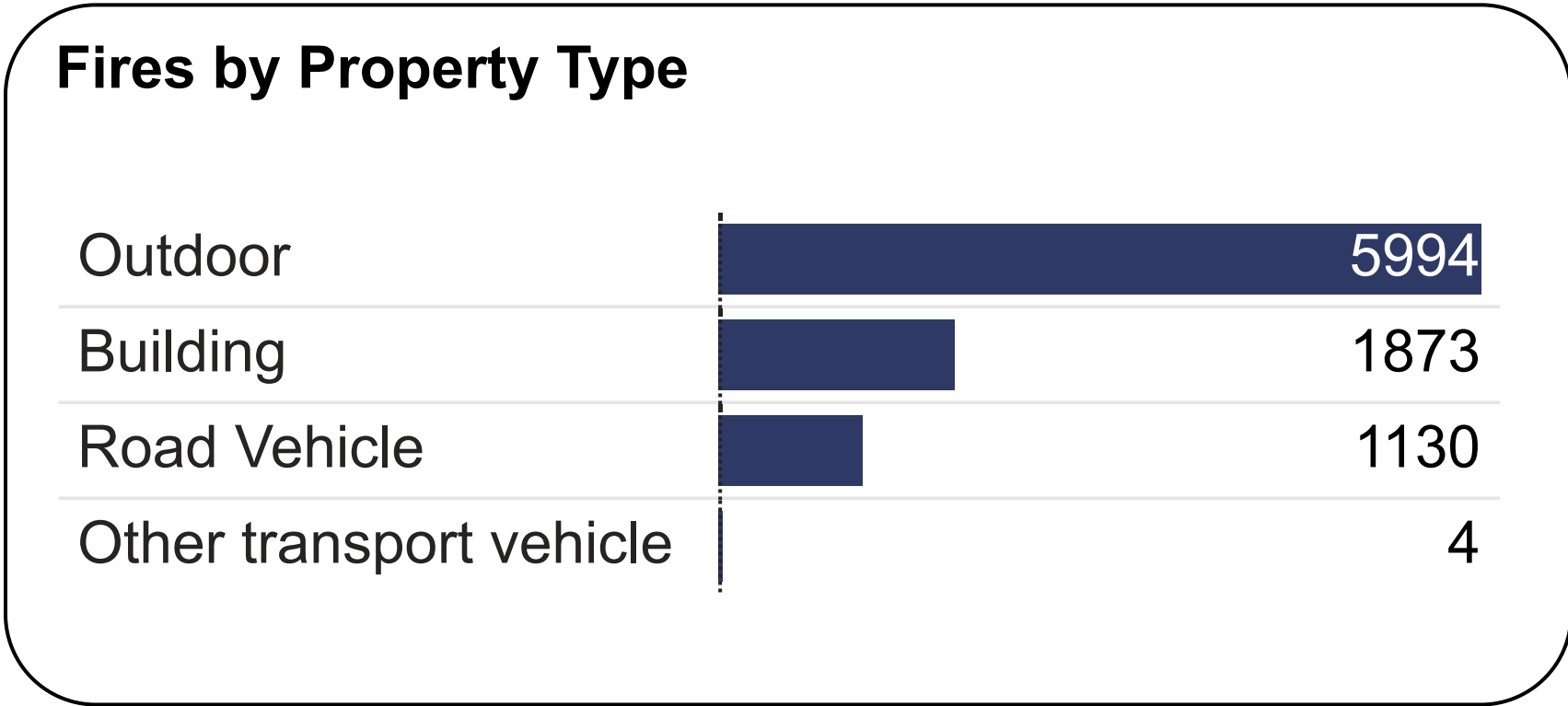


All Fires (red dotted line) shows the total figure for the financial year.  
The bars show the value for selected date range.

### Fires Previous Year To Date Comparison

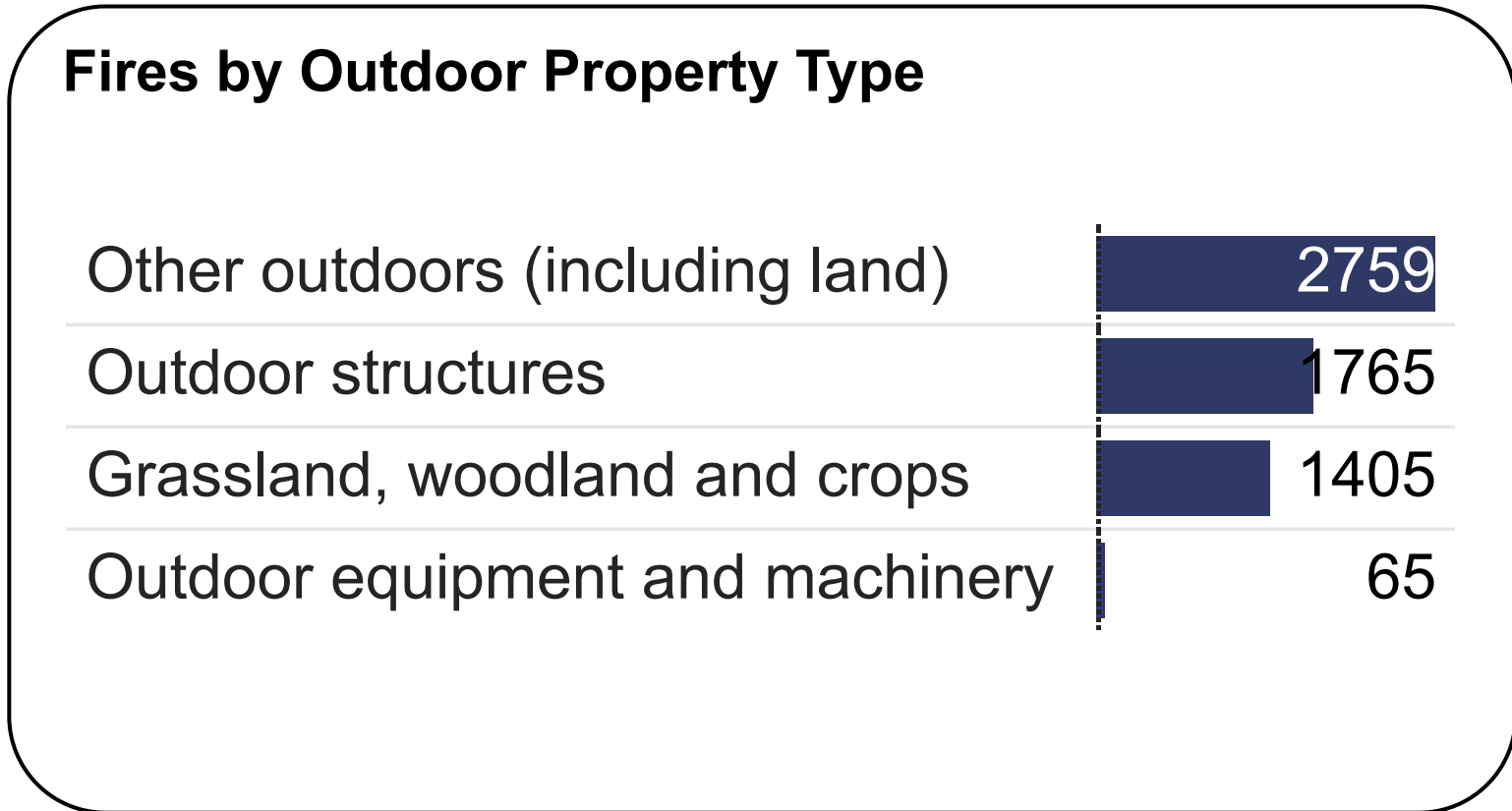
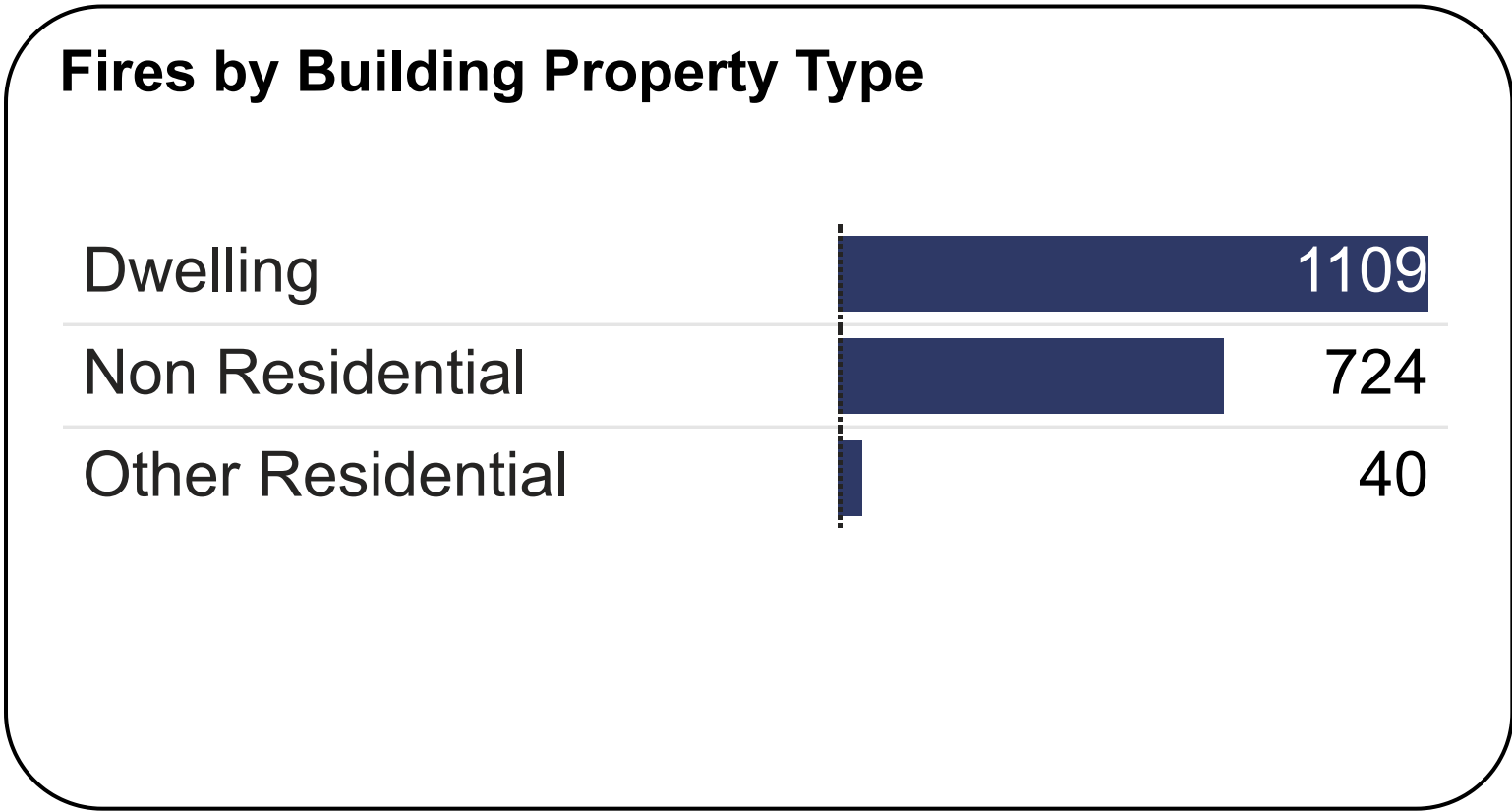
District	% increase/decrease on previous year	3 Year Average
Bradford	0%	↓
Calderdale	-4%	↓
Kirklees	3%	↓
Leeds	7%	↓
Wakefield	3%	↓

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



### Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.39%	
Primary Fire	19.83%	12.51%
Secondary Fire	20.54%	46.73%

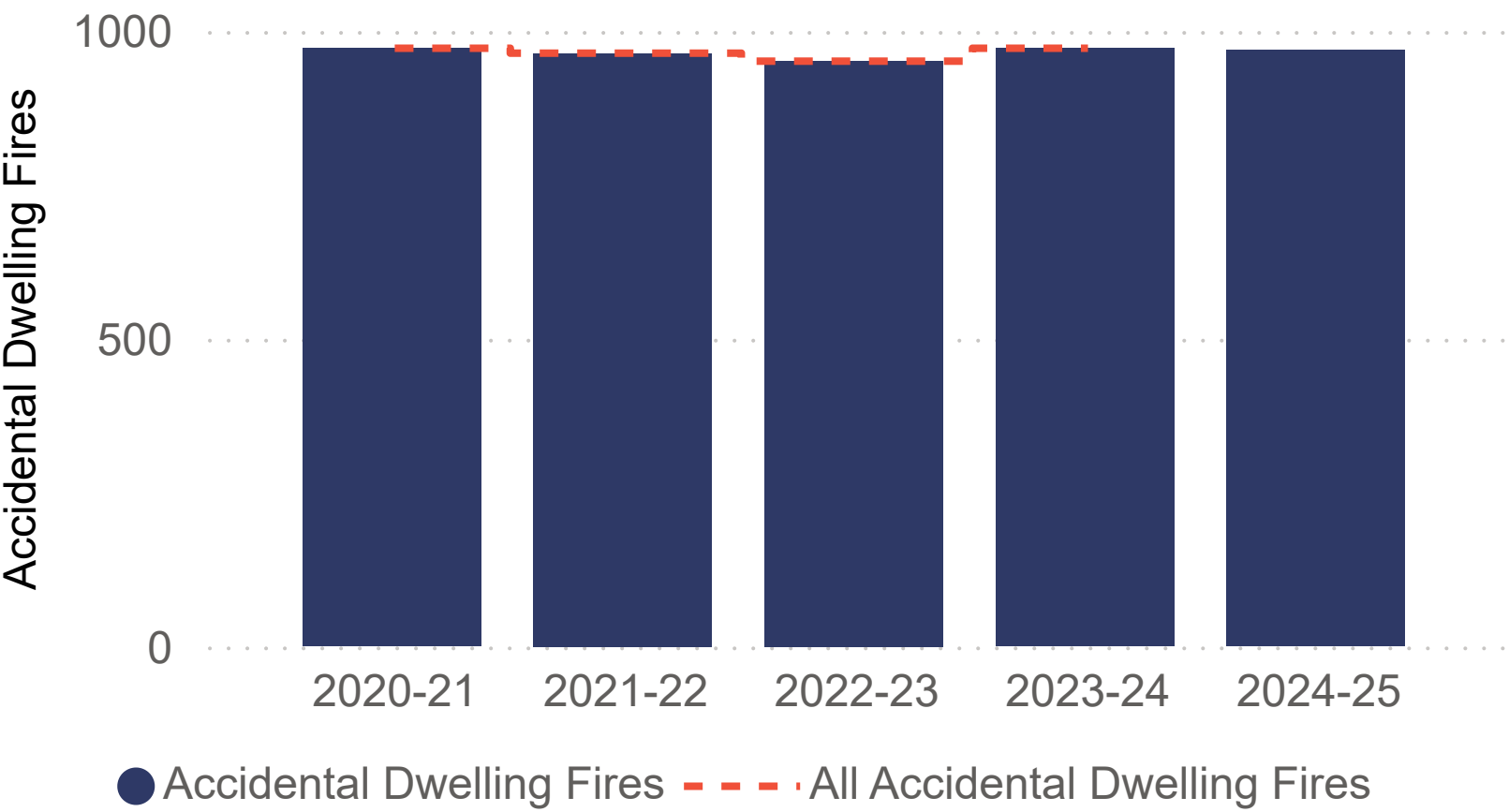


# Accidental Dwelling Fires

01 April 2024

31 March 2025

## Accidental Dwelling Fires by Financial Year



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

## Accidental Dwelling Fires Previous Year To Date Comparison

District	% increase/decrease on previous year		3 Year Average
Bradford	-7%		↓
Calderdale	-18%		↓
Kirklees	-12%		↓
Leeds	13%		↑
Wakefield	16%		↑

3 Year average indicator shows if current number of ADF this financial year is an increase/decrease of ADF against the 3 year average. Looking at only the comparison range.

## Accidental Dwelling Fires by Property Type

House - single occupancy	601
Purpose Built Flat/Maisonette - multiple occupancy	180
Converted Flat/Maisonette - multiple occupancy	70
Self contained Sheltered Housing	52
Bungalow - single occupancy	45
Unknown if licensed HMO	9
Licensed HMO	7
caravan/mobile home (permanent dwelling)	2
Houseboat (permanent dwelling)	1
Other Dwelling	1
Unlicensed HMO	1

## Top Fire Cause

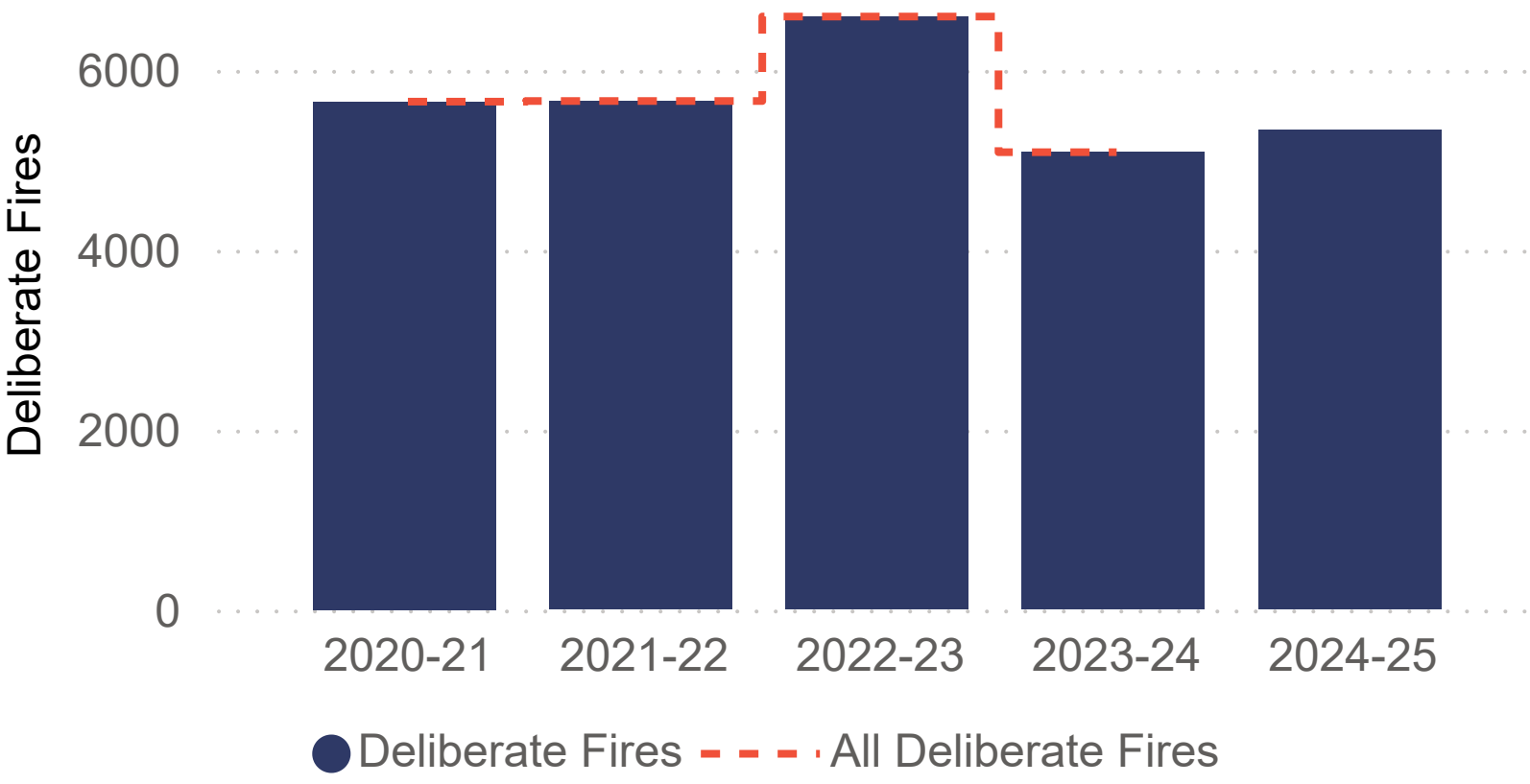
Accidental - Cooking - other cooking

# Deliberate Fires

01 April 2024

31 March 2025

## Deliberate Fires by Financial Year



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

## Deliberate Fires Previous Year To Date Comparison

District	% increase/decrease on previous year		3 Year Average
Bradford		8%	↓
Calderdale		8%	↓
Kirklees		2%	↓
Leeds		6%	↓
Wakefield		-5%	↓

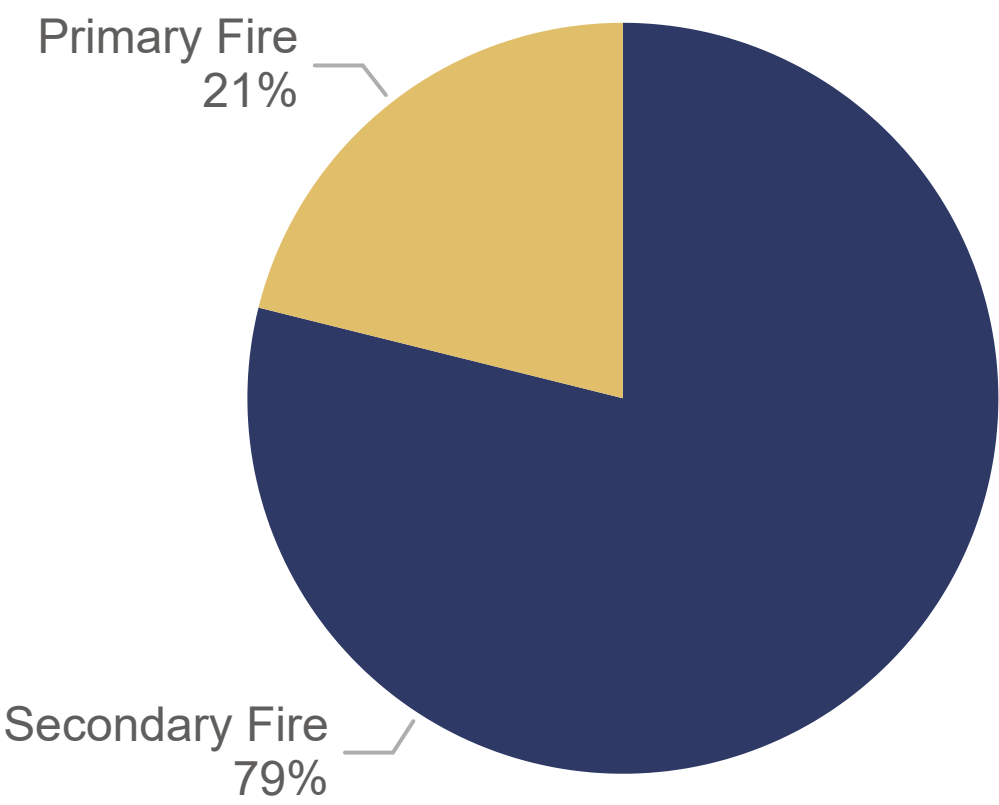
3 Year average indicator shows if current number of Deliberate Fires this financial year is an increase/decrease of Deliberate Fires against the 3 year average. Looking at only the comparison range.

## Top 10 Property Types

### Deliberate Fires

Other outdoors (including land)	2074
Outdoor structures	1160
Grassland, woodland and crops	847
Car	443
Non Residential	398
Dwelling	140
Motorcycle	89
Van	60
Multiple Vehicles	39
Outdoor equipment and machinery	19

## Deliberate Fires by Primary or Secondary



## Top 5 Fire Causes

### Deliberate Fires

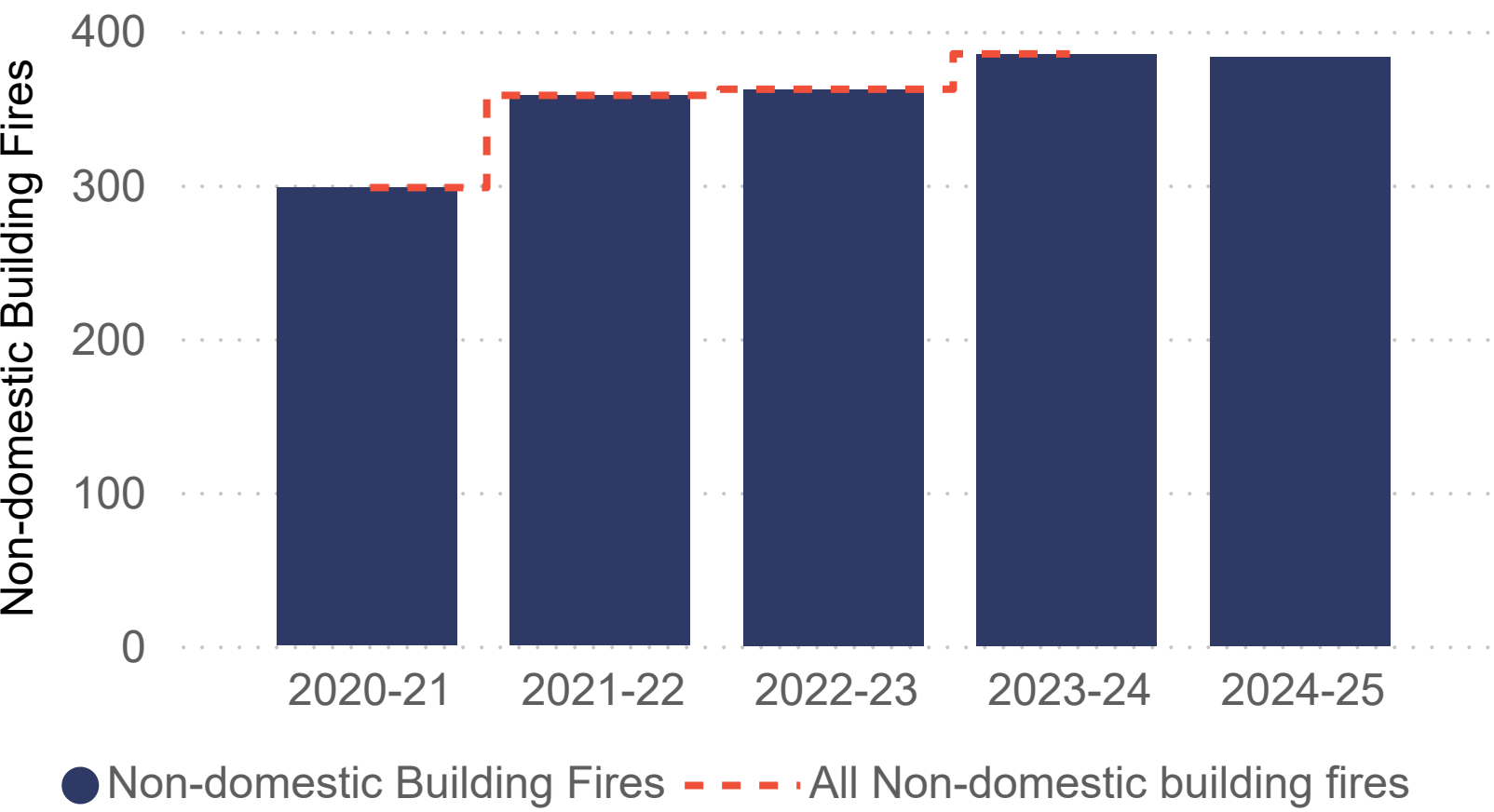
Deliberate - unknown owner	2050
Deliberate - others property	1736
Deliberate - others property - Heat source and combustibles brought together deliberately	655
Deliberate - own property	420
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	329

# Non-domestic Fires

01 April 2024

31 March 2025

## Non-domestic Building Fires by Financial Year



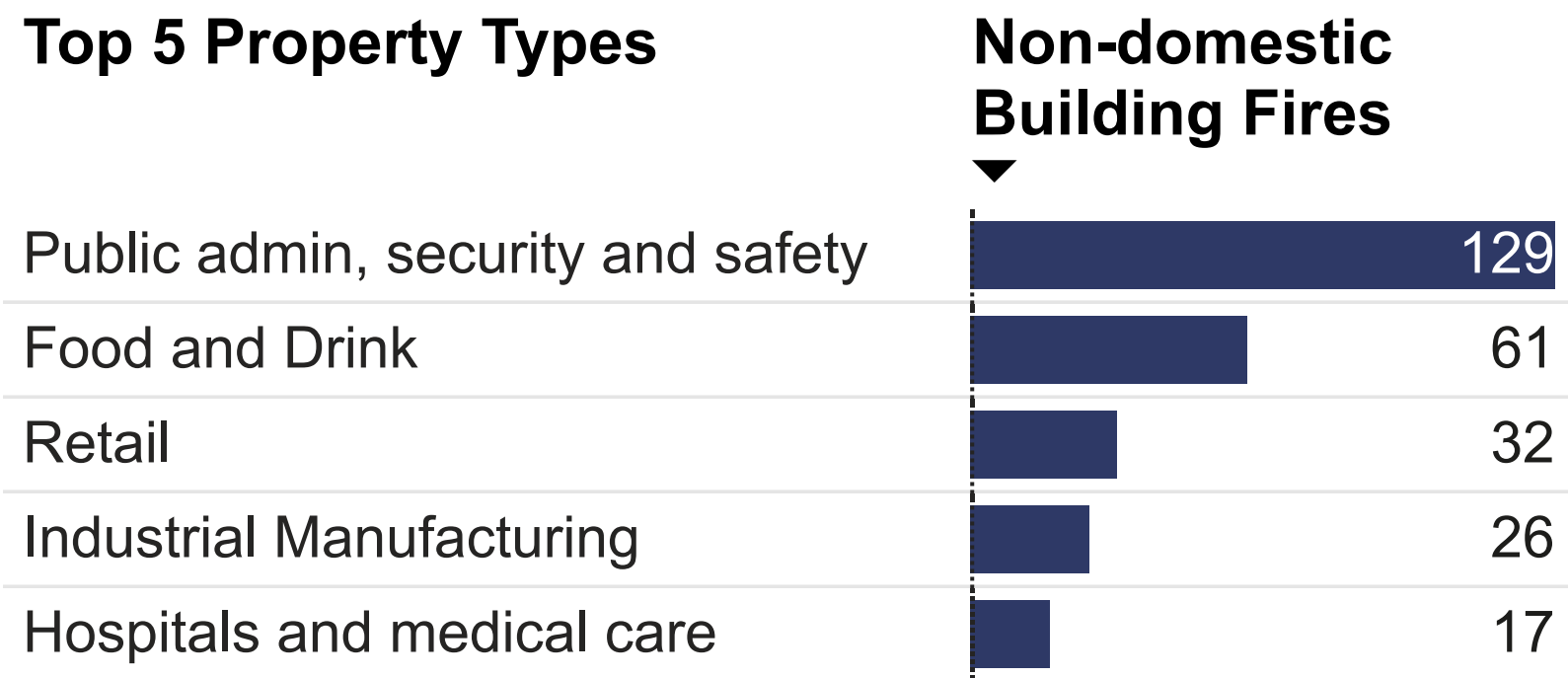
All Non-domestic Building Fires (red dotted line) shows the total figure for the financial year.  
The bars show the value for selected date range.

