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Agenda item: 08

Statement of Assurance 2024-25

Full Authority

Date: 26 September 2025

Submitted by: Director of Corporate Services

Purpose: To present Members with the annual Statement of Assurance 2024/25 for approval.

Recommendations: Members are requested to approve the Statement of Assurance 2024/25 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance.

Summary: This report presents the annual Statement of Assurance 2024/25; the principal aim of which is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: Department for Communities and Local Government
Guidance on statements of assurance for fire and rescue authorities in England

Annexes: Statement of Assurance 2024-25

1. Introduction

- 1.1 The Government is committed to unburdening local government, eliminating top-down bureaucracy and increasing local flexibility. For fire and rescue authorities, this ethos is demonstrated by the revised Fire and Rescue National Framework for England (the Framework), and in the provisions of the Localism Act 2011, which helps to let them run their services as they see fit.
- 1.2 This freedom and flexibility is accompanied by the need for accountability and transparency. Providing an excellent service is only the starting point – communities expect to know how their services are being provided.
- 1.3 It is against this background that the Framework sets out a requirement for fire and rescue authorities to publish Statements of Assurance. It says:
- 1.4 ‘Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework.

To provide assurance, fire and rescue authorities must publish an annual statement of assurance.

2. Information

- 2.1 Whilst the Government have issued ‘Guidance on statements of assurance for fire and rescue authorities in England’, it is for individual fire and rescue authorities to determine the best way for them to present the information with their communities in mind.
- 2.2 West Yorkshire Fire and Rescue Authority (WYFRA) consider that the majority of the information required to meet the aim of the Statement of Assurance is already provided in an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of the Authority’s performance and, where this is the case, the attached Statement links to those documents.
- 2.3 The WYFRA’s Service Assurance Framework details the high-level expectations of the service relating to:
 - Compliance with the National Framework.
 - The assessment of performance via His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
 - The annual completion of the Service Assurance process.
 - A comprehensive approach to the assurance of service delivery.

- 2.4 The Statement of Assurance will be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Act 2004 and is required to be signed off by an elected member of West Yorkshire Fire and Rescue Authority. The Chair of the Authority is, therefore, requested to sign the statement on behalf of the Authority.
- 2.5 There is a requirement to publish the statement on an annual basis. The first statement was published in September 2013.
- 2.6 The Statement of Assurance for the year 2024/25 are attached to this report for Members to approve for signature by the Chair of the Authority and publication on the Authority's website.

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 The Authority remains committed to diversity and inclusion and to maintaining the highest possible standards. It takes a pragmatic and focused approach towards delivery of its legal equality duties.
- 5.2 The National Fire and Rescue Service Framework is a tool which helps WYFRS set and deliver diversity and inclusion objectives. It enables the Authority to demonstrate compliance with the Public Sector Equality Duty and benchmark its equality performance against other Fire and Rescue Services.

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. Risk Management Implications

9.1 There are no risk management implications arising from this report.

10. Duty to Collaborate Implications (Police and Crime Act 2017)

10.1 There are no duty to collaborate implications arising from this report.

11. Your Fire and Rescue Service Priorities

11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- 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.
- Prioritise a people first mindset through ethical and professional leadership and management
- 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.

12. Conclusions

12.1 Members are requested to approve the Statement of Assurance 2024/25 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance for signature by the Chair of the Authority prior to publication on the Authority's website.

Statement of Assurance 2024-25



Ownership:	Corporate Services
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Foreword

West Yorkshire Fire and Rescue Authority (WYFRA) is required to produce an annual Statement of Assurance as part of the [Fire and Rescue National Framework for England](#). The purpose of the statement is to provide independent assurance to communities and the Government that the service is being delivered efficiently and effectively. Whilst the Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England, it does not prescribe operational matters as these are determined locally by fire and rescue authorities.

Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority performance' *Home Office Guidance on Statements of Assurance for FRAs in England*

This Statement of Assurance provides assurance that WYFRA is providing an efficient, effective and value for money service to the community of West Yorkshire in its financial, governance and operational matters.

The most recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection of WYFRS took place between November 2023 and February 2024, with the final report submitted in July 2024. The inspection assessed WYFRS across the three core pillars: **Effectiveness**, **Efficiency**, and **People**.

WYFRS successfully addressed several key areas, including:

- Ensuring firefighters have **access to up-to-date risk information**.
- Improving the **reliability of mobile data terminals**.
- Establishing **effective performance management** processes.
- Enhancing **support for staff following traumatic incidents**.
- Strengthening **health and safety training** and **eLearning systems**.
- Reviewing and improving the **bullying, harassment, and discrimination policy**.
- Increasing staff understanding of the **performance review process**.

The HMICFRS public report confirms that WYFRS continues to perform well in keeping communities safe and is making steady progress in addressing sector-wide challenges such as leadership consistency, values and culture, and staff wellbeing.

Overview of West Yorkshire



Governance

WYFRA has an approved [constitution](#) which sets out how the Authority operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local citizens. Some of these processes are required by the law, while others are a matter for the Authority to determine.

The Authority is composed of 22 members, all of whom are a Councillor elected to one of the five constituent district councils within West Yorkshire: Bradford, Calderdale, Kirklees, Leeds and Wakefield. The overriding duty of Members of the Authority is to the whole community of West Yorkshire.

To strengthen Government arrangements and provide greater transparency and accountability, WYFRA has appointed an Independent Member to the Audit Committee in line with CIPFA 'good practice'.

Members have an approved [Code of Conduct](#) designed to ensure high standards in the way they undertake their duties and are required to comply with the [Principles of Public Life](#).

Codes of Conduct and Protocols included within the Constitution are:

- Code of Conduct for Members
- Officer Code of Conduct
- Member/Officer Relations and Procedural Protocol
- Officer Employment Procedure Rules
- Protocol regarding the use of Authority resources by Members
- [Compliments and Complaints Policy](#)
- [Whistleblowing Policy](#)

In accordance with the Code of Corporate Governance and pursuant to the corporate performance monitoring processes an annual [Corporate Health Report](#) is submitted to the Annual General Meeting of the Authority to enable Members to scrutinise and challenge performance. A [Performance Management Report](#) is also presented to each Full Authority meeting to enable ongoing performance monitoring, scrutiny and challenge.

Overview of WYFRS

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.

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 938 whole-time firefighters, 140 on-call firefighters, 47 Fire Control operators, and 340 support staff, who all contribute daily to our ambition: '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 whenever needed. 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.

We work hand-in-hand with our communities to prevent fires and other emergencies, constantly striving to enhance safety and wellbeing. 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.

WYFRA operates within a clearly defined statutory and policy framework and the key documents setting this out are:

- The Fire and Rescue Services Act 2004
- The Civil Contingencies Act 2004
- The Regulatory Reform (Fire Safety) Order 2005
- The Fire and Rescue Services (Emergencies) (England) Order 2007
- The Localism Act 2011
- The Fire and Rescue National Framework for England 2018
- The Fire Safety Act 2021

In June 2025, Authority Members approved the '[Your Fire and Rescue 2025-28](#)'; document which 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.

Your Fire and Rescue 2025-28 has been developed using the National Fire Chiefs Council (NFCC) Community Risk Management Plan (CRMP) Fire Standard Methodology. By adopting this methodology, we ensure that our CRMP:

- Demonstrates how protection, prevention and response activities have and will be used collectively to prevent and/or mitigate fires and other incidents to reduce the impact on our community, firefighters and promotes economic well-being.
- Effectively consults and engages with our communities, FRS staff and stakeholders at appropriate stages of our community risk management planning process.
- Uses a robust risk analysis process to support evidenced, transparent and inclusive decision making regarding resource deployment.
- Ensures resource deployment decisions are balanced against an assessment of internal and external resource availability and other key organisational influences that inform the overall strategic planning process.

Your Fire and Rescue 2025-28 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 West Yorkshire Fire & Rescue Service (WYFRS) is 'Making West Yorkshire Safer'. To achieve this, we must identify and understand the current and future risks and challenges faced by our local communities.

Your Fire and Rescue 2025-28 sets out our strategic priorities for the next three years which 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.
- Prioritise a people first mindset through ethical and professional leadership and management.
- 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.

Our Strategic Risk Assessment examines all potential and foreseeable risks allowing us to use planning, policies and decision making to mitigate them. WYFRA ensures that the Service has appropriate governance arrangements in place and that risk and performance are being effectively managed.

The approval of Your Fire and Rescue 2025-28 saw the conclusion of its predecessor Your Fire and Rescue 2022-25; since launching this plan in April 2022 we have reached several significant milestones

- Replacing our fleet of fire engines and aerial ladder platforms providing a safer, cleaner working environment for our staff.
- Redeveloping our main site in Birkenshaw to deliver a modern, energy-efficient Headquarters, with a purpose-built training arena and the new Spen Valley Fire Station.
- Investing £8m in a replacement mobilising system for Fire Control.
- Introducing lightweight, multi-role personal protective equipment (PPE) to all operational staff as the range of incident types requires a range of PPE to best protect the health, safety and wellbeing of our staff.
- Assessing our protection framework and investing in our Fire Protection staff resource and capability to ensure we meet the new demands on regulation of the built environment and strengthen the inspection programme.
- Increasing the number of firefighters we employ to improve our response and speed and weight of attack.

- Expanding our youth intervention team, allowing us to connect with even more young people across our communities to help them be safer and more engaged members of our communities.
- Investing substantial capital in our Digital, Data, and Technology team to enhance our digital infrastructure and make us a more efficient, data literate organisation.

Our Services to the community

WYFRA discharges its statutory duties in relation to community safety, fire prevention and fire protection, including enforcement of relevant statutory regulations in accordance with the [WYFRS Protection Strategy 2025-28](#), [WYFRS Prevention Strategy 2025-28](#), and [WYFRS Response and Resilience Strategy 2025-28](#).

Operational Response

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. Your Fire & Rescue Service 2025-28 includes our Risk Based Planning Assumptions (RBPA) for responding to emergencies. We continuously monitor our performance against risk-based planning assumptions to help us maintain a safe and effective response, and assure the Authority we are continuing to provide a high level of service delivery.

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.

Prevention

We raise awareness of risks to help prevent emergencies and reduce vulnerability. When not responding to incidents, our firefighters carry out prevention activities informed by data and intelligence, allowing us to adapt quickly at the district level. Complex situations are managed by specialist staff working with partner agencies to lower community risk.

Resources are allocated according to risk factors, and prevention efforts focus on the most vulnerable. Our Corporate Communications Team promotes prevention campaigns to reach those most at risk. We also work with schools and community groups to educate young people about fire, road, and water safety.

Protection

Fire safety measures required by law are implemented and enforced to protect occupants in case of fire. The Regulatory Reform (Fire Safety) Order 2005 is enforced by competent and qualified officers appointed under the regulations which cover most buildings except single private homes.

Investment in the Fire Protection Team enables us to allocate adequate resources to ensure we are able to inspect premises in line with our Risk Based Intervention Programme. Inspecting officers are tasked with addressing new and emerging risks in West Yorkshire. Our Risk Based Intervention Programme utilises national guidance, and local data to focus resources on premises that pose the greatest risk to occupants during a fire.

The team consists of qualified fire safety officers who provide guidance, support, and investigate complaints regarding fire safety concerns. By applying enforcement and licensing procedures, steps are taken to improve safety standards in inspected premises.

We collaborate with local authorities and approved inspectors to consult on statutory Building Regulations consultations, ensuring the design of new buildings incorporate relevant fire safety measures.

Engagement with businesses assists them in meeting their fire safety obligations in accordance with the law. The introduction of Business Fire Safety Advisor roles aims to facilitate engagement with various businesses and build capacity for future needs. Progression paths from Advisor to Inspector contribute to sustaining the team's function.

Protection efforts concentrate mainly on premises assessed as higher risk, due either to building complexity or characteristics of occupancy. Attention is given to buildings with external wall defects requiring remediation, and cooperation occurs with local and national bodies to ensure timely correction of such defects.

The Fire Protection Team also enforces legislation concerning the storage of petroleum-spirit, explosives, and fireworks by issuing relevant certificates and licenses. Ongoing initiatives aim to reduce misuse of fireworks and to enhance related legislative and licensing frameworks.

Unwanted fire signals is a key area of work for the Protection team, having adopted a cost recovery policy for attendance of crews to persistent false alarms. The team have, together with

changes to mobilising policy, had a significant impact on the number of false alarms we attend, with a substantial reduction in persistent false alarms over the past decade.

Resilience

Sections 13 and 16 of the Fire and Rescue Services Act 2004 provide clear instructions for fire and rescue services regarding mutual assistance and the discharge of functions by others. West Yorkshire Fire and Rescue Authority have Section 13 and 16 agreements with:

- Lancashire Combined Fire Authority
- North Yorkshire Fire and Rescue Authority
- Derbyshire Fire and Rescue Authority
- Greater Manchester Fire and Rescue Authority
- South Yorkshire Fire and Rescue Authority

These agreements are regularly reviewed and updated as necessary and are supplemented by specific agreements on specialist services, for example, aerial appliances, and WYFRA is a major contributor to national and regional resilience with the capability to respond to major disasters and terrorist attacks. 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.

Local Resilience Forum

We recognise that the causes and consequences of fires and other emergencies cannot be addressed by the Fire and 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.

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.

Service Delivery Performance

Performance against service delivery targets are reported to the Fire and Rescue Authority on a regular basis, with the latest annual [Performance Management Report](#) submitted in June 2025.

OneView is West Yorkshire Fire & Rescue Service's centralised performance management and reporting platform. It is designed to improve data-driven and empowered decision-making across the organisation. It consolidates live operational, prevention and protection data into a single, accessible interface for all staff. OneView supports strategic oversight through dashboards, trend analysis and automated reporting. It enables teams to track incidents, manage risk, monitor sickness and absence, and improve data quality. With ongoing development in areas like PowerApps integration and further GIS support, OneView continues to evolve and enable the Service to drive digital transformation and operational efficiency. Comprehensive activity reports are generated to assess performance across the entire Service, ensuring transparent governance and effective performance monitoring. This approach streamlines the processes of data collection, reporting, and analysis.

The WYFRA's Service Assurance Framework details the high-level expectations of the Service relating to:

- Compliance with the National Framework 2018.
- The assessment of performance via His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- The annual completion of the Service Assurance process.
- A comprehensive approach to the assurance of service delivery through our Reality Testing of incidents process.

This is summarised within the [Service Improvement and Assurance Report](#) and provides assurance that the organisation is performing effectively and efficiently.

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 and Procurement
- People and Culture
- Legal Services

- Occupational Health, Safety and Wellbeing
- Organisational Development & Learning
- Estates
- Service Improvement and Assurance
- Strategic Development
- Transport and Logistics

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 and Culture 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.

Communication and Engagement

WYFRS ensures robust communication and engagement through a multi-layered strategy that integrates consultation, internal dialogue and engagement, and community outreach.

WYFRS follows the Government Consultation Principles 2018, ensuring that all engagement is clear, purposeful, targeted, and inclusive.

WYFRS has embedded the NFCC Communication and Engagement Fire Standard by:

- Adopting a strategic communications and engagement approach, including consultation, that clearly defines how the service communicates with our community. This aligns with our Strategic Priorities, Values, and the Core Code of Ethics.
- Ensuring leadership actively supports and models effective communication and engagement with our people.
- Making communication and engagement responsibilities clear to all employees, so everyone understands their role.
- Maintaining a skilled and well-resourced communications function that:
 - Responds to crises and emergencies in coordination with resilience partners.
 - Plans and delivers proactive, targeted internal and external communications.
 - Conducts meaningful engagement and consultation activities.
 - Providing resilient out-of-hours arrangements for managing communications during emergencies and supporting the incident command teams in attendance.
 - Delivering consistent inclusive and accessible communications, recognising the diverse needs of our people and our communities.
 - Evaluate communication and engagement efforts, assessing outcomes and identifying lessons to improve future practice through effective, comprehensive evaluation and debriefing.

