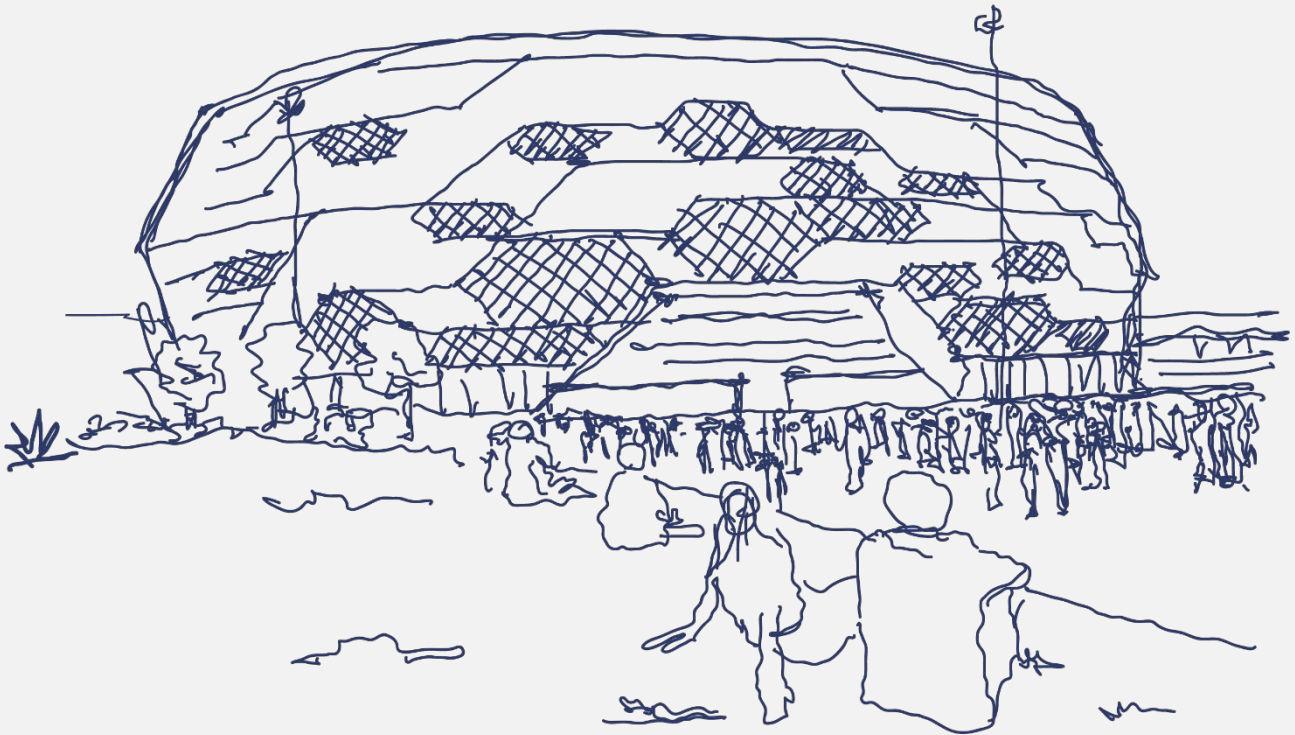




West Yorkshire  
Fire & Rescue Service

# Leeds District

District Plan 2025-26



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## Foreword

I am now in my second year as the District Commander for Leeds, and I continue to be proud of overseeing such a diverse district in terms of risk, staff, and community. I observe how all staff within the district are striving daily with professionalism, passion, and dedication to make the community of Leeds safer. Whilst we ensure a well-trained, prepared workforce can provide an effective response to an array of challenging emergencies.

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

The built environment will be a focus within Leeds, matched with an intelligence-driven approach encompassing existing building risk and proposed future building developments. Reduced anti-social behaviour resulting in nuisance fires will be a key focus, working in close partnership with West Yorkshire Police and Leeds Anti-Social Behaviour Teams to prevent these fires.

Our strategic priorities outlined in this plan are aligned with the service Community Risk Management Plan (CRMP).