## Non-domestic Building Fires Previous Year To Date Comparison

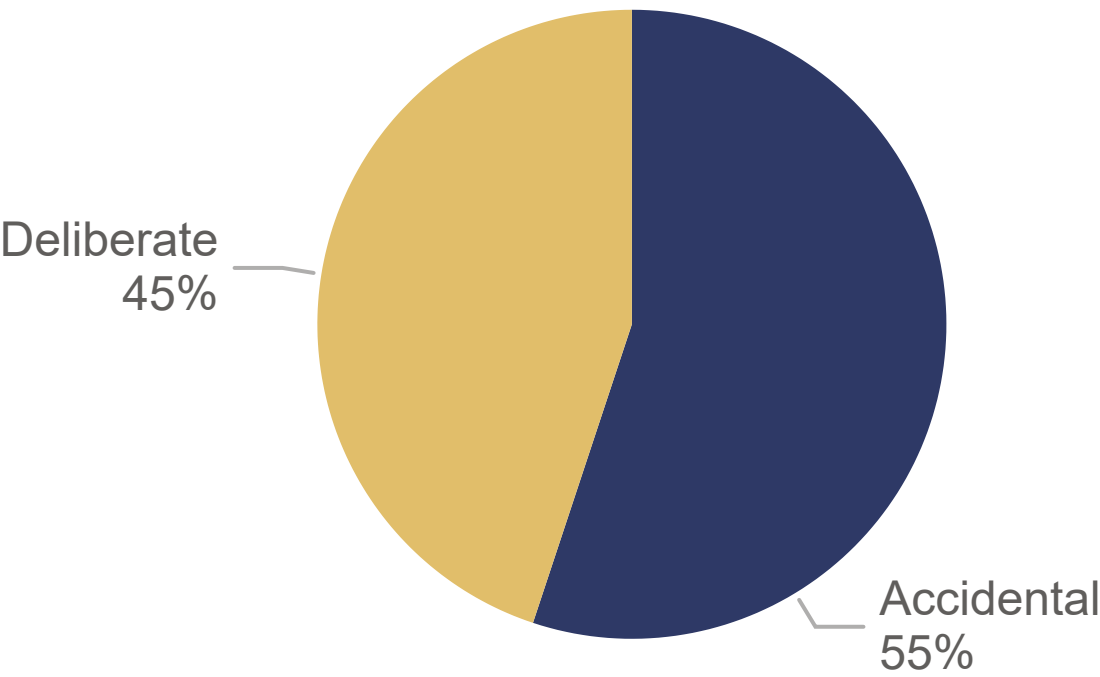
District	% increase/decrease on previous year		3 Year Average
Bradford	<div></div>	-20%	↓
Calderdale	<div></div>	25%	↑
Kirklees	<div></div>	-20%	↓
Leeds	<div></div>	17%	↑
Wakefield	<div></div>	-16%	↓

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

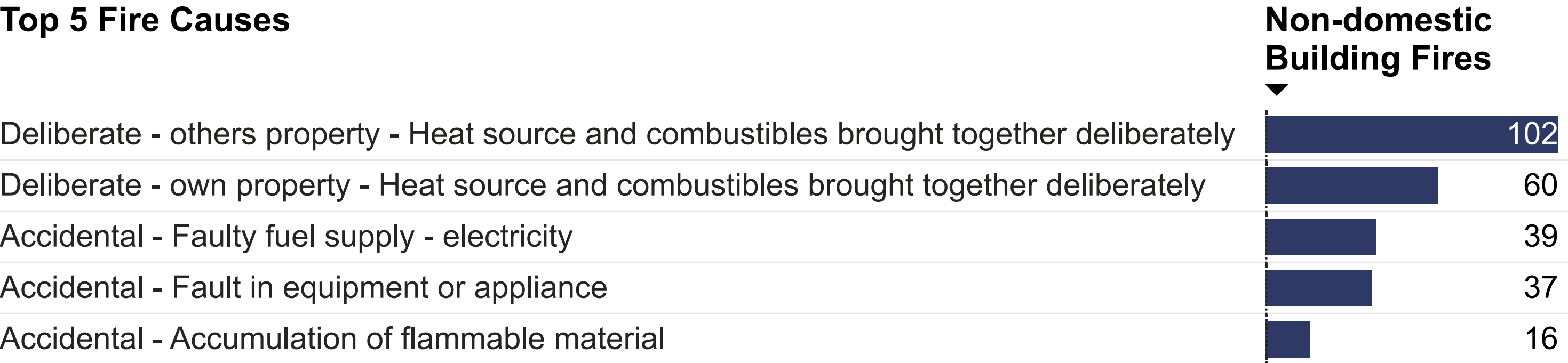
## Top 5 Property Types



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



## Top 5 Fire Causes

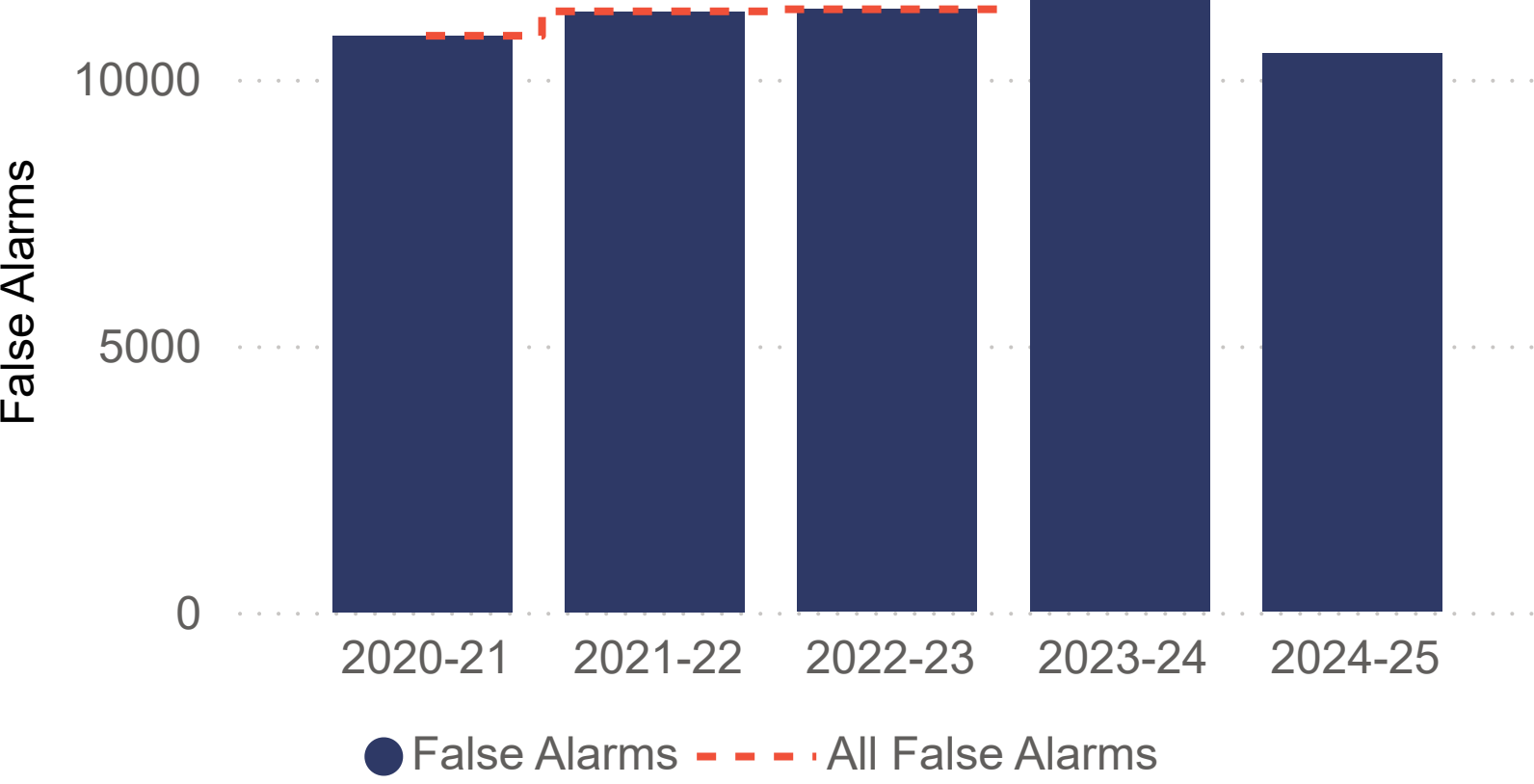


# False Alarms

01 April 2024

31 March 2025

## False Alarms by Financial Year



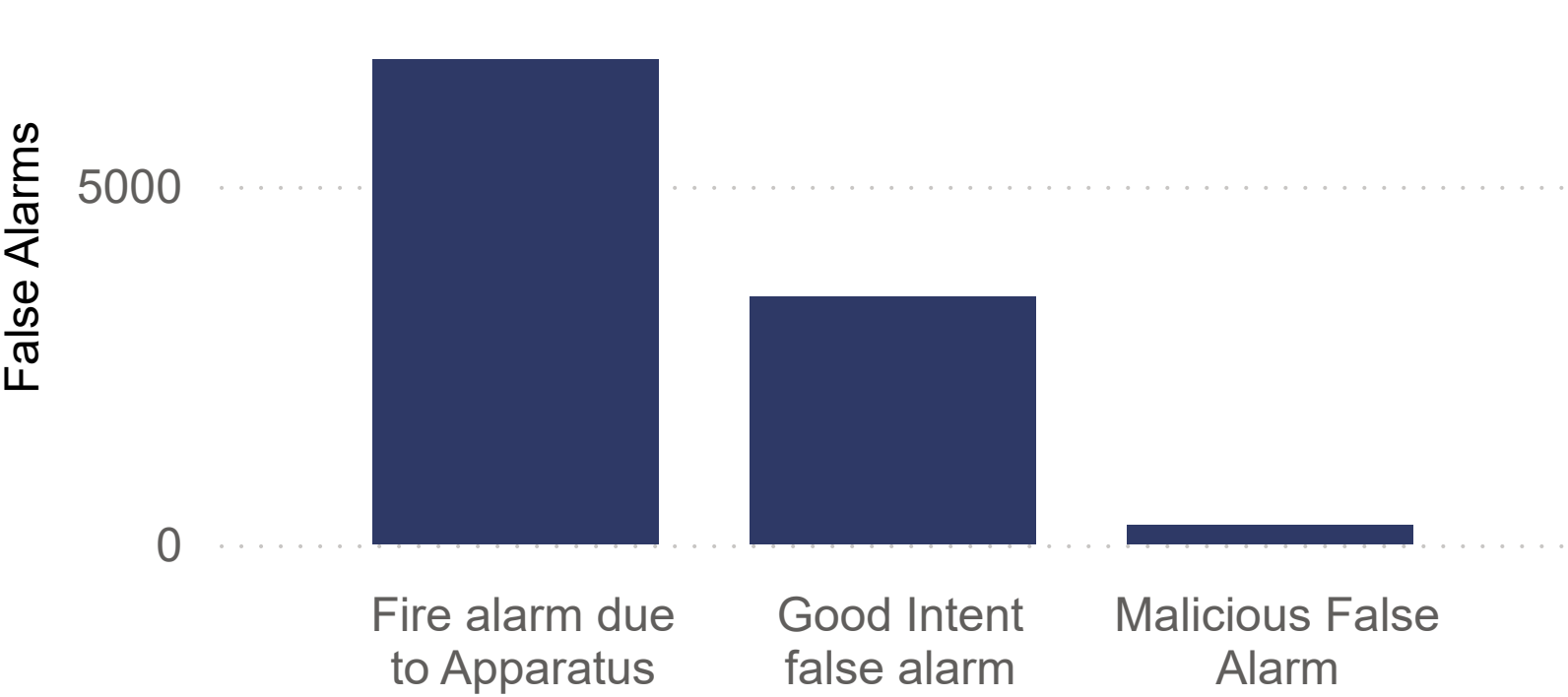
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## False Alarms Previous Year To Date Comparison

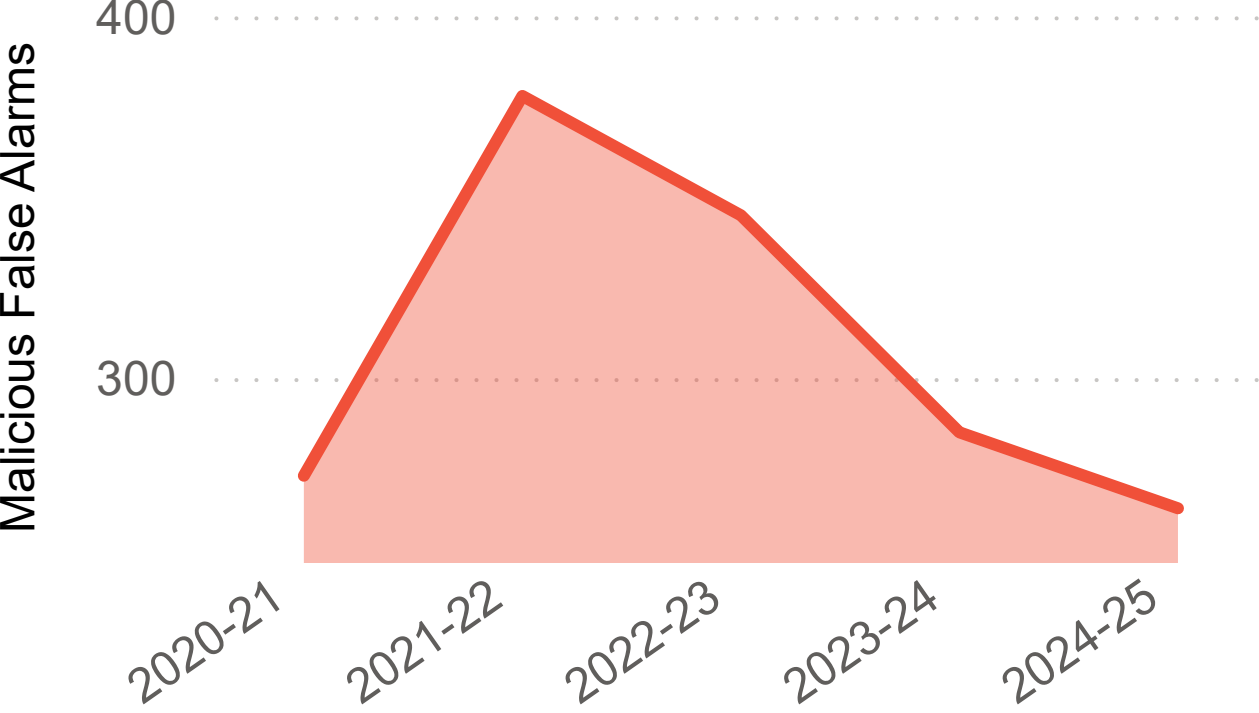
District	% increase/decrease on previous year	3 Year Average
Bradford	-1%	↑
Calderdale	-9%	↓
Kirklees	-16%	↓
Leeds	-14%	↓
Wakefield	-24%	↓

3 year average indicator shows if current number of False Alarms this financial year is an increase/decrease of False Alarms against the 3 year average. Looking at only the comparison range.

## False Alarm by Reason



## Malicious False Alarms by Financial Year



### Top Dwelling Properties

Purpose Built  
Flat/Maisonette - multiple occupancy

### Top Other Residential Buildings Properties

Residential Home

### Top Non-Residential Building

Education

### Top Dwelling Reason

Cooking/burnt toast

### Top Other Residential Building Reason

Faulty

### Top Non-Residential Reason

Faulty

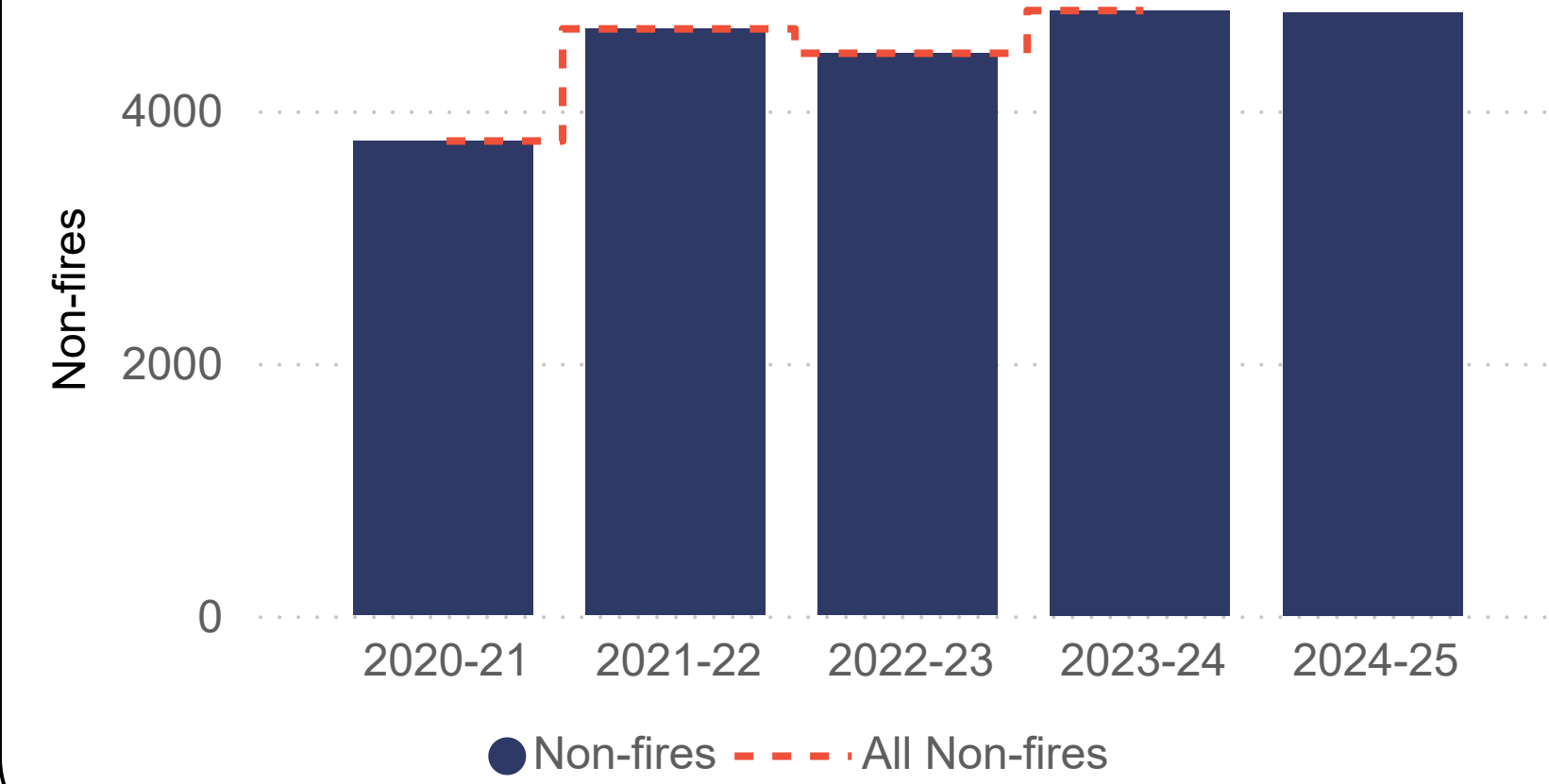


# Non-fires

01 April 2024

31 March 2025

## Non-fires by Financial Year



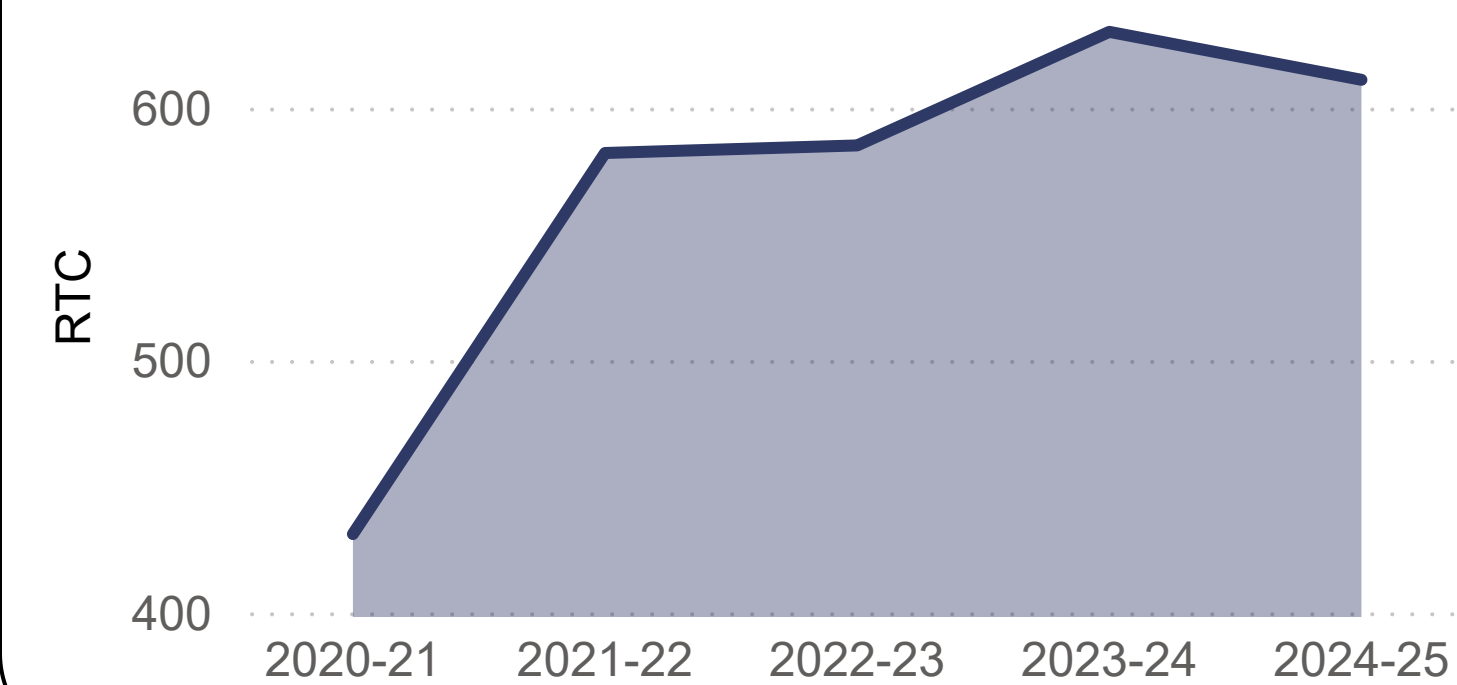
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Non-fires Previous Year To Date Comparison

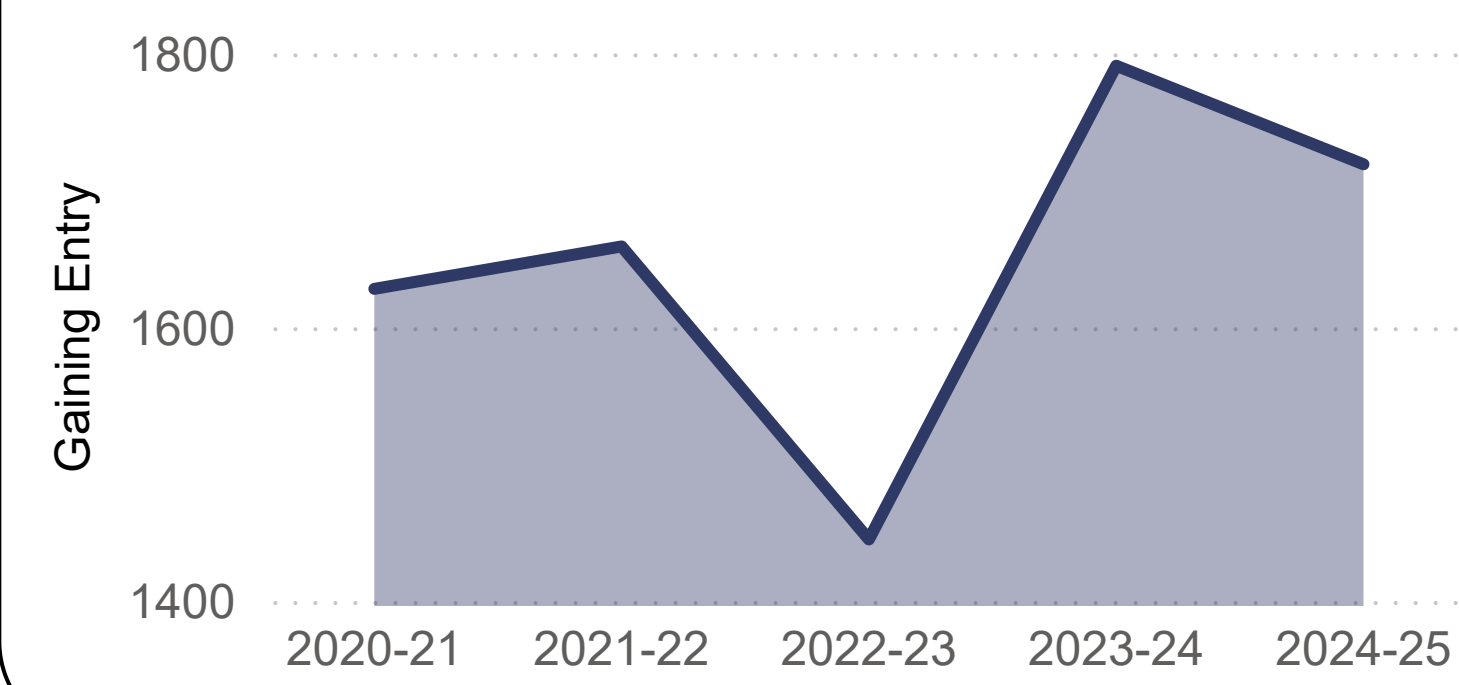
District	% increase/decrease on previous year	3 Year Average
Bradford	-6%	↑
Calderdale	7%	↑
Kirklees	-5%	↓
Leeds	2%	↑
Wakefield	5%	↑

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

## Road Traffic Collisions by Financial Year



## Gaining Entry Cause for Concern by Financial Year



## Top 5 Non-fire Types

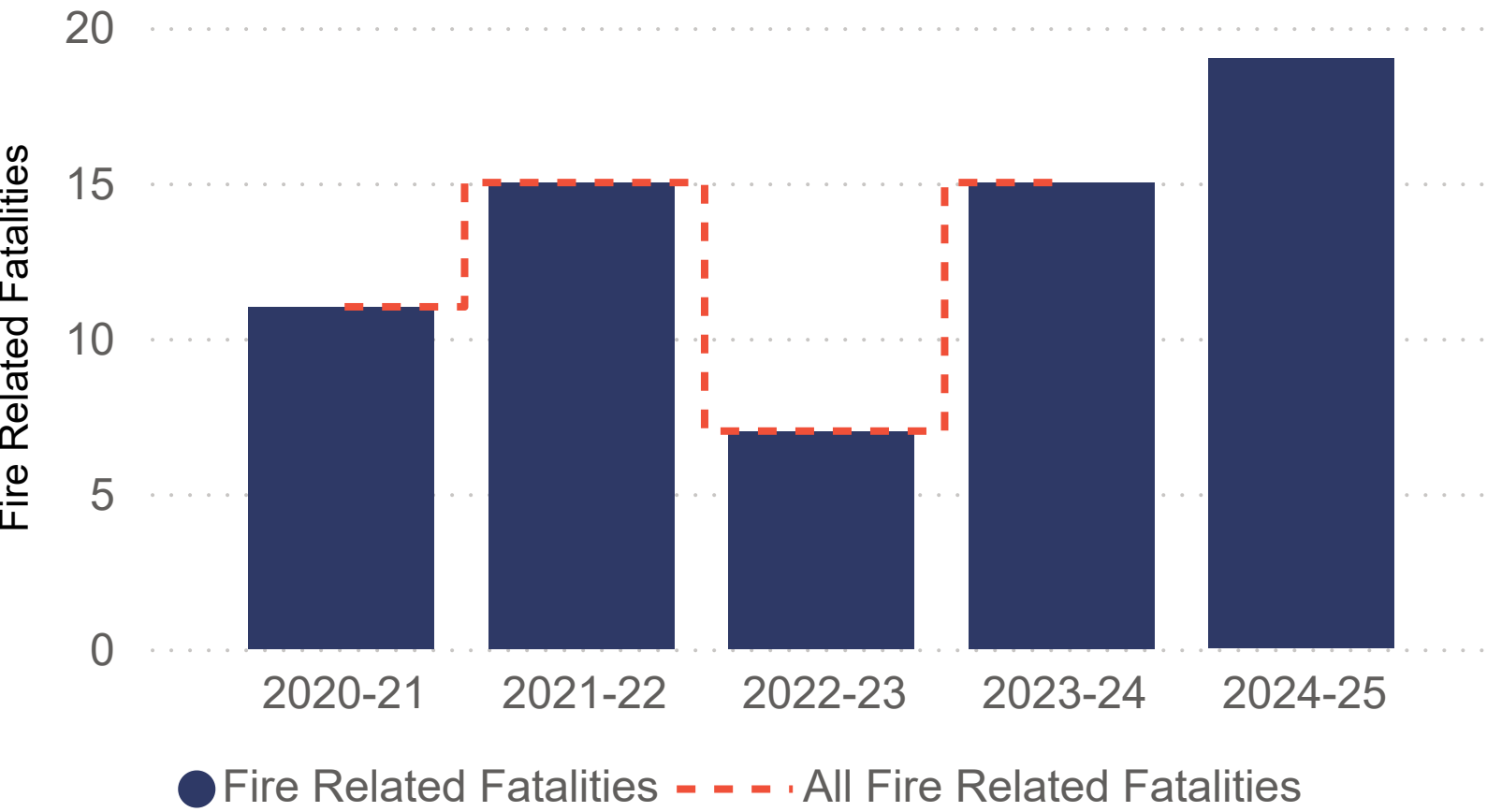
Non-fire Type	Count
Effecting entry/exit	1489
Assist other agencies	781
RTC	617
No action (not false alarm)	294
Lift Release	227

# Fire Related Fatalities

01 April 2024

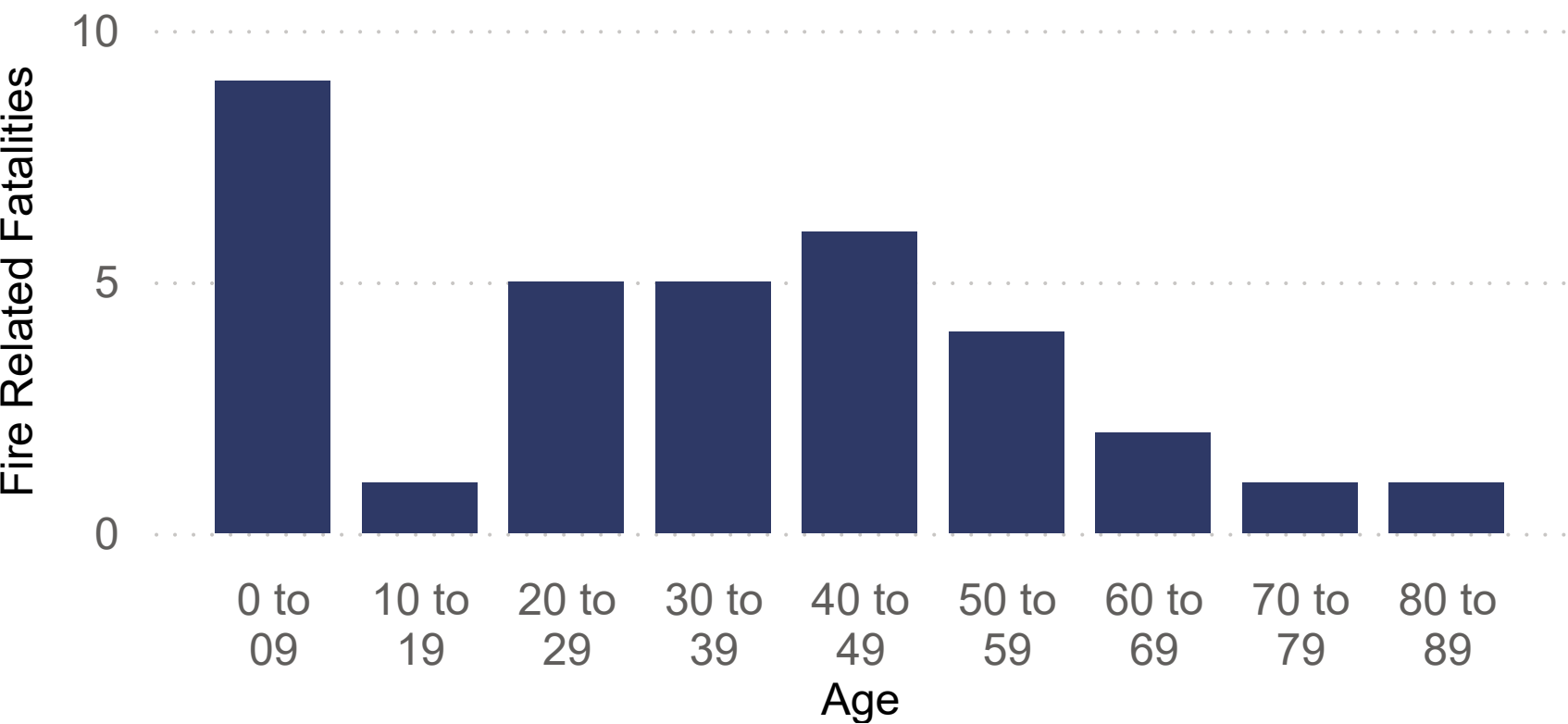
31 March 2025

Fire Related Fatalities by Financial Year

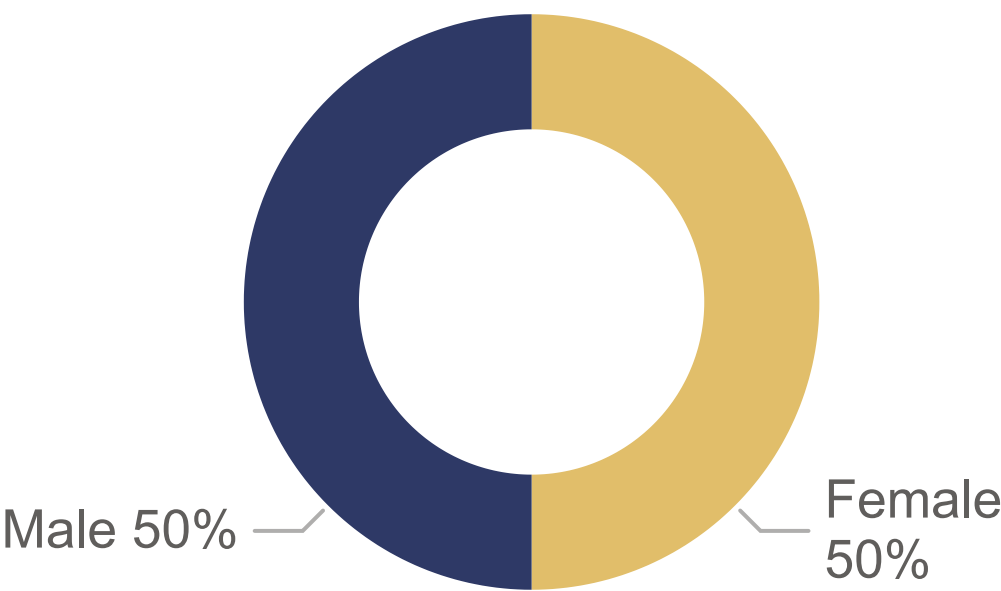


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year.  
The bars show the value for selected date range.