WYFRS also uses communication to shape organisational culture and strategic direction through internal messaging, sharing of success and open dialogue around expected values, behaviours and leadership.

Information Governance

Information governance describes the approach within which accountability, standards, policies, and procedures are developed and implemented, to ensure that all information created, obtained, or received by WYFRA is held and used appropriately.

The Authority has developed and implemented a robust information governance framework for the effective management and protection of information held by WYFRA.

There is an Information Governance Framework and an Information Risk Policy which sets out how this is achieved.

The Authority has a designated statutory Data Protection Officer (DPO) and a Senior Information Risk Owner (SIRO) who ensures legal compliance with data protection requirements.

Data Protection audits are carried out across the Service via departments self-assessing against relevant criteria as part of the Service Assurance process. This ensures appropriate arrangements are in place and actions are carried out to ensure continuous improvement.

The Authority has an [Information Governance Strategy and Policy](#) which describes its commitment to ensuring effective information governance as a means to enable the Service to ensure it can make the best use of its information and to provide a solid foundation to enable it to be open and transparent.

At the same time, it takes account of and supports WYFRA's operational objectives and ensures that a balance is struck between operational and compliance objectives.

The Authority has achieved excellent audit reports in respect of the handling and processing of information including the personal information relating to customers. This includes the achievement of the highest level of 'Compliance Plus' within the annual [Customer Service Excellence report](#) for the strategic approach to Information Management particularly relating to our customers' privacy and confidentiality. This standard was first achieved in 2009 and has been maintained at this level since then.

The General Data Protection Regulation (GDPR) came into force on 25 May 2018, extending the privacy rights granted to EU individuals. The GDPR placed many new obligations upon organisations that process personal data. The Data Protection Act 2018 incorporated the GDPR and brought it into UK law.

An audit of the Authority's data protection compliance was undertaken by Kirklees Internal Audit in December 2020/January 2021 which resulted in 'Substantial Assurance' for the arrangements in place.

WYFRA introduced a structured approach to Information Security (IS) aligned with ISO 27001 and His Majesty's Government Security Policy Framework. This approach includes regular information governance audits, access permission reviews, mandatory data security training, and ongoing communication of data protection advice.

The strategic Information Governance and Security Group (IGSG) and the operational Corporate Information Management Group (CIMG) promote information governance standards across all departments. Regular reviews and updates to policies ensure compliance with data protection regulations.

WYFRA utilises the Information Commissioner's Office Accountability Framework self-assessment, demonstrating strong adherence to GDPR. The continual use of Data Protection Impact Assessments and internal communications support data protection and security responsibilities across the Service.

All information security incidents are monitored, and staff are required to report incidents to mitigate risks. The Records Retention Schedule is regularly reviewed and updated, ensuring adherence and reducing unnecessary documentation.

In summary, WYFRA's comprehensive Information Governance Framework and proactive measures ensure effective information management, legal compliance, and risk mitigation, fostering transparency and operational efficiency across the organisation.

Risk and Business Continuity

WYFRA has a [Risk Management Strategy and Policy](#) and [Business Continuity Management Strategy and Policy](#) which provide clear and defined strategies to be implemented, adhered to and developed to aid achievement of the following objectives:

- Implement and maintain risk policy arrangements including a risk framework and processes, which will enable the organisation to identify, assess and manage strategic and corporate risks in an effective, systematic and consistent manner. This also assists in embedding a risk management culture.
- Implement and maintain a business continuity management system to ensure that key services can be maintained in the event of any disruption that threatens the delivery of services to the community of West Yorkshire.
- Protect the organisation from disruptive events and service interruptions and facilitate a co-ordinated recovery of organisational services and critical functions during and following such events.

An update on risk and business continuity is provided at each quarterly Audit Committee meeting, and a full report on progress and future developments is provided on an annual basis.

In line with the Risk Management Strategy/Policy and the Business Continuity Strategy/Policy, WYFRS will continue to review and develop arrangements in these areas where benefit, effectiveness and further good practice can be achieved.

In early 2025 a comprehensive review commenced in relation to all corporate, strategic and foreseeable risk arrangements, registers, documents and processes within WYFRS.

This review will also consider how other fire and rescue services, emergency services and organisations manage their risk arrangements with the aim to have any revised/additional arrangements in place during 2026.

Customer Service Excellence

Since 1998, WYFRA has consistently attained the Charter Mark standard; the Government's national standard of customer service excellence for organisations delivering public services. 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. The Customer Service Excellence 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

WYFRA has an independent assessment against the standard annually and in 2024 was awarded full compliance against the 57 elements of the standard including 36 '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. The summary of the [Customer Service Excellence report](#) clearly demonstrates the continuous commitment of the Authority to provide an excellent service to customers.

Financial

In accordance with the 2024/25 Code of Practice on Local Authority Accounting based on International Financial Reporting Standards (IFRS) for 2024/25 and the Accounting Codes of Practice published by the Chartered Institute of Public Finance and Accountancy (CIPFA), WYFRA has produced the [Statement of Accounts 2024/25](#) (the accounts are subject to final audit by Grant Thornton). As the Authority is funded by public money, it has a responsibility to ensure this money is used lawfully, effectively, efficiently, and economically.

Although the audit of the 2023/24 Statement of Accounts was completed and approved within the audit back stop deadline of the 28 February 2025, these were modified with a qualification in respect of the comparatives and opening balances due to the lack of a full audit of the 2022/23 Statement of Accounts by our previous auditors, Deloitte LLP.

Under the National Audit Office (NAO) Code of Audit Practice there is a requirement for the auditor, Grant Thornton, to consider whether an Authority has put in place proper arrangements to secure economy, effectiveness and efficiency in its use of resources. This is presented in a separate Value for Money report which is required to be completed three months after the audit of the Statement of Accounts is complete. The 2023/24 Value for Money resulted in a positive outcome with five minor recommendations which have been implemented by the Authority. The 2024/25 Value for Money audit will be presented to the Audit Committee in February 2026.

The [Annual Governance Statement](#), which is included within the Statement of Accounts, sets out the systems and procedures that are in place to ensure that the Authority's resources are used in accordance with the law and provide best value for the tax payer.

The Authority's governance framework comprises systems and processes, and cultures and values, by which the Authority is directed and controlled. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those have led to the delivery of appropriate, cost-effective services.

The Medium-Term Financial Plan which was approved by the Full Authority in February 2024 shows that the Authority has a balanced budget for 2024/25. Fire Authorities in England were given powers by the Secretary of State to increase the precept by 2.99% without the need to hold a referendum. The increase in precept generated an additional £2.278m precept income from 2023/24 which enabled the Authority to add growth to the revenue budget. West Yorkshire remains the fourth lowest precepting fire authority in England with a Band D property charge of £79.49.

In terms of Central Government funding, the Authority received another one-year financial settlement in 2024/25. In addition, the Authority received additional grants to fund work relating to Building Safety Reform and Fire Protection.

The Authority has healthy reserves that can be used to support the revenue budget with a general fund balance of £5.7m and earmarked reserves of £25.986m at the 1st April 2024.

Internal Audit

The Authority's Director of Finance and Procurement has a statutory duty to provide a continuous and effective internal audit. This internal audit service is provided under a service level agreement with Kirklees Council, which provides approximately 160 days of audit time each year.

Internal Audit assesses the adequacy and effectiveness of the Authority's risk management system and internal control environment against an annual audit plan. The plan targets areas of highest risk as determined by the Authority through its risk management process and the resulting risk management matrix. Auditing of these risks accounts for approximately half of the available audit resource, with the other half involving the review of key financial systems and processes. The internal audit plan also considers audit areas where most value can be added.

Internal audit 'opinions' based on the level of assurance concerning each risk, system or process control is reported to the Authority's Audit Committee on a quarterly basis. The Internal Audit Plan 2024/25 resulted in nine audits being completed during the year, apart from one, all audits concluded with either a 'substantial' or 'adequate' assurance. This confirms that a robust framework of all key controls is in operation. Internal Audit provides recommendations where it is thought that risks can be reduced, and the control environment improved.

The audit plan and subsequent audits ensure an independent review is conducted at least once in a year of the effectiveness of the Authority's systems of internal control, which assists with the formulation of the Annual Governance Statement.

Information Transparency

In accordance with the [Local Government Transparency Code 2015](#), WYFRA is committed to greater openness and financial transparency through the publication, on the website, of information regarding local decision making and how public money is being spent. This includes payments for goods and services to external bodies and suppliers above £500, details of salaries and allowances paid to staff and Members, transactions made via Government Procurement Cards, tender and procurement information, details of land and assets owned by WYFRA and details relating to Trade Unions. We ensure that the publication of any data complies with the Data Protection Act. All data is as accurate as possible at time of publication.

The data is routinely published on either a quarterly or annual basis in accordance with the requirements of the Code. All published data can be viewed on the [Data Transparency](#) section of the website.

The Authority makes information publicly available and promotes a spirit of openness and accessibility adopting an approach of making information available and a commitment to sharing information whenever it is appropriate in line with legislation. This commitment is described in the [Access to Information Policy](#).

Future Improvements

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 services are funded by the taxpayer; we have a legal duty to ensure the services we provide offer value for money and meet the requirements of an ever-changing society.

WYFRA's annual budget for 2025/26 is £117.197 million and we are committed to delivering the best affordable service for our communities.

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. Our Community Risk Management Plan, Medium-Term Financial Plan and Workforce Plan are now aligned, and a range of financial planning scenarios have been produced which ensures a joined-up approach to the analysis of risk and the deployment of resources. Following budget approval, we recently increased firefighter numbers to enable us to provide increased capacity within our operational response service.

As part of the 2021/22 Spending Review, the National Fire Chiefs' Council (NFCC) and the Local Government Association proposed that across Fire and Rescue Services (FRSs) in England, the fire and rescue sector could create 2% of non-pay efficiencies and increase productivity by 3% by 2024/25.

Our [Efficiency and Productivity Plan 2024/25](#) details how West Yorkshire Fire and Rescue Authority aims to deliver efficiencies and increase productivity against national targets set for the 2021/22 - 2024/25 spending review period, and demonstrates how we add social and economic value through our response to fire and non-fire emergencies and through our daily risk reduction activity.

Risk-Based Prevention, Protection, and Response

- Targeted campaigns in high-risk areas using demographic segmentation and fire risk mapping.
- Enhanced Safe and Well visits and community education to improve public understanding of fire safety.

Digital Transformation and Smarter Working

Rollout of new systems including:

- New Prevention Database.
- New Control Mobilising System.
- New Mobile Data Terminals (MDTs).
- New Station End Equipment.

Continued investment in the Smarter Working Programme to streamline operations and improve productivity.

Workforce Development and Culture

- Implementation of the new people and culture plan to embed WYFRS values, reduce absence, and improve engagement.
- Ongoing leadership development through apprenticeships and training in diversity, coaching, and safer recruitment.

Efficiency and Productivity

Efficiency is reinforced through:

- Collaborative procurement via the Yorkshire and Humber regional group.
- Use of national framework agreements to maximise value for money.
- Strategic use of reserves and capital financing to support transformation without compromising service delivery.

WYFRS has embedded a benefits realisation framework to track the impact of change initiatives:

- Identify and implement efficiency opportunities.
- Monitor both cashable and non-cashable benefits.

Partnership and Resilience

- Active role in the West Yorkshire Local Resilience Forum to coordinate emergency planning and response.
- Collaboration with police and ambulance services through the Violence Reduction Hub.

Governance and Assurance

WYFRS is actively refining its governance model to further deliver transparency, accountability, and strategic coherence. A key priority is the development of a more integrated and visible governance structure that:

- Clarifies decision-making pathways across teams and boards.
- Enhances transparency and accountability for staff at all levels.
- Reduces the disconnect between strategic intent and operational delivery.

WYFRS are adopting a dual framework for assurance:

- Operational Assurance: Includes incident assurance, training and exercising, reality testing, and alignment with National Operational Guidance (NOG) and Fire Standards.
- Service Assurance: Covers self-assessment, internal audit, HMICFRS inspection readiness, and alignment with the Fire and Rescue National Framework.

This Statement of Assurance is signed on 26 September 2025 on behalf of West Yorkshire Fire and Rescue Authority.

Councillor Darren O'Donovan
Chair of West Yorkshire Fire and Rescue Authority

OFFICIAL

Agenda item: 09

Performance Management Report

Full Authority

Date:	26 September 2025
Submitted by:	Director of Corporate Services
Purpose:	To inform Members of the Authority's performance against key performance indicators.
Recommendations:	That Members note the report.
Summary:	This report provides Members with information regarding the performance of West Yorkshire Fire and Rescue Service against targets to enable the Authority to measure, monitor and evaluate performance.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Alison Davey – Head of Corporate Services Email: alison.davey@westyorksfire.gov.uk Tel: 01274 682311
Background papers open to inspection:	None
Annex:	Performance Management Report from 1 April 2025 to 14 September 2025.

Introduction

- 1.1 The attached Performance Management Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance.

2. Information

- 2.1 The report shows a summary of the cumulative performance for the period 1 April 2025 to 14 September 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. 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. Risk Management Implications

- 9.1 None

10. Duty to Collaborate Implications (Police and Crime Act 2017)

10.1 None

11. Your Fire and Rescue Service Priorities

11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- Further develop a culture of excellence, equality, learning and inclusion
- 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 wellbeing of our people
- Prioritise a people first mindset through ethical and professional leadership and management
- Work with partners and communities to deliver our services
- Use resources in an innovative, sustainable and efficient manner to maximise value for money

12. Conclusions

12.1 That Members note the report.



Performance Management Report Fire Authority

Period Covered:

01 April 2025

14 September 2025



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Cover
Contents
Report Details
Performance Summary
Fires
Accidental Dwelling Fires
Deliberate Fires
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	2025-26	
Date Range	01 April 2025	14 September 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	14 September 2024
3 Year Average Comparison Period	01 April 2024 01 April 2023 01 April 2022	14 September 2024 14 September 2023 14 September 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 2025
Against:01 April 2024