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

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

Lee Miller – Leeds District Commander

## Overview of Leeds

Leeds is the largest district in West Yorkshire and covers an area of approximately 213 square miles with a population of 812,000 (2021), made up of 130 different nationalities.

Leeds is seen as one of the most important financial, legal, and business centres outside London. There are several high-risk sites, including two major hospitals, two large sports stadiums, and several large shopping outlets. Leeds holds the highest proportion of high-rise buildings within West Yorkshire, vast waterways, critical transport infrastructure such as Leeds Bradford International Airport, along with Leeds Railway Station, and the M1, M62, and M621

motorways. Leeds is a vibrant city with a cosmopolitan community situated in the heart of the UK. Leeds is the third largest and one of the fastest growing, greenest cities in the country.

We work collaboratively with not only other blue light services and category one responders at an emergency, but our district team and stations are well embedded within partnership groups to make Leeds a safer place to live.

- [Leeds Community Safety Strategy 2024 - 2027](#)
- [Leeds Vision Zero Strategy](#)
- [Best City Ambition Strategy](#)
- [Leeds Prevent Strategy](#)

The resources based in Leeds include the District Commander, eight Assistant District Commanders, three District Support Officers, a District Prevention Manager, and a Prevention Team, along with 12 Fire Stations, 15 fire engines, equalling 325 staff in total.

### **Leeds Stations**

- Leeds (Wholetime, Aerial Ladder Platform, Water Rescue)
- Hunslet (Wholetime, Foam Making Unit)
- Killingbeck (Wholetime)
- Stanningley (Wholetime, High Volume Pump)
- Moortown (Wholetime)
- Cookridge (Wholetime, High Volume Pump)
- Wetherby (Day crewing)
- Rawdon (Day Crewing)
- Morley (Day crewing)
- Garforth (Day crewing)
- Rothwell (Day crewing, Water Rescue)
- Otley (On-Call)

In the financial year to 28<sup>th</sup> Feb 2025, as a district, we attended 7897 incidents, 613 fewer than the previous year.

## **Our Strategic Priorities**

The WYFRS Strategic Priorities for 2025 – 28 are:

- 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.

## Provide a safe, effective, and resilient response to local and national emergencies

Through our Station Assurance process, we will undertake training and exercises to ensure a safe response to foreseeable risk.

We will maintain a focus on maintaining professional standards and staff competencies throughout Leeds District and implement recommendations and learning through incident and exercise debriefs.

We will continue to undertake a focus of training to develop closer working relationships with partners to improve operational effectiveness around incidents and foreseeable risk within Leeds.

Operational crews will undertake Site Specific Risk Inspections (SSRI's) to gain familiarity with buildings in Leeds and collate any risk information relevant to pre-planning for incident attendance, to improve operational effectiveness.

A Tactical Information Plan will be produced for all buildings over 18m, ensuring detailed information is available for all tall buildings within the district.

Our national resilience assets will be trained and ready to support regional and national emergencies per the National Co-ordination & Advisory Framework for FRS; in Leeds, these include:

- Water Rescue (mod 3 operators) – trained to the Flood Rescue Concept of Operations, includes quarterly training in fast-moving water and bi-annual attendance at Pinkston's artificial white-water centre.
- High Volume Pump – trained to the National Concept of Operations, includes monthly off-site training and maintenance of competence in moving large amounts of water for a firefighting or flooding situation.
- The Aerial Ladder Platform crews maintain competencies quarterly and are ready to respond to incidents across the county, and can support neighbouring fire and rescue services if required.
- The Foam Making Unit trains quarterly and attends the Teesside Airport Fire Service annually to produce High Expansion and Bulk Foam. They respond to incidents across the county and can support neighbouring fire and rescue services if required.

We will deliver the WYFRS training and exercise framework, which will result in a comprehensive exercise programme involving partners and neighbouring FRSs. In 2025, we have planned 138 Command CPD sessions, 35 Service Assurance Visits, 35 2/3 pump exercises, and 35 4/5 pump exercises. Additionally, on a three-monthly basis, each watch will attend a district-based exercise/tabletop, which varies from 2 to 5 pumps.