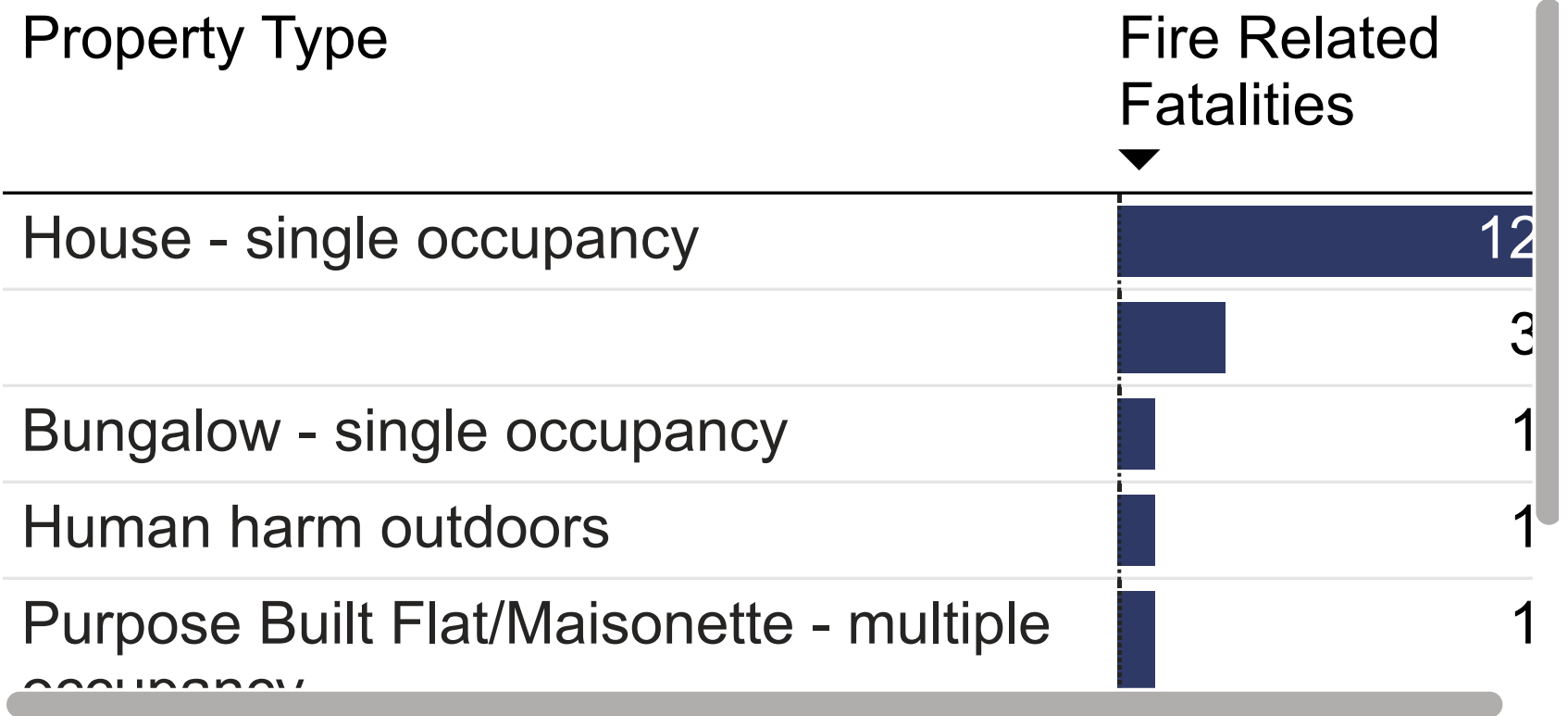
Fire Related Fatalities by Age



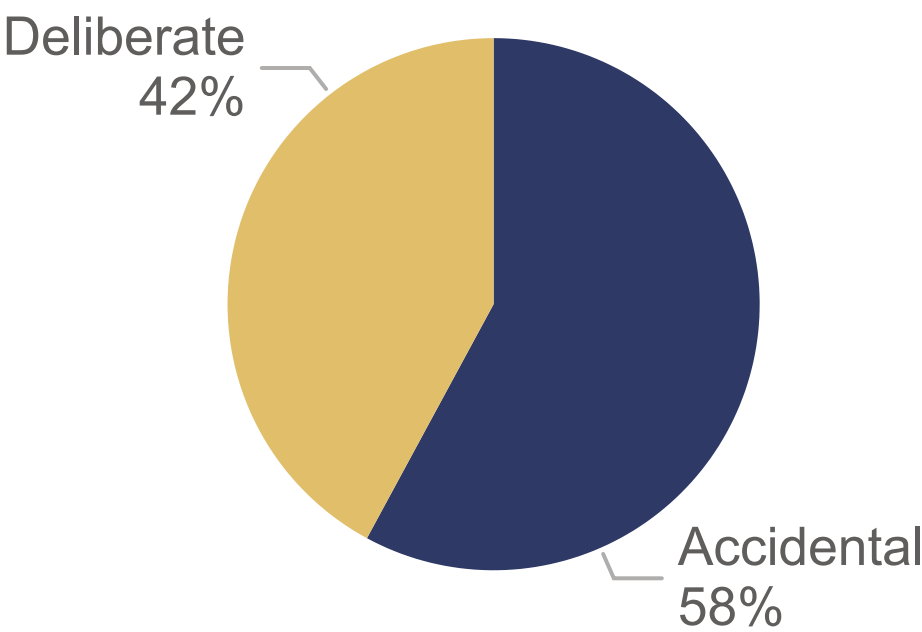
Fire Related Fatalities by Gender



Fire Related Fatalities by Property Type



Fire Related Fatalities by Accidental or Deliberate Fires

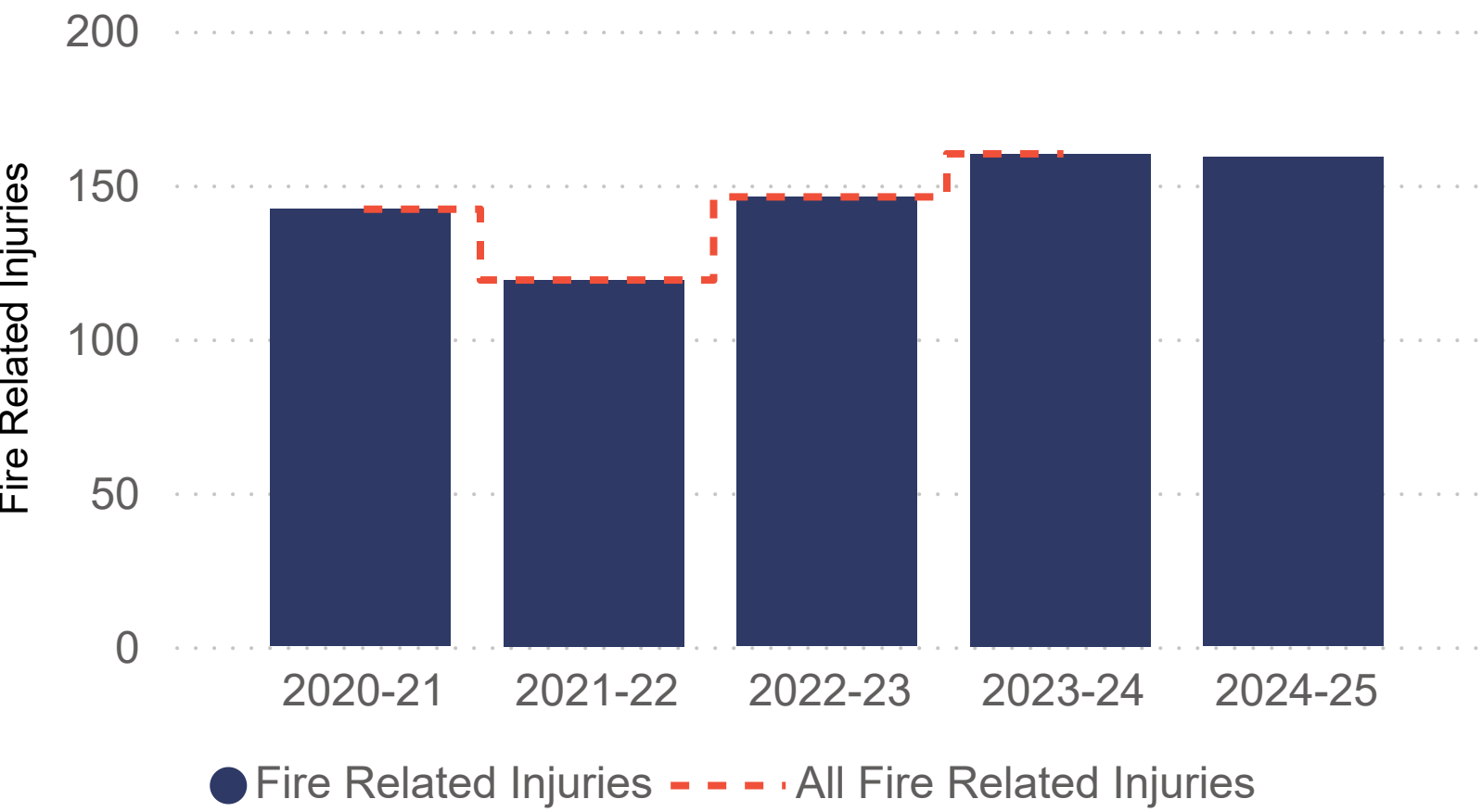


# Fire Related Injuries

01 April 2024

31 March 2025

## Fire Related Injuries by Financial Year



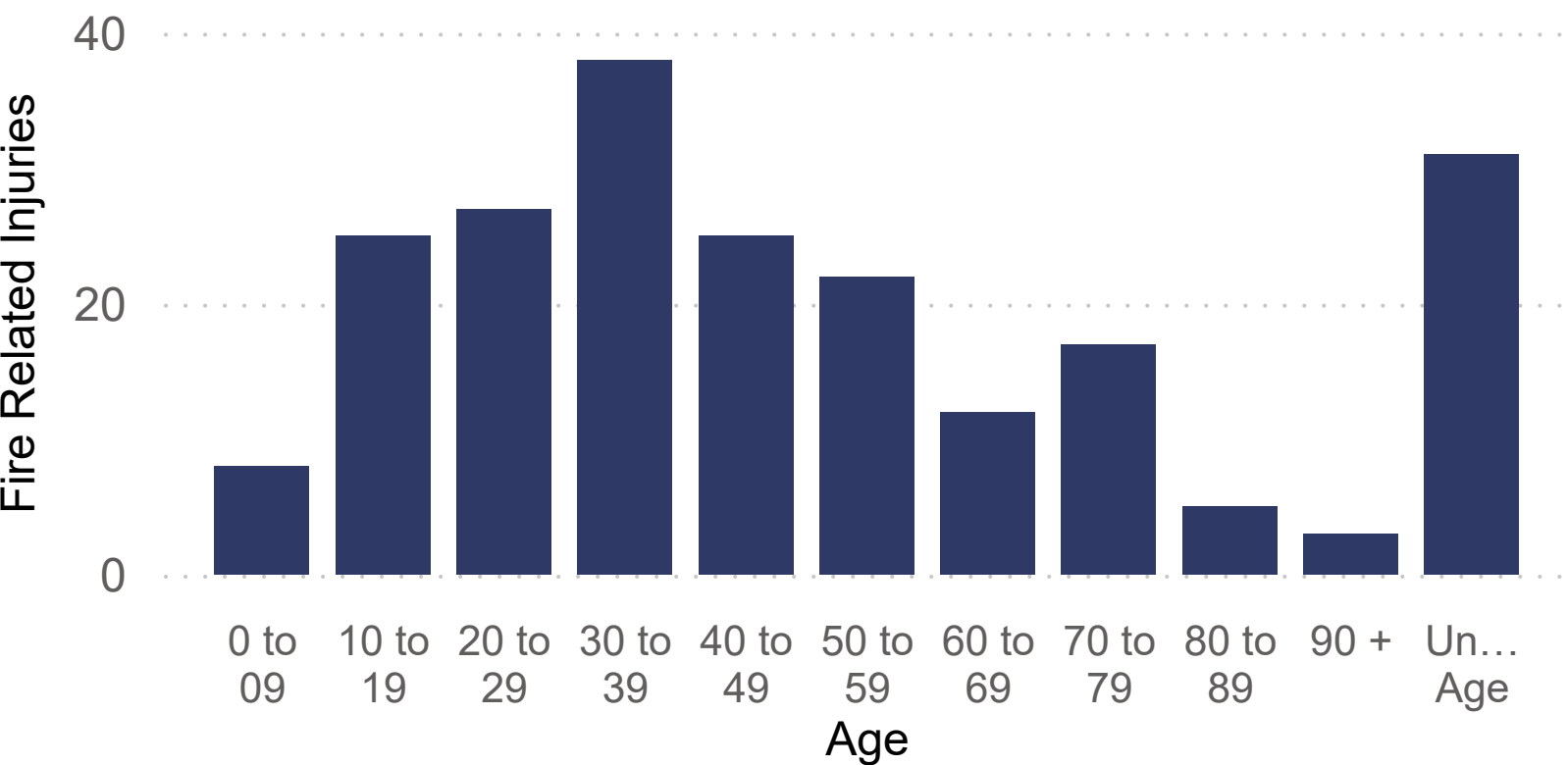
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Injuries Previous Year To Date Comparison

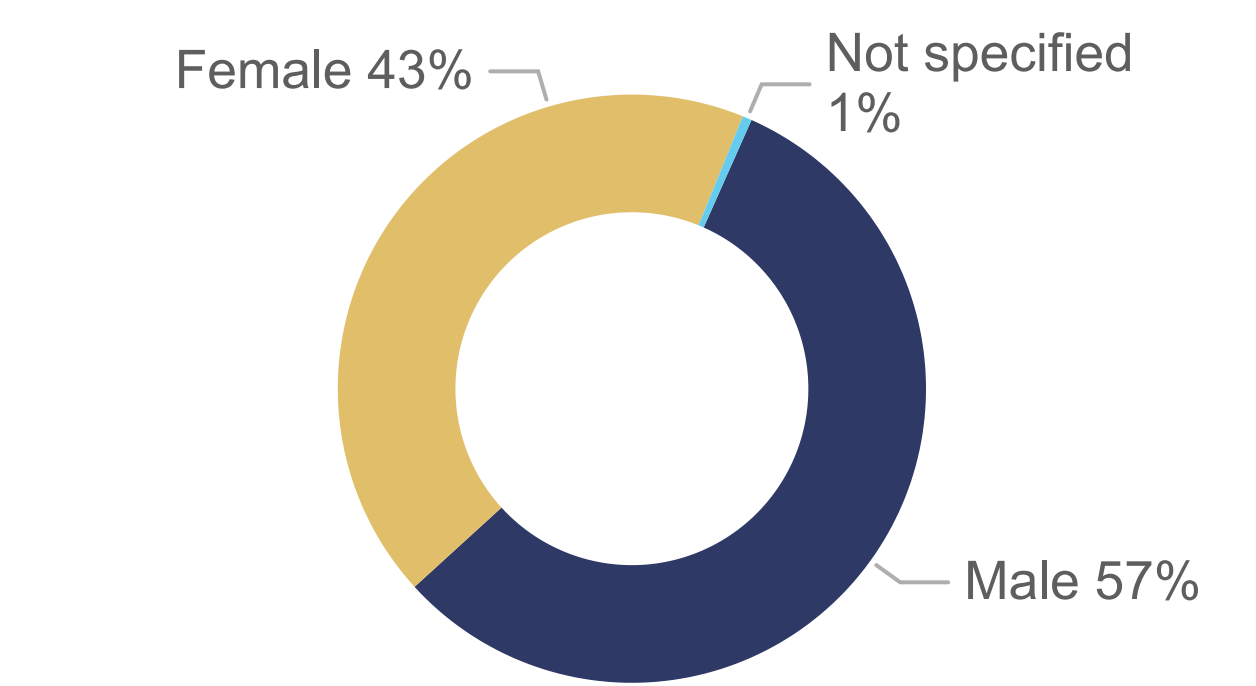
District	% increase/decrease on previous year	3 Year Average
Bradford	-17%	↓
Calderdale	-47%	↓
Kirklees	23%	↑
Leeds	4%	↑
Wakefield	35%	↑

3 Year average indicator shows if current number of Fire Related Injuries this financial year is an increase/decrease of Fire Related Injuries against the 3 year average. Looking at only the comparison range.

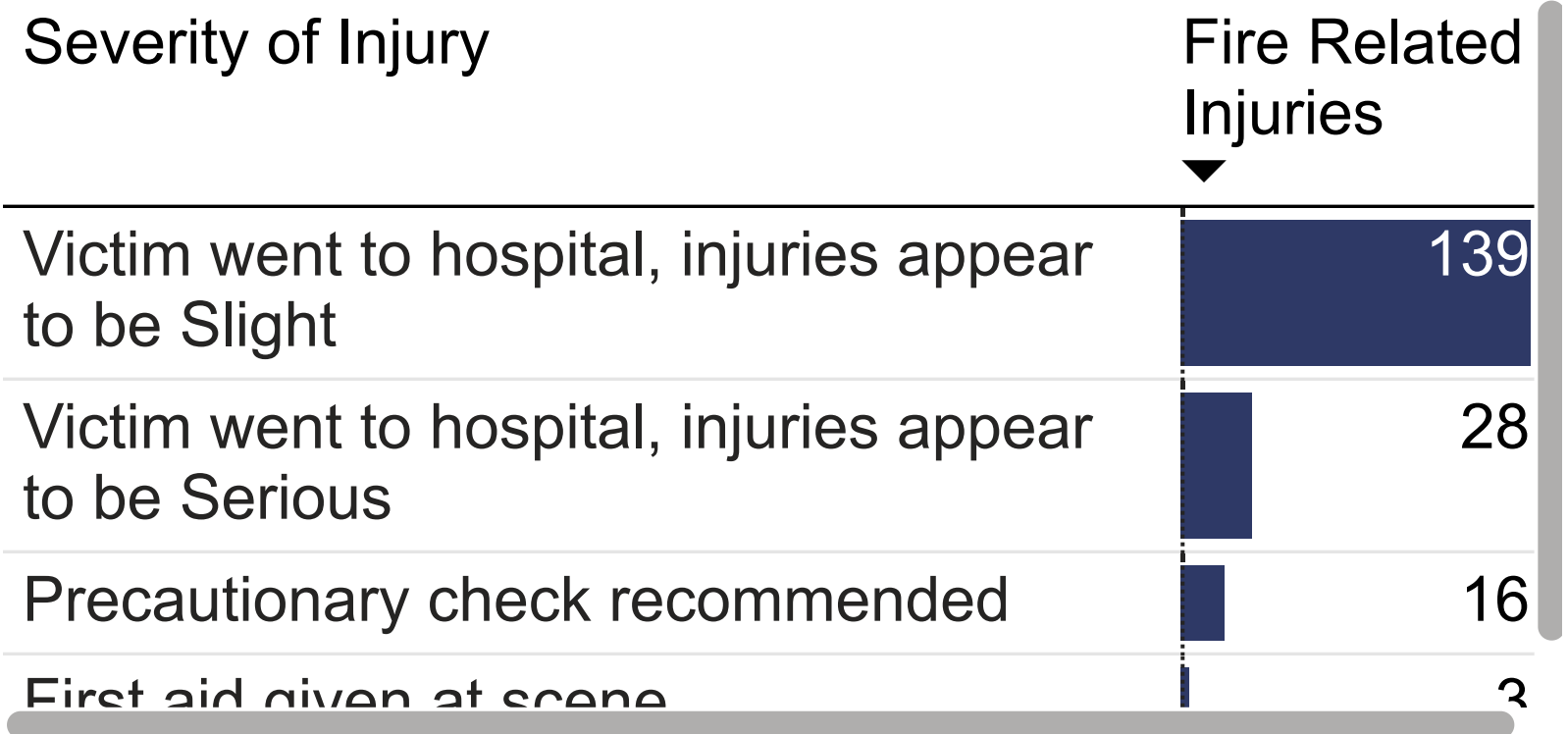
## Fire Related Injuries by Age



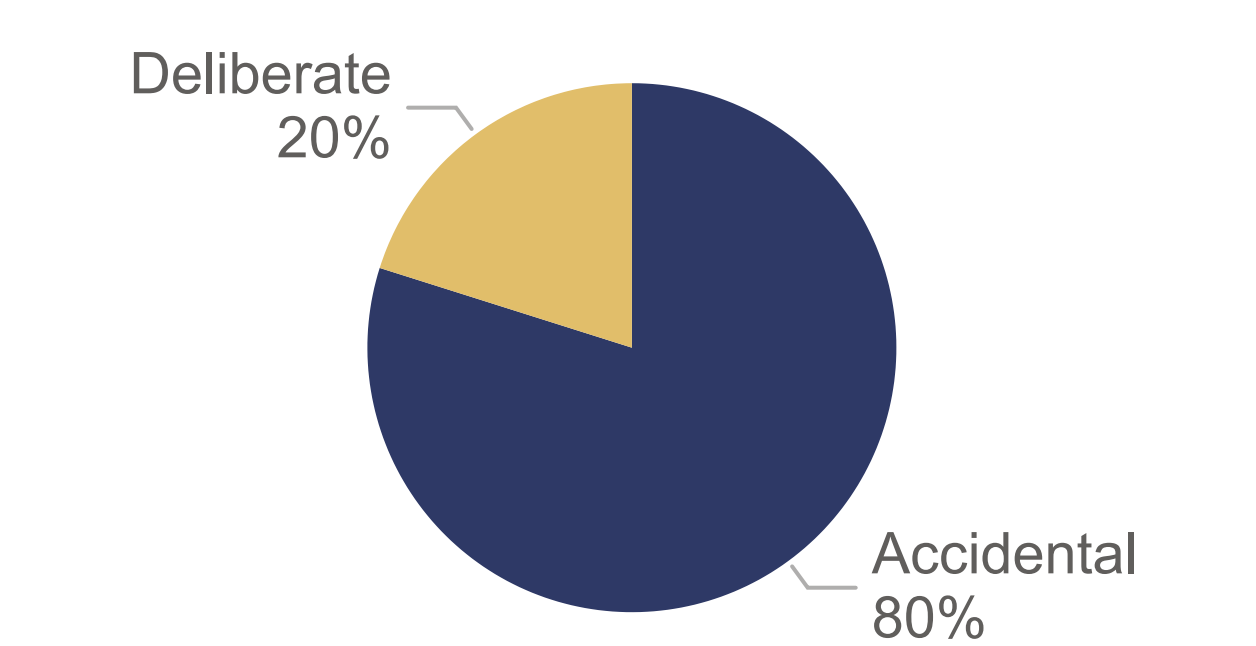
## Fire Related Injuries by Gender



## Fire Related Injuries by Severity



## Fire Related Injuries by Accidental or Deliberate Fires



## Top Property Type

House - single occupancy

## Top Fire Cause

Accidental - Fault in equipment or appliance

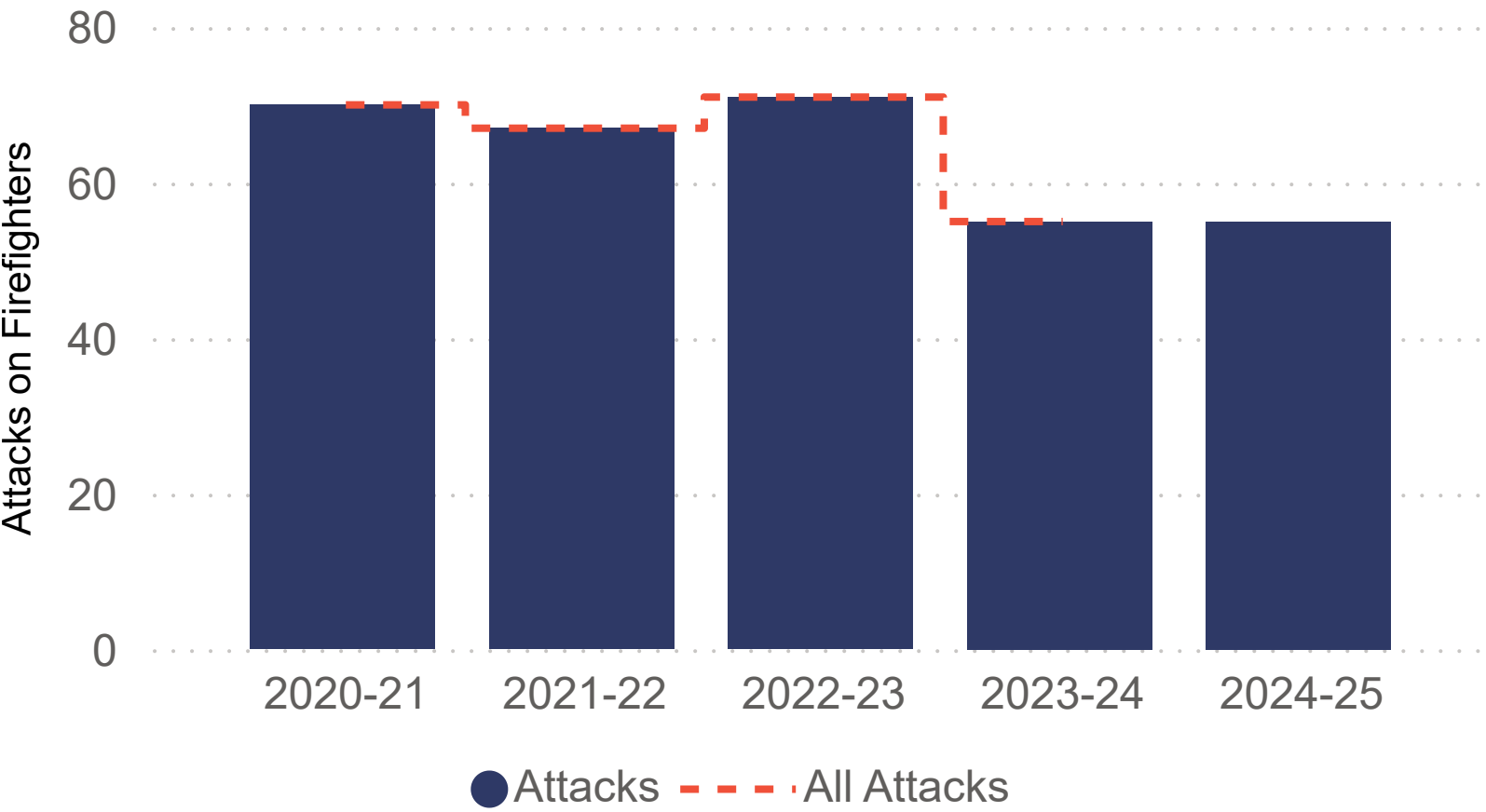


# Attacks on Firefighters

01 April 2024

31 March 2025

## Attacks on Firefighters by Financial Year



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

## Attacks on Firefighters Previous Year To Date Comparison

District	Current period	Previous year	% increase/decrease on previous year	3 Year Average
Bradford	24	23	4%	↓
Calderdale	4	5	-20%	↓
Kirklees	9	7	29%	↑
Leeds	14	12	17%	↓
Wakefield	4	8	-50%	↓

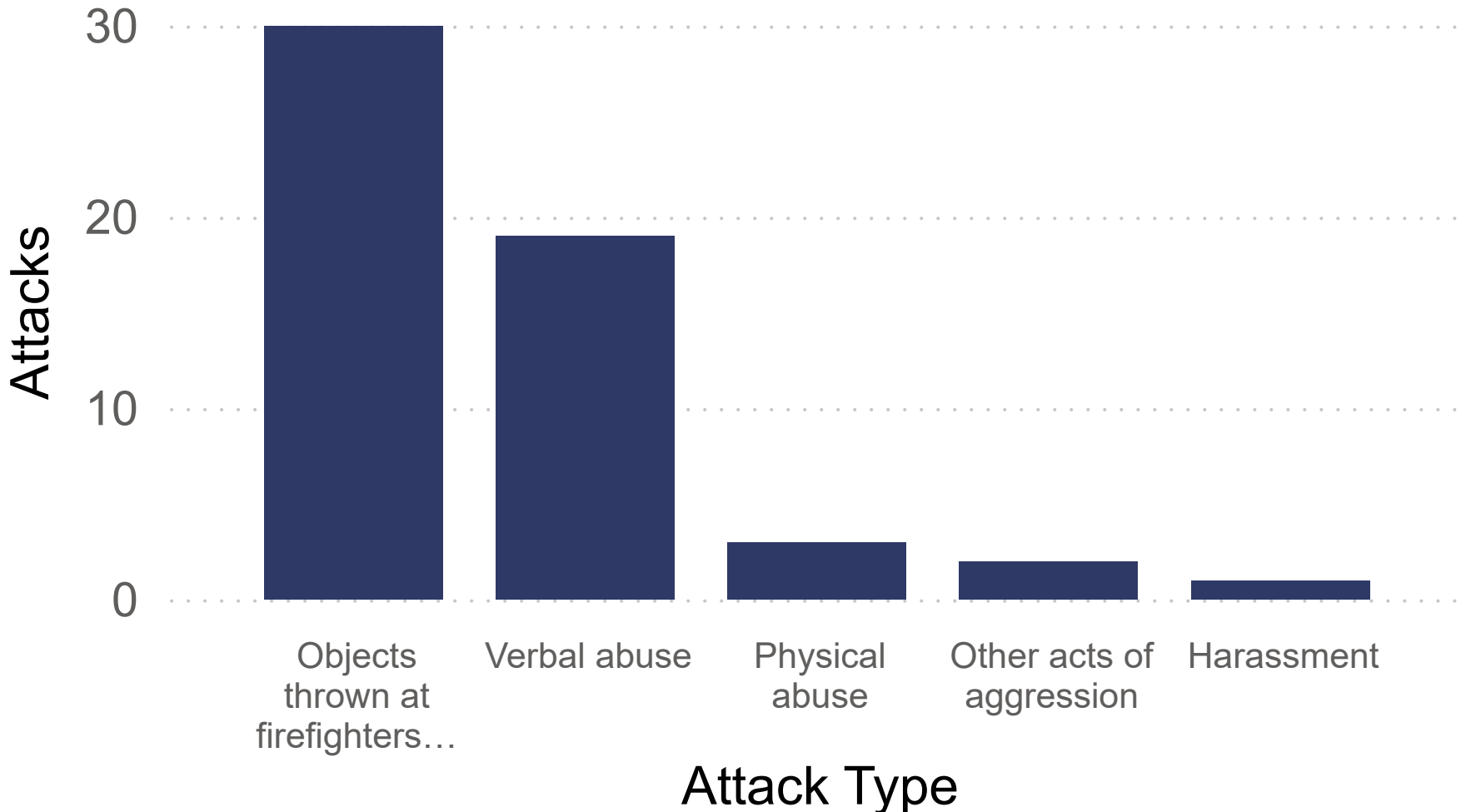
3 Year average indicator shows if current number of Attacks on Firefighters this financial year is an increase/decrease of Attacks on Firefighters against the 3 year average. Looking at only the comparison range.