14 September 2025
14 September 2024

Total Incidentstotal14086↑19%

Fires7184↑55%

False Alarms4720↓-5%

Non-fires2182↓-2%

Fire Related Fatalities3↓-79%

Fire Related Injuries55↓-29%

Malicious False Alarms110↓-21%

Road Traffic Collisions250↓-0%

Accidental Dwelling Fires430↑2%

Deliberate Fires4339↑58%

Non-domestic Building Fires179↑3%

Response Times Met89%↓-4.6 %

Safe and Well Visits4839↑134%

Incident Demand by Time of Day

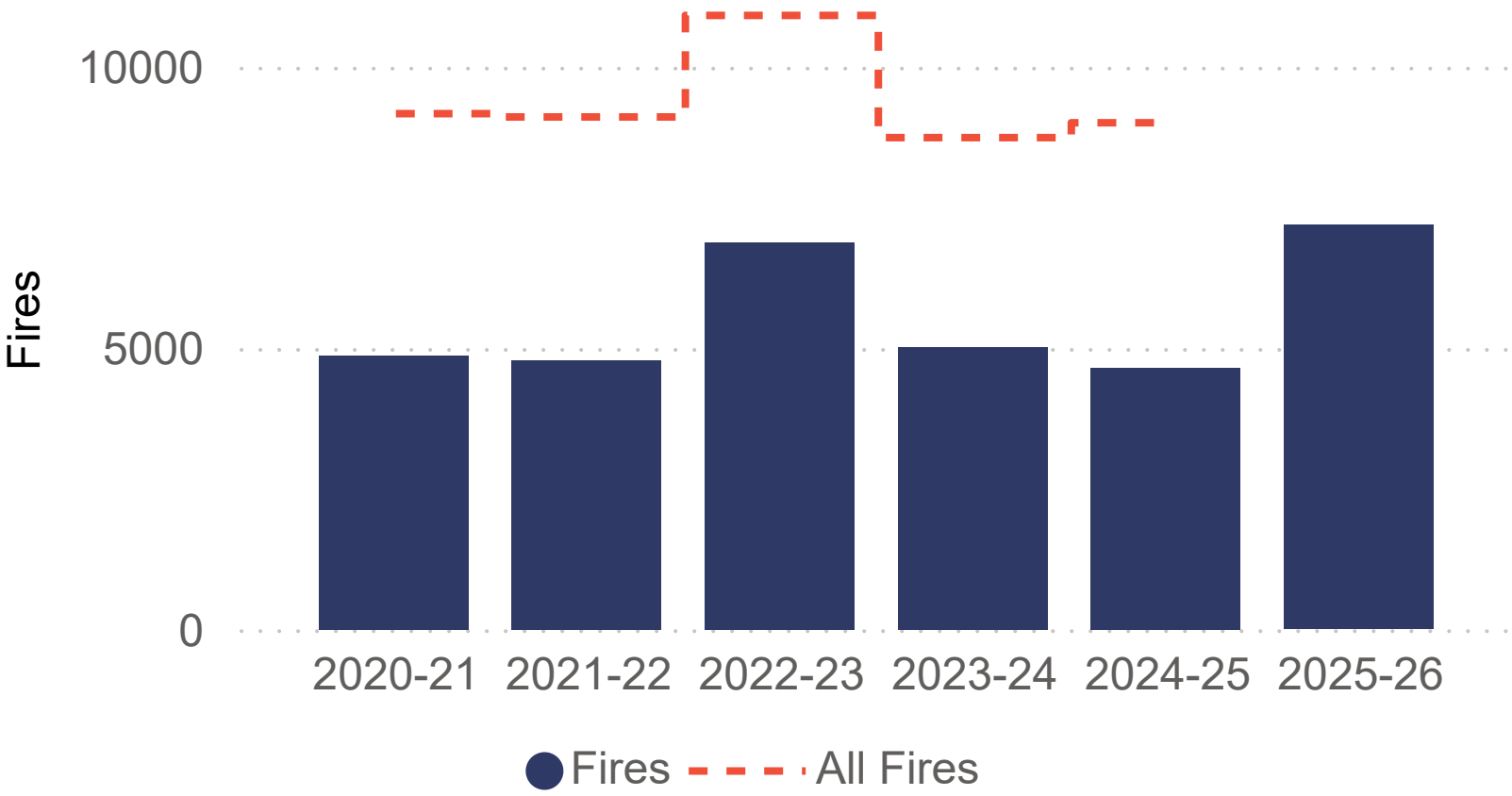
Day	08:00-08:59	09:00-09:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59	22:00-22:59	23:00-23:59	00:00-00:59	01:00-01:59	02:00-02:59	03:00-03:59	04:00-04:59	05:00-05:59	06:00-06:59	07:00-07:59
▲																								
Mon	44	59	71	87	78	80	111	89	147	162	154	164	162	108	101	46	50	38	35	32	25	14	26	27
Tue	47	55	64	65	81	82	104	110	142	141	148	174	142	135	109	77	60	35	43	28	17	25	28	44
Wed	40	47	67	66	83	79	98	114	129	157	146	162	163	130	96	62	45	38	42	27	29	18	20	37
Thu	50	58	74	71	84	82	92	114	136	155	168	185	169	136	99	82	53	39	30	27	21	21	25	36
Fri	62	54	59	76	96	107	103	112	125	140	175	164	171	148	102	94	63	41	40	35	30	19	26	41
Sat	40	76	64	79	89	82	132	118	146	155	136	159	161	145	128	91	58	51	43	47	38	28	31	31
Sun	46	44	69	82	92	108	115	140	153	165	141	152	176	127	99	69	72	57	37	37	30	31	32	33

Fires

01 April 2025

14 September 2025

Fires by Financial Year



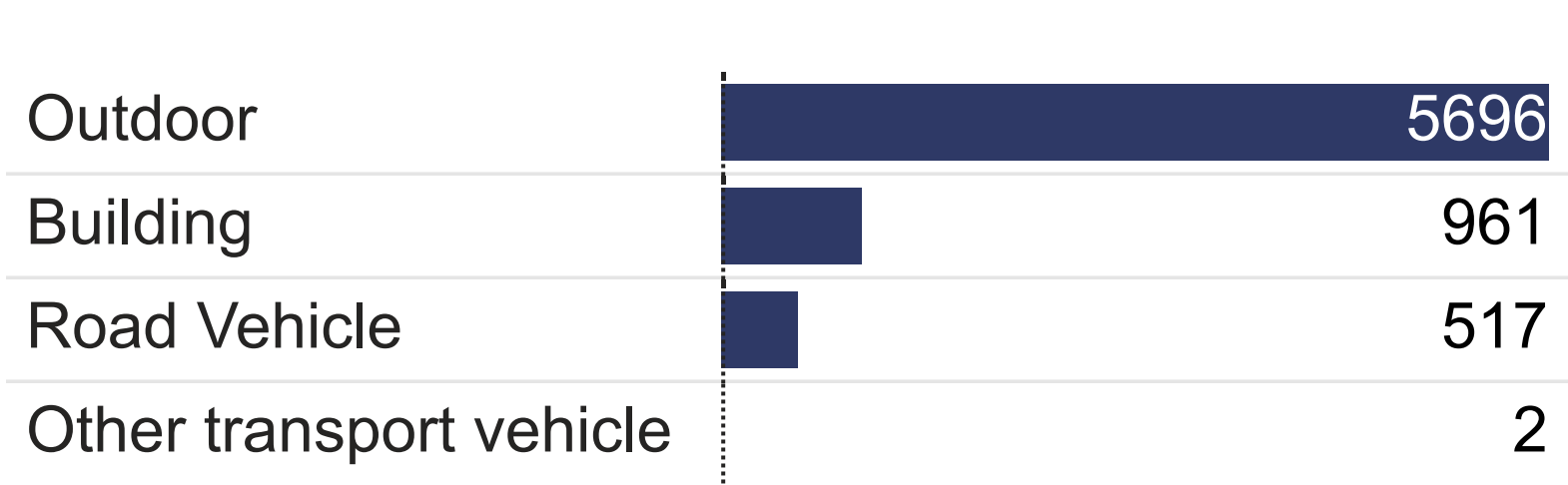
All Fires (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	72%	↑
Calderdale	69%	↑
Kirklees	54%	↑
Leeds	49%	↑
Wakefield	31%	↑

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.

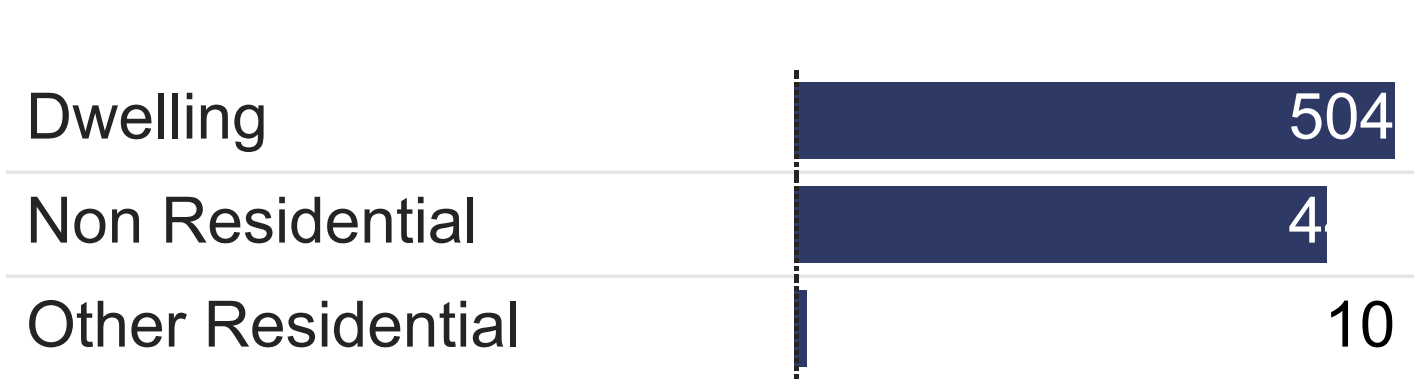
Fires by Property Type



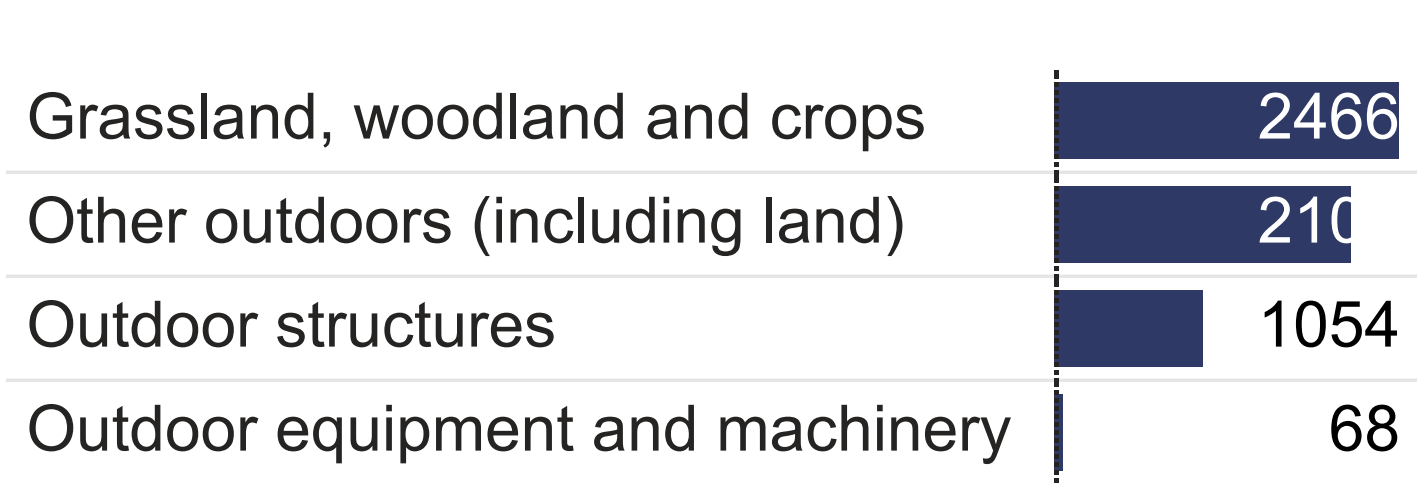
Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.11%	
Primary Fire	14.59%	8.15%
Secondary Fire	24.84%	52.31%

Fires by Building Property Type



Fires by Outdoor Property Type

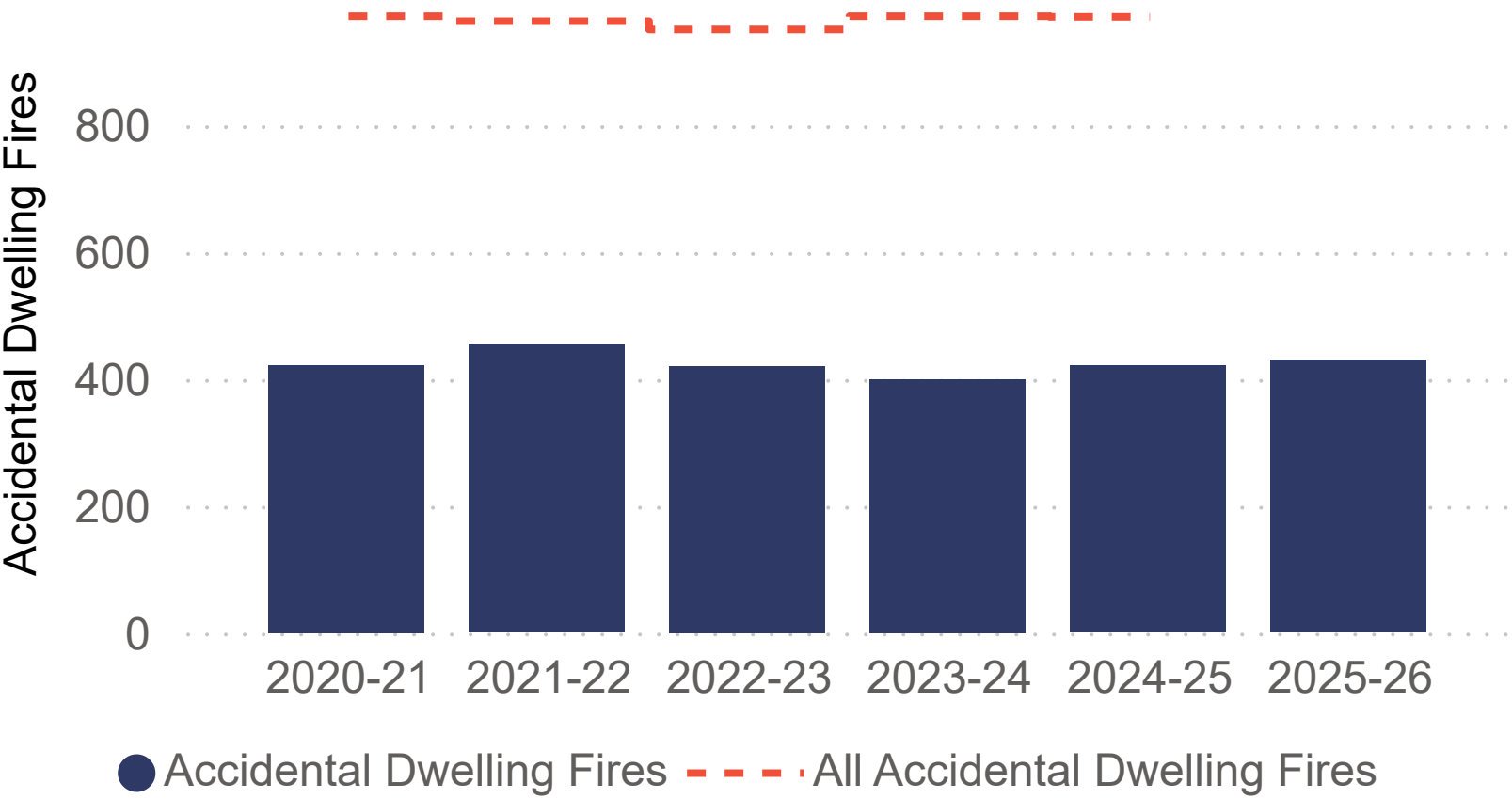


Accidental Dwelling Fires

01 April 2025

14 September 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		11%	↑
Calderdale		0%	↓
Kirklees		14%	↑
Leeds		-7%	↓
Wakefield		-6%	↓

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	283
Purpose Built Flat/Maisonette - multiple occupancy	72
Converted Flat/Maisonette - multiple occupancy	29
Bungalow - single occupancy	20
Self contained Sheltered Housing	18
Licensed HMO	6
Other Dwelling	1
Unknown if licensed HMO	1