Watch managers from the following stations will lead on:

- Leeds – Training Mod2 water stations and ALP familiarisation.
- Rothwell – Training Mod2 water stations.
- Stanningley & Cookridge – HVP familiarisation.
- Hunslet – Firefighting Foam procedures and tactical awareness.
- Wetherby - in conjunction with WM Rothwell– Prison exercises.
- Rawdon – Leeds Bradford Airport exercising
- District Support Watch Managers – Assurance and audit of exercises and competency dashboard.
- Cross Border Training – Wetherby, Garforth and Otley

## Focus our activities on reducing risk and vulnerability

- We will increase the output of Safe & Well visits by at least 5% across the district, with those stations with a lower operational demand leading the increase. We will focus our Safe and Well programme on those most vulnerable within the community and aim to contact every person requesting a visit within seven days.
- Our dedicated prevention team and crews will reduce the risk of injury and harm to those most vulnerable in our community. We will use a data-led and person-centred approach to engage with those at most risk of fire and use the resources available to us to improve their safety. This will include a direct home approach way of working.
- Working with the WYFRS Youth Intervention Team, we will assist with the delivery of vital youth programmes which contribute to reducing serious violence in partnership with schools, WYP, and the local authority.
- We will progress community engagement into the most marginalised sections of our communities, to promote our safety messages and those areas where we work in partnership via the Safer Leeds Community Partnership.
- Develop our work in the built environment by increasing our engagement with people, companies, and organisations, especially in higher risk occupancies through the SSRI programme.
- Work with Leeds City Council to identify trends and provide education messages, in partnership through their regular tenant newsletters.
- We will use risk reduction logs at ward Level to manage risks and repeat incidents posed by Anti-Social Behaviour, Accidental Dwelling Fires, Non-Domestic Building Fires, Road Safety, Wildfire, Water Rescues, Automatic Fire Alarms, and Non-Fire Related incidents. Each watch will be responsible for identifying the risks, with a station-based initiative approach to resolve the issue.
- We will deliver themed, specific safety messages and education to targeted groups alongside the National Fire Chiefs Council Programme of safety weeks. This will include

student living safety, and E-Bikes/battery safety to fast food delivery staff, such as Deliveroo or Uber Eats.

- We will continue to build and work in partnership with Leeds Safer Executive within the appropriate boards to reduce the likelihood of Serious Violence, Organised Crime, terrorism, and violence against women and girls. Safeguarding children continues to be a point of focus.
- We will deliver our year 5 school programme; this will be a risk-based, targeted approach to ensure we reach those most in need.
- Each watch manager will organise one secondary school/college education session covering ASB, Road, Water, and Lithium-ion battery safety.
- All stations will focus on the Safe and Well Queue. Station initiatives will include, but not be limited to:
  - Leeds – Water – High-rise – Student safety
  - Hunslet – Water – High-rise – Road Safety – Lithium-ion battery safety
  - Killingbeck – Community engagement Harehills (CHB) – Ignite Programme
  - Stanningley – Anti-social behaviour, Bramley
  - Moortown – Road safety – Home safety – Social isolation (older people) – Direct Home approach
  - Cookridge – Social Isolation (older people) – Direct Home approach – Student safety (Headingley)
  - Wetherby – Prison fires/education - Social Isolation (older people) – Direct Home approach - Wildfire (Standing Crop Fires)
  - Rawdon – Direct Home approach
  - Morley – Community engagement.
  - Garforth - - Social Isolation (older people) – Direct Home approach
  - Rothwell – WM Support prison Liaison - -Social Isolation (older people) – Direct Home approach – Water Safety
  - Otley – Safe and Well queue management – Community engagement at town events
  - All stations to support community engagement through station open days and FF Charity car washes, which will include road safety and tyre checks.
  -

## Enhance the health, safety, and well-being of our people

- In Leeds District, we have implemented new ways of working around contaminants and post-incident cleaning. We will continue to promote and ensure that staff are adhering to those vital processes, including the use of the new BA mechanical cleaner at Leeds.
- We will continue to work with the property to ensure stations have adequate facilities to promote the contaminants work and equality impact requirements for staff.