## Attacks on Firefighters by Severity



Visual may be blank if no slight and serious injuries are recorded for the date range.

## Attacks on Firefighters by Attack Type



## Percentage of incidents with an attack

District	% Attacks at district total incidents
Bradford	0.37%
Kirklees	0.25%
Calderdale	0.17%
Leeds	0.16%
Wakefield	0.13%

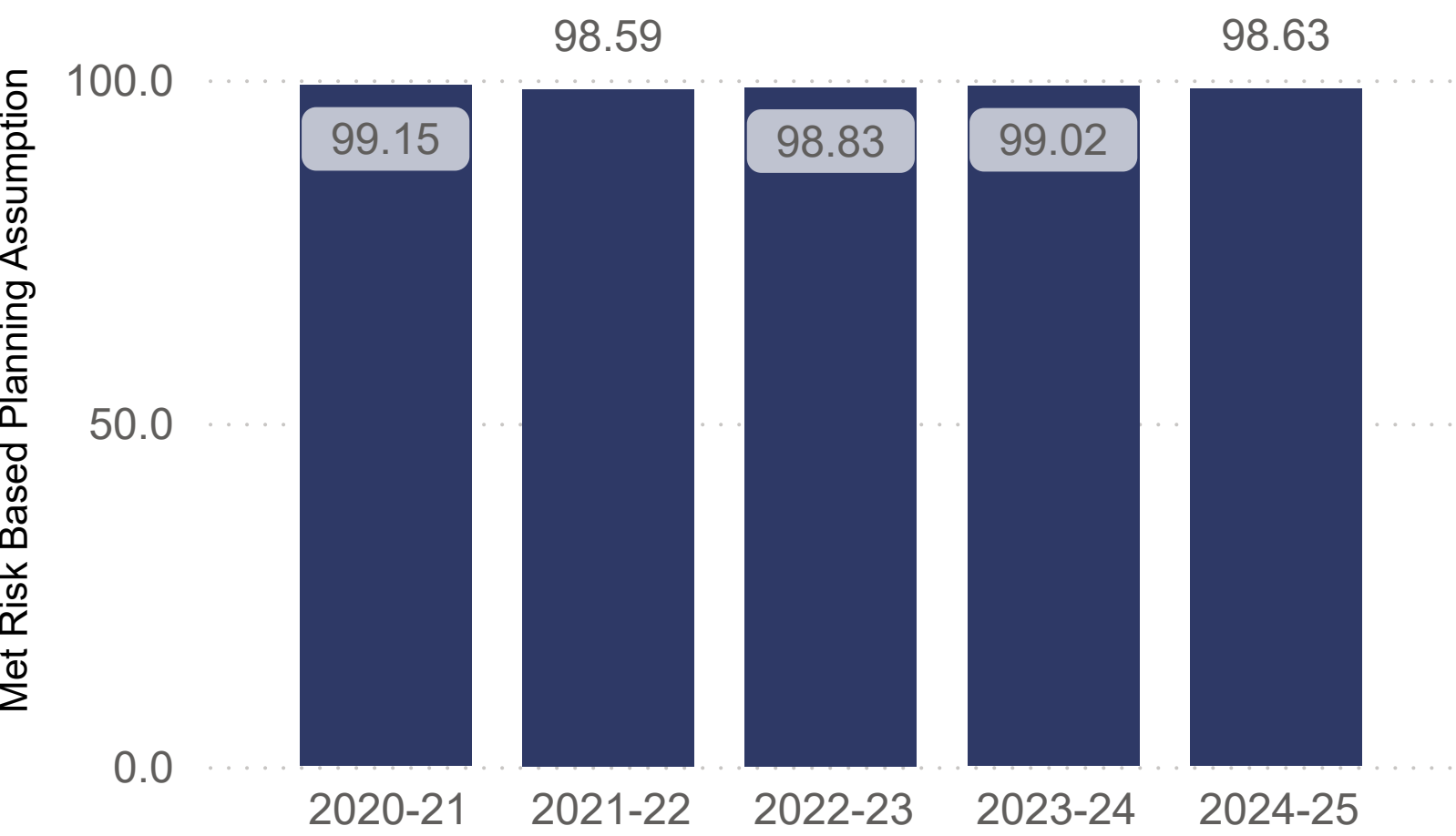
Percentage of attacks based on number of incidents per district.

# Response Times

01 April 2024

31 March 2025

Percentage of Met Risk Based Planing Assumption  
Response Times by Financial Year



Percentage of Met Risk Based Planning  
Assumption Response Time

District	% Met
Leeds	99.04
Bradford	98.94
Wakefield	98.25
Kirklees	98.04
Calderdale	97.60

Average Response Time by LSOA Risk Score and Severity

Risk Score	Life	Property	Other	Total
Very High	00:05:43	00:07:25	00:06:55	00:06:50
High	00:06:44	00:07:05	00:07:02	00:07:00
Medium	00:06:48	00:07:30	00:07:27	00:07:23
Low	00:07:10	00:08:12	00:07:39	00:07:37
Very Low	00:08:23	00:10:07	00:09:03	00:09:00
Total	00:07:19	00:08:19	00:07:47	00:07:45

Average Response Time Targets

Risk Score	Life	Property	Other
Very High	7.00	9.00	15.00
High	8.00	10.00	15.00
Medium	9.00	11.00	15.00
Low	10.00	12.00	15.00
Very Low	11.00	13.00	15.00

LSOA: Lower Super Output Area.

The Risk Based Planning Assumptions (RBPA) utilised by WYFRS place greatest emphasis on the likelihood of incidents occurring where there is a risk to people. Three different classifications of incidents are utilised, these being:

Life – Potential for incidents to involve rescues, injuries or fatalities including private dwellings, or other sleeping risks.

Property – Incidents occurring in properties other than those included within the Life risk.

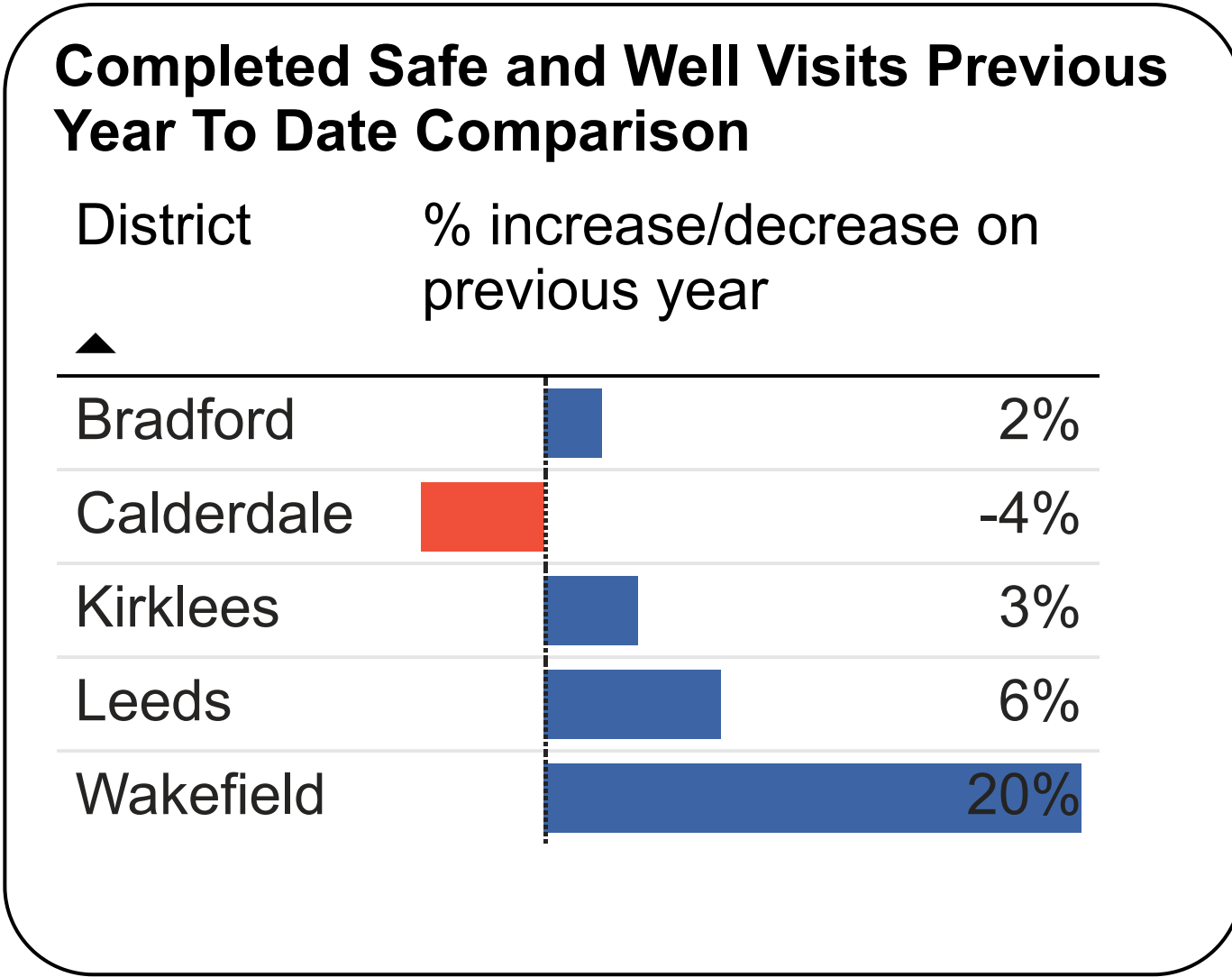
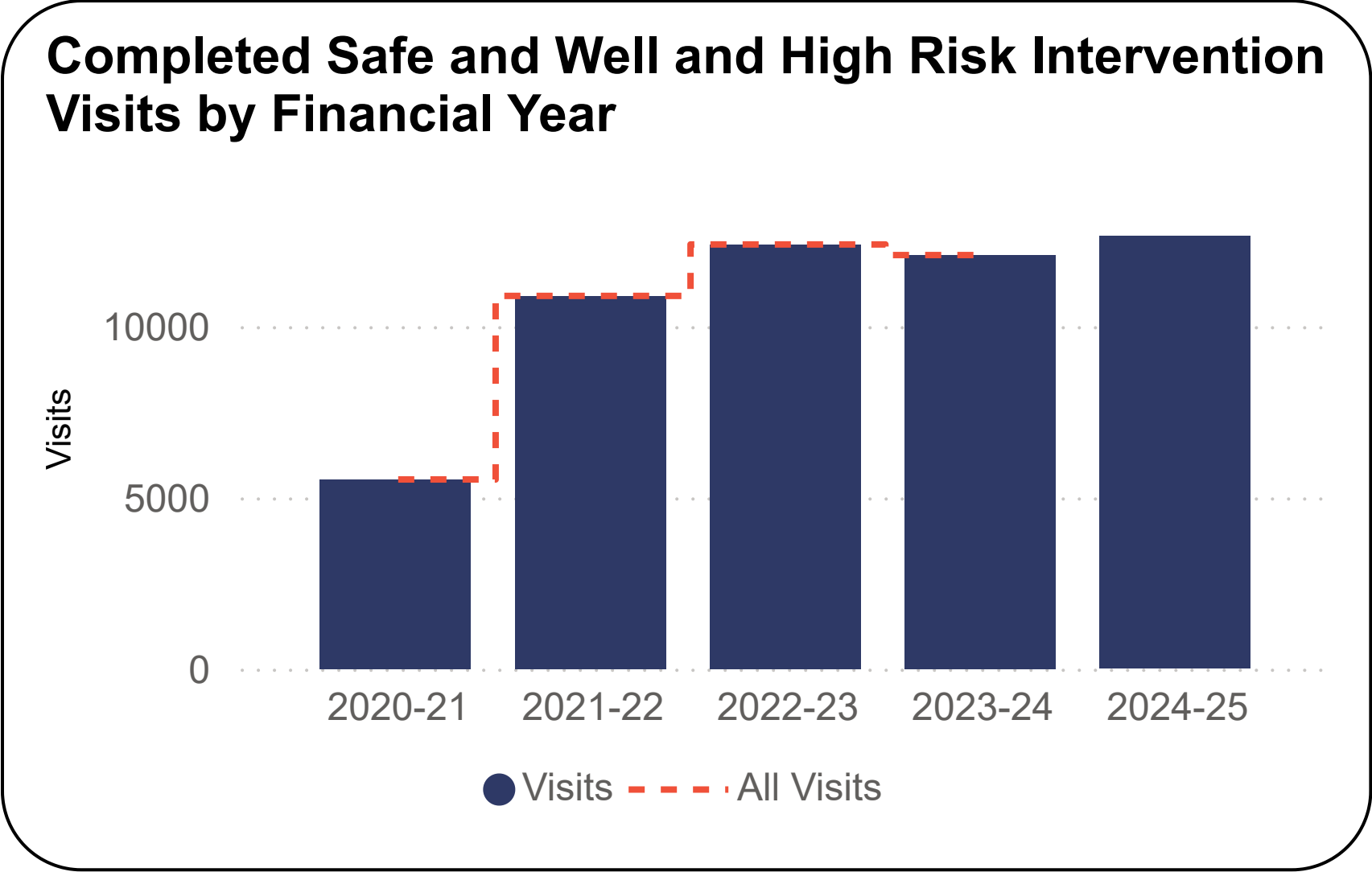
Other – All other incidents not included within the descriptors for Life and Property risk including secondary fires, false alarms and non-fire related incidents where there is no risk to human life.

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

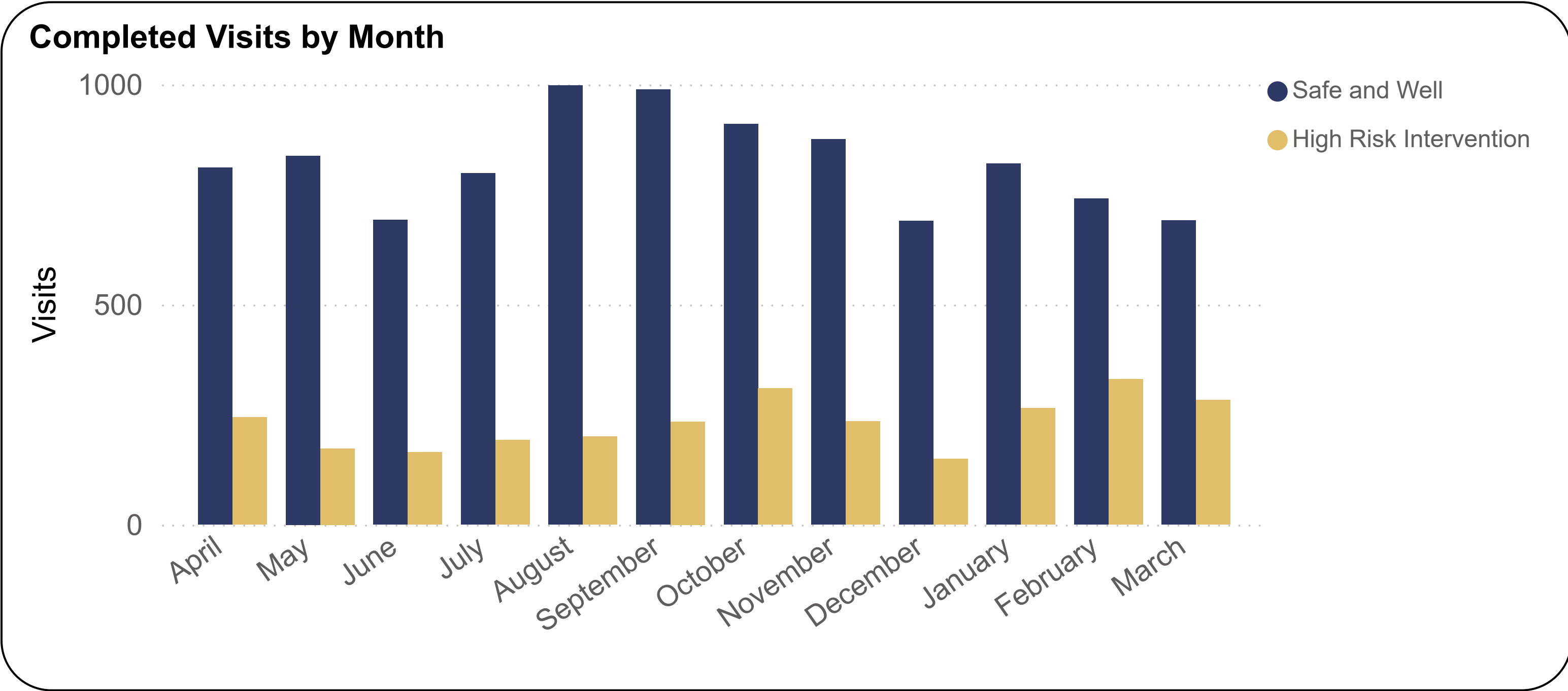
# Safe and Wells and High Risk Interventions

01 April 2024

31 March 2025



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



The Safe and Well programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most.

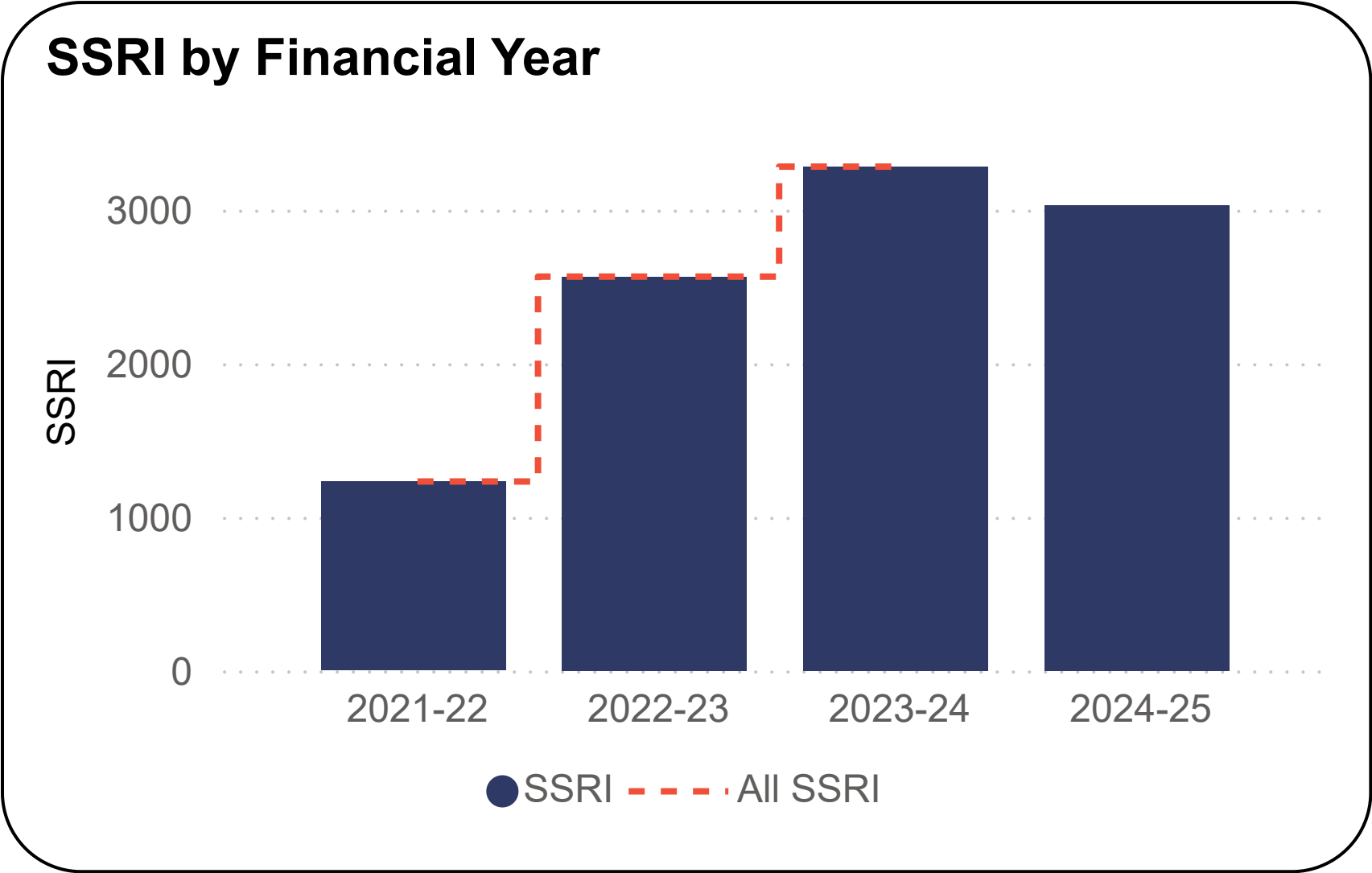
People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents.  
It also covers a broader assessment of vulnerability against a number of other elements, including:

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

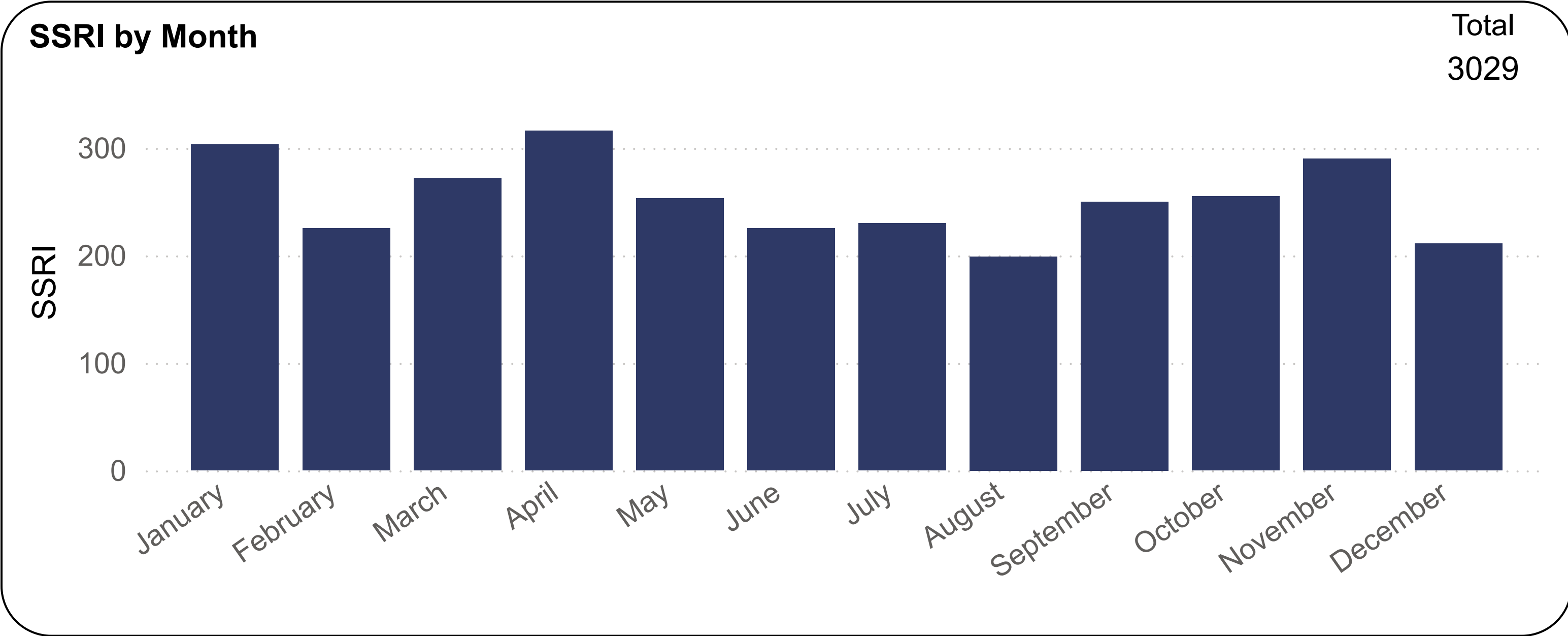
# Site Specific Risk Inspections (SSRI)

01 April 2024

31 March 2025



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



SSRIs are generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area.

SSRIs are allocated to each District which are then allocated to stations/watches.

The Operational Risk Management Team centrally audit 100 percent of all SSRIs. This ensures a standard approach to the recording and understanding of risk which in turn underpins the safety of operational crews when responding to premises considered higher risk.





# Performance Management Report Fire Authority

## Period Covered:

01 April 2025

08 June 2025



## Table of contents:

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

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

Period Covered:

Financial Year	2025-26	
Date Range	01 April 2025	08 June 2025

IMPORTANT: The data provided is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed. Data may change due to incident reports that have been updated due to amendment. The data is accurate at time of creation of the report.

This report is comparing the date range above against:

Previous Year Comparison Date Range	01 April 2024	08 June 2024
3 Year Average Comparison Period	01 April 2024 01 April 2023 01 April 2022	08 June 2024 08 June 2023 08 June 2022
Colour Key	<div><div>Positive Arrows</div><div>Positive Charts</div><div>Negative Arrows</div><div>Negative Charts</div></div> <p>*When doing a comparison the key above is used. In all other cases graphs, charts and visuals are using contrasting colours to support accessibility.</p>	

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



# Performance Summary

Arrows display percentage(%) increase/decrease on previous year to current financial year.  
The comparison range is based on selected date range.