Top Fire Cause

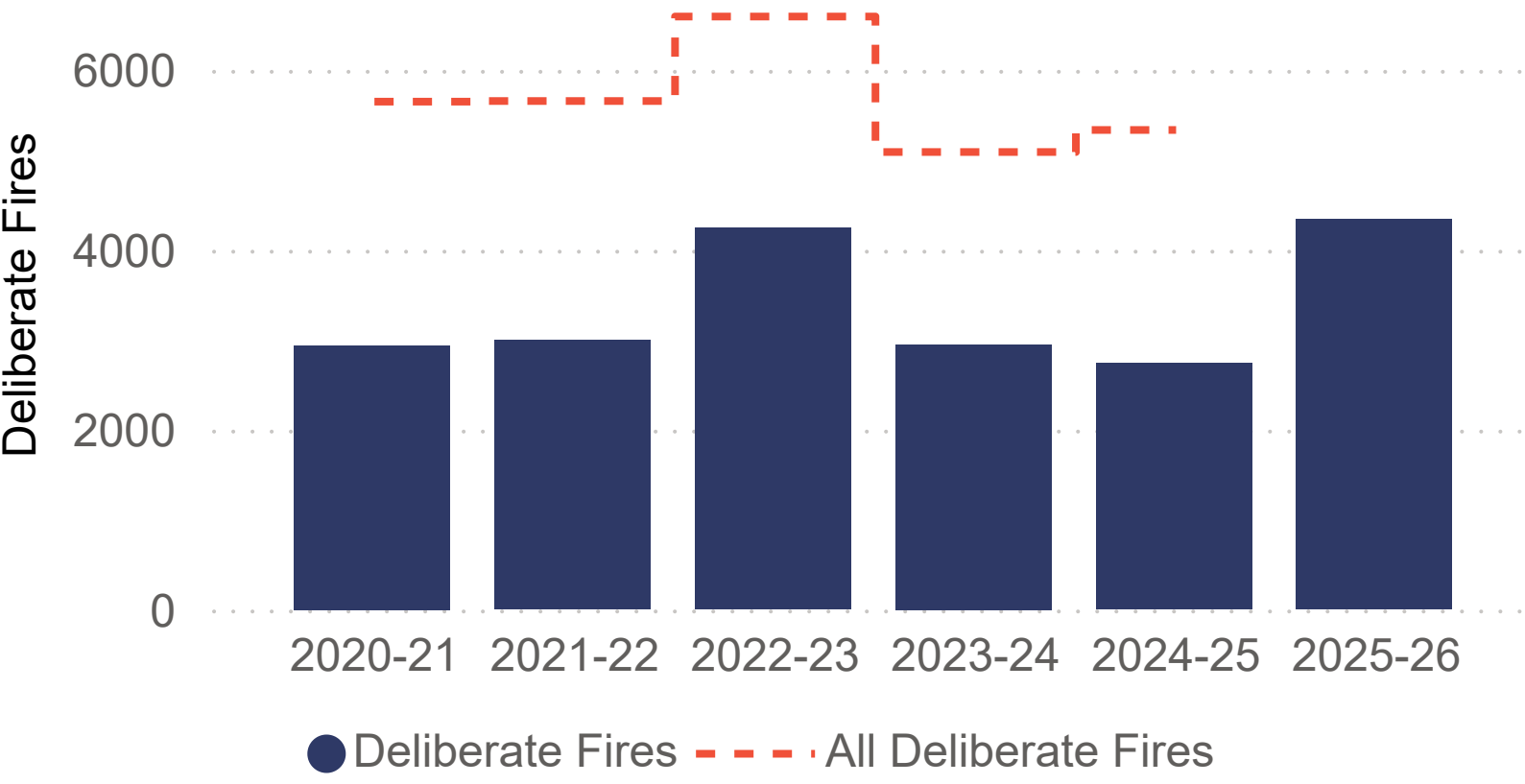
Accidental - Cooking - other cooking

Deliberate Fires

01 April 2025

14 September 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	75%	↑
Calderdale	71%	↑
Kirklees	61%	↑
Leeds	53%	↑
Wakefield	21%	↓

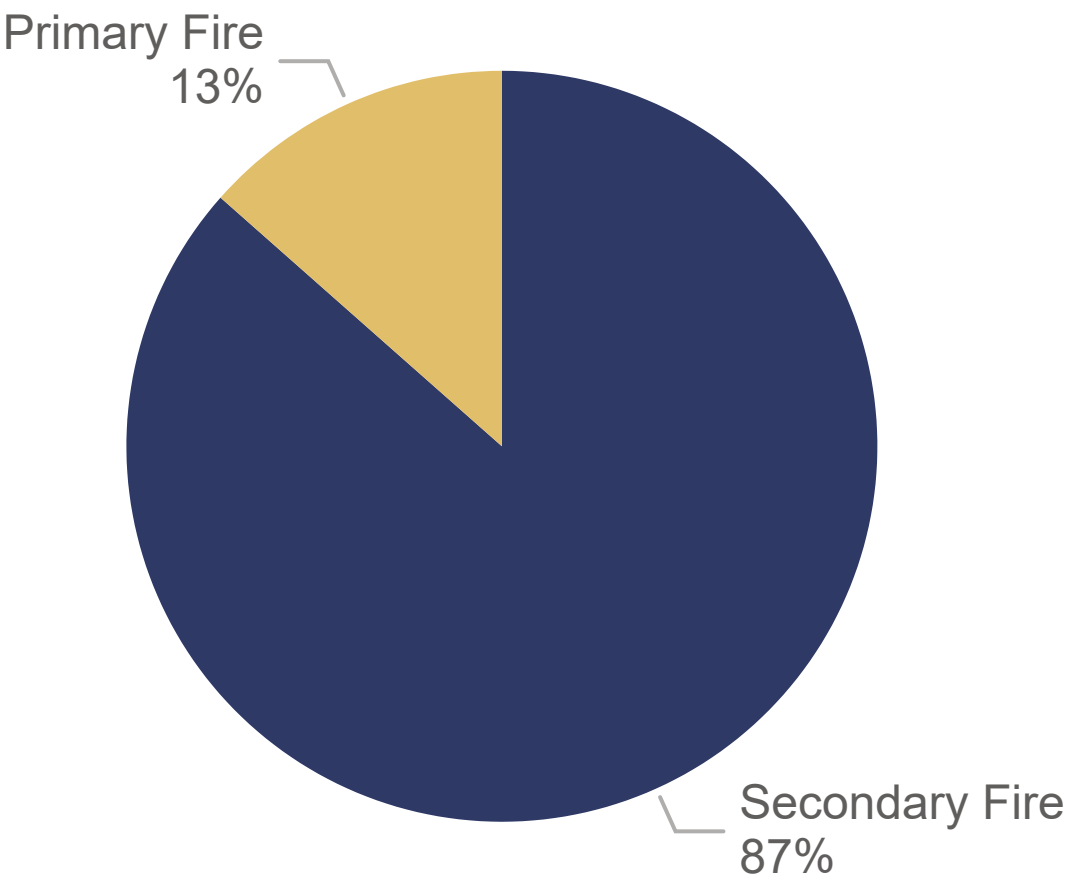
3 Year average indicator shows if current number of Deliberate Fires this financial year is an increase/decrease of Deliberate Fires against the 3 year average. Looking at only the comparison range.

Top 10 Property Types

Deliberate Fires

Other outdoors (including land)	1564
Grassland, woodland and crops	1522
Outdoor structures	672
Non Residential	224
Car	165
Dwelling	74
Motorcycle	30
Van	25
Outdoor equipment and machinery	22
Multiple Vehicles	13

Deliberate Fires by Primary or Secondary



Top 5 Fire Causes

Deliberate Fires

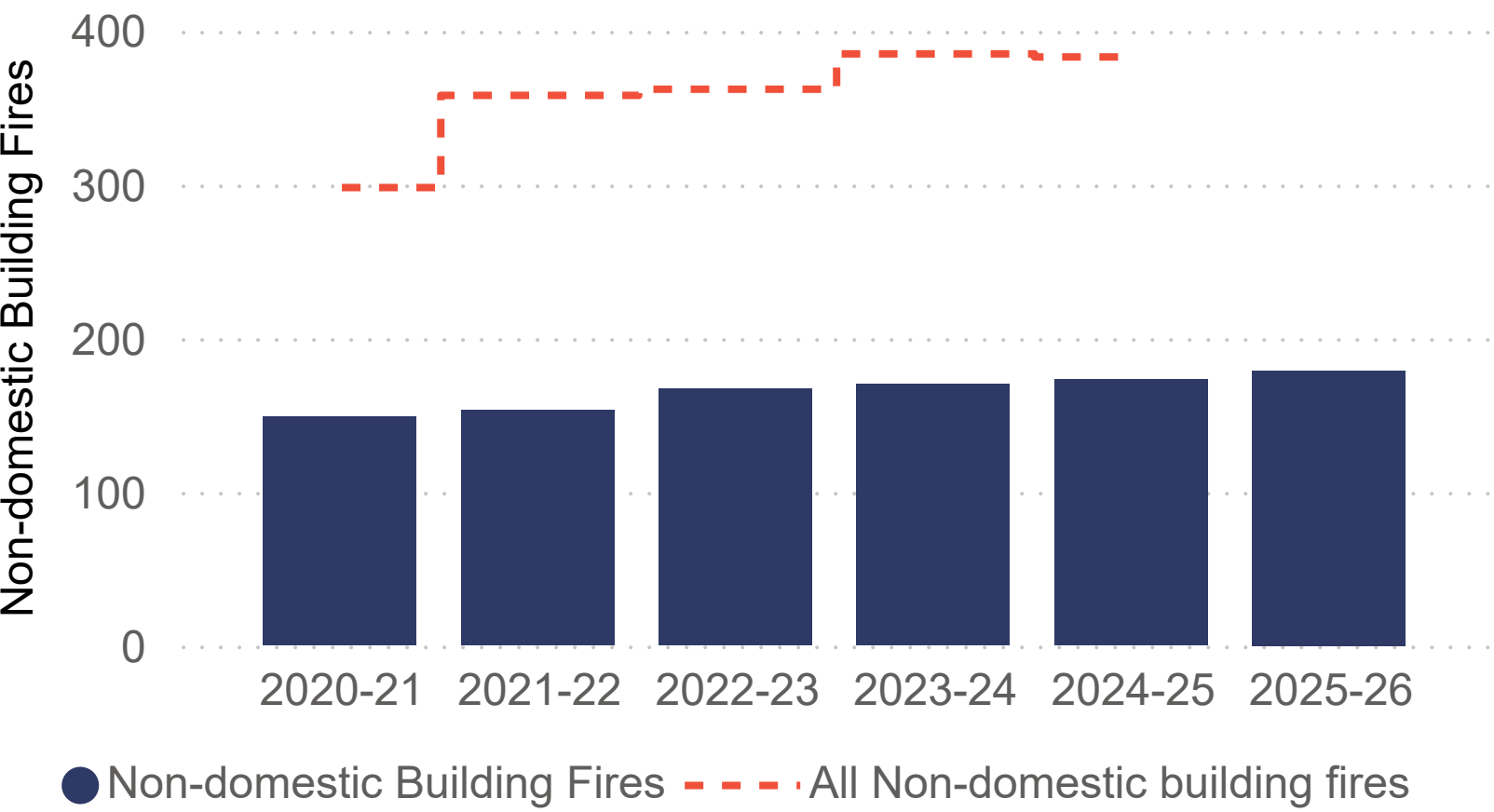
Deliberate - unknown owner	1904
Deliberate - others property	1399
Deliberate - own property	443
Deliberate - others property - Heat source and combustibles brought together deliberately	330
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	203

Non-domestic Fires

01 April 2025

14 September 2025

Non-domestic Building Fires by Financial Year



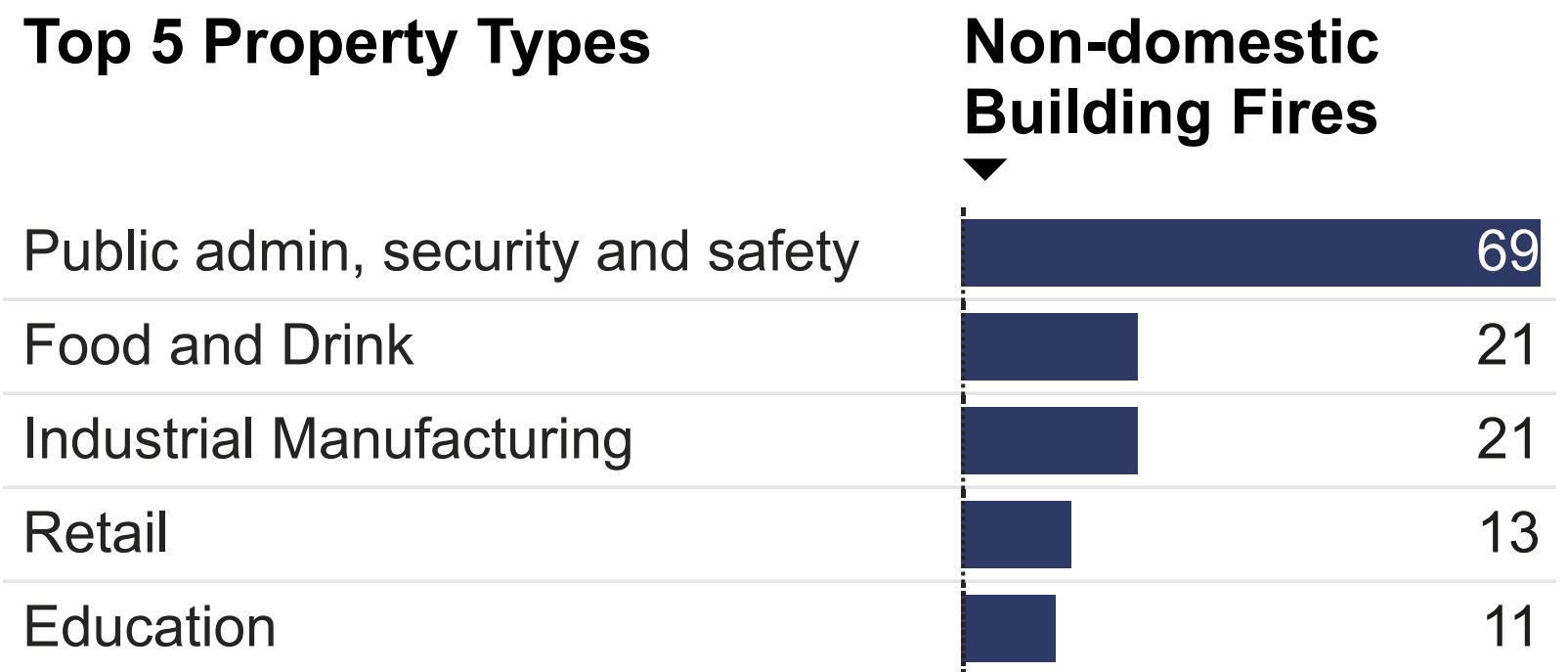
All Non-domestic Building Fires (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Non-domestic Building Fires Previous Year To Date Comparison

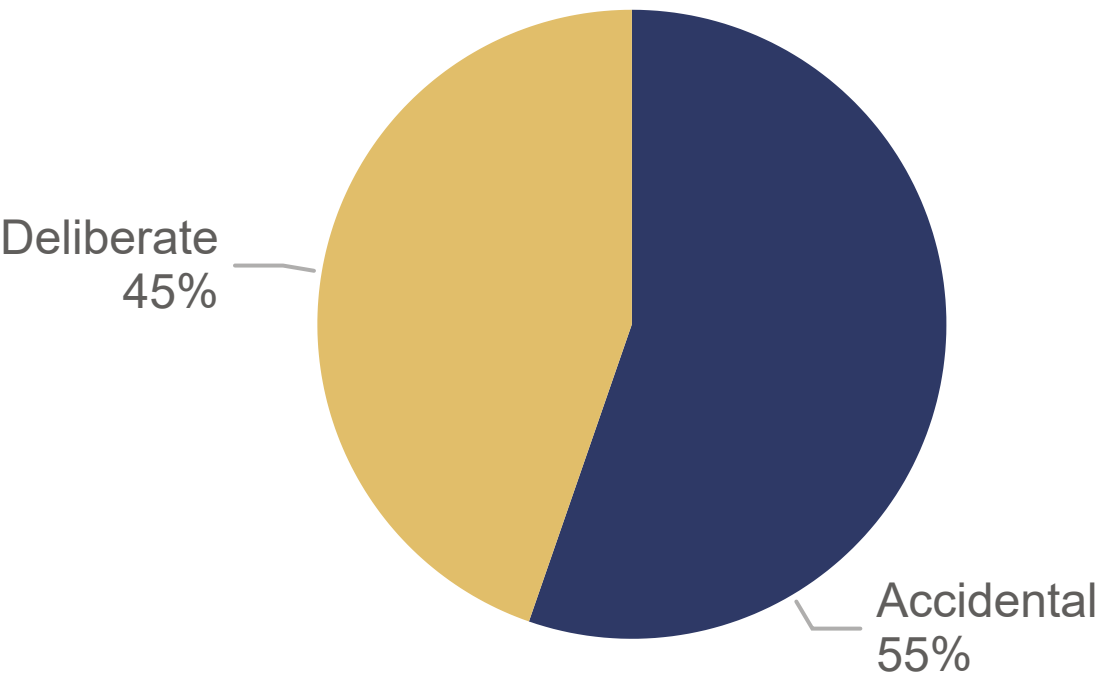
District	% increase/decrease on previous year	3 Year Average
Bradford	-3%	↓
Calderdale	-15%	↓
Kirklees	45%	↓
Leeds	1%	↑
Wakefield	12%	↓

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.