- We will be proactive in ensuring welfare for staff is in place following traumatic incidents, through the TRIM process. Level 1 welfare implementation and training will be a priority; we will ensure that it's working for individuals aligned with appropriate welfare logs.
- We will continue to focus on staff health and wellbeing around mental health and implement bespoke sessions and awareness, such as the 'Off-load' Leeds Partnership.
- Outcomes from Safety Event Reports will be actively monitored at the district's monthly meeting to highlight trends and share learning across the district to prevent recurrence.
- The district team will continue to monitor station and off-site risk assessments, support health and safety audits, and undertake compliance checks to ensure our staff are working and training in a safe risk risk-assessed environment.

## Work with partners and communities to deliver our services

- We will maintain our partnership structure across all areas of Service Delivery within Operational, Tactical, and Strategic levels. Key Partnership working groups that the district team attends are:
  - Safer Leeds Executive Board
  - Contest Strategy Boards (Anti-terror) – Prevent, Protect, and Prepare
  - Tactical Serious Violence and Organised Crime Board
  - Leeds Anti-Social Behaviour Board
  - Leeds Adult & Child Safeguarding Boards
  - Leeds Road Safety Board (Vision Zero)
  - Water Safety Group Anti-Social Behaviour
- We will work with WYP and local authority partners to reduce risk and vulnerability across the district with a focus on the six priority wards highlighted within Leeds City Council Locality Working Plan: Armley, Beeston & Holbeck, Burmantofts & Richmond Hill, Gipton & Harehills, Hunslet & Riverside, and Killingbeck & Seacroft.
- We will support the Clear Hold Build Project within Harehills Ward. Community engagement, education, and home safety will be a priority within this diverse ward to improve community living and standards.
- Our relationship with the Leeds City Council Housing team will continue to develop. We will work together to provide safety messages to tenants within social housing, particularly on new and emerging risks such as high-rise safety and Lithium-ion battery safety. LCC is also integral in providing us with training facilities, and we will use an empty high-rise block to train new procedures. We will explore similar relationships with other housing providers.
- The District Prevention Manager will continue to work closely with Safe and Well referral partners to train them on the new website referral process, refresh the referral criteria to ensure we target appropriate vulnerable individuals, and look for new partners to identify those in the community who would benefit from a Safe and Well visit.

## **Use resources in an innovative, sustainable, and efficient manner to maximise value for money.**

- We utilise strategic and operational reports on OneView to inform effective decision-making through understanding where our risk, vulnerabilities, and incident occurrences are.
- We will continue to embed the Service Delivery Effectiveness Plan with a focus on further improvements in Service Delivery activities, including a recordable increase in Prevention, Protection, and Training activities.
- We will work closely with the Service Delivery Administration Hub to improve ways of working to relieve administrative duties on operational staff so they can focus on community and response work.
- Our district prevention staff will be expected to achieve minimum targets of Safe and Well Visits to maximise value for money and provide a more valuable service to the community of Leeds.
- In collaboration with ICT, we will deliver new innovative IT products to reduce administration time for all staff and to capture the valuable work that we deliver.

## **Further develop a culture of excellence, equality, learning, and inclusion**

- The district team will encourage continuous learning by offering training and development opportunities. This will include workshops, CPD sessions, and practical scenario-based training, which focus on both professional skills and personal growth.
- All staff will create an environment where everyone feels valued and included. This will be achieved by promoting diversity and inclusion initiatives, ensuring equal opportunities for all employees, and celebrating different cultures and backgrounds.
- We will set high professional standards and celebrate achievements. Through the assurance process, we will encourage employees to strive for excellence in their work by providing clear goals, regular feedback, and recognition.
- We will ensure that all employees are treated fairly and with respect. We will implement the service policies that promote equality and prevent discrimination, and monitor compliance with those policies. Through CPD, we will provide training on topics such as unconscious bias and equality impact assessments.
- Everyone within Leeds District will contribute to a culture which reflects organisational values and the Core Code of Ethics. This includes promoting a learning environment and creating a more inclusive workforce.