This report is comparing:01 April 202508 June 2025

Against:01 April 202408 June 2024

Total Incidents

5903

↑32%

Fires

3221

↑105%

False Alarms

1836

↓-6%

Non-fires

846

↓-12%

Fire Related Fatalities

1

↓-50%

Fire Related Injuries

21

↓-48%

Malicious False Alarms

45

↓-28%

Road Traffic Collisions

97

↓-10%

Accidental Dwelling Fires

190

↑6%

Deliberate Fires

1971

↑115%

Non-domestic Building Fires

67

↓-1%

See details

See details

Safe and Well Visits

1836

↓-11%

## Incident Demand by Time of Day

Day	08:00-08:59	09:00-09:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59	22:00-22:59	23:00-23:59	00:00-00:59	01:00-01:59	02:00-02:59	03:00-03:59	04:00-04:59	05:00-05:59	06:00-06:59	07:00-07:59
Mon	17	16	31	34	32	23	53	31	71	64	67	77	67	43	29	19	21	16	10	12	15	6	6	11
Tue	20	22	26	30	37	32	38	43	62	57	64	82	65	56	45	27	27	14	15	11	10	16	9	19
Wed	14	15	29	21	36	32	40	50	59	65	66	77	93	47	34	20	16	14	14	10	12	3	6	15
Thu	25	25	27	30	36	33	42	52	62	62	82	90	73	57	39	35	18	17	17	8	9	11	10	13
Fri	23	25	21	34	40	39	35	37	54	71	67	74	79	62	35	39	21	15	20	16	14	11	13	16
Sat	16	26	21	33	33	28	59	50	63	72	62	73	79	64	44	25	22	18	10	13	11	12	8	15
Sun	17	18	26	30	34	50	40	85	78	72	60	61	89	63	43	28	25	23	18	17	10	18	8	13

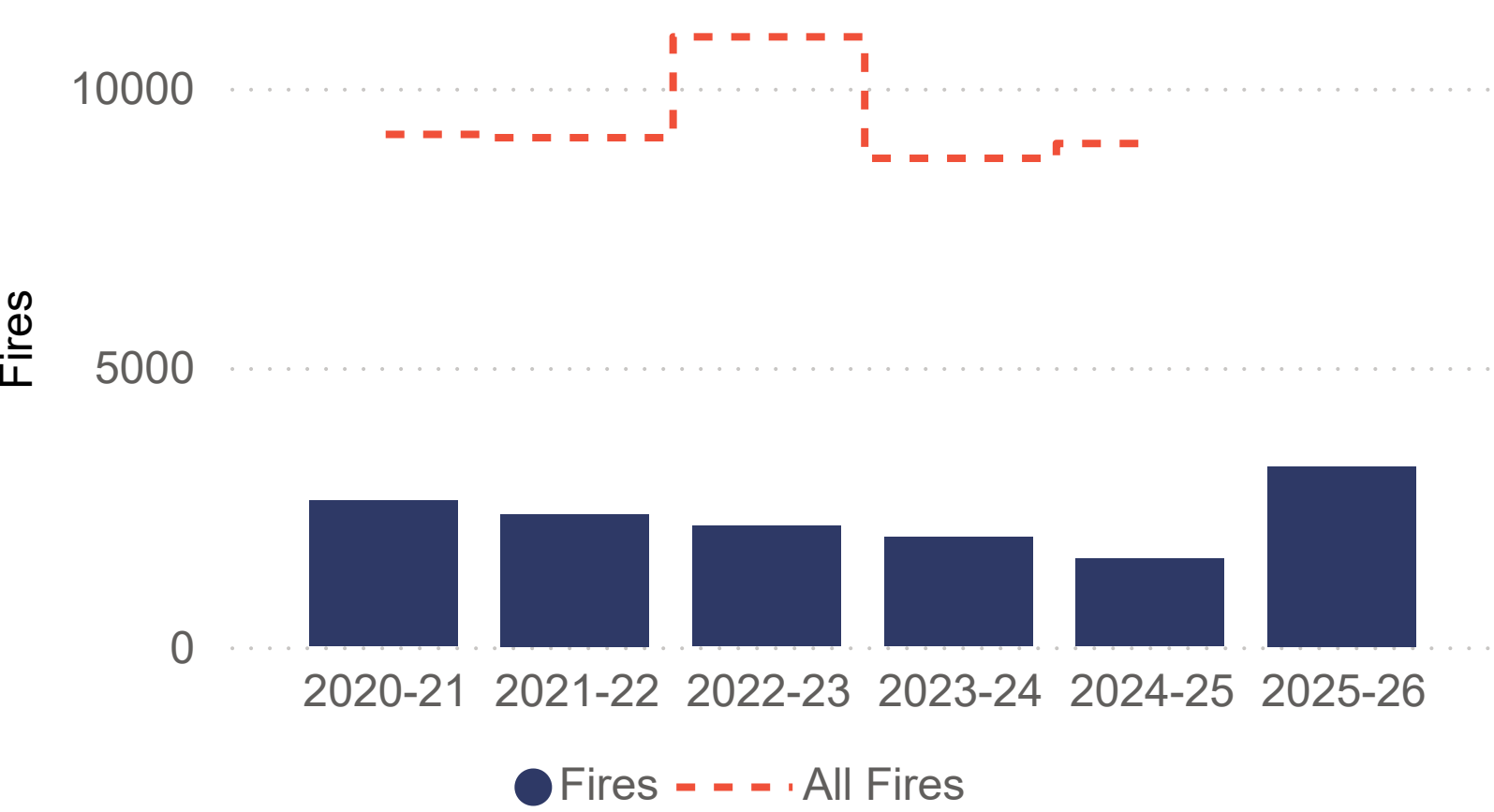


# Fires

01 April 2025

08 June 2025

## Fires by Financial Year



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

## Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	119%	↑
Calderdale	121%	↑
Kirklees	123%	↑
Leeds	89%	↑
Wakefield	83%	↑

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

## Fires by Property Type

Outdoor	2564
Building	417
Road Vehicle	238

## Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.12%	
Primary Fire	14.26%	7.52%
Secondary Fire	24.39%	53.71%

## Fires by Building Property Type

Dwelling	222
Non Residential	1
Other Residential	2

## Fires by Outdoor Property Type

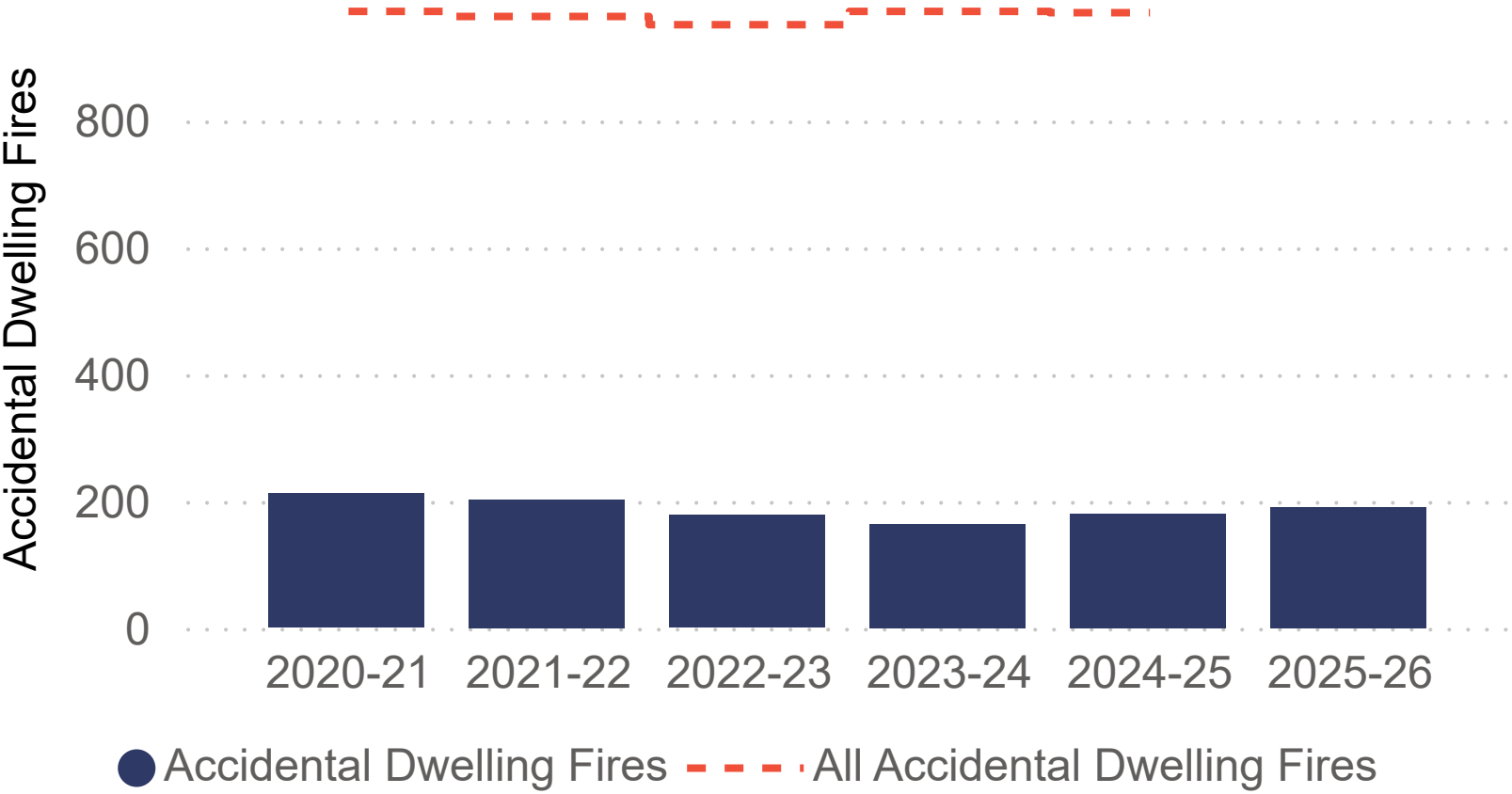
Grassland, woodland and crops	1065
Other outdoors (including land)	95
Outdoor structures	510
Outdoor equipment and machinery	34

# Accidental Dwelling Fires

01 April 2025

08 June 2025

## Accidental Dwelling Fires by Financial Year



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

## Accidental Dwelling Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	68%	↑
Calderdale	14%	↑
Kirklees	-11%	↓
Leeds	-8%	↑
Wakefield	-48%	↓

3 Year average indicator shows if current number of ADF this financial year is an increase/decrease of ADF against the 3 year average. Looking at only the comparison range.

## Accidental Dwelling Fires by Property Type

House - single occupancy	132
Purpose Built Flat/Maisonette - multiple occupancy	24
Converted Flat/Maisonette - multiple occupancy	16
Self contained Sheltered Housing	8
Bungalow - single occupancy	7
Licensed HMO	3

## Top Fire Cause

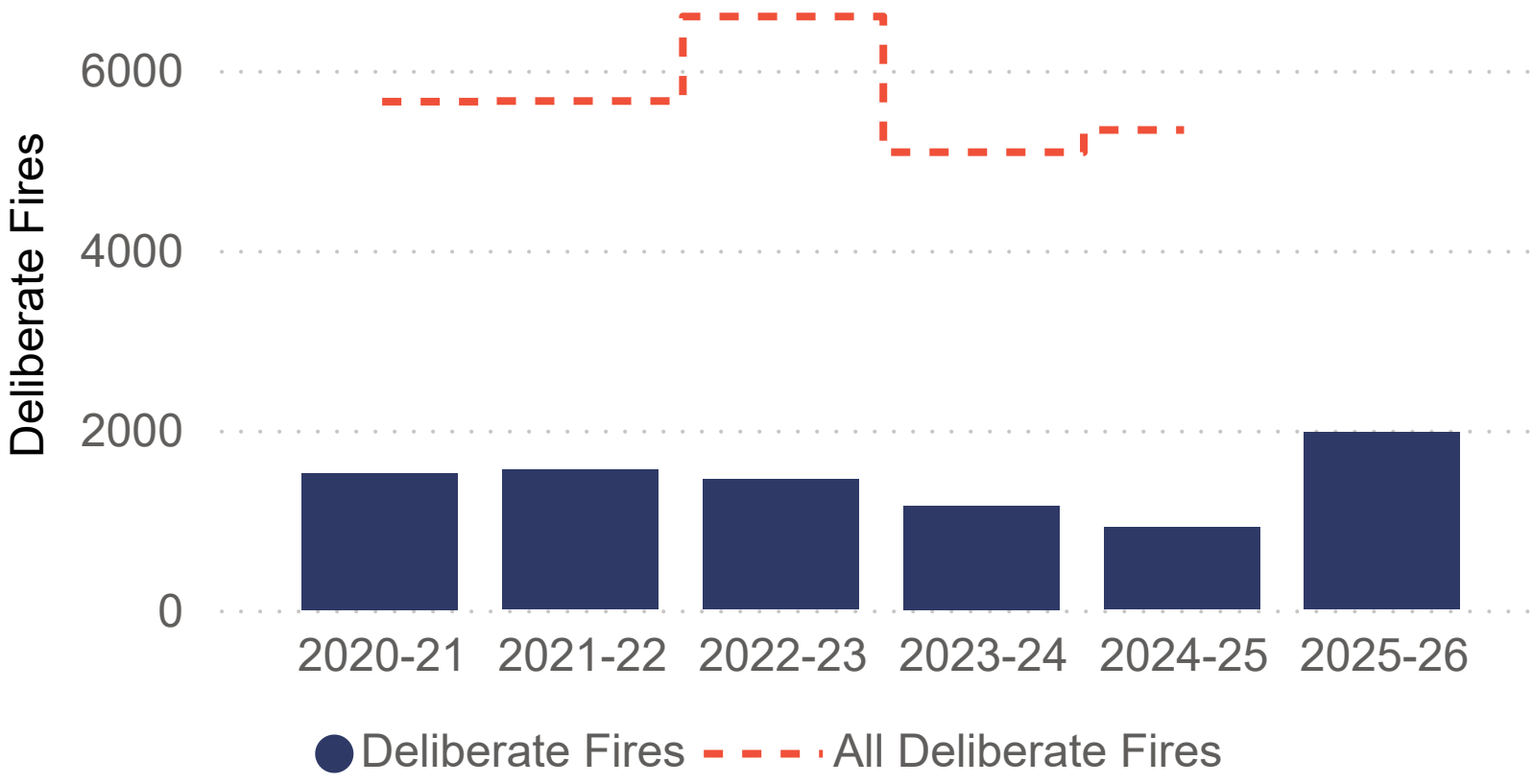
Accidental - Careless handling - due to careless disposal

# Deliberate Fires

01 April 2025

08 June 2025

## Deliberate Fires by Financial Year



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

## Deliberate Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	120%	↑
Calderdale	131%	↑
Kirklees	178%	↑
Leeds	104%	↑
Wakefield	68%	↑

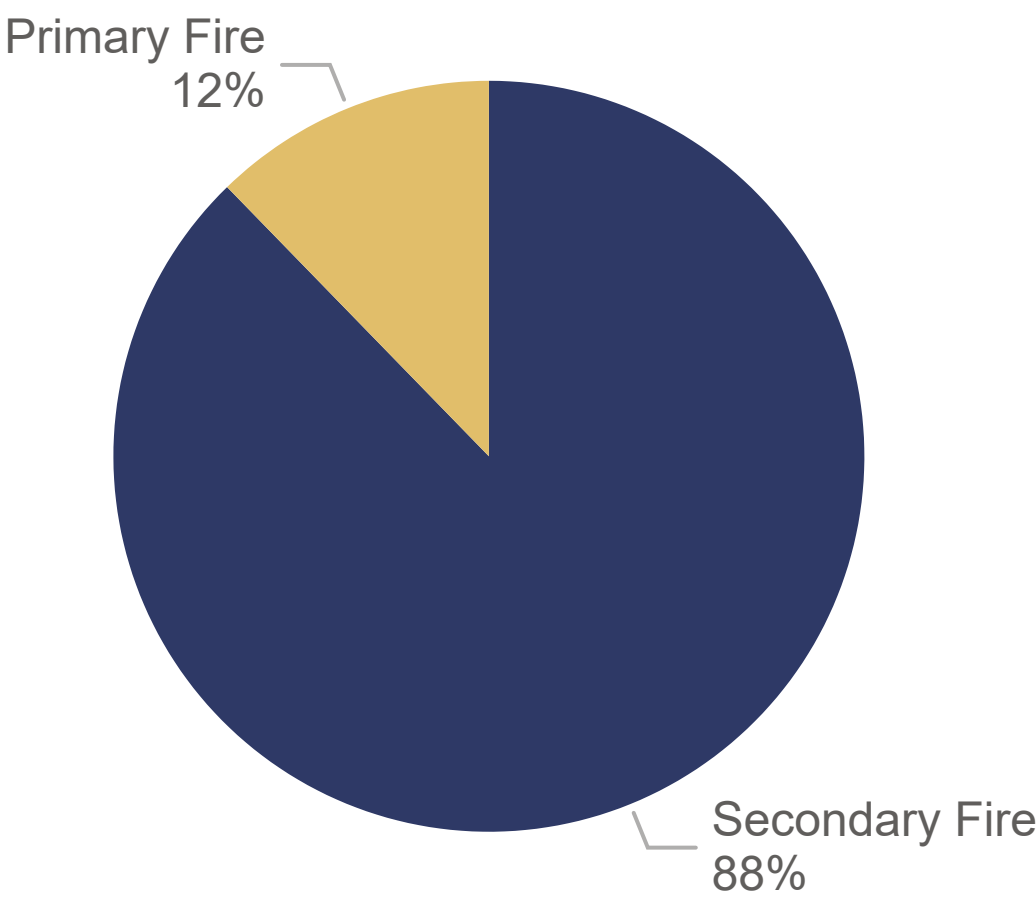
3 Year average indicator shows if current number of Deliberate Fires this financial year is an increase/decrease of Deliberate Fires against the 3 year average. Looking at only the comparison range.

## Top 10 Property Types

### Deliberate Fires

Other outdoors (including land)	719
Grassland, woodland and crops	66
Outdoor structures	331
Non Residential	93
Car	78
Dwelling	32
Outdoor equipment and machinery	15
Van	13
Motorcycle	11
Multiple Vehicles	5

## Deliberate Fires by Primary or Secondary



## Top 5 Fire Causes

### Deliberate Fires

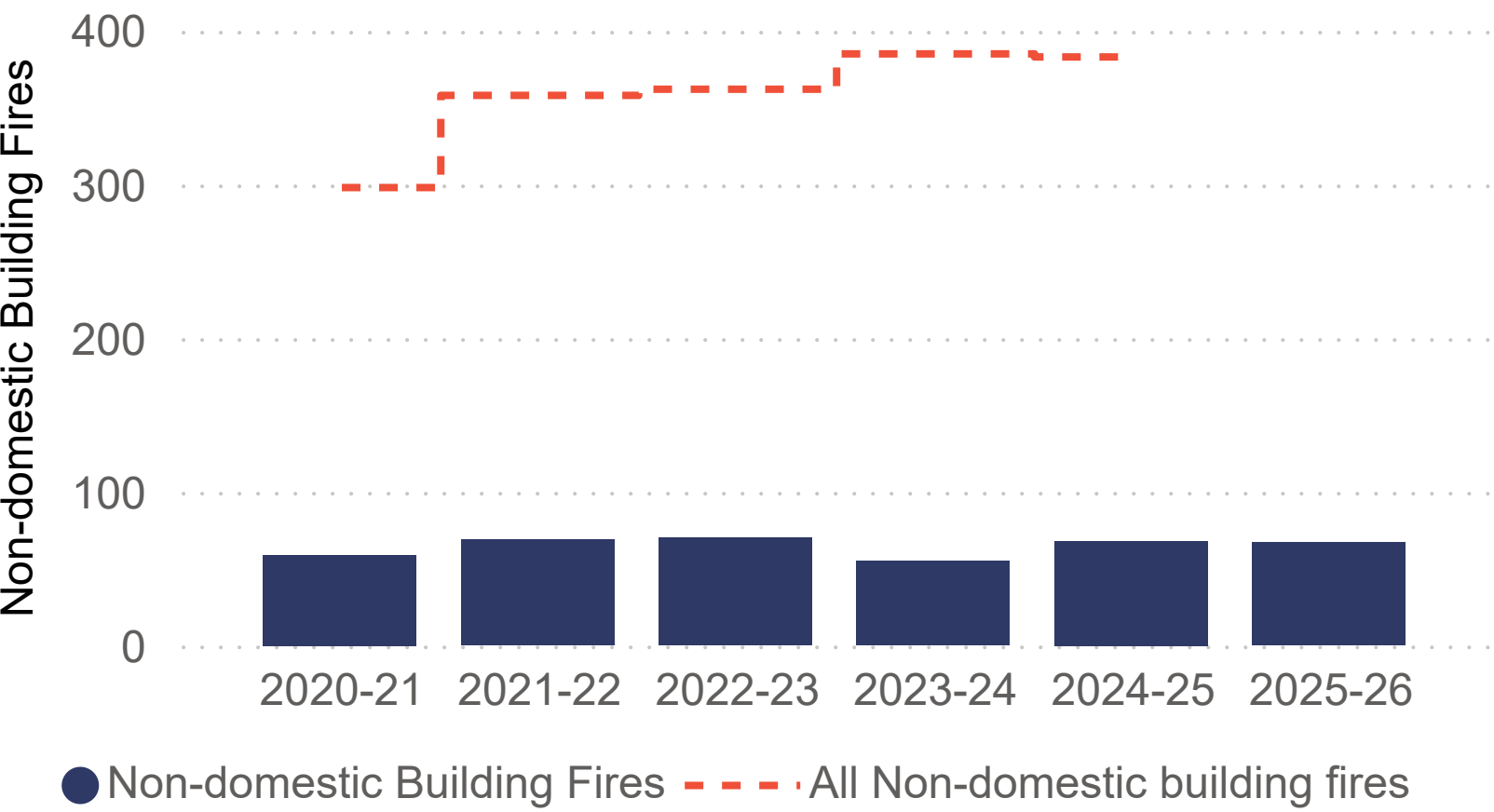
Deliberate - unknown owner	913
Deliberate - others property	604
Deliberate - own property	208
Deliberate - others property - Heat source and combustibles brought together deliberately	141
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	78

# Non-domestic Fires

01 April 2025

08 June 2025

## Non-domestic Building Fires by Financial Year



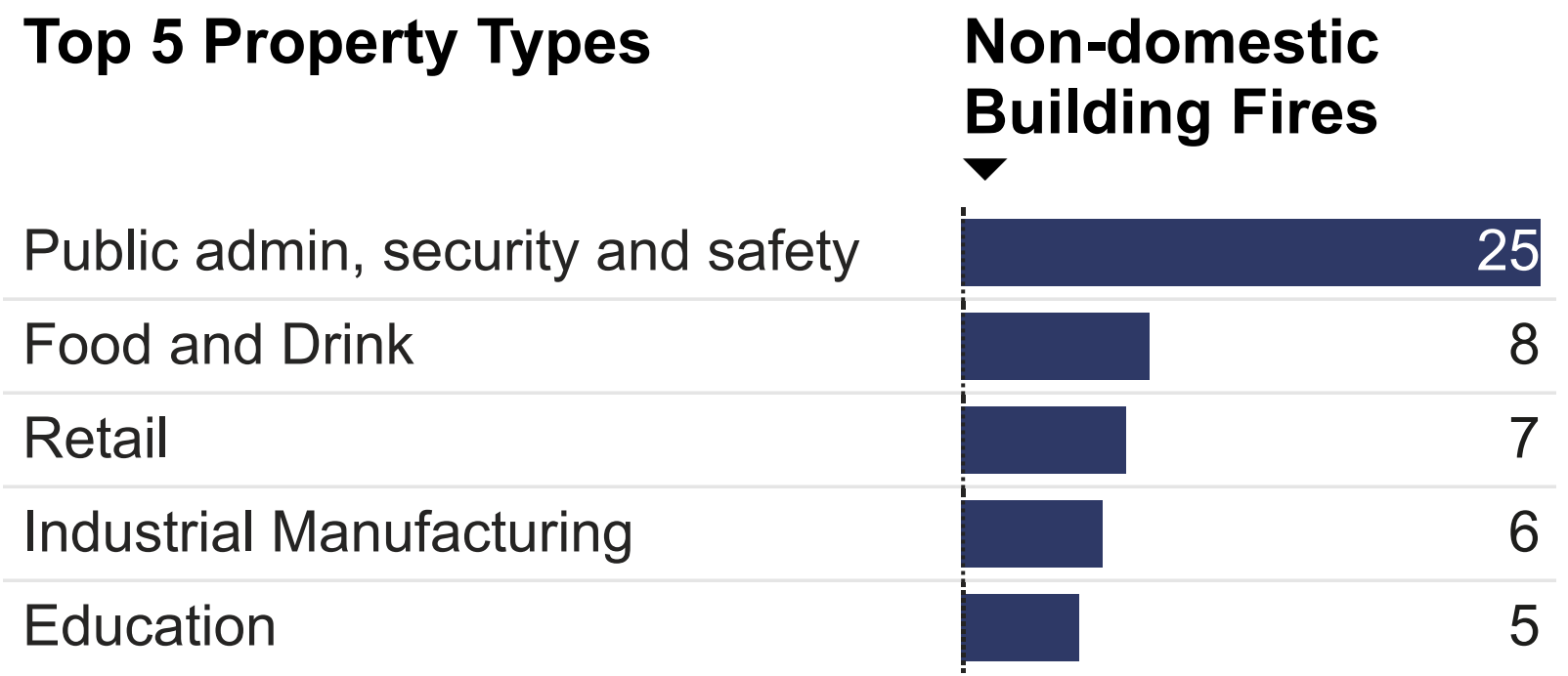
All Non-domestic Building Fires (red dotted line) shows the total figure for the financial year.  
The bars show the value for selected date range.

## Non-domestic Building Fires Previous Year To Date Comparison

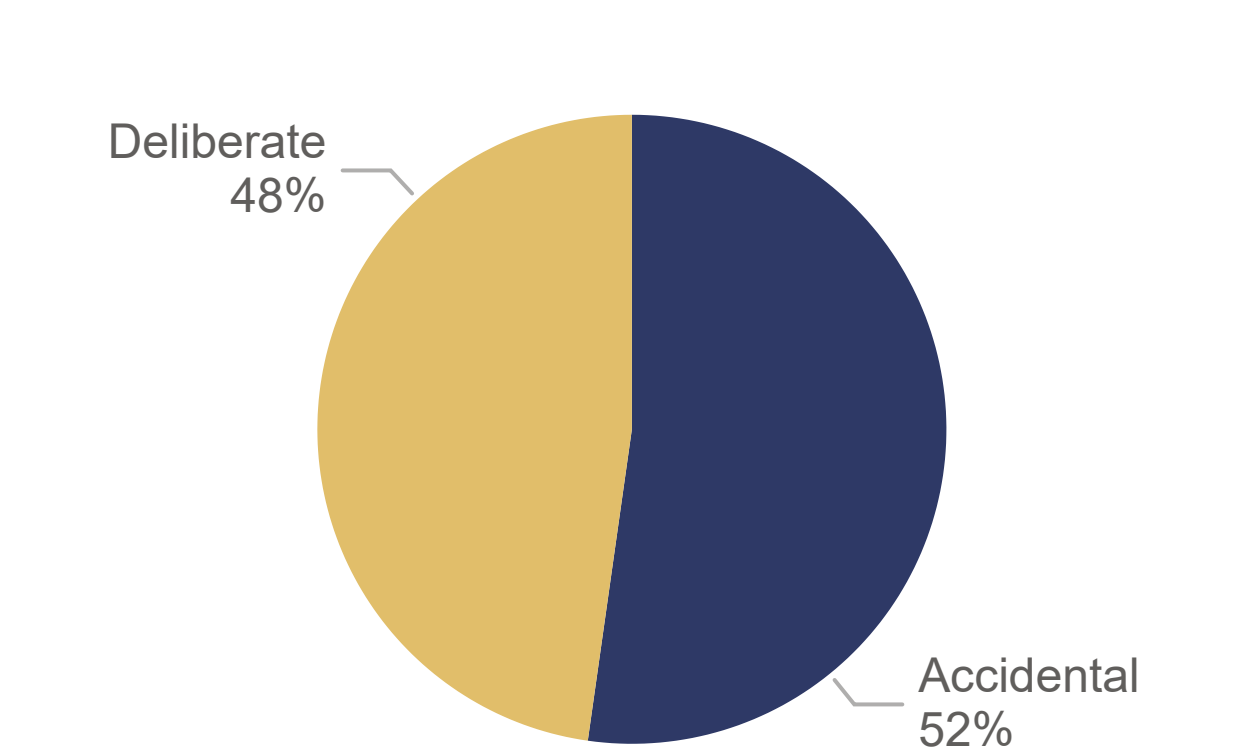
District	% increase/decrease on previous year		3 Year Average
Bradford		33%	↑
Calderdale		75%	↑
Kirklees		-33%	↓
Leeds		-28%	↓
Wakefield		71%	↑