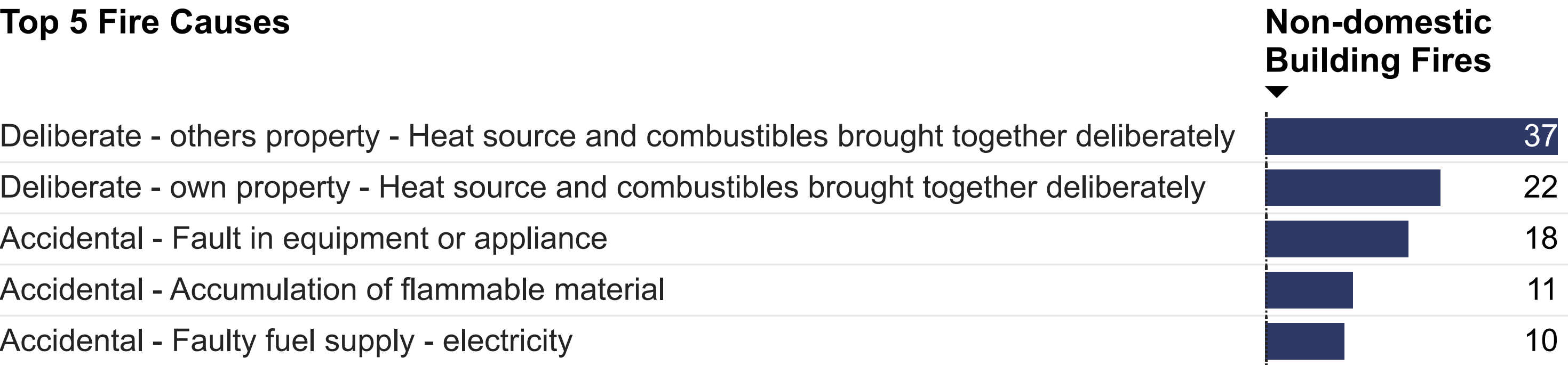
Top 5 Property Types



Non-domestic Building Fires by Accidental or Deliberate Fires



Top 5 Fire Causes

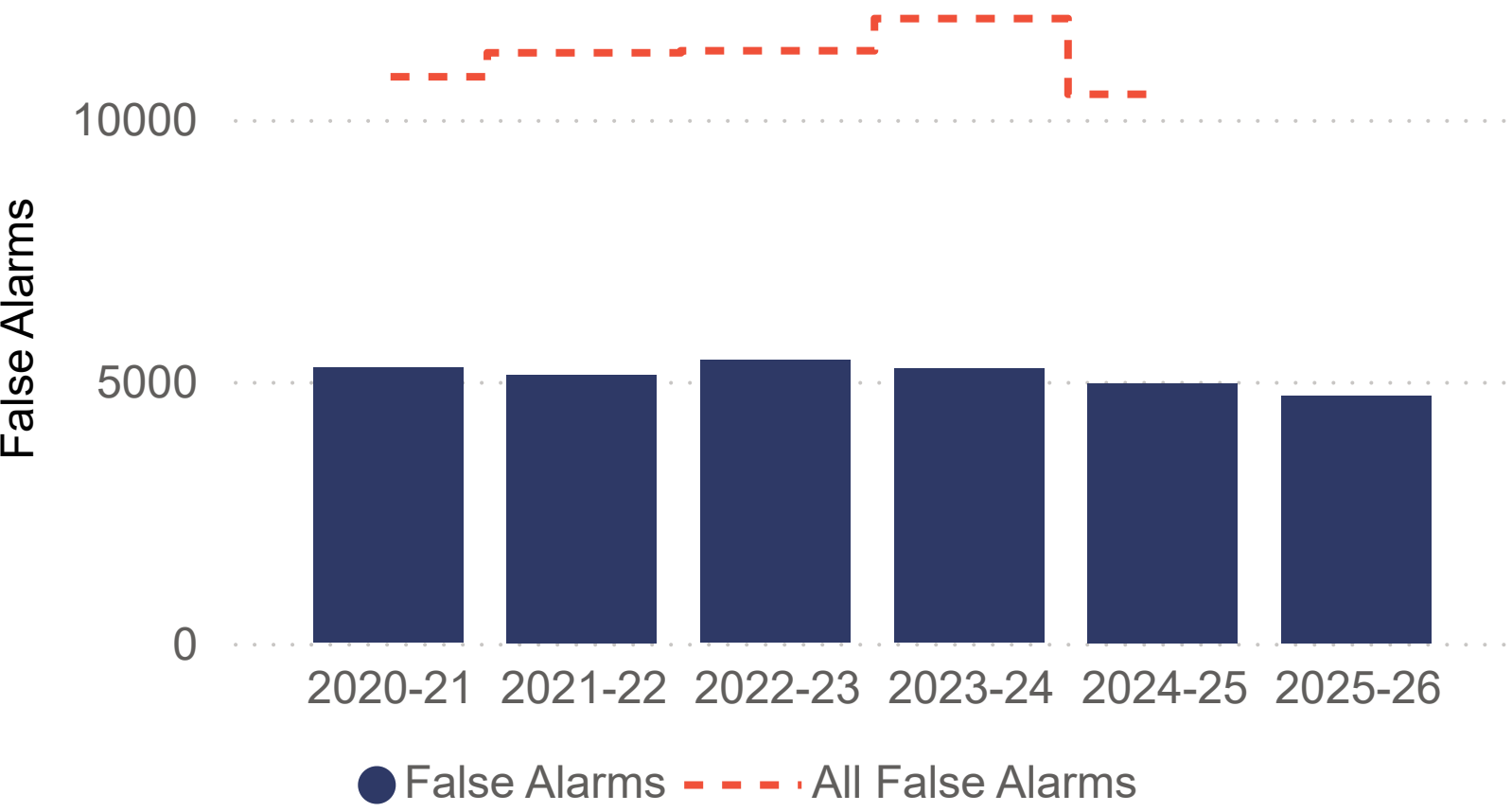


False Alarms

01 April 2025

14 September 2025

False Alarms by Financial Year



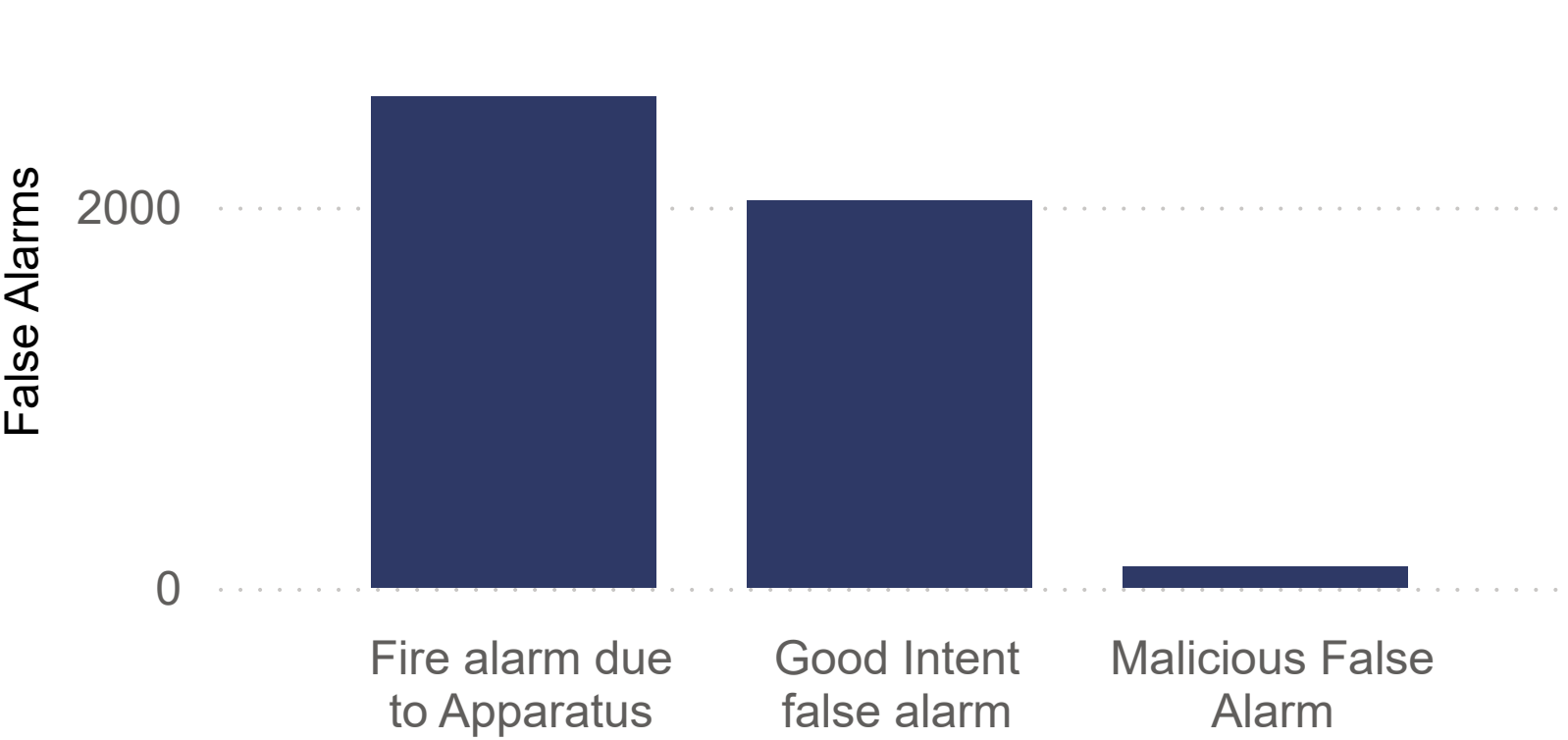
All False Alarms (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

False Alarms Previous Year To Date Comparison

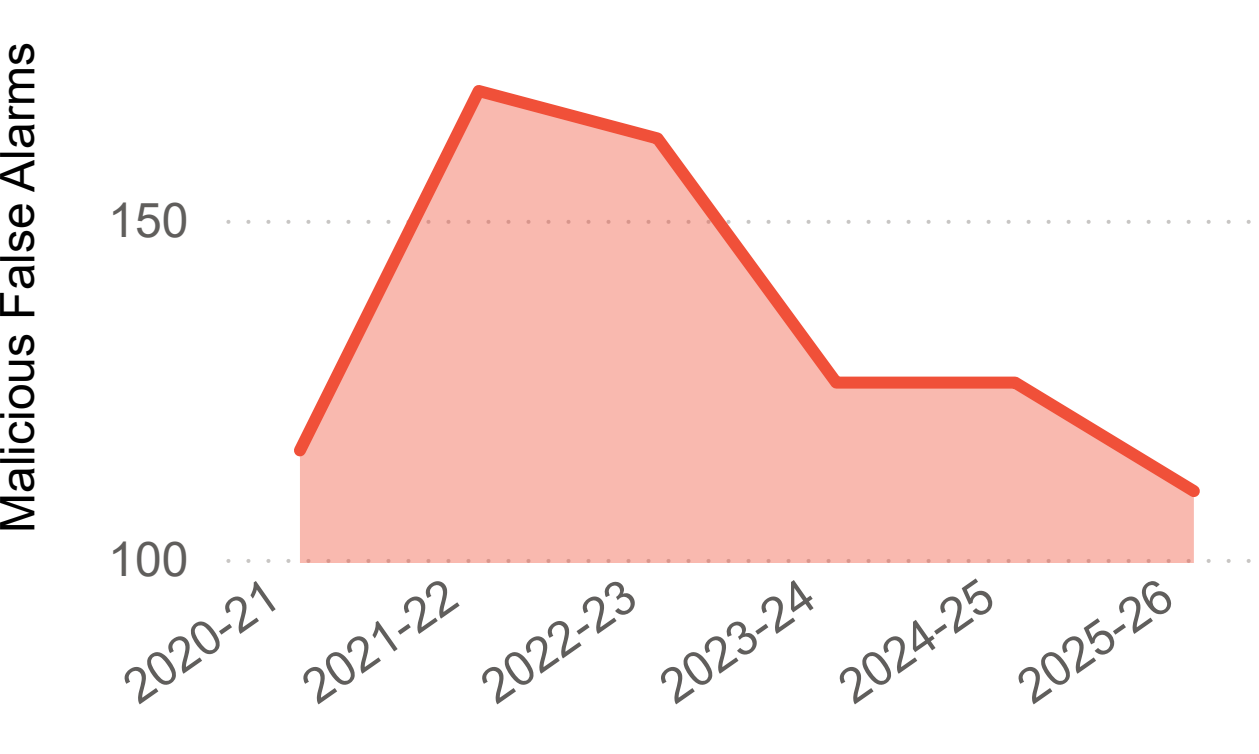
District	% increase/decrease on previous year		3 Year Average
Bradford	<div></div>	-12%	↓
Calderdale	<div></div>	6%	↑
Kirklees	<div></div>	-12%	↓
Leeds	<div></div>	-3%	↓
Wakefield	<div></div>	7%	↓