- This district plan will align our activities with strategic priorities such as enhancing the health, safety, and well-being of your people, and using resources in an innovative, sustainable, and efficient manner.
- We will audit and encourage staff to participate in training courses such as Equality Impact Assessment and Dignity at Work to gain the necessary knowledge and skills to promote equality and respect in the workplace.

## Our achievements in 2024-25

- We have attended 755 fewer incidents compared to the three-year average, which included 234 fewer fires. 523 fewer False Alarms were attended in comparison to the three-year average. We met 96.2 % of incidents within our risk-based planning assumptions.
- Our On-Call availability at Otley was 68%, the highest in a seven-year recording period.
- In 2024, we had a comprehensive district training programme aligned to specific risks staff face in Leeds – We delivered 149 exercises, including 19 with neighbouring FRSs and 32 multi-agencies.
- In Leeds, as of 31<sup>st</sup> Jan 2025, we had completed 762 SSRIs. 395 Tactical Information Plans for all tall buildings over 18 m were reviewed in 2024, and we produced 96 new plans based on the extensive building work being undertaken within the city centre.
- We have delivered a significant education package to year 5 school children and participated in various secondary/ college sessions.
- Before the bonfire period, we engaged with higher-risk schools, and this was supplemented by 21 sessions delivered by our youth intervention team.
- As of 31<sup>st</sup> Jan 2025, our operational watches have completed 3022 Safe and Well Visits. 889 higher-risk and complex visits for those most vulnerable were completed by our prevention team.
- Every watch has completed a variety of valuable risk reduction initiatives within the community. Examples of initiatives include.
- Killingbeck is delivering the Ignite programme and comprehensive community engagement in Harehills.
- Battery and Road Safety in conjunction with Deliveroo for e-bike users.
- Hunslet ladder climb at White Rose centre that included various safety messaging, including battery safety within the home.
- Leeds water safety initiative involving community and riverside businesses.
- Morley is working with a local community group, including a Men's Mental Health Group – MINT.
- Collaborative partnership with Luminate Education Group, various educational courses delivered at colleges across Leeds.
- In 2024, we had 17 firefighters complete their development NVQ qualification.

## Leeds District Performance 2024-25

Nine key measures provide a view of operational activity in the current financial year. These metrics are measured against a three-year average to demonstrate how the service is performing in comparison to previous years.

Measure	2024-25	2023-24	Three-year Average
<b>All incidents</b>	7897	8510	755
<b>Injuries and Fatalities</b>	475	502	21 Fewer
<b>Non-fires</b>	1589	1549	2 More
<b>Incident Demand</b> (Av no. incidents per day)	21	23	N/A
<b>False Alarms</b>	3718	4392	523 Fewer
<b>Fires</b>	2590	2569	234 Fewer
<b>Victims Rescues</b>	337	381	49 Fewer
<b>Fire-Related Injuries and Fatalities</b>	48	49	3 More
<b>Road Traffic Collisions</b>	172	180	13 Fewer

## Risk and vulnerabilities in our communities

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

**Person Centred Vulnerability** - Societal trends are resulting in a growing number of vulnerable individuals, increasing the risk within our communities. These trends include:

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

We deliver our services through Prevention, Protection, Response, and Resilience strategies, which are central to our ambition of 'Making West Yorkshire Safer'. This is how we will reduce the impact of these key risks in the Wakefield District.

- **Prevention** is raising awareness about the risks people face to prevent emergencies and reduce vulnerability.
- **Protection** is promoting and enforcing the fire safety measures required by law to ensure buildings and occupants are protected should a fire occur.
- **Response** is being ready for and responding to emergencies.
- **Resilience** is being able to deal with major emergencies and disruption locally and nationally whilst continuing to deliver our critical services.

## ASB and Deliberate Fires

### Prevention

All stations within Leeds District will deliver education and interventions with year 5 primary schools, secondary/college establishments, and community groups. The stations below deliver school intervention at the 5 highest priority schools in each ward, with support of neighbouring stations if required.