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

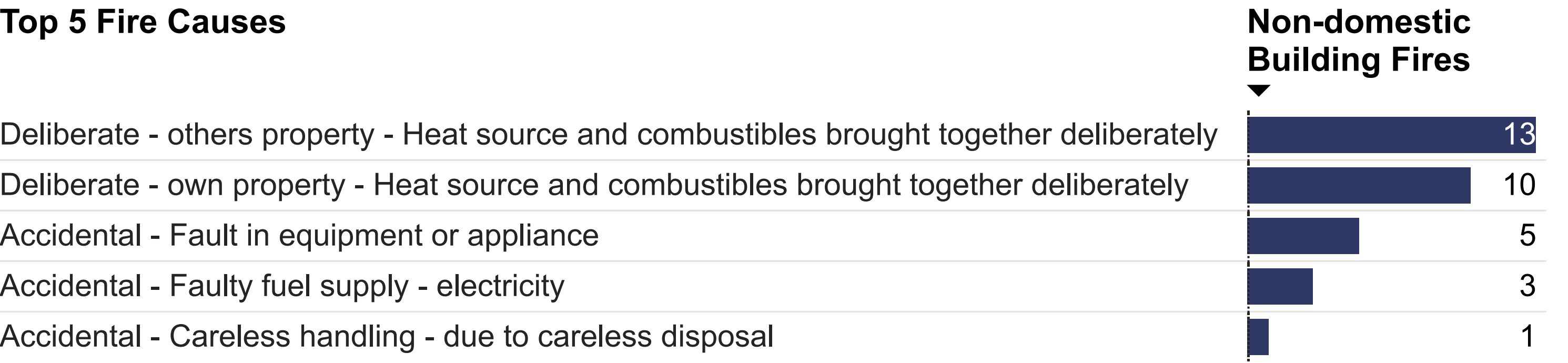
## Top 5 Property Types



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



## Top 5 Fire Causes

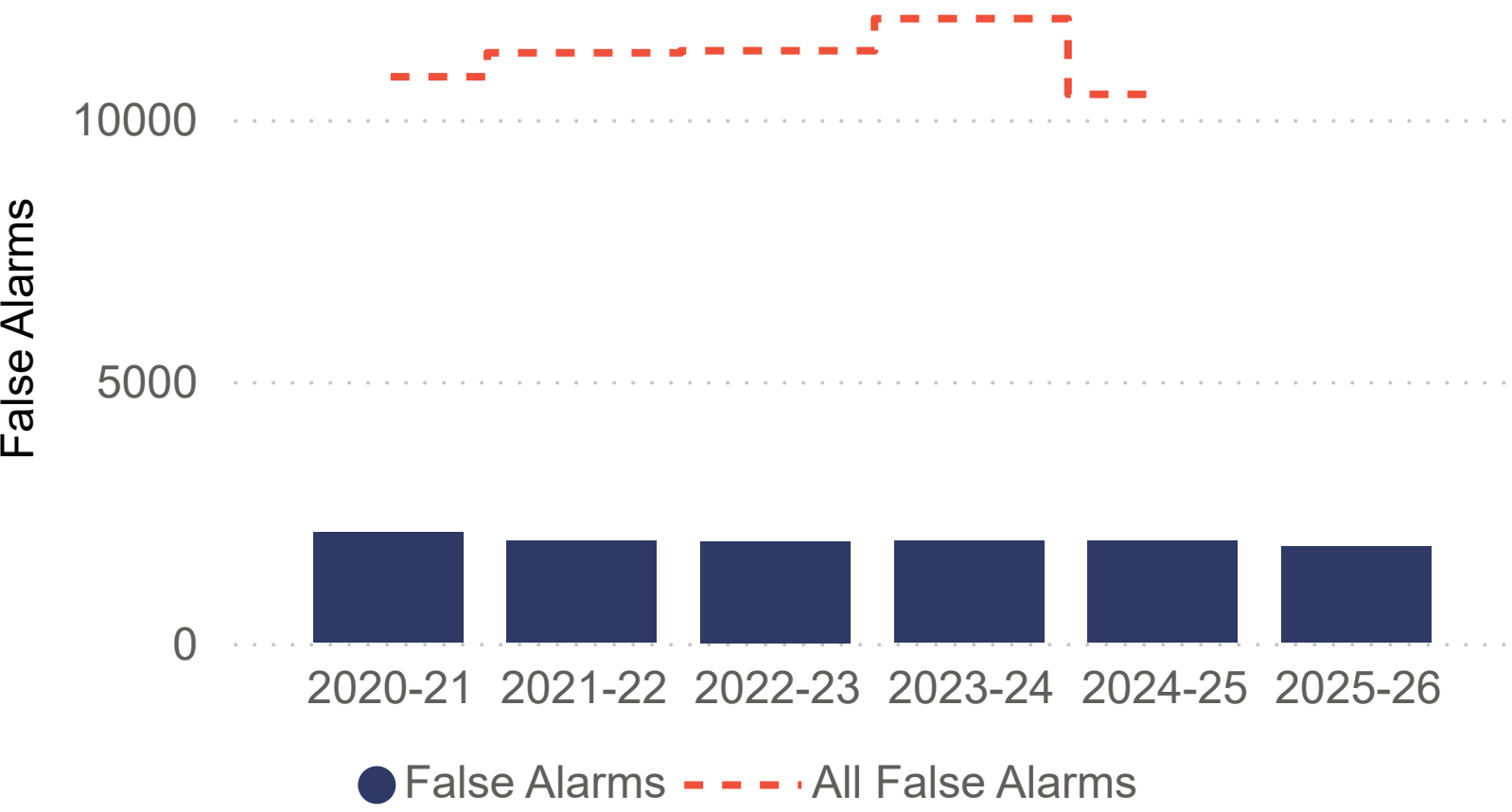


# False Alarms

01 April 2025

08 June 2025

## False Alarms by Financial Year



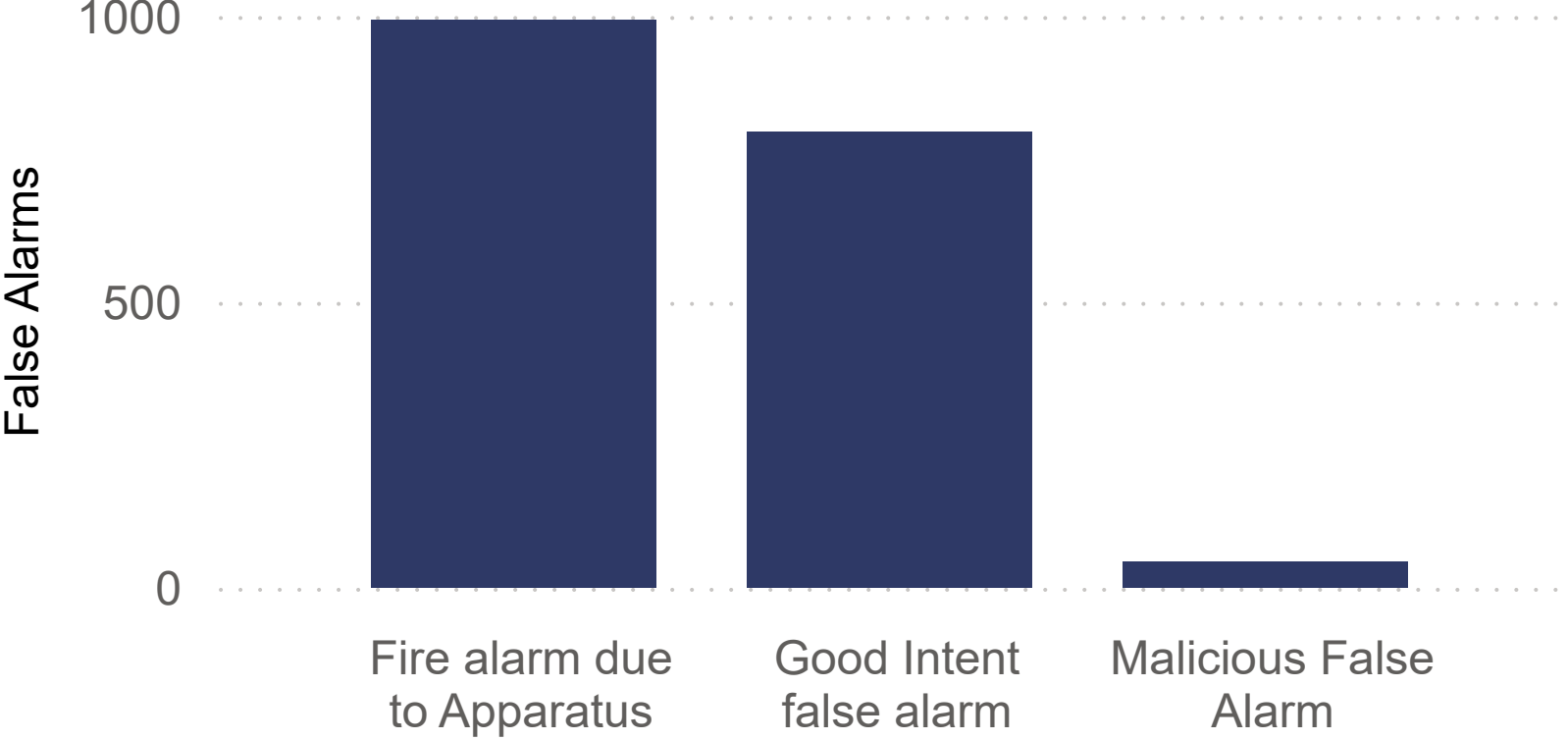
All False Alarms (red dotted line) shows the total figure for the financial year.  
The bars show the value for selected date range.

## False Alarms Previous Year To Date Comparison

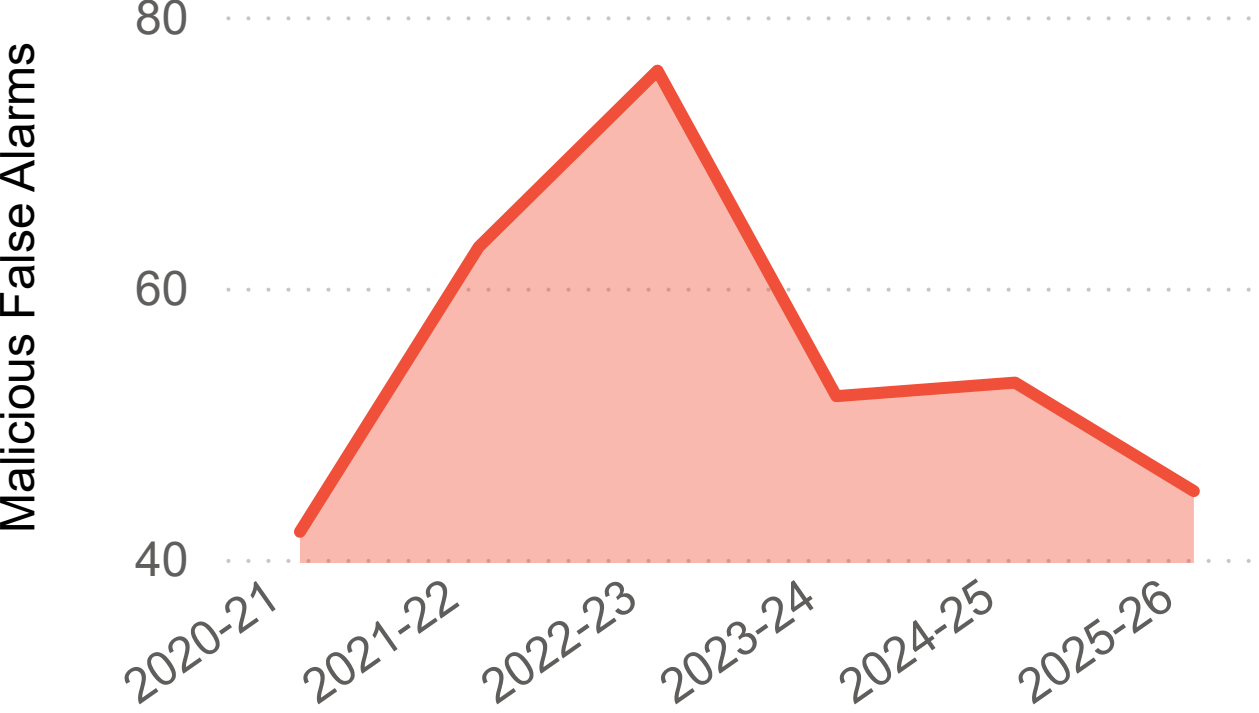
District	% increase/decrease on previous year	3 Year Average
Bradford	-14%	↓
Calderdale	8%	↓
Kirklees	-8%	↓
Leeds	-3%	↓
Wakefield	1%	↓

3 year average indicator shows if current number of False Alarms this financial year is an increase/decrease of False Alarms against the 3 year average. Looking at only the comparison range.

## False Alarm by Reason



## Malicious False Alarms by Financial Year



### Top Dwelling Properties

Purpose Built  
Flat/Maisonette - multiple occupancy

### Top Other Residential Buildings Properties

Residential Home

### Top Non-Residential Building

Education

### Top Dwelling Reason

Cooking/burnt toast

### Top Other Residential Building Reason

Cooking/burnt toast

### Top Non-Residential Reason

Faulty

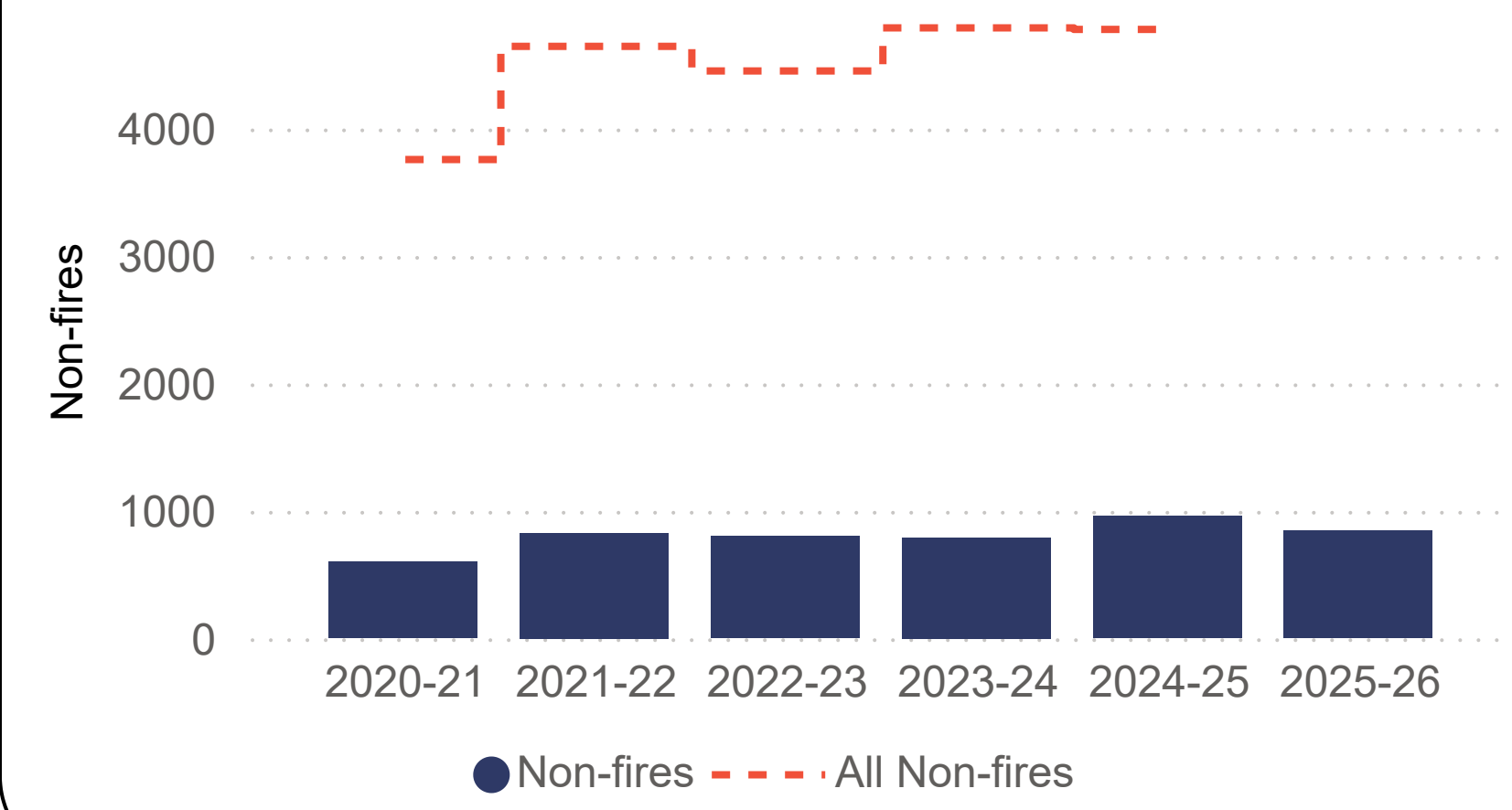


# Non-fires

01 April 2025

08 June 2025

## Non-fires by Financial Year



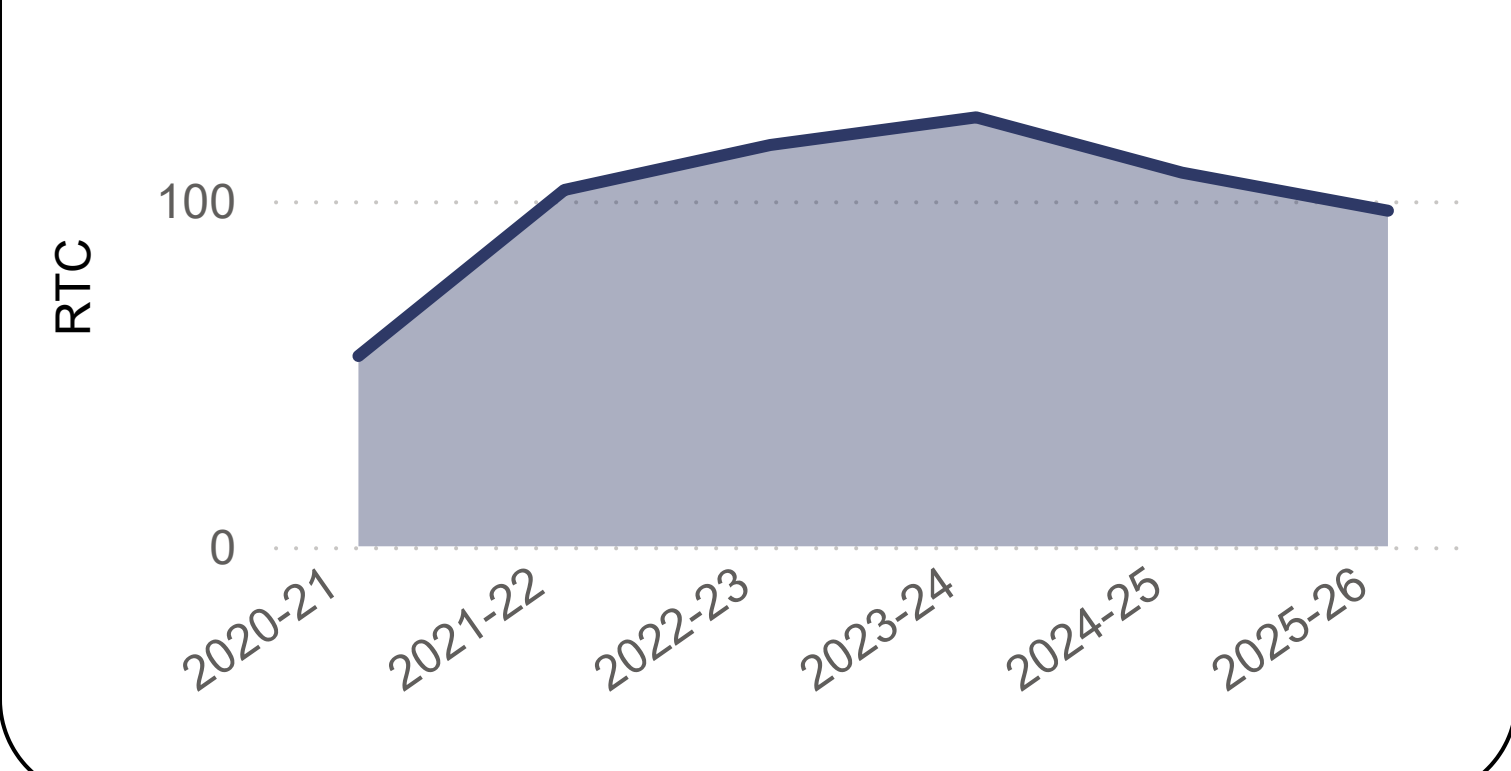
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Non-fires Previous Year To Date Comparison

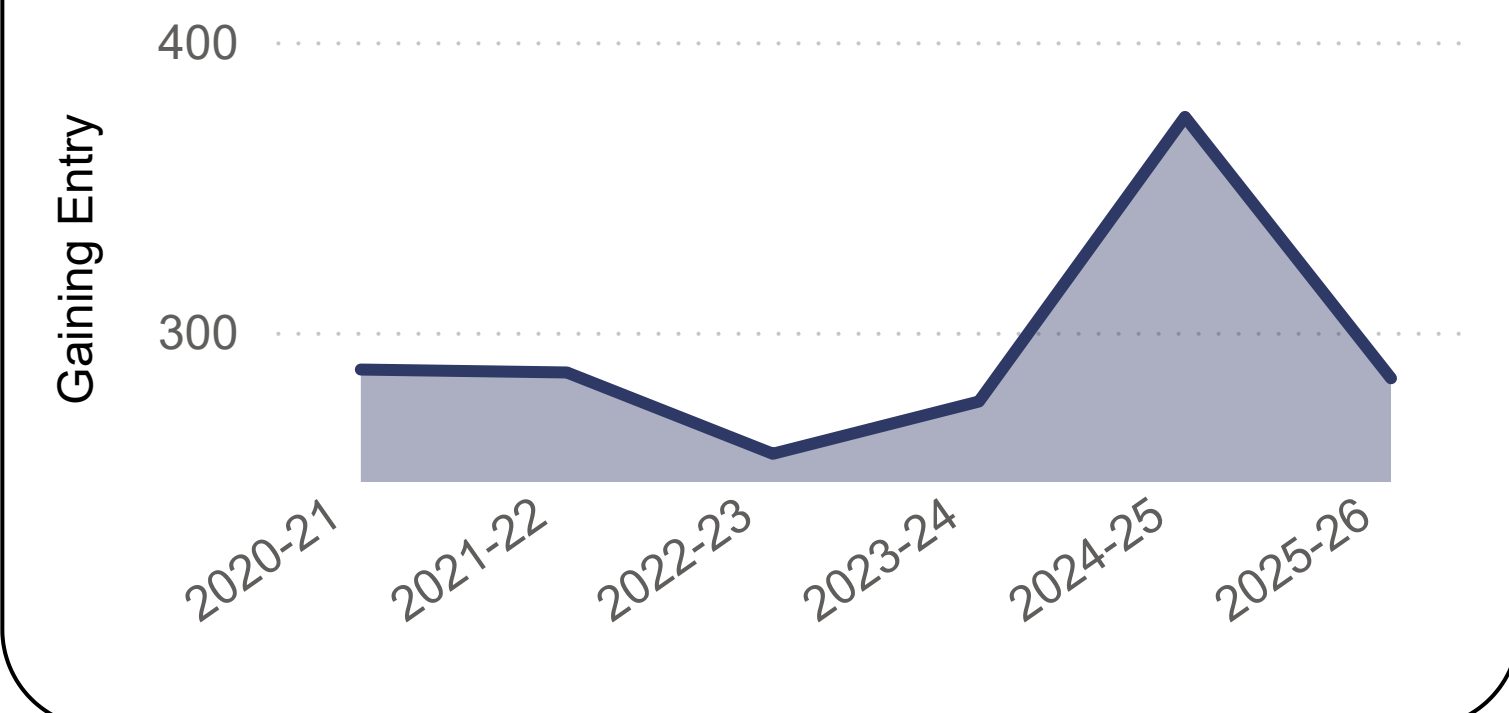
District	% increase/decrease on previous year	3 Year Average
Bradford	-20%	↓
Calderdale	-17%	↓
Kirklees	-6%	↑
Leeds	-9%	↑
Wakefield	-8%	↑

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

## Road Traffic Collisions by Financial Year



## Gaining Entry Cause for Concern by Financial Year



## Top 5 Non-fire Types

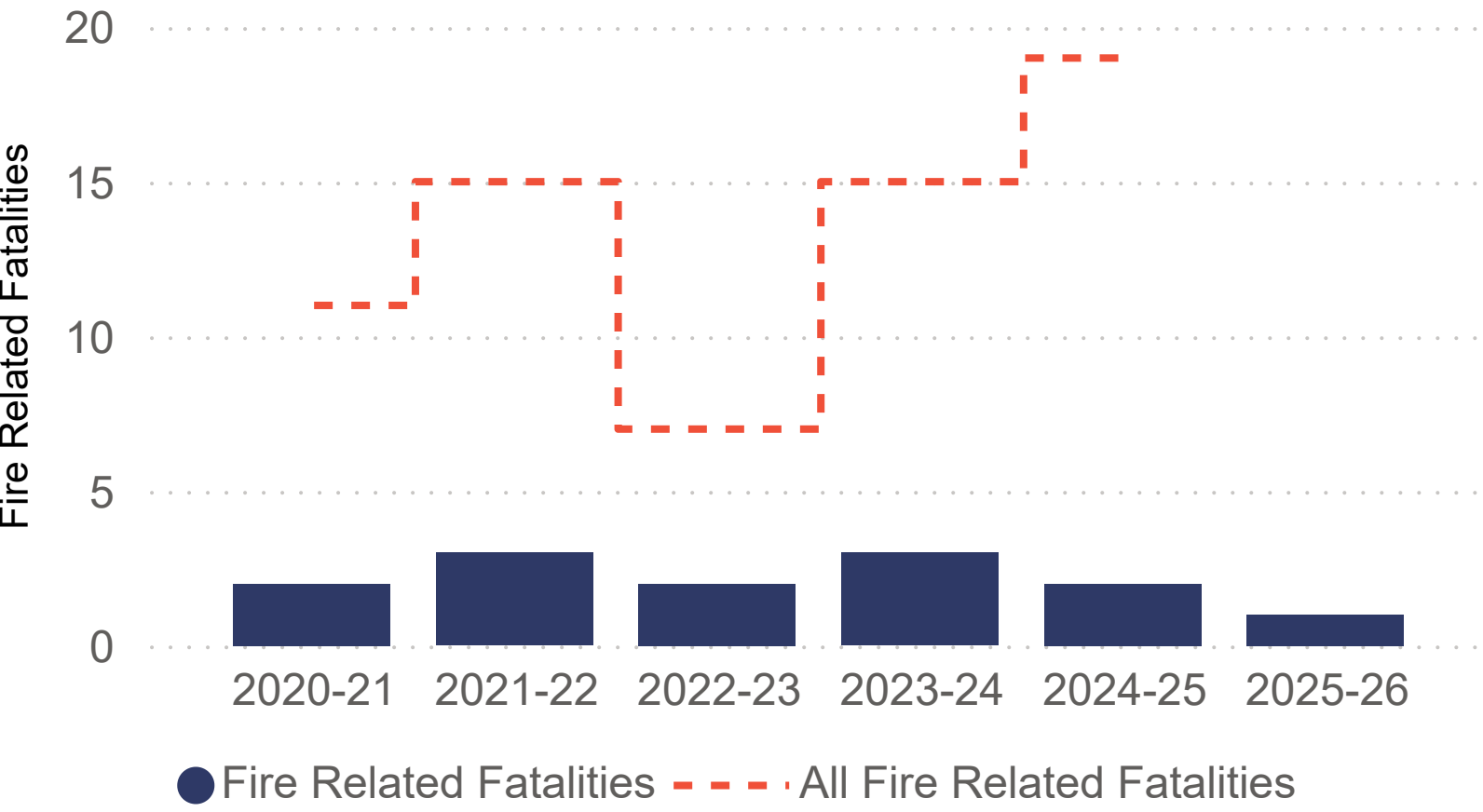
Non-fire Type	Count
Effecting entry/exit	229
Assist other agencies	154
RTC	98
No action (not false alarm)	67
Lift Release	40

# Fire Related Fatalities

01 April 2025

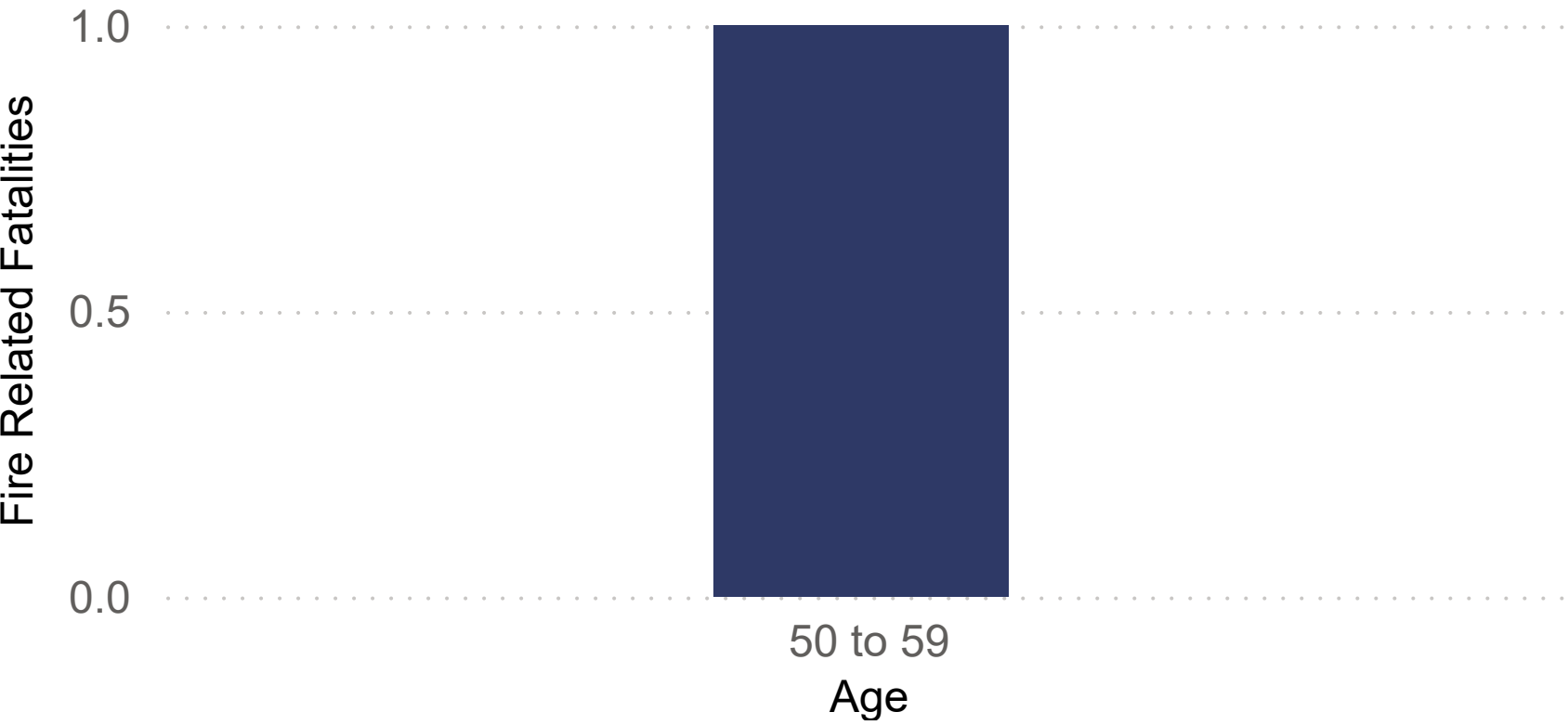
08 June 2025

## Fire Related Fatalities by Financial Year

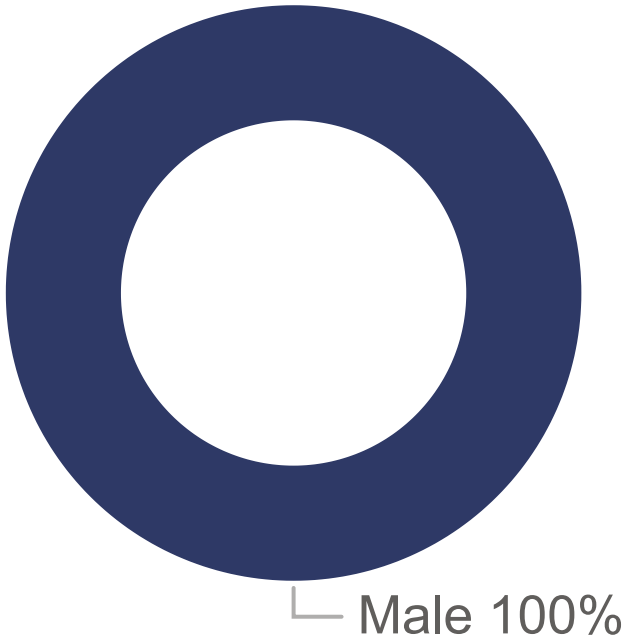


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year.  
The bars show the value for selected date range.

## Fire Related Fatalities by Age



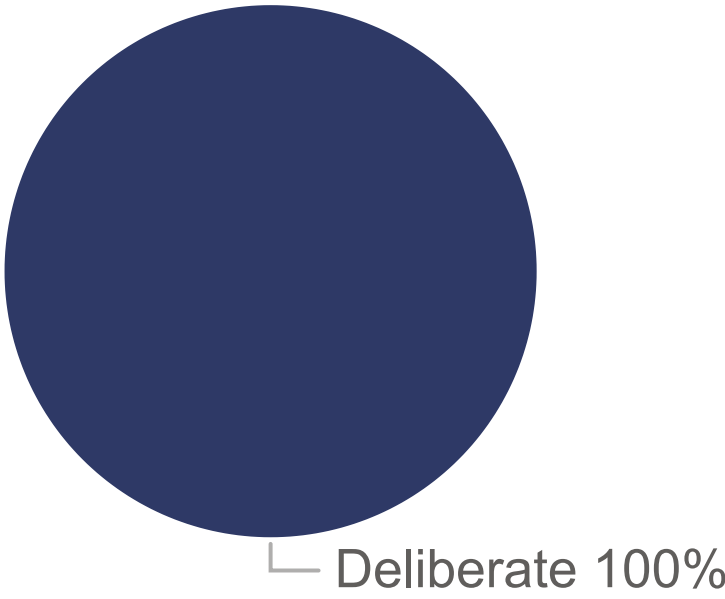
## Fire Related Fatalities by Gender



## Fire Related Fatalities by Property Type



## Fire Related Fatalities by Accidental or Deliberate Fires

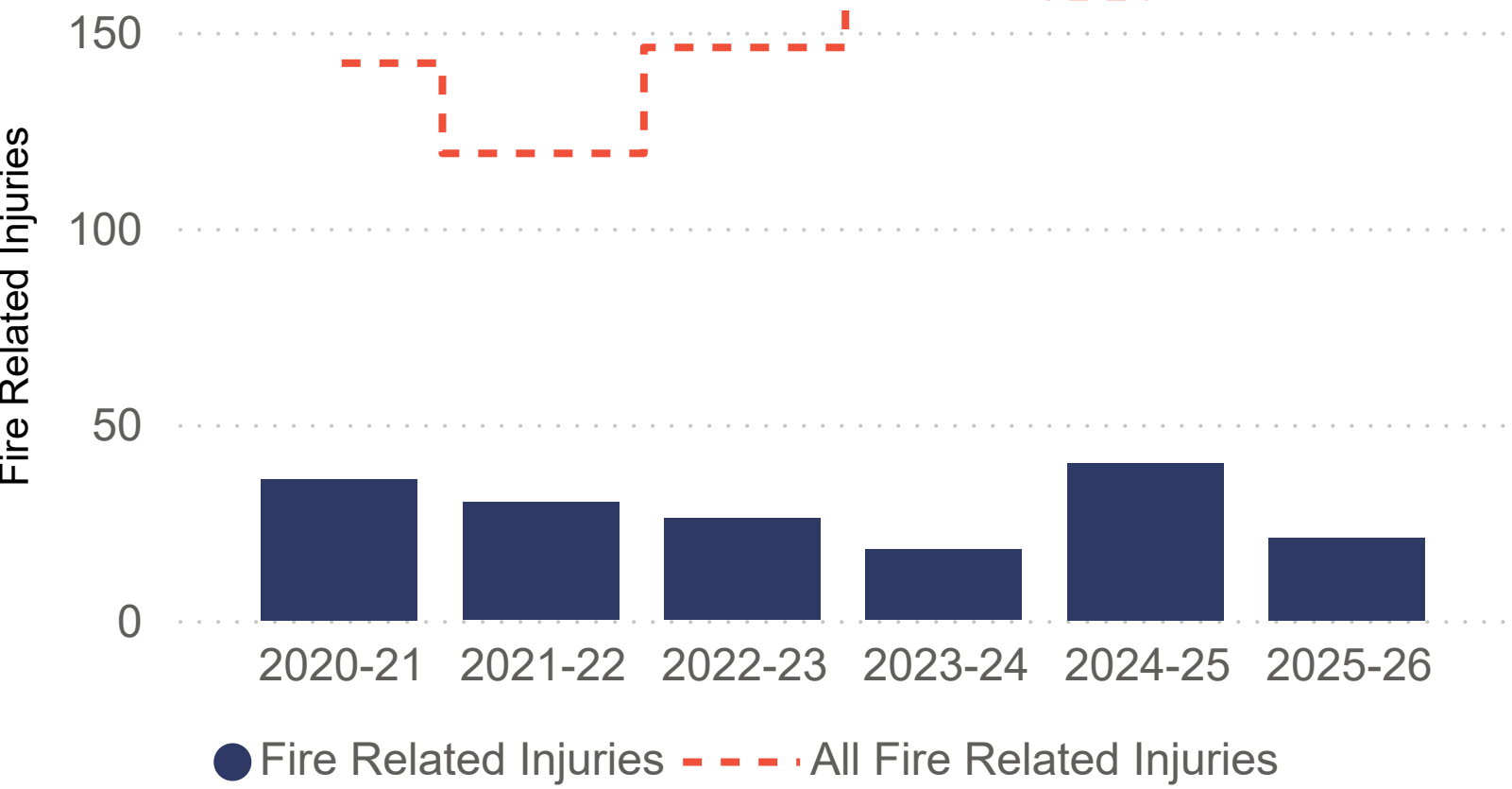


# Fire Related Injuries

01 April 2025

08 June 2025

## Fire Related Injuries by Financial Year



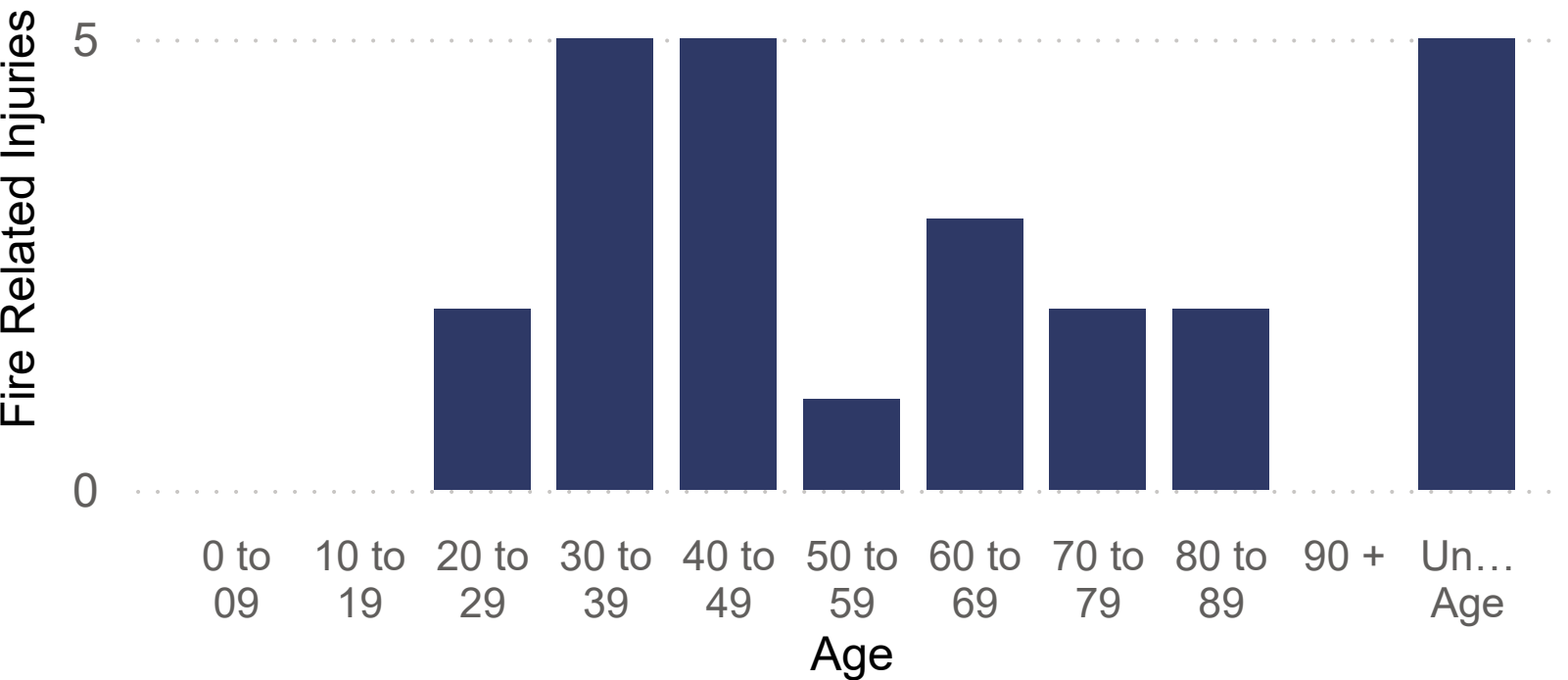
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Injuries Previous Year To Date Comparison

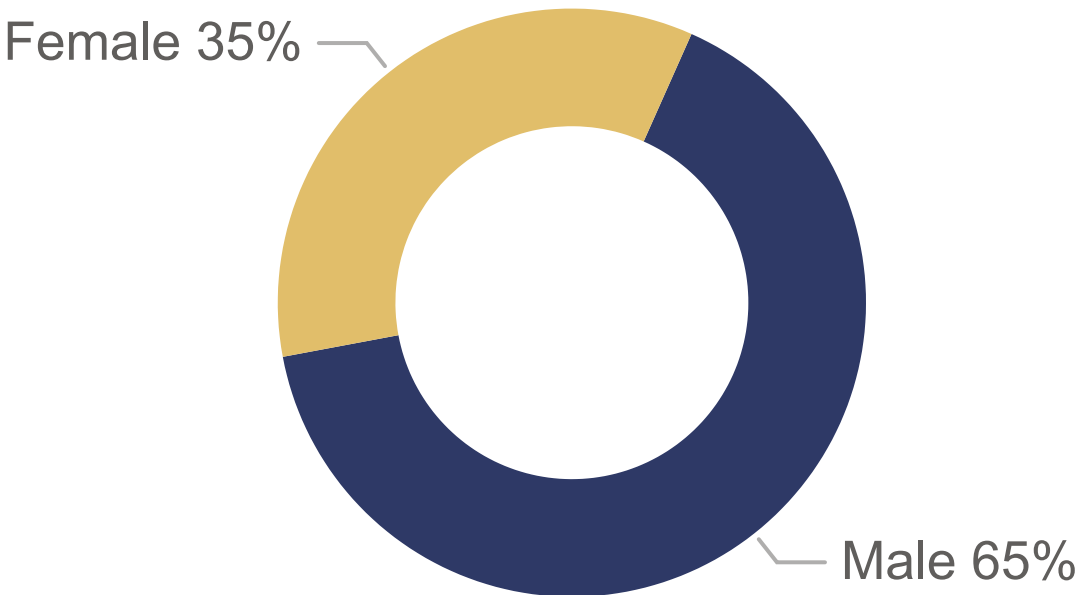
District	% increase/decrease on previous year	3 Year Average
Bradford	-10%	↑
Calderdale	-50%	↓
Kirklees	-55%	↓
Leeds	-25%	↓
Wakefield	-100%	↓

3 Year average indicator shows if current number of Fire Related Injuries this financial year is an increase/decrease of Fire Related Injuries against the 3 year average. Looking at only the comparison range.

## Fire Related Injuries by Age



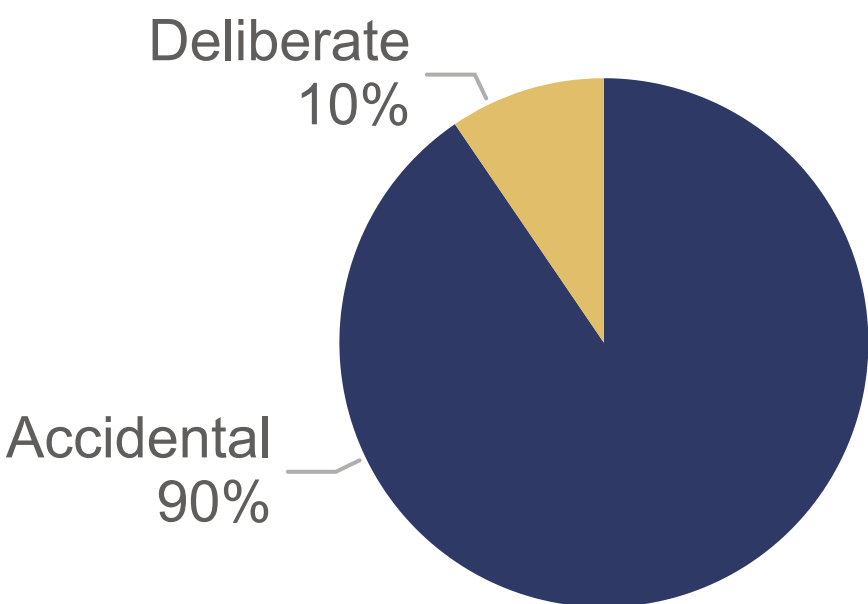
## Fire Related Injuries by Gender



## Fire Related Injuries by Severity



## Fire Related Injuries by Accidental or Deliberate Fires



## Top Property Type

House - single occupancy

## Top Fire Cause

Accidental - Careless handling - due to careless disposal

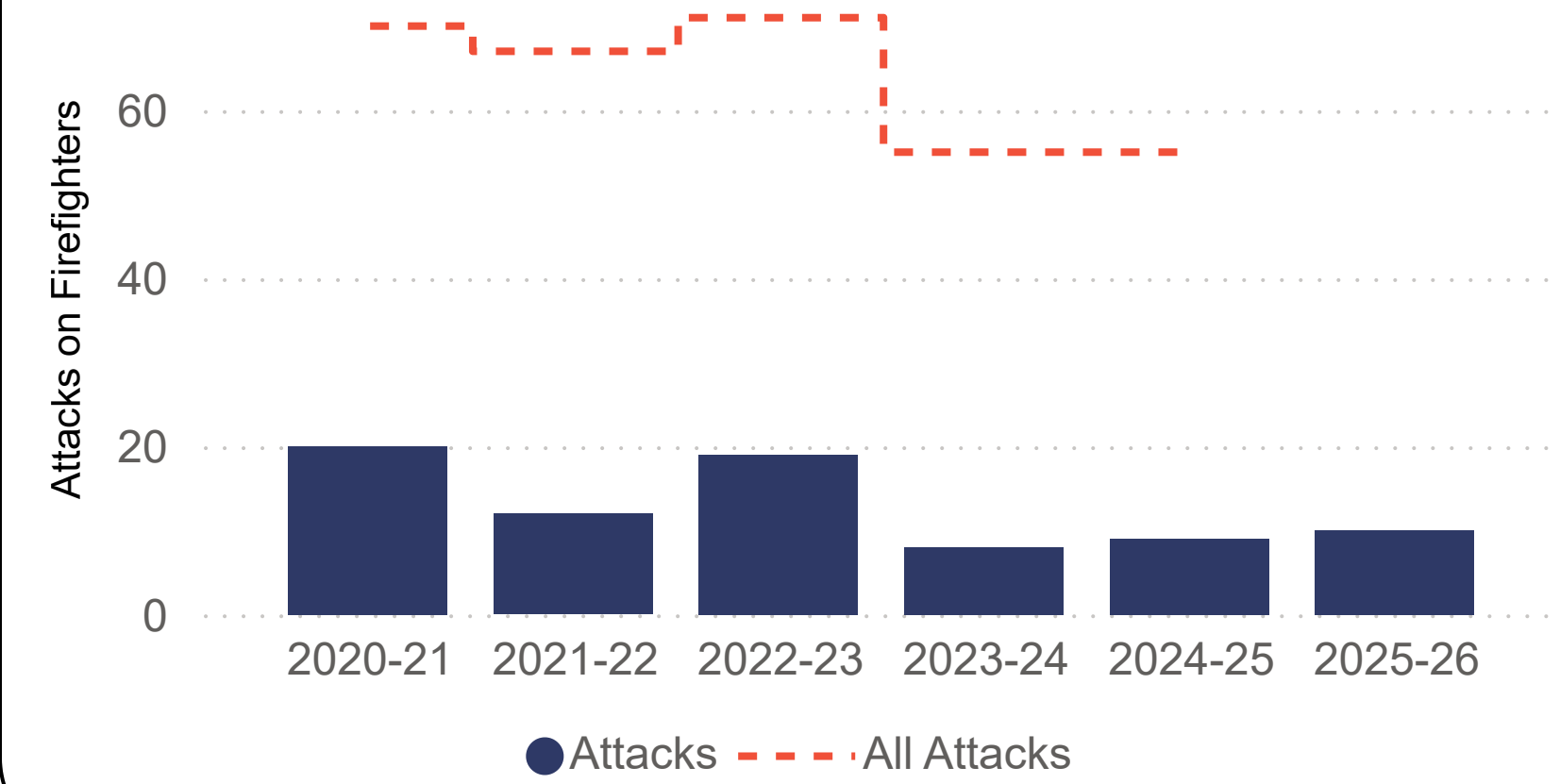


# Attacks on Firefighters

01 April 2025

08 June 2025

## Attacks on Firefighters by Financial Year



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

## Attacks on Firefighters Previous Year To Date Comparison

District	Current period	Previous year	% increase/decrease on previous year	3 Year Average
Bradford	3	4	-25%	↓
Calderdale		1	-100%	↓
Kirklees	1			↑
Leeds	6	3	100%	↑
Wakefield		1	-100%	↓

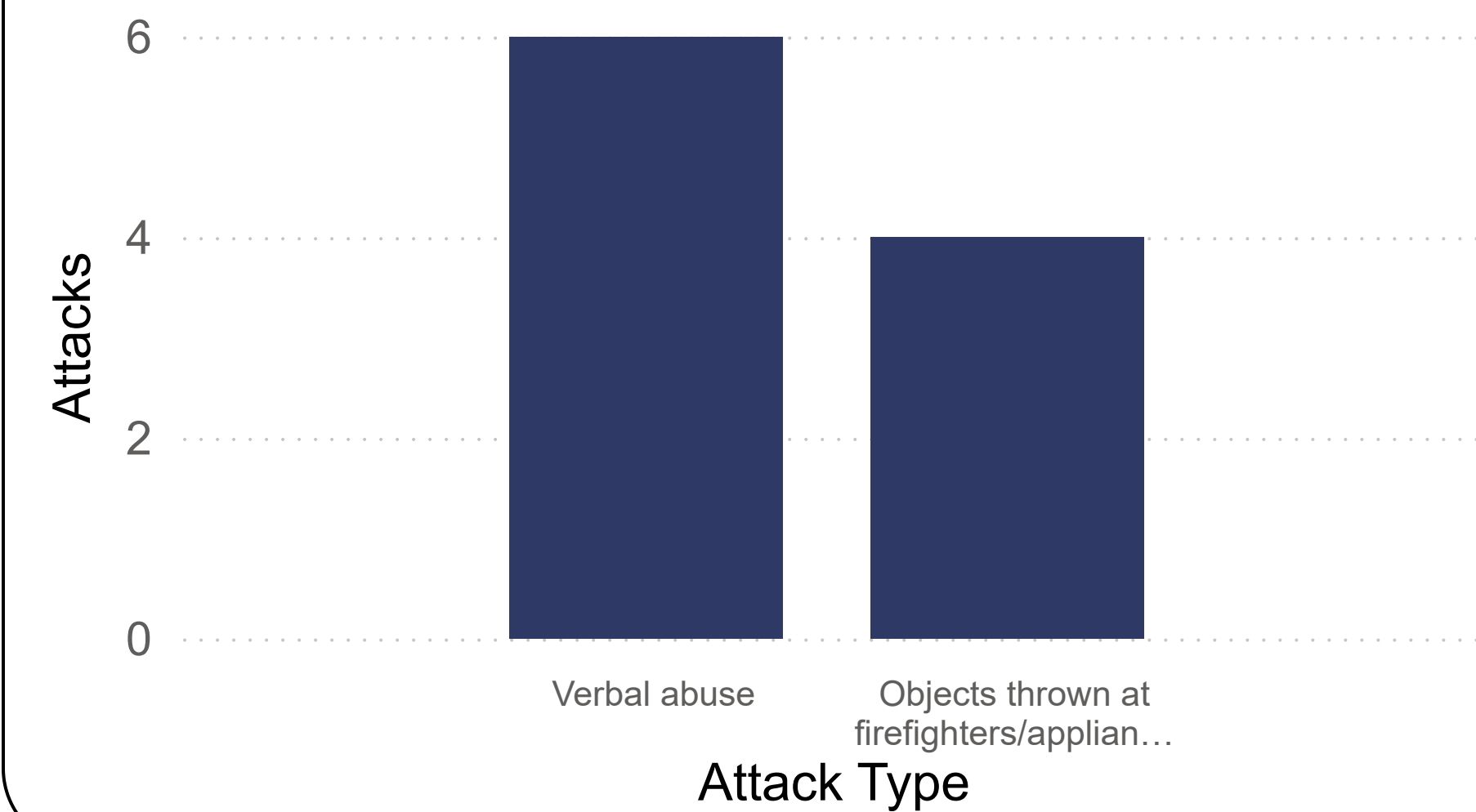
3 Year average indicator shows if current number of Attacks on Firefighters this financial year is an increase/decrease of Attacks on Firefighters against the 3 year average. Looking at only the comparison range.

## Attacks on Firefighters by Severity



Visual may be blank if no slight and serious injuries are recorded for the date range.

## Attacks on Firefighters by Attack Type



## Percentage of incidents with an attack

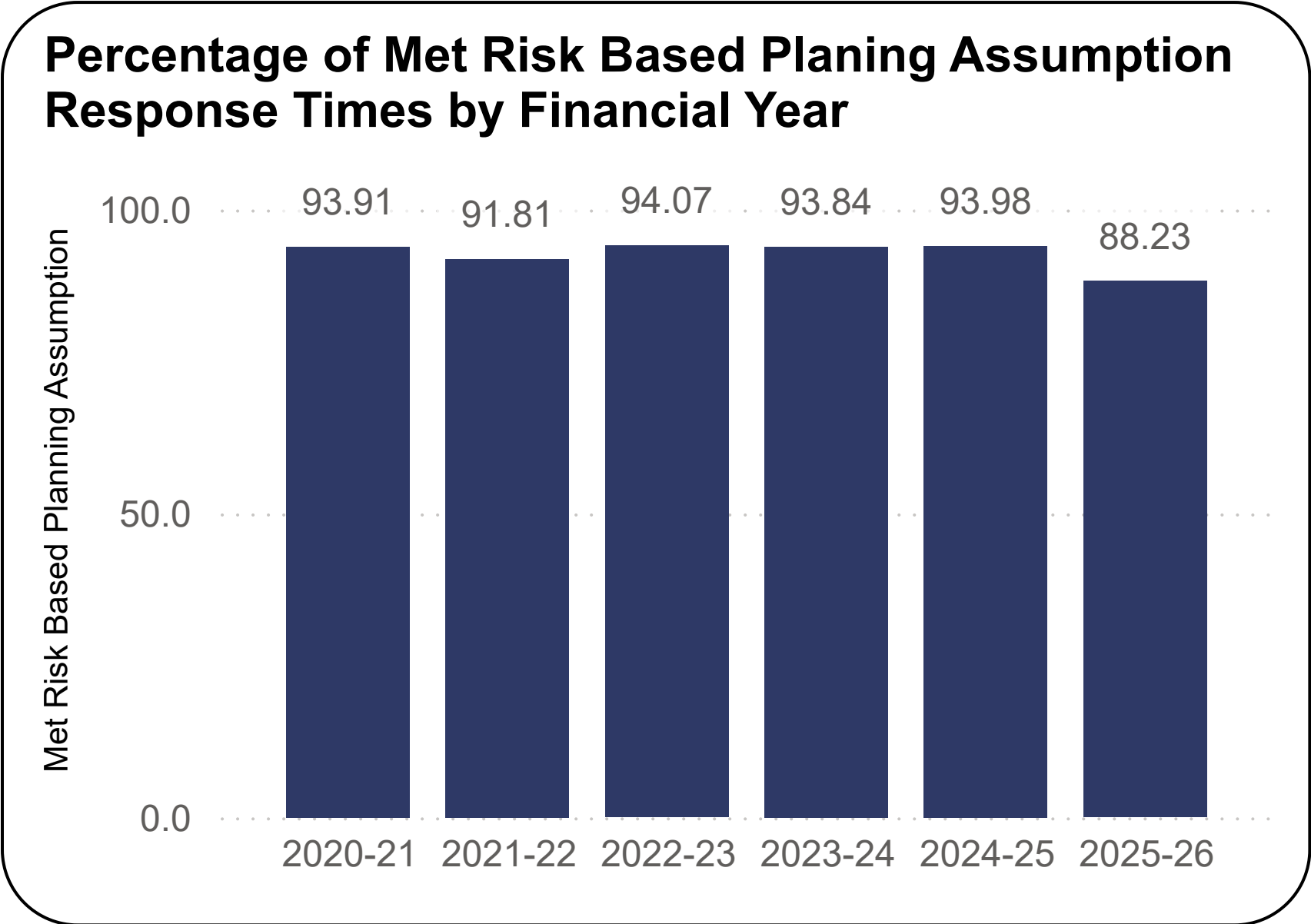
District	% Attacks at district total incidents
Leeds	0.31%
Bradford	0.18%
Kirklees	0.11%

Percentage of attacks based on number of incidents per district.

# Response Times

01 April 2025

08 June 2025



### Percentage of Met Risk Based Planning Assumption Response Time

District	% Met
Leeds	92.82
Bradford	89.17
Wakefield	86.28
Kirklees	84.61
Calderdale	78.81

### Average Response Time by LSOA Risk Score and Severity

Risk Score	Life	Property	Other	Total
Very High	00:06:34	00:07:21	00:07:32	00:07:27
High	00:06:42	00:08:36	00:08:01	00:07:57
Medium	00:07:11	00:07:30	00:08:00	00:07:53
Low	00:08:13	00:09:20	00:08:59	00:08:56
Very Low	00:08:39	00:11:15	00:10:13	00:10:06
Total	00:07:49	00:09:17	00:08:45	00:08:42

### Average Response Time Targets

Risk Score	Life	Property	Other
Very High	7.00	9.00	15.00
High	8.00	10.00	15.00
Medium	9.00	11.00	15.00
Low	10.00	12.00	15.00
Very Low	11.00	13.00	15.00

LSOA: Lower Super Output Area.

The Risk Based Planning Assumptions (RBPA) utilised by WYFRS place greatest emphasis on the likelihood of incidents occurring where there is a risk to people. Three different classifications of incidents are utilised, these being:

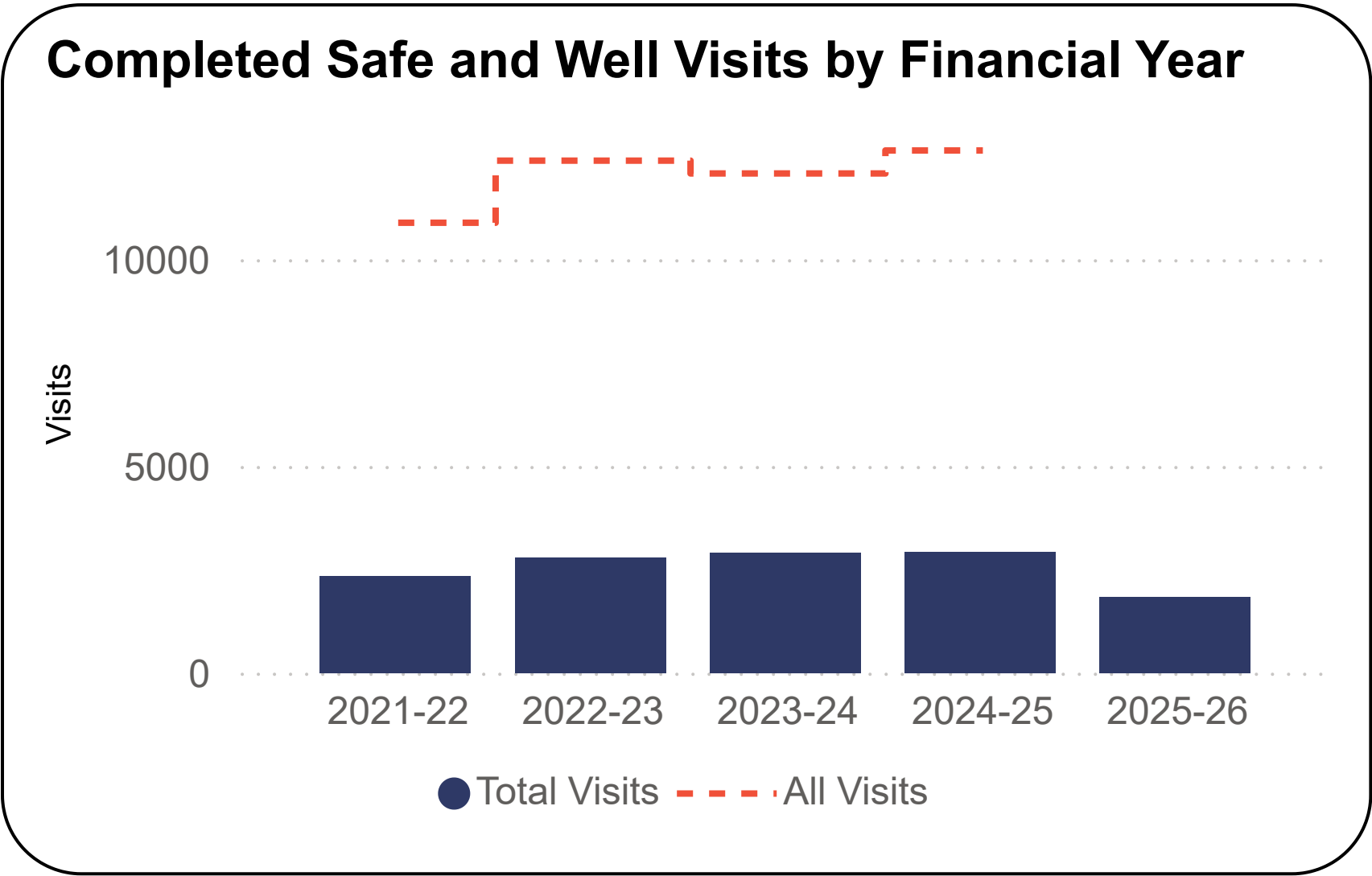
- Life – Potential for incidents to involve rescues, injuries or fatalities including private dwellings, or other sleeping risks.
- Property – Incidents occurring in properties other than those included within the Life risk.
- Other – All other incidents not included within the descriptors for Life and Property risk including secondary fires, false alarms and non-fire related incidents where there is no risk to human life.

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

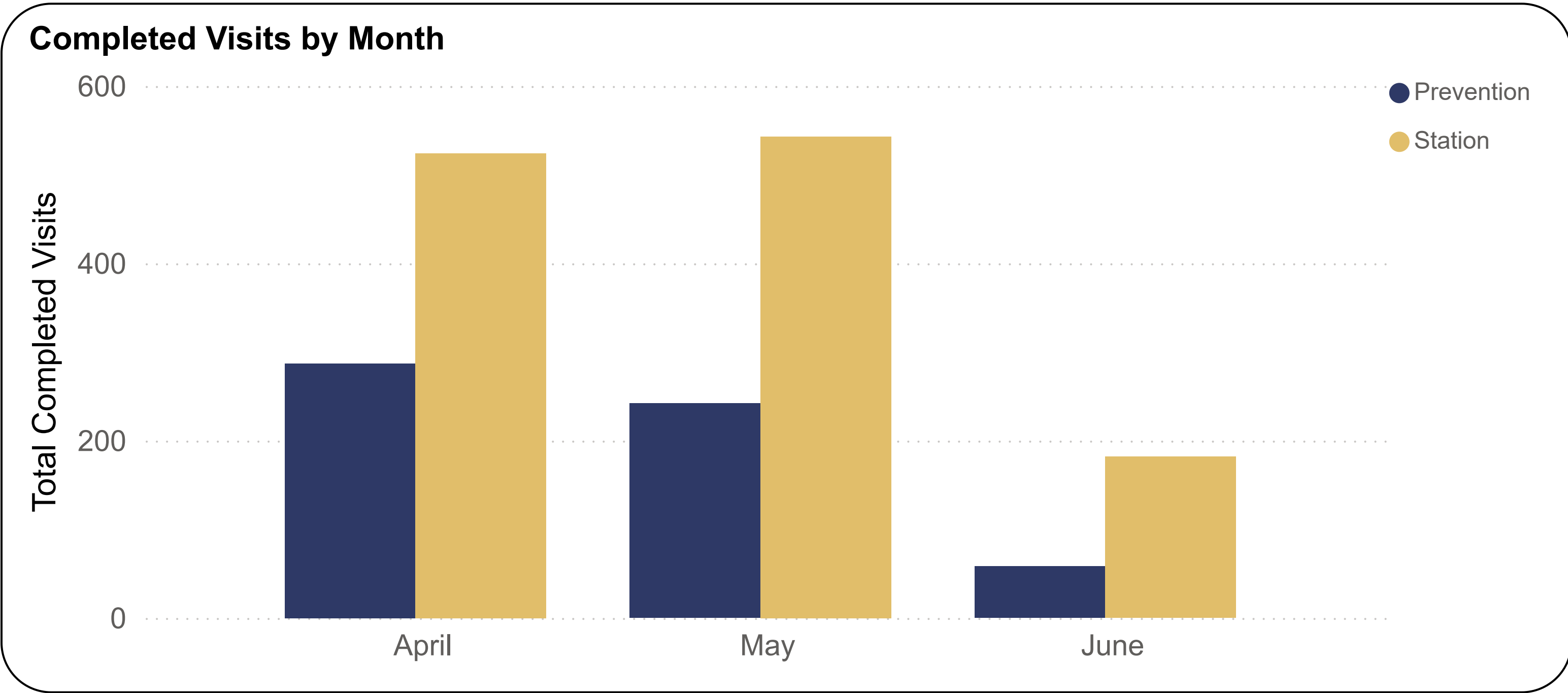
# Safe and Well Visits

01 April 2025

08 June 2025



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



The Safe and Well programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most.

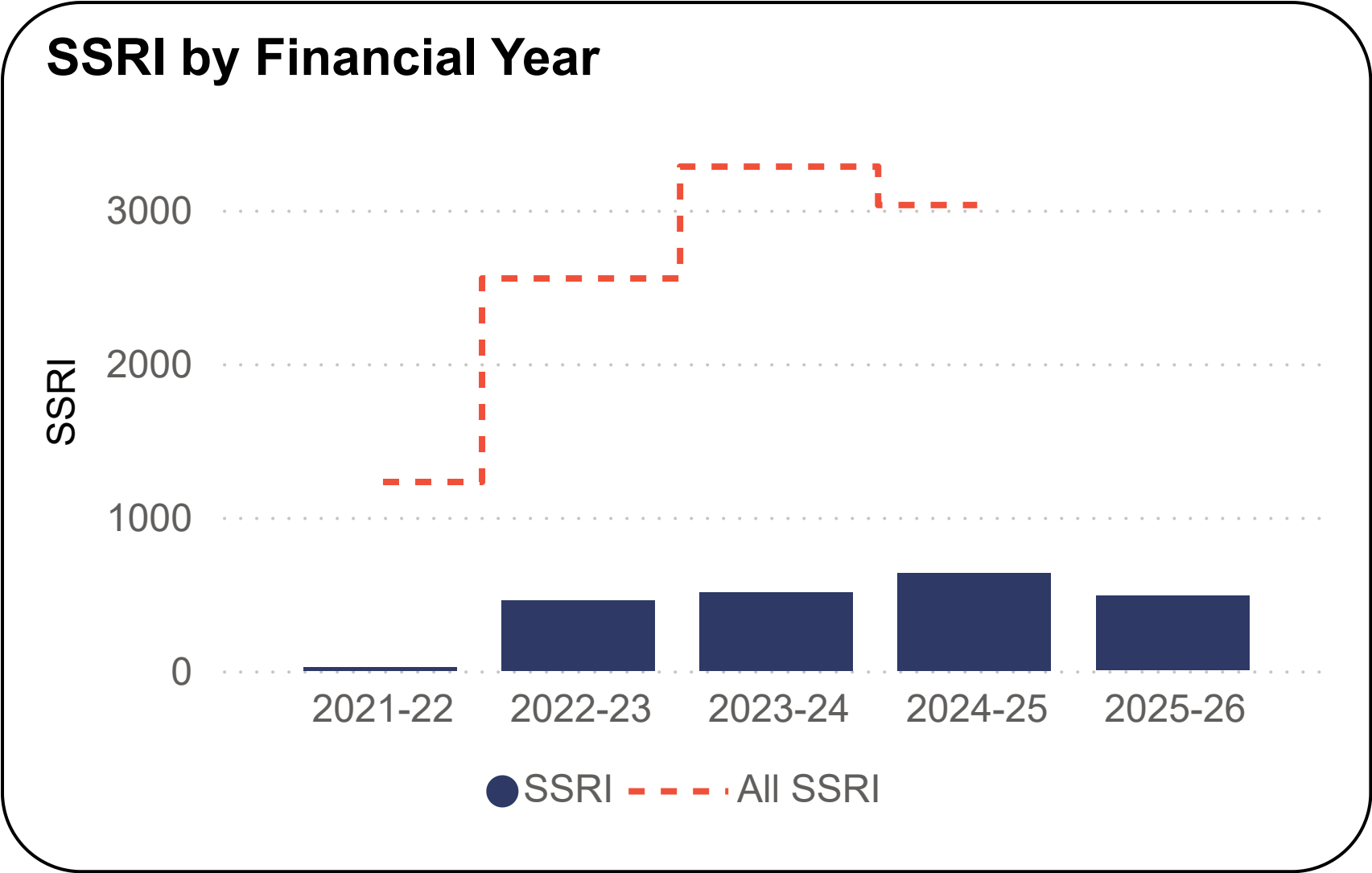
People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents.  
It also covers a broader assessment of vulnerability against a number of other elements, including:

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

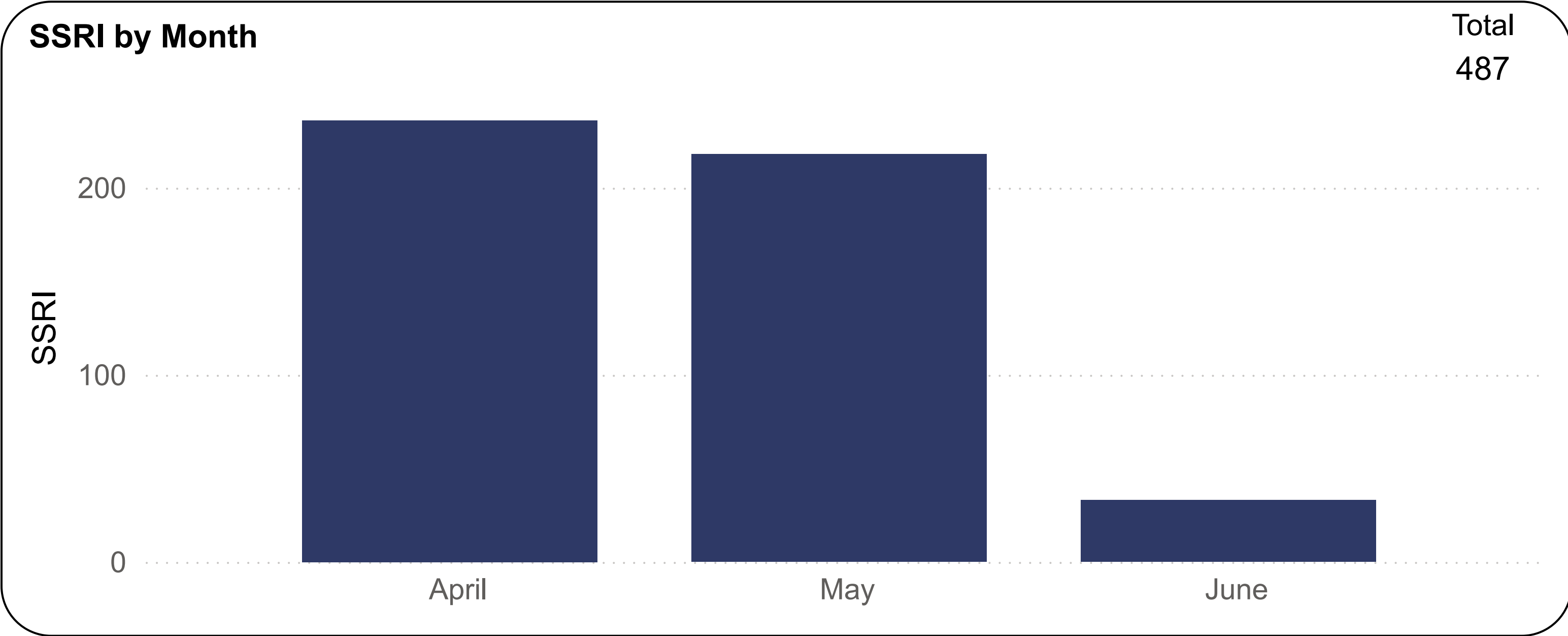
# Site Specific Risk Inspections (SSRI)

01 April 2025

08 June 2025



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



SSRIs are generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area.

SSRIs are allocated to each District which are then allocated to stations/watches.

The Operational Risk Management Team centrally audit 100 percent of all SSRIs. This ensures a standard approach to the recording and understanding of risk which in turn underpins the safety of operational crews when responding to premises considered higher risk.

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Agenda item: 23

## Quarterly HMICFRS Progress Update

Fire Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To update members on the progress of the HMICFRS Actions.
<b>Recommendations:</b>	That members note the report.
<b>Summary:</b>	The report highlights progress against our HMICFRS Action Plan 2025.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Judi Haigh, SIAT Manager & HMICFRS Liaison Officer Judith.Haigh@westyorksfire.gov.uk
<b>Background papers</b>	None
<b>Annexes:</b>	HMICFRS Action Plan

## 1. Introduction

- 1.1 The HMICFRS Action Plan was developed to manage and monitor our areas of improvement identified during the inspection process, in one central action plan. It is updated via quarterly workshops with action owners. This is an embedded process which aims to achieve the following: -
- Delivery at pace
  - Organisational overview of progress
  - Greater transparency
  - Collaborative working
- 1.2 The HMICFRS Action Plan contains the 7 actions that were identified as areas of improvement by the HMICFRS and also 11 that have been identified internally as part of our continuous improvement journey.

## 2. Information

- 2.1 Going forward progress of our areas of improvement will be reported to each Full Authority.
- 2.2 Of the 18 actions on our HMICFRS Action Plan, 3 are currently 'Completed' and 15 are 'On Track'. A progress update can be found at Annex A.
- 2.3 Progress is updated with action owners in HMICFRS Workshops which are held quarterly.
- 2.4 Completed actions remain on the action plan (in the completed bucket) until they are discharged by HMICFRS in our next inspection.
- 2.5 Standards within Fire and Rescue Services – Handling Misconduct Report was published on 1<sup>st</sup> August 2025 which listed 15 'Recommendations' aimed at all 44 Fire and Rescue Services. These Recommendations have been incorporated into our 12-month People Plan. Currently 12 Recommendations have been completed.
- 2.6 The new HMICFRS Monitoring Portal contains all our inspection 'Areas for Improvement' and 'Recommendations' from themed inspections which are monitored quarterly by HMICFRS to give a further level of governance

## 3. Financial Implications

- 3.1 There are no financial implications arising from this report although each action may have some financial implications.

## 4. Legal Implications



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

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

- 5.1 There are no Human Resources and Diversity implications arising from this report but individual actions may have some Human Resources or Diversity implications.

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

## **7. Health, Safety and Wellbeing Implications**

- 7.1 There are no Health, Safety and Wellbeing implications from this report but individual actions may have some Health, Safety and Wellbeing implications.

## **8. Environmental Implications**

- 8.1 There are no Environmental implications arising from this report but individual actions may have environmental implications.

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

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

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

## **10. Conclusions**

- 10.1 Our HMICFRS Action Plan focuses on actions we plan to achieve meet inspectorate standards and as part of our continuous improvement journey.
- 10.2 The details within the live HMICFRS Action Plan will be shared during the meeting.





HMICFRS Areas for Improvement and Internal Areas for Improvement				
Ref	Action	Due Date	Progress	Update
	Round 3 HMCFR Areas of Improvement			
	Effectiveness			
Prevention	<b>Address the backlog of safe and well visits.</b> The prevention visit backlog has grown from 839 in 2021/22 to 1,211 in 2022/23. During our inspection, we discovered high-risk cases waiting over five months for a safe and well visit.	30.06.2025	On Track	Prevention officers given targets on a weekly basis. Prevention Performance Management Procedure launched. Prioritisation guide was released. Staffing has affected backlog. Some of the cases have had crews visiting, but no staffing to do follow up visits. Recruiting for 8 positions, plan to address all backlog with these new staff. Carried out an evaluation against outputs, aware of where resourcing needs to go. Working with ORH to do an evaluation of our prevention activities which is a 14 week programme, to be completed by the end of
Prevention	<b>Deliver safe and well visits in a timely manner.</b>	30.06.2025	On Track	As Above.
Protection	<b>The auditing activity is aligned with the risk-based inspection programme,</b> focusing on hospitals, high-rise buildings, and care homes. However, other high-risk buildings might be overlooked. The service plans to address this by updating the risk-based inspection programme starting in April 2024.	31.07.2025	On Track	Re-writing Risk Based Inspection Programme (RBIP) incorporating the lower risk area of work. National Guidance just published through NFCC, paper to go to Community Safety Committee June/July 2025. Will incorporate work carried out in high-risk areas and embed this into new RBIP. Priorisation of risk policy now in place.

	Efficiency			
<b>Resources</b>	<b>The service needs to demonstrate a clear rationale for the allocation of resources between prevention, protection, and response activities</b> , ensuring consistency with the risks and priorities outlined in its Community Risk Management Plan. Additionally, the service could enhance its succession planning.	20.06.2025	On Track	Recruited 5 new trainees for Control. Recruiting for prevention teams, rationalised station clerks and reinvested in the prevention officers. Distribution of staff based on risk. Research taking place into how other services deploy resources and how we can better reflect the CRMP through its development.
<b>Business Continuity Testing</b>	<b>The service should ensure there is a testing programme for its business continuity arrangements</b> , especially in high-risk areas. Business continuity schedules were unclear, and we found that the plans don't have set review dates.	30.06.2025	On Track	Business Continuity Plans Reviewed 2024 - 92% Business Continuity Plans Tested 2024 - 81% Business Continuity Group meets quarterly Developing Business Continuity recording to make more engaging and interactive. Pulled out areas for improvement and good work to take to Business Continuity Group meetings. Reminders are sent to departments to test plans before the end of the year.
<b>People</b>				

<b>Feedback Mechanisms</b>	<p><b>The service should ensure that staff are confident in using its feedback mechanisms.</b> During the 2021 inspection, it was identified as an area for improvement. The service introduced and promoted the independent reporting line SaySo, which allows staff to raise concerns anonymously. However, many staff reported lacking confidence in using SaySo due to uncertainty about the process and its confidentiality. Therefore, this area for improvement will remain.</p>	30.06.2025	Completed	<p>In the calendar year Jan-Dec 2024, we received 22 SaySo concerns across the breadth of the organisation. Gives confidence people are confident using the platform to raise concerns. Requested improved functionality of the platform to monitor how satisfied complainants were with the response they received. Marked as completed.</p>
<b>Working Hours</b>	<p><b>The service should proactively monitor working hours, including overtime, to improve staff well-being.</b> Currently, the service relies on individuals to declare any secondary employment and associated working hours, and it doesn't monitor staff who have secondary employment policies to ensure they don't work excessive hours. The working hours of those on dual contracts are monitored and recorded on two separate systems, which aren't connected, making it difficult for managers to monitor combined working hours.</p>	30.10.2025	On Track	<p>Secondary employment recording is difficult as weekly hours aren't recorded, instead it says 'flexible'. We are tracking working hours/overtime/secondary employment and are looking at trends with other data. Check introduced for line managers to be checking absence yearly. Work on control overtime undergoing for data collection.</p>
<b>Internal Areas for Improvement</b>				

<b>Prevention</b>	<b>Post-incident prevention work processes were inconsistent</b> , as evidenced by the files sampled and staff interviews. We found instances of post-fire visits being conducted while occupiers were absent, the following day, or not at all.	31.03.2025	Completed	New database supports smoother and more consistent reporting of this. New post-incident prevention policy introduced.
<b>Ops Learning</b>	During the last inspection, <b>it was found that debriefs weren't always conducted within the timescales set out in the service's policy.</b> Although progress has been made in learning from operational incidents, some debriefs still weren't carried out within the set timescale. The service wasn't always conducting full debriefs in line with its policy, but sufficient progress has been made to close this issue.	20.03.2026	On Track	Ops Learning team have developed their own power automate and created their own system that requires individual input. Power automate being developed to help support team with implementation. Capturing why timeframes for debriefs are not being met. - needs agreement by the incident commander or ops assurance who attended, there needs to be a rationale as to why/why not submitted on time. Working to ensure that this process is BaU and meeting time frames within the current debrief policy.
<b>Fire Protection</b>	The service could enhance its efforts to work with local businesses and other organisations to promote compliance with fire safety legislation.	26.09.2025	On Track	Progress with engagement strategy. 9 business advisors in role, 5 competent in September 2025 and the existing 4 carrying out engagement. Plan is to pro-actively promote fire safety. Strategy will include additional activity to wider audiences.

<b>Fire Protection - Resources</b>	<b>Ensure adequate resources are allocated to meet the protection strategy.</b> As of 31 March 2023, there are 21 competent protection staff and 17 more in training. Additionally, the service is training business advisors to fill any gaps.	30.06.2025	On Track	21 new staff recruited on 09.09.24. Looking to introduce an annual recruitment and promotion process to ensure we consistently have the right skills and resources in place. Staff retention is good. Fire Protection uplift grants used in a positive way to subsidise current establishment costs.
<b>Productivity</b>	<b>Workforce productivity:</b> The service has taken steps to ensure workforce productivity by producing a draft daily station routine, which was due to go live in May 2024. We look forward to seeing the results in the next inspection.	31.03.2025	Completed	Working day plan complete following a 6 month trial - in line with NFCC productivity and efficiency. Reviewed, Evaluated and communicated with staff. Linked into Home Office Productivity plan.
<b>Community Engagement</b>	<b>Community Engagement Groups should be set up to monitor and evaluate effectiveness.</b> District 'CRMP Consultation Groups' will support further consultation and engagement after CRMP development is completed.	30.06.2025	On Track	Prevention databased can report community engagement activity and staff calendar reports. Looking at building on the CRMP contacts and have agreement to increase our positive engagement officers to two people. Looking at a single point of collating the data and metrics of engagement.

<b>Performance Management</b>	<b>Performance Management Training and Competence:</b> The service plans to enhance performance management in areas such as staff training and competence. We look forward to seeing the results in the next inspection.	30/06/2025	On track	The OneView system has now been tested at District level but is behind a list of priorities delaying its release. The data cleanse has been completed in Access but with each round of testing further needs appear. A dedicated person in Training Centre will be working with Training Admin to finish off by the end of next month.
<b>Temporary Promotions</b>	<b>Length of temporary promotions:</b> As of 31 March 2023, 44 staff members were on temporary promotions, representing 3.1% of the workforce. The average duration of temporary promotions was 365 days, up from 256 days in 2022, and higher than the average of 312 days across all FRS in England. The longest duration for an individual on temporary promotion was 990 days, which is lower than the average of 1,391 days across FRS in England.	30.10.2025	On track	Change to the promotion process taking place which will reduce the number of individuals in temporary roles. Policy has been updated and has gone through consultation. Actively monitoring temporary roles to ensure that they are temporary.

<b>Managing Absence</b>	<b>Managing Absence:</b> Some managers reported completing absence management training, while others felt unprepared to handle absence effectively. In 2022/23, the average number of days not worked per firefighter due to long-term sickness increased by 27% compared to 2021/22.	30.10.2025	On Track	<p>Communication going out to wider workforce explaining the importance of good attendance and the impact absence is having on the workforce.</p> <p>Stress and Musculoskeletal are the main reasons for absence, collaborating with Occupational Health team to collate a survey to allow for the ability to drill down into what is causing the stress/to support ways to manage it.</p> <p>Revised policy, once agreed, will go to consultation.</p> <p>Supporting managers to be better at managing potential absence in a supportive way.</p> <p>. Survey going out to expand on stress and ways to support this.</p>
<b>On Call Training</b>	<b>On-Call Training Courses:</b> Some On-Call firefighters reported that training courses are only provided mid-week, making it difficult to get time off from their primary employer.	31.03.2025	Completed	<p>Weekend training courses for on-call now built in to 2025 training schedule and advertised through training admin department.</p> <p>WYFRS has limited staff on solely on-call contracts (less than 20) as most are dual contracted.</p> <p>Evaluation of the on-call modular approach taking place.</p>

<b>Diversity in Leadership Roles</b>	<b>Increase Diversity in Leadership:</b> The service recognises the need to further increase workforce diversity, particularly in middle and senior management. It has implemented plans such as the Aspire programme, which targets under-represented groups within the service.	30.10.2025	On Track	<p>Very few people in the pipeline for development roles. Investing in long term positive action approach to have a support pipeline for development.</p> <p>Looking at places to advertise following HMI guidance. Some success with Pilot Talent Programme.</p>
<b>Data Restrictions - recruitment/ Reduce diprotonality</b>	<b>Disproportionality in Recruitment:</b> The service has a positive action coordinator supported by the communications team to promote positive action during recruitment campaigns, but this is currently limited to firefighter recruitment. The service could improve its system to better understand and reduce disproportionality in recruitment processes. Although diversity-related information is collected during recruitment campaigns, it is difficult to analyse this data due to system restrictions.	01.07.2025	On Track	<p>Some success through Jobs Fair for Protection team. Looking at ways to capture data better tos how recruitment profiles. Management to upskill and think about gaps with diversity within their departments. Reviewing with managers.</p> <p>Working on raising diversity of firefighters (job fairs, universities and colleges).</p> <p>Work ongoing for current employees to disclose and for managers to check information within the annual review in Access.</p>



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Agenda item: 24

## Programme of Change Update

Full Authority

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<b>Date:</b>	19 June 2025
<b>Submitted by:</b>	Director of Service Support
<b>Purpose:</b>	To provide an update on the Programme of Change 2024/25 and the future Programme of Change 2025/26.
<b>Recommendations:</b>	That members note the report.
<b>Summary:</b>	The Programme of Change 2025/26 will include outstanding programme and projects and change initiatives identified in annex 2.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Toby May, Service Support AM
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	<a href="#">Annex 1</a> – Programme of Change 24/25 <a href="#">Annex 2</a> – Change Initiatives to be added to the Programme of Change 25/26.

## 1. Introduction

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

## 2. Information

- 2.1 Progress on the programme's implementation is reported to each Full Authority. [Annex 1](#) shows the status of current projects.
- 2.2 Out of the 14 projects; 1 is in evaluation, 6 projects are on track, 4 are behind schedule, 2 are on hold and 1 is not started.
- 2.3 HQ Fire Control project is showing as behind schedule due to several challenges including access to final version of software being delayed and demanding go live date. The Go live date has been pushed back to 17 June 2025.
- 2.4 The Grenfell Programme is currently behind schedule as we assess how Phase 1 recommendations will inform Phase 2 and its reporting. This work must also reflect recent national-level changes, which has added complexity and required additional time to ensure alignment.
- 2.5 The Specials Project is currently behind schedule due to overlapping timelines in vehicle rollout and design. While most of the Scania fleet has been deployed, four appliances are not expected to go live until May 2025. Additionally, the MAN vehicle programme remains in final design, with the build phase yet to begin, contributing to the overall delay.
- 2.6 The MDT project is behind schedule due to ongoing testing of the Frequentis and Evam systems, with key features like mapping and messaging still being refined. Delays have also been caused by coordination challenges between the two suppliers.
- 2.7 The Huddersfield Fire Station project has not yet started. It will commence in quarter 2 following the decision to progress with a major refurbishment rather than a rebuild.

- 2.8 The Halifax Fire Station project is currently on hold due to the absence of an agreed target completion date and prioritisation of other estate developments. The project has been removed from active reporting and is not expected to progress until at least 2027.
- 2.9 The Command Support Software project is currently on hold due to potential overlap with the Mobile Data Terminal (MDT) solution. Progress has been paused to avoid duplication while the MDT system is fully implemented and assessed for its capability to meet operational needs.
- 2.10 The 1st of June will mark the end of the transition for the FSHQ project, and the Programme board will cease to be held with the project being a standard item at SLT.
- 2.11 The proposed Programme of Change 25-26 will include the current activities which are ongoing as well as the addition of the Organisational Preparedness Programme ([Annex 2](#)).
- 2.12 The Organisational Preparedness Programme was recognised as a pivotal initiative during the Strategic Review workshop held on 31 March 2025.
- 2.13 In addition, progress is reported at Change Management Board on a six-weekly basis.
- 2.14 The refreshed Change Management Board (CMB) has now been introduced to strengthen governance, improve decision-making, and enhance accountability across the project portfolio. Its core aims are to provide more rigorous oversight of project progress, ensure alignment with strategic priorities, and facilitate timely interventions where projects are off track. Early feedback has been positive, with improved consistency in reporting and more focused discussions on project performance and resource needs.
- 2.15 The implementation of the Integrated Project and Benefits Management Framework (IPBMF) is progressing well, with key components now embedded across project lifecycles. This framework unifies project delivery with benefits realisation, ensuring that initiatives are not only completed on time and within budget but also deliver measurable value aligned with strategic goals.

### **3. Financial Implications**

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

### **4. Legal Implications**

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

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

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

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

## **6. Equality Impact Assessment**

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? Yes
- 6.2 Each project/programme is required to complete an individual EIA.
- 6.3 The EIA is available on request from the report author or from [diversity.inclusion@westyorkshire.gov.uk](mailto:diversity.inclusion@westyorkshire.gov.uk)

## **7. Health, Safety and Wellbeing Implications**

- 7.1 There are no Health and Safety implications arising from this report at the time of submission.

## **8. Environmental Implications**

- 8.1 There are no Environmental implications arising from this report at the time of submission.

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

- 9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:
- Improve the safety and effectiveness of our firefighters.
  - Promote the health, safety, and wellbeing of all our people.
  - Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
  - Focus our prevention and protection activities on reducing risk and vulnerability.
  - Provide ethical governance and value for money.
  - Collaborate with partners to improve all of our services.
  - Work in a sustainable and environmentally friendly way.
  - Achieve a more inclusive workforce, which reflects the diverse communities we serve.
  - Continuously improve using digital and data platforms to innovate and work smarter.
  - Plan and deploy our resources based on risk.

## **10. Conclusions**

- 10.1 Approval is given to include the Organisational Preparedness Programme in the Programme of Change 2025-26, alongside other outstanding initiatives.
- 10.2 The Programme of Change continues to focus on efficiency, effectiveness, and productivity, with lessons learned informing future improvements.

- 10.3 Change Management Board has been refreshed to strengthen governance, improve decision-making, and ensure alignment with strategic priorities.
- 10.4 The Integrated Project and Benefits Management Framework is being implemented to support the delivery of measurable outcomes.



## Annex 1 – Programme of Change 2024/25

Data as of X

Project / Initiative	Project / Initiative Description	Target Completion Date	Project Status
FSHQ Programme	Deliver a modern, energy-efficient Headquarters with a purpose-built training arena. Refurbish existing buildings to provide a new 3 appliance bay Fire Station, a recruit and staff training centre, and a Command training facility whilst retaining the capacity to deliver BA training. Maximise space within the site to provide a new outdoor RTC training facility	02/01/2025	Evaluation
OneView Programme	Performance management programme to provide a transparent, timely and flexible method of sharing performance data with our colleagues, partners, and the communities.	31/12/2025	On track
HQ Fire Control	The existing mobilising system is approaching end of life. In order to meet the ever-changing demands placed on WYFRS and to continue provide a resilient, effective service a new mobilising system and ICCS is required.	30/06/2025	Behind Schedule
Keighley Fire Station	The construction of a new fire station on the existing site to replace an oversized and outdated fire station	28/10/2025	On track

Huddersfield Fire Station	The construction of a new fire station on the existing site to replace an oversized and outdated fire station		Not started
Halifax Fire Station	The construction of a new fire station on the existing site to replace an oversized and outdated fire station	tbc	On hold
Command Support Software	Implement Airbox Mosaic command support software.	31/08/2024	On hold
Grenfell Programme	Implement the recommendations from the Grenfell Tower Inquiry: Phase 1 Report.	30/09/2025	Behind schedule
Special Projects Implementation	Following the conclusion of the Special Projects research phase on Aerial Appliances, Fire Appliances and Fire Station Design, the project has moved onto the implementation phase.	31/07/2025	Behind schedule
MDT Software	This project will replace the existing Systel LEGO software and provide a new solution based primarily on an Android platform that will link to the new Frequentis Control System. WYFRS will procure a replace system and appoint a specialist contract that will partner who, in partnership, will collaborate with WYFRS and Frequentis to successfully and professionally deliver a fully supported MDT software solution to help achieve our organisational aims & objectives	30/09/25	Behind schedule
Risk and capabilities review	To review all WYFRS specialist asset locations, staffing and operational activity to ensure they are aligned to risk and to identify areas to improve efficiency and operational effectiveness without compromising Service Deliver	31/01/2025	On track
National Operational Guidance (NOG)	The National Operational Guidance (NOG) project will improve the access to operational information based around the Product Pack concept bringing together policy, guidance, training materials and more into a single easy to access location. The vision is to create a 'Firefighters Hub' which will provide a modern solution, establishing a 'one-stop-shop' for all operational needs. The concept is based around	31/12/2026	On track



	the user identifying the 'incident type' they wish to explore e.g. building fires, RTC, HazMat etc. Once the user has selected the incident type they wish to view, they would be presented with a standardised sub areas (Policy, Training, Equipment etc.), the content of each sub area is bespoke to its overarching incident type.		
Culture Review	OUR WYFRS will look at how we, as WYFRS, embed, develop, and display the recommendations from the LFB report, HMICFRS report, NFCC Culture action plan and our own strategies (people, leadership, diversity and inclusion, talent management). The project will pull together the workstreams involved in delivering the action plans and ensure the changes are embedded and understood by all.	30/06/2025	On track
Digital and Data Programme	Migration of legacy systems on to the Power Platform and the development of new automations and applications into the Power Platform.	tbc	On track

## Annex 2 – Change Initiatives to be added to Programme of Change 2025-26

Project / Initiative	Project / Initiative Description	Target Completion Date	Strategic Alignment
Organisational Preparedness Programme	<p>The Organisational Preparedness Programme is a strategic initiative designed to enhance WYFRS readiness and capability to respond effectively to operational demands and emergencies. It focuses on ensuring that systems, personnel, policies, and procedures are aligned to deliver resilient and high-performing services, particularly in light of national reviews and sector expectation. The programme will include a suite of interrelated projects:</p> <ul style="list-style-type: none"> <li>• Strategic Risk Assessment</li> <li>• Governance Structure</li> <li>• Operational Policy and Guidance</li> <li>• Developing and Training People</li> <li>• Leadership and Accountability</li> <li>• Organisational Standards and Ways of Working</li> <li>• Operational Assurance and Learning</li> </ul>	Tbc	tbc