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

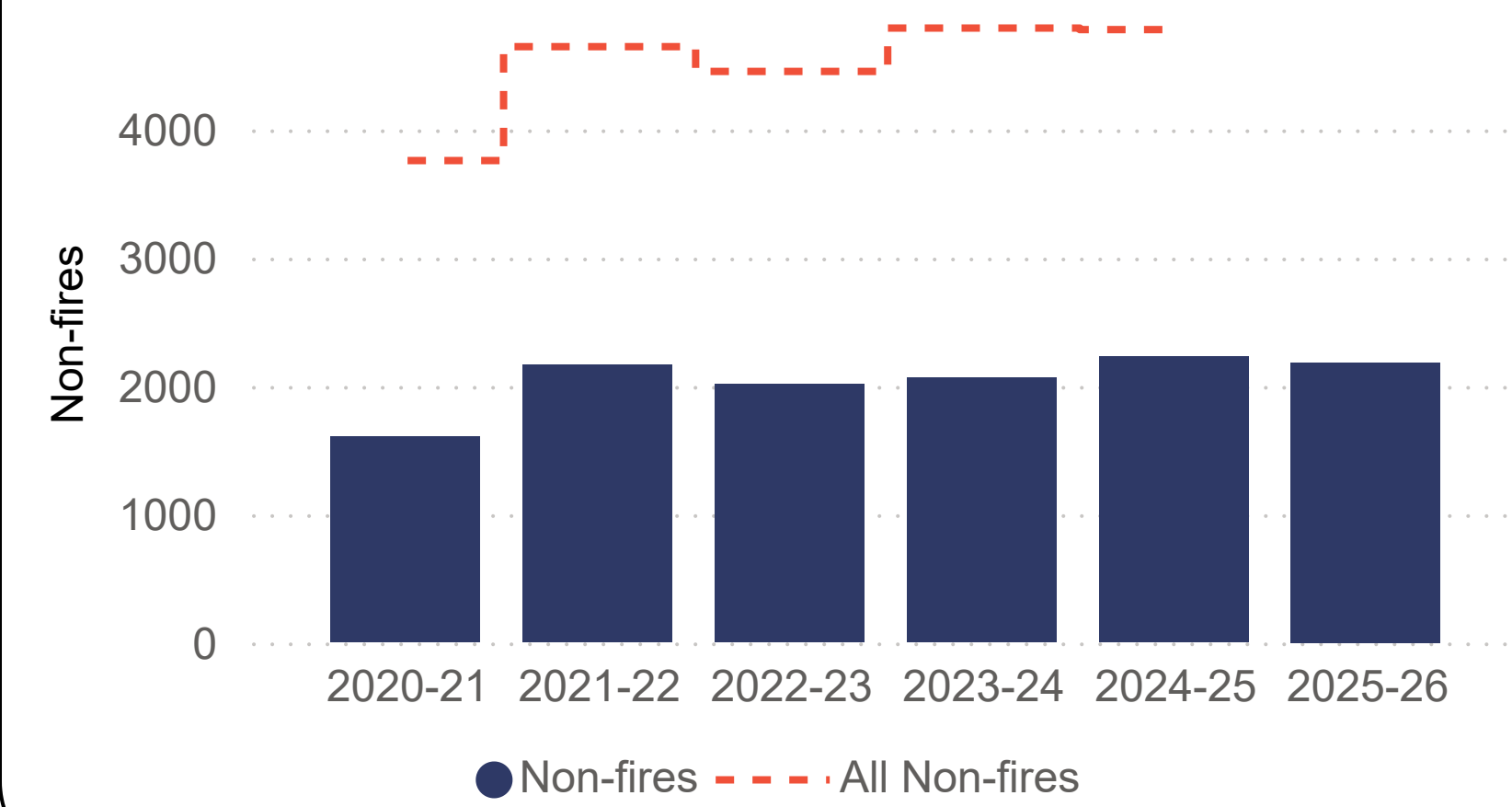
Faulty

Non-fires

01 April 2025

14 September 2025

Non-fires by Financial Year



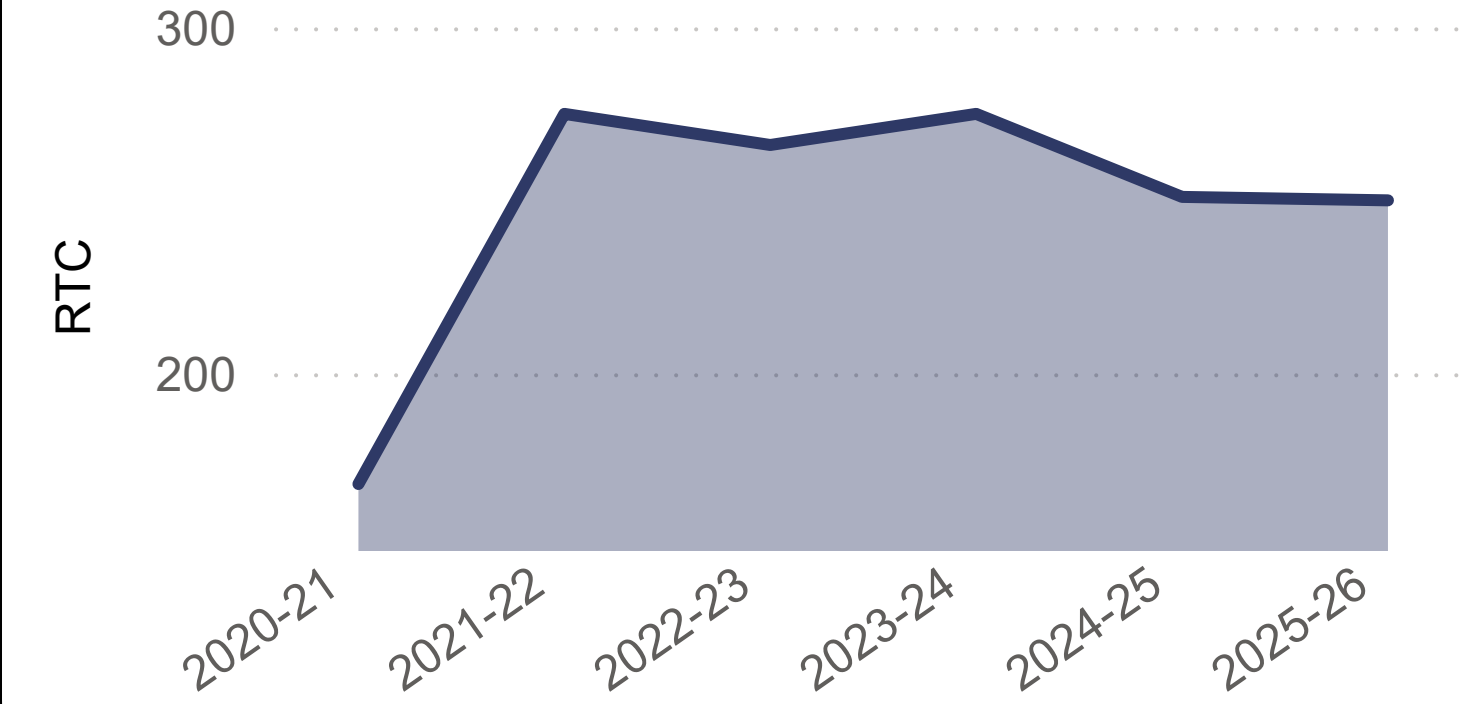
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Non-fires Previous Year To Date Comparison

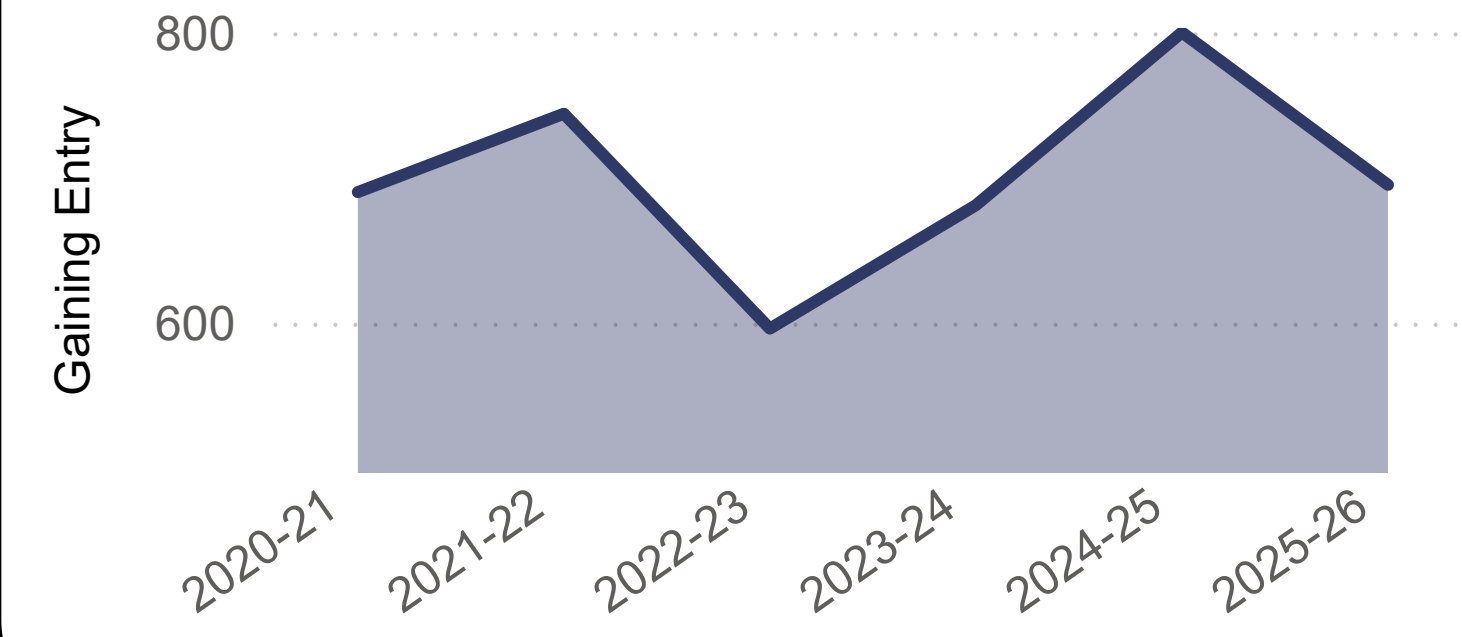
District	% increase/decrease on previous year		3 Year Average
Bradford	<div></div>	-6%	↓
Calderdale	<div></div>	-7%	↓
Kirklees	<div></div>	4%	↑
Leeds	<div></div>	2%	↑
Wakefield	<div></div>	-8%	↑

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



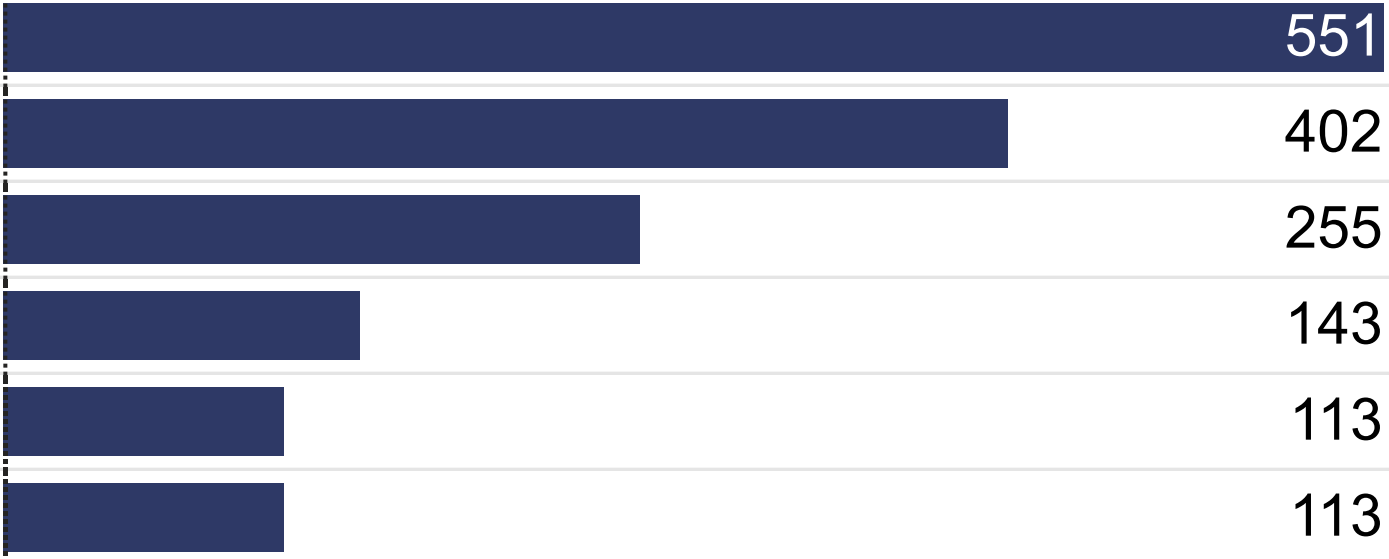
Gaining Entry Cause for Concern by Financial Year



Top 5 Non-fire Types

- Effecting entry/exit
- Assist other agencies
- RTC
- No action (not false alarm)
- Lift Release
- Other rescue/release of persons

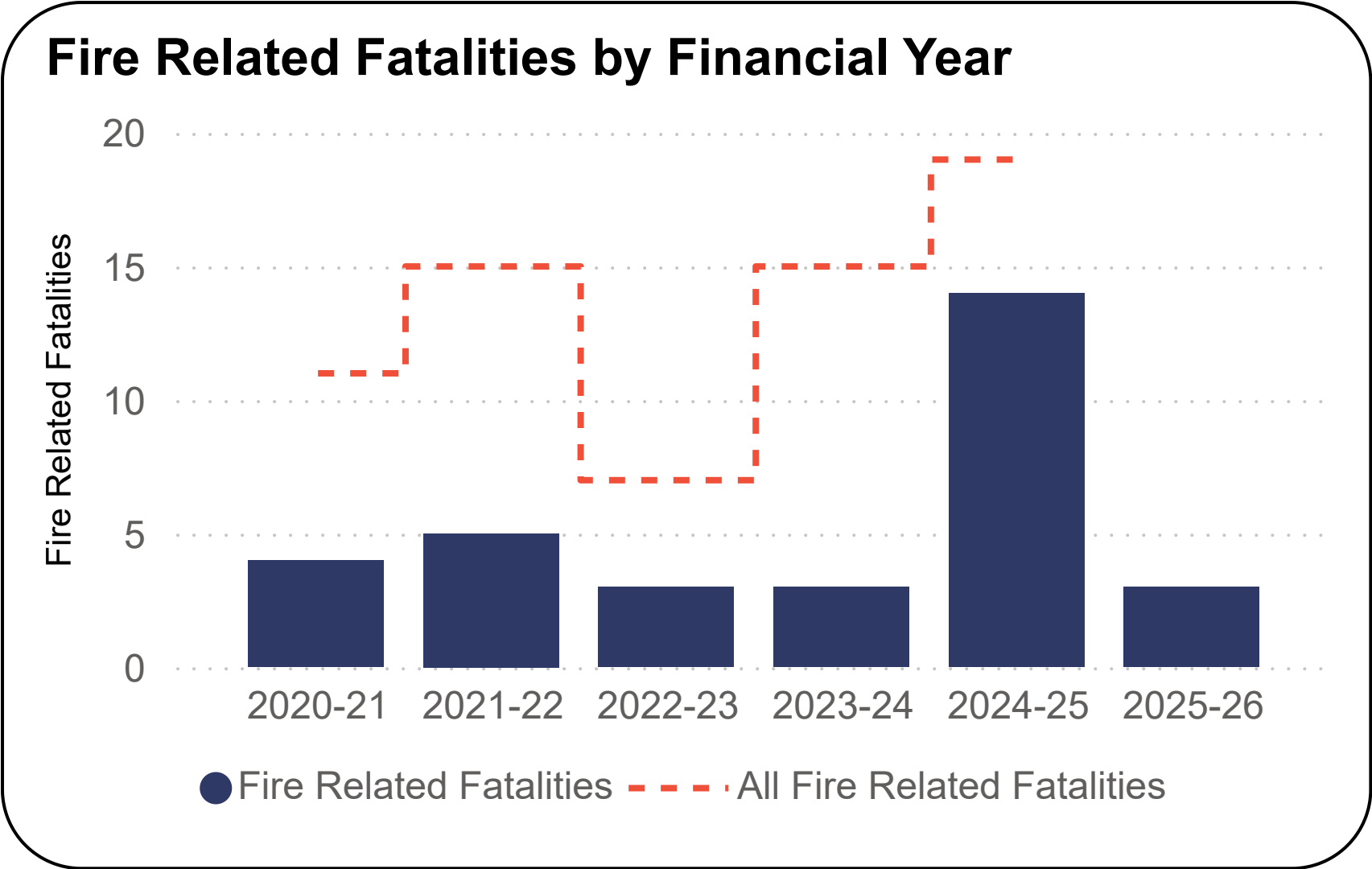
Non-fires



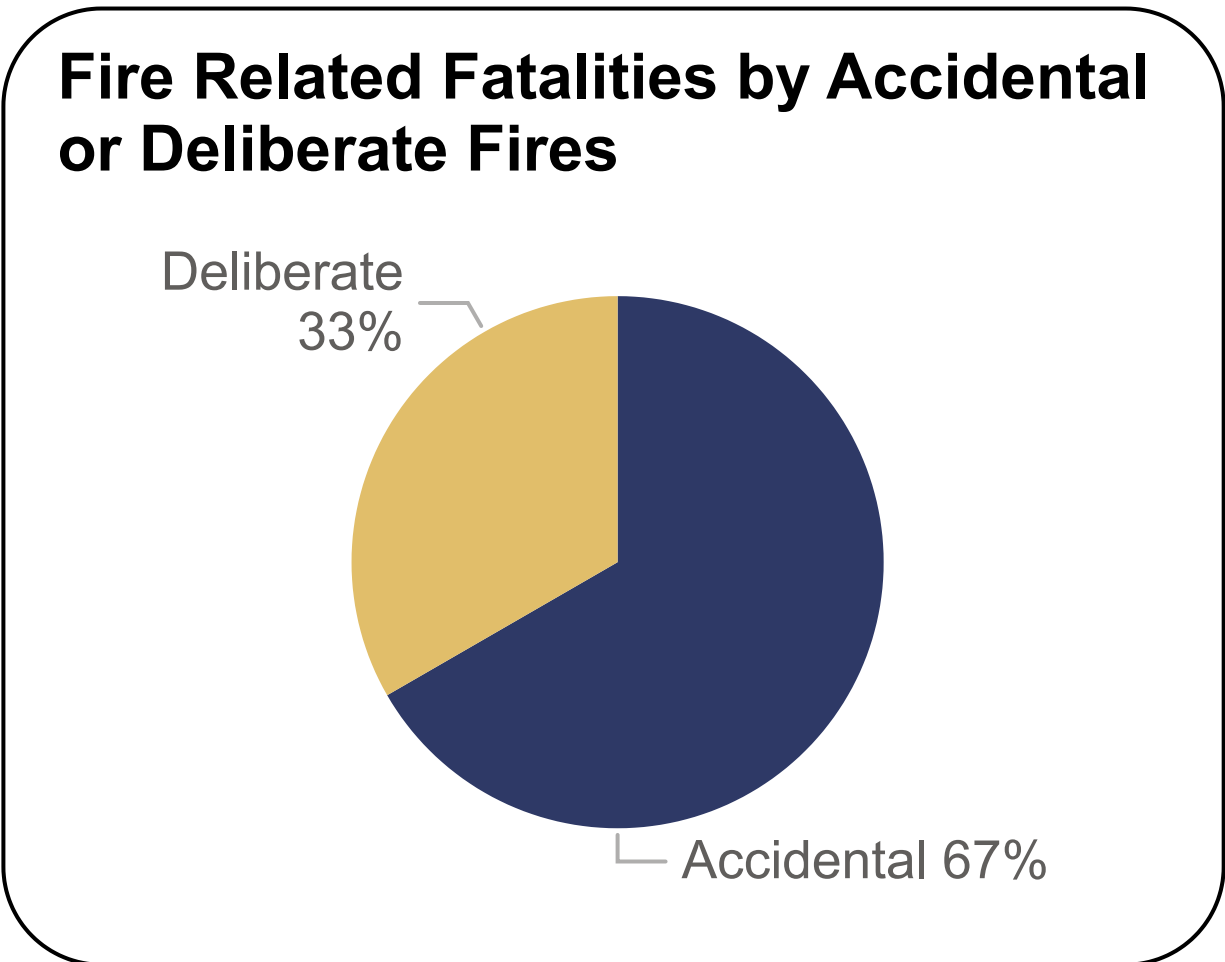
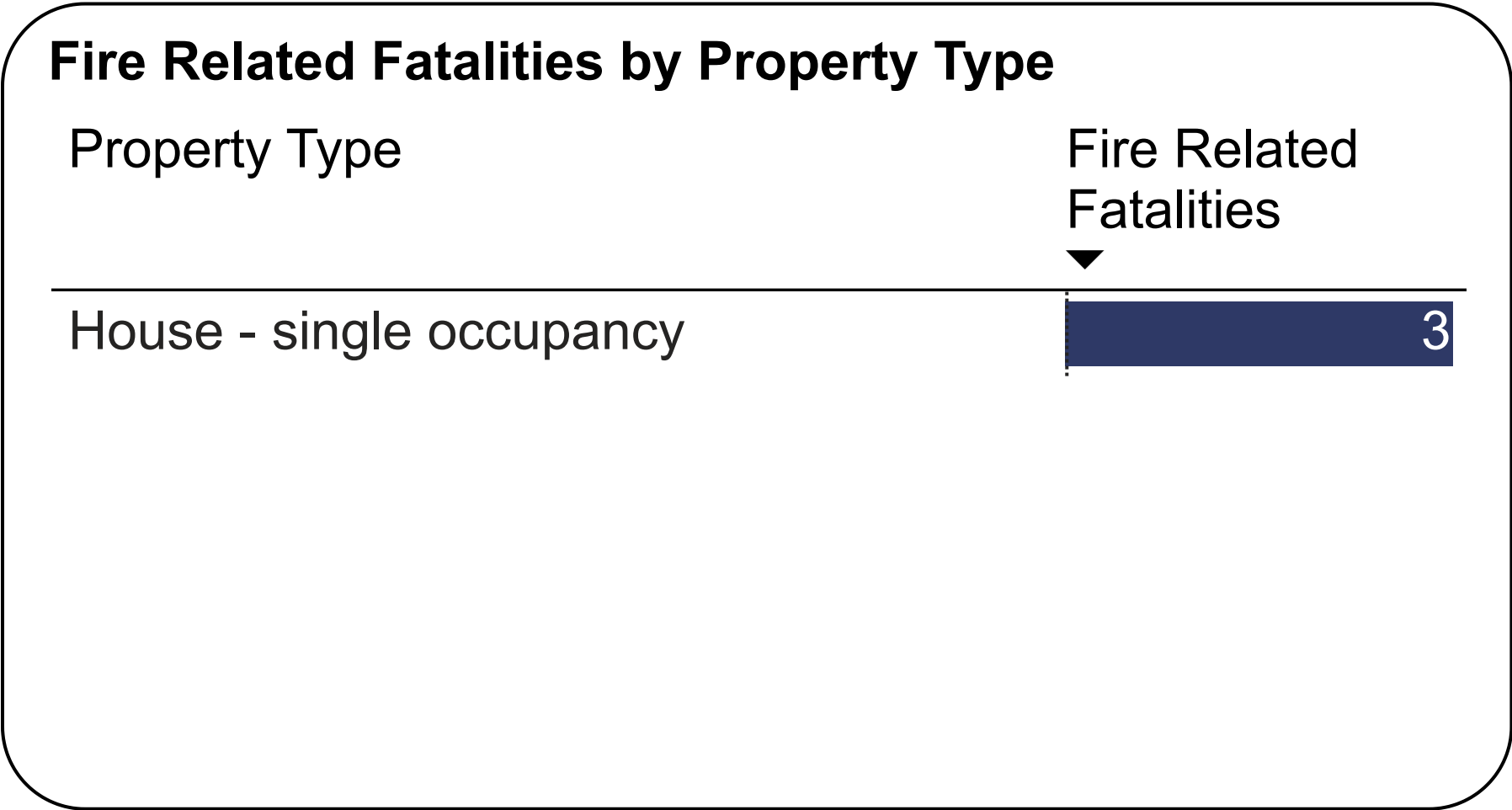
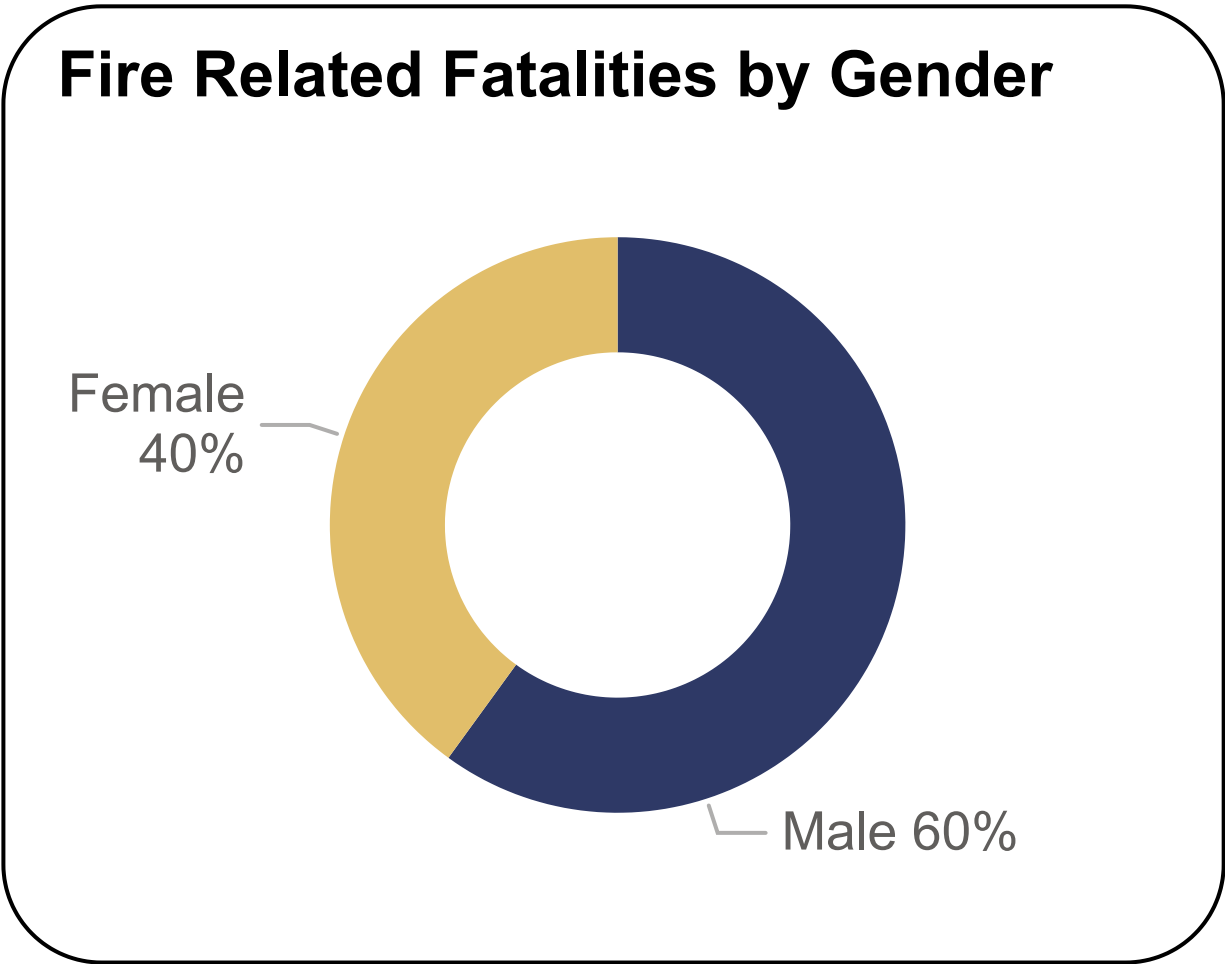
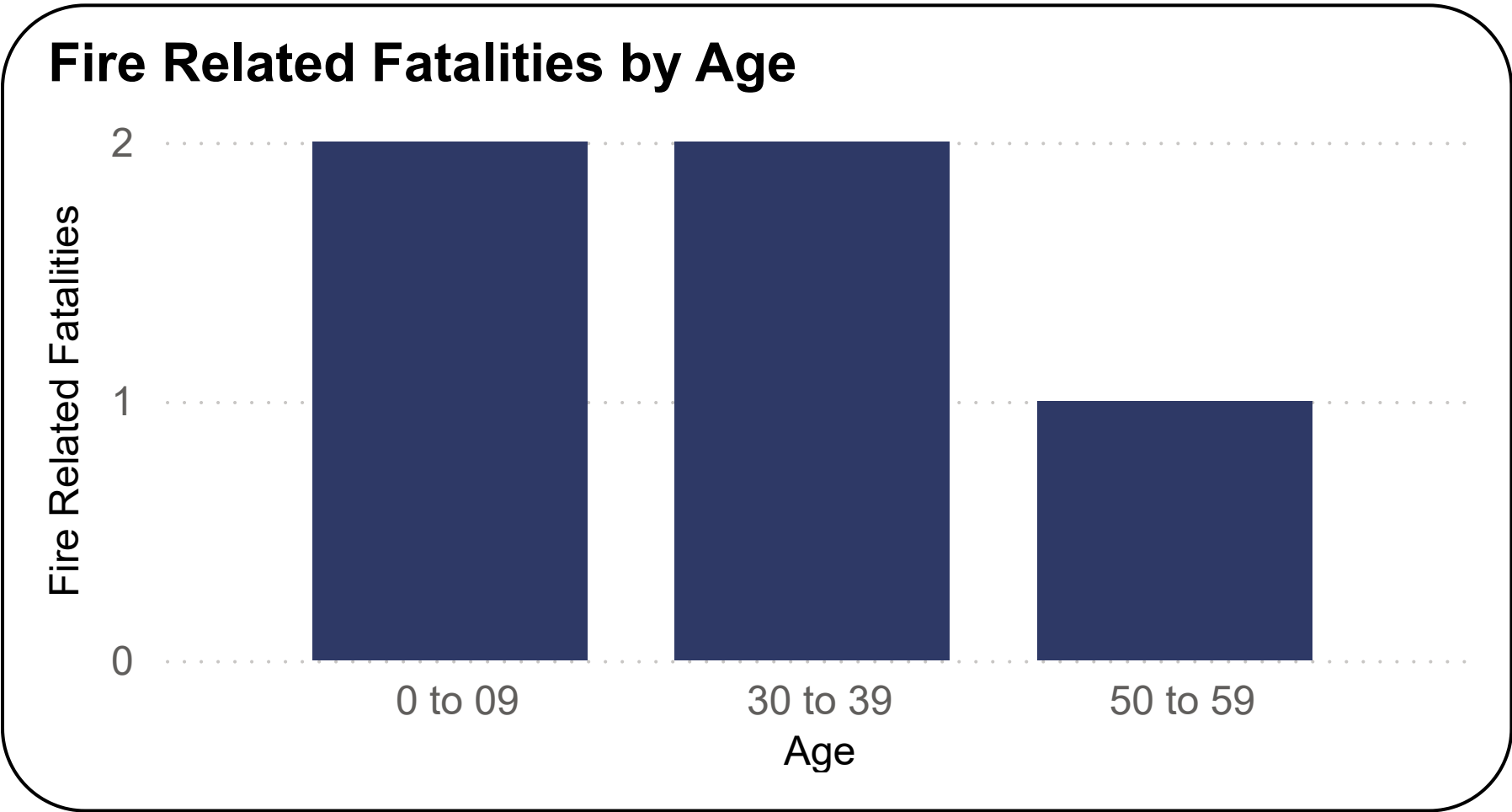
Fire Related Fatalities

01 April 2025

14 September 2025



All Fire Related Fatalities (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

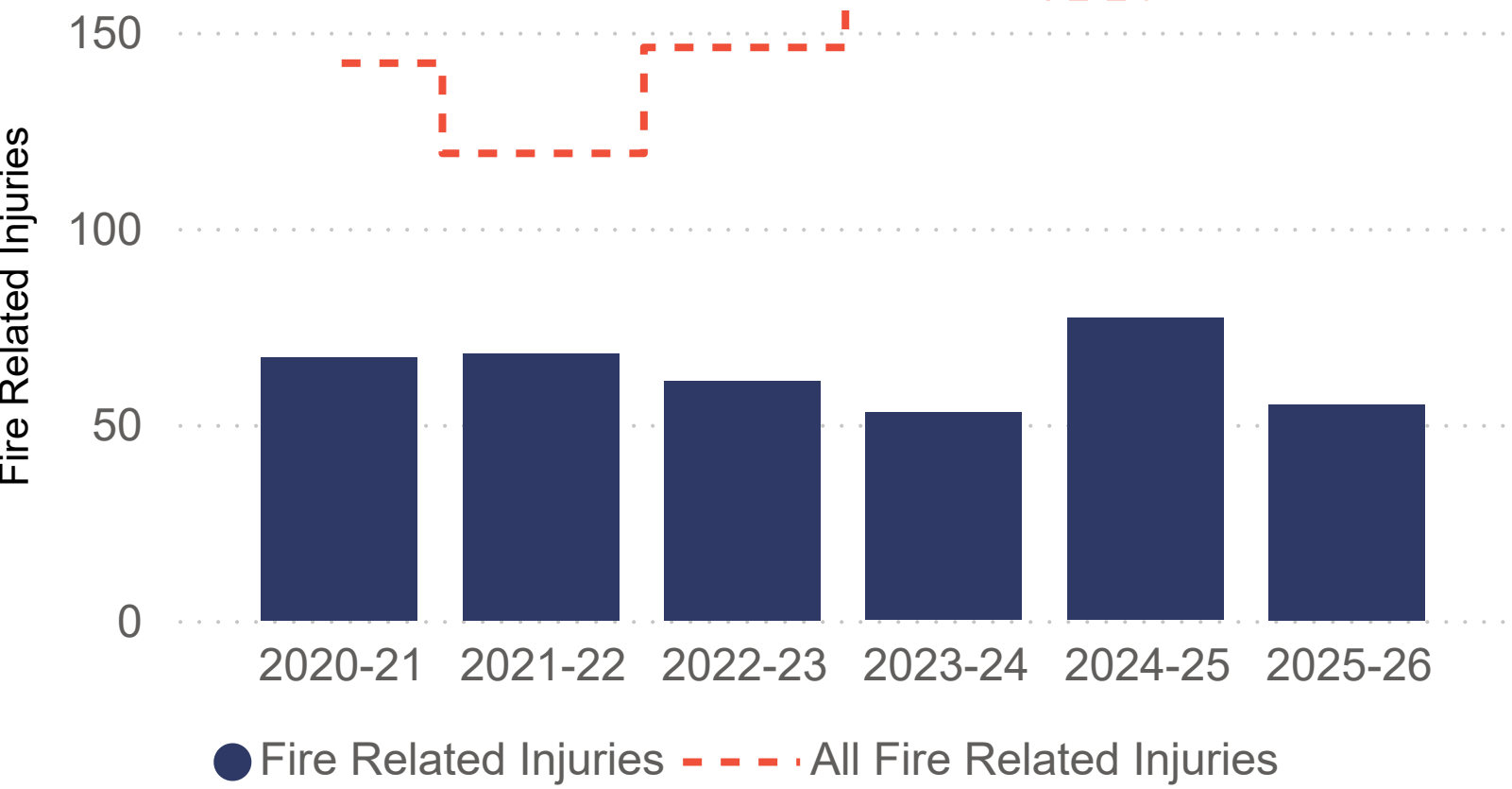


Fire Related Injuries

01 April 2025

14 September 2025

Fire Related Injuries by Financial Year



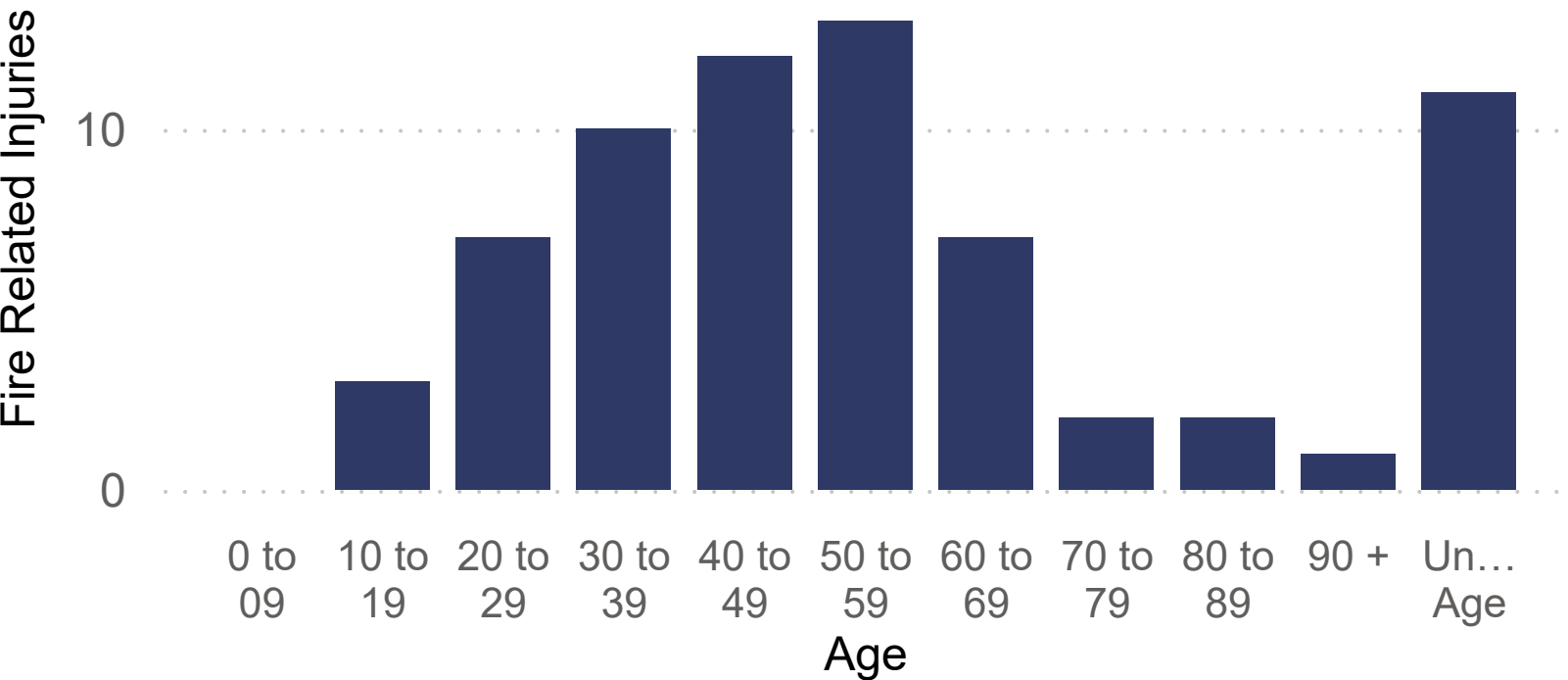
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Fire Related Injuries Previous Year To Date Comparison

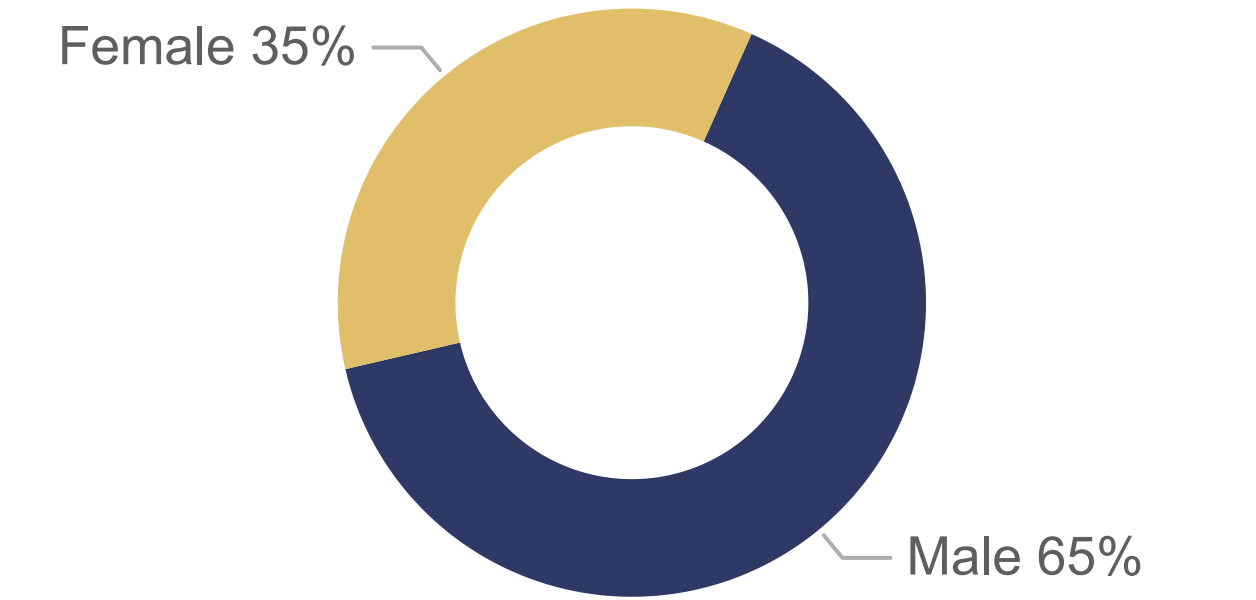
District	% increase/decrease on previous year	3 Year Average
Bradford	-25%	↓
Calderdale	-25%	↓
Kirklees	-17%	↑
Leeds	-25%	↓
Wakefield	-64%	↓

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



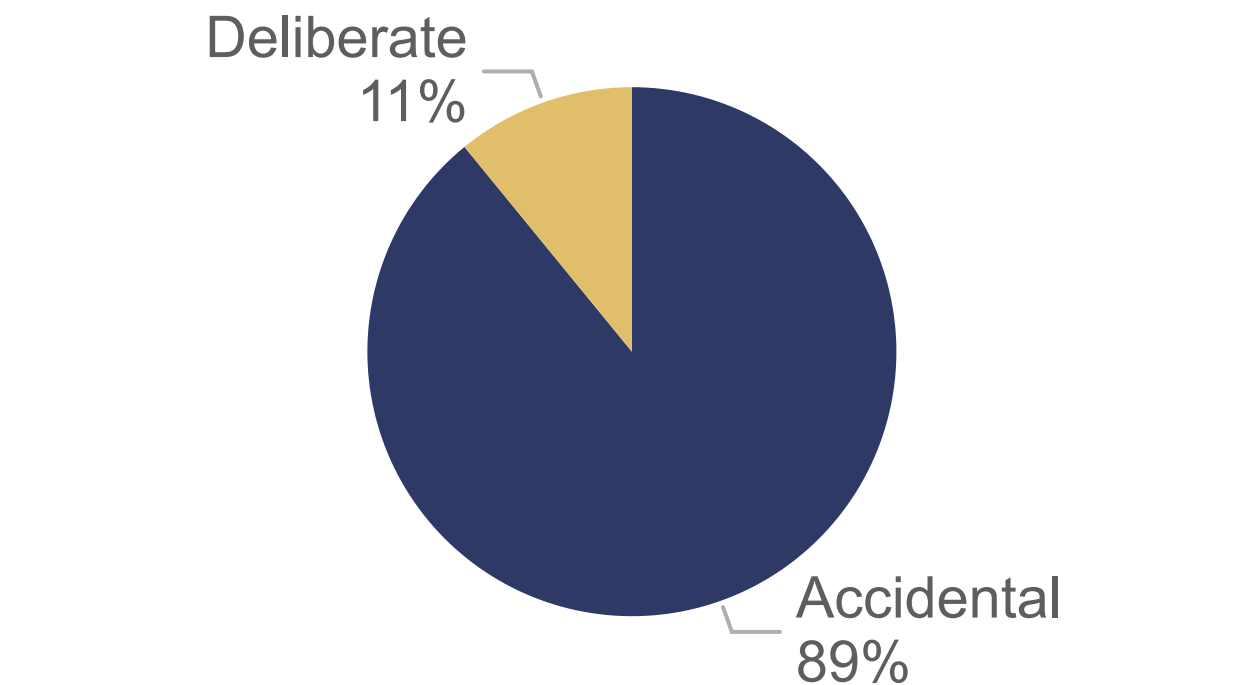
Fire Related Injuries by Gender



Fire Related Injuries by Severity



Fire Related Injuries by Accidental or Deliberate Fires



Top Property Type

House - single occupancy

Top Fire Cause

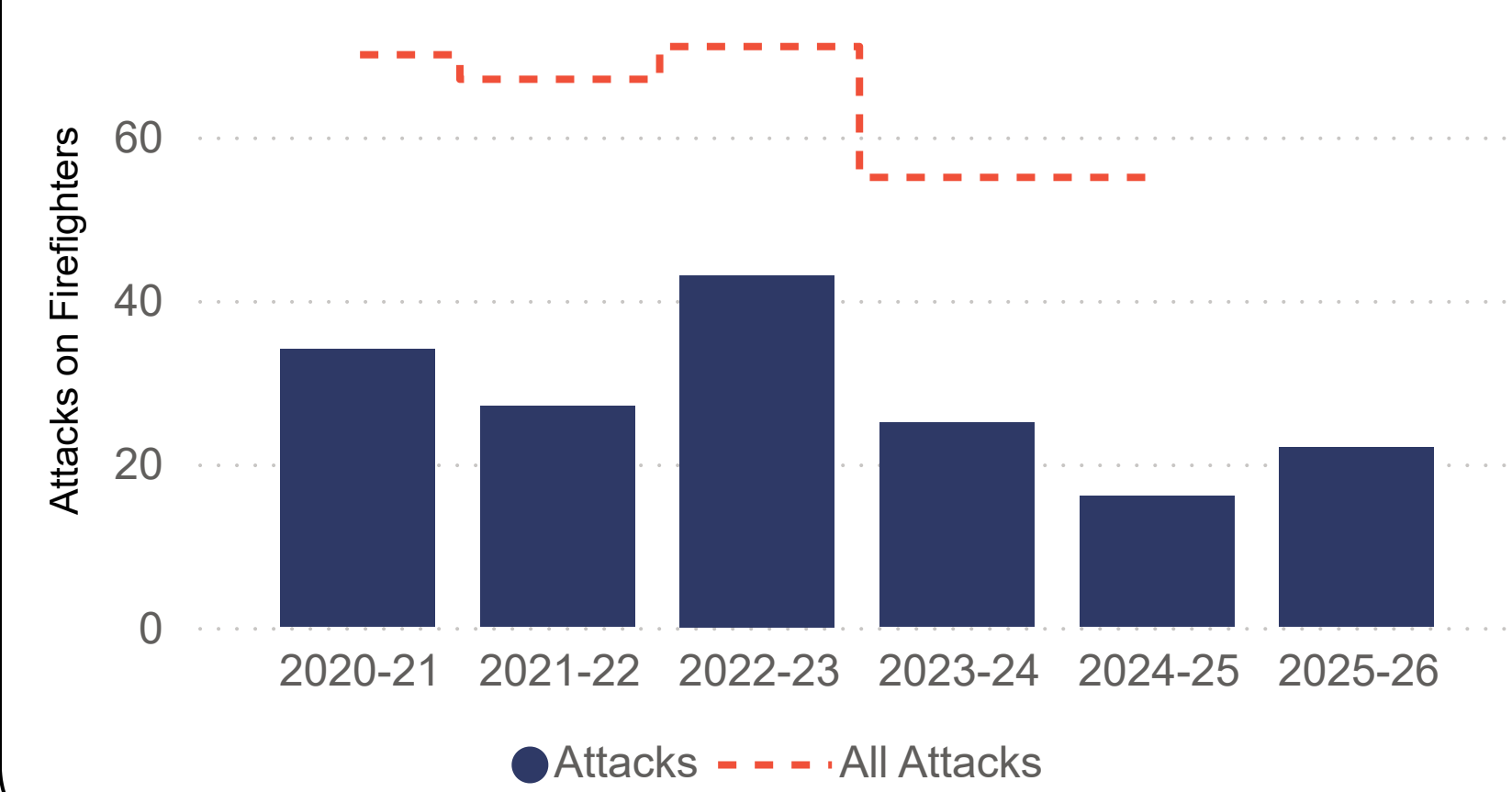
Accidental - Careless handling - due to careless disposal

Attacks on Firefighters

01 April 2025

14 September 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	8	9	-11%	↓
Calderdale	1	1	0%	↓
Kirklees	2	1	100%	↓
Leeds	10	3	233%	↑
Wakefield	1	2	-50%	↓