- Leeds – Armley, Kirkstall & Little London/Woodhouse Wards
- Hunslet – Beeston/Holbeck, Hunslet/Riverside & Middleton Wards
- Stanningley - Bramley/Stanningley Ward
- Killingbeck – Temple Newsam, Killingbeck/Seacroft, Gipton/Harehills & Cross Gates/Whinmoor Wards

We will work with Leeds Council and the Environment Agency, reporting and actioning abandoned waste materials.

We will continue with an intelligence-driven approach where information regarding ASB and community impact is shared across Leeds Partnership and LASBT.

All stations will actively monitor nuisance fire through risk reduction logs

## Protection

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

## Response

- Operational crews will be responsible for identifying trends and developing workstreams for dealing with nuisance fires within identified locations, through risk reduction logs.
- We will continue with our 'Community Cohesion' initiative with Crews having a presence in our most marginalised communities to create a positive attitude towards our firefighters to improve safety.
- Body-worn video cameras will help as a deterrent and aid in prosecution.

## Road Safety

### Prevention

- Will we contribute to the multi-agency Leeds Vision Zero Strategy.
- We will use a data and intelligence-driven approach to highlight trends, using the risk reduction logs and working with partners to prevent recurrence at high-risk locations.
- Each Watch Manager will organise a secondary school/college education session.
- We will continue to work in partnership with Deliveroo and other companies to provide education and safety messages to E-bike delivery drivers.
- We will invite Tyre Safe to Charity Car washes to check the tyres of members of the public.

### Response

- We will undertake a series of practical exercises to improve our effectiveness in response to road traffic collisions within Leeds.
- Operational Crews will maintain knowledge and understanding of new car technology to ensure they can deal with a variety of scenarios.
- We will work and train with YAS to understand new procedures concerning casualty care and extrication.

## Highrise

### Prevention

- We will continue to work with social housing providers and private landlords to provide advice to those most at risk from a fire in both high-rise and multi-occupancy buildings.
- We will implement recommendations from the Grenfell inquiry and ensure our prevention advice is updated to reflect trends.

### Protection

- We will work closely with our Fire Protection teams and identify fire safety issues within these buildings through our risk inspection programme.

### Response

- We will undertake a series of practical exercises to improve our response to this type of emergency, aligned with the new policy.
- We will undertake site-specific risk information visits and complete Tactical Information Plans to ensure we understand each of the high-rise risks in our area.

## Water Safety

### Prevention

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

### Response

- Local operational plans to increase operational preparedness in relation to key risk sites across our district will be developed.
- We will develop a series of exercises to test operational crews, partners, and raise awareness of the risks associated with water key locations across the district. Rothwell and Leeds will train MOD2 crews.

- We will deliver on the educational weir water safety visual training model and share the learning across all Service Delivery.

## Resilience

- Our water rescue crews will train and maintain competence aligned with the concept of operations, so they are available to be deployed regionally and nationally.

## Wildfire (Standing Arable/Crop Fires)

### Prevention

- We deliver community engagement and social media highlighting the #BeMoorAware campaign.
- We will work with West Yorkshire Police and the Local Authority Anti-Social Behaviour Team to highlight risks/trends of deliberately set crop fires.

### Protection

- Operational crews will undertake EVAs to identify areas vulnerable to wildfire and conduct community engagement.

### Response

- Garforth, Rothwell, Wetherby, and Otley crews will ensure that they are operationally prepared to respond effectively to standing crop fires.
- Leeds Crews will undertake training to understand the capabilities and capacities of our bordering services.

## Secure Accommodation

### Prevention

- We will continue to work with prison authorities to provide education to repeat fire setters with secure accommodation.
- We will continue to identify how fires are started within the prison environment and lobby the prison service to act appropriately to prevent further fires.
- Fires in secure accommodation are a national Issue; we will collaborate with other FRSs to share prevention projects and best practices.



- Wetherby station will lead on prevention and education with support from Rothwell WM.

## Response

- We will undertake a series of practical and tabletop exercises for the three prisons within Leeds. Wetherby will lead this programme with support of Rothwell WM
- We will ensure our response plans are relevant and tested in collaboration with prison staff.

## Resilience

- Multi-agency exercises are conducted with partners at all upper-tier COMAH sites once every 3 years.

## Li-Ion & Associated Risks

### Prevention

- Through our safe and well programme, we will give battery safety advice to members of the community.
- We will work with housing providers and LCC to provide bespoke advice to people living in high-rise or multi-occupied buildings.
- We will support WYFRS and NFCC's 'Charge Safe' campaigns through engagement and social media.
- Deliver specific advice to E-Bike delivery riders within Leeds.

### Protection

- Whilst carrying out SSRIs, operational crews will highlight poor practice of Lithium Battery charging on items such as mobility scooters, E-bikes, and tools/equipment, and provide advice.

### Response

- Crews will maintain competence, operational knowledge, and understanding of how to effectively extinguish lithium-ion batteries and the associated hazards.
- We will continue to use new equipment such as Firefighting Blankets and isolation plugs, and EV fires.

# Fires in Domestic Properties

## Prevention

- We will deliver the Safer Communities Prevention Strategy and Safe and Well Policy by supporting individuals to be safer in their homes.
- Continue partnership working to identify and improve the safety, health, and well-being of the most vulnerable within Leeds District.
- Use an intelligence-led approach to improve our understanding of where and who the risk and vulnerability is within the communities to provide a targeted, safe and well programme.
- We will receive referrals from our partners, self-referrals from the public, and use a direct home approach to assess risk and provide education within the home, and interventions such as smoke, heat, and deaf alarms.

## Protection

- If fire safety deficiencies are found with communal areas of housing that fall under the regulatory reform order, we will liaise with our fire protection teams or raise them with the responsible person.

## Response

- We will undertake a series of practical training exercises that replicate a fire within a domestic property to ensure a safe and effective operational response. This will include domestic properties within a high-rise building.
- Crews will maintain knowledge and understanding of modern methods of building construction to understand how it impacts fire development.

# Public Events

## Prevention

- We will be prepared through risk intelligence and preplanning for large public events in Leeds.
- We will attend the SAG meetings and produce effective plans.
- We will work with partners within the CONTEST strategy to prevent terrorist events.

## Protection

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

## Response

- We will focus on key exercises that expose our staff to the operational requirements around large-scale events and high-footfall locations.
- Our crews will maintain competence in mass casualty trauma care and 'Ten Second Triage.'
- We will produce, review, and communicate with operational crews' response plans for large-scale events.

## Resilience

- We have specially trained staff in West Yorkshire and through National Resilience assets to respond to terrorist attacks.

## People and Culture

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

We will deliver the following workstreams in Leeds in District:

- HR Engagement
- CPD Sessions
- Station Assurance Visits (SAV)
- Watch Briefings
- Annual Reviews
- NVQs and development

We acknowledge the crucial role our workforce plays in achieving our ambition. As one of the country's leading Fire and 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.

## 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." Wakefield crews will undertake a variety of exercises, including those with

neighbouring services and partner agencies, to establish closer working relationships. As one team, we will continue to support the Health and Well-being of all our people.

- **Integrity** “We are trustworthy, act ethically, treating each other with dignity and respect.” The Wakefield district will ensure that all staff act with integrity, are trustworthy and ethical by providing guidance, support, and mentoring. We will ensure that the district strengthens our ability to provide an excellent service by diversifying our staff, promoting inclusion, and creating a fair and equal workplace.
- **Learning** “We learn all the time; we share knowledge and experiences, celebrating success.” We will undertake a variety of practical and theoretical training sessions to ensure that operational crews are prepared to respond to a variety of scenarios, and to ensure continuous improvement of services to the public.
- **Responsibility** “We are responsible, work positively and take ownership of the work we do.” Through the service assurance process, we will ensure that all staff within the district are responsible and take ownership of the work we do. Our leaders and line management will be responsible for driving organisational change and have clarity on decision-making levels to be accountable without unnecessary hierarchy.
- **Communication** “We share clear information, in ways everyone understands, having open discussions.” The district team will engage with all staff regularly to update them on changing priorities in both the district and across the service; this will be a two-way process, providing an opportunity for feedback from our colleagues. A focus in the district will be excellent communication of key messages in an open way, using a wide range of engagement methods.

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 interests 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 FRSs 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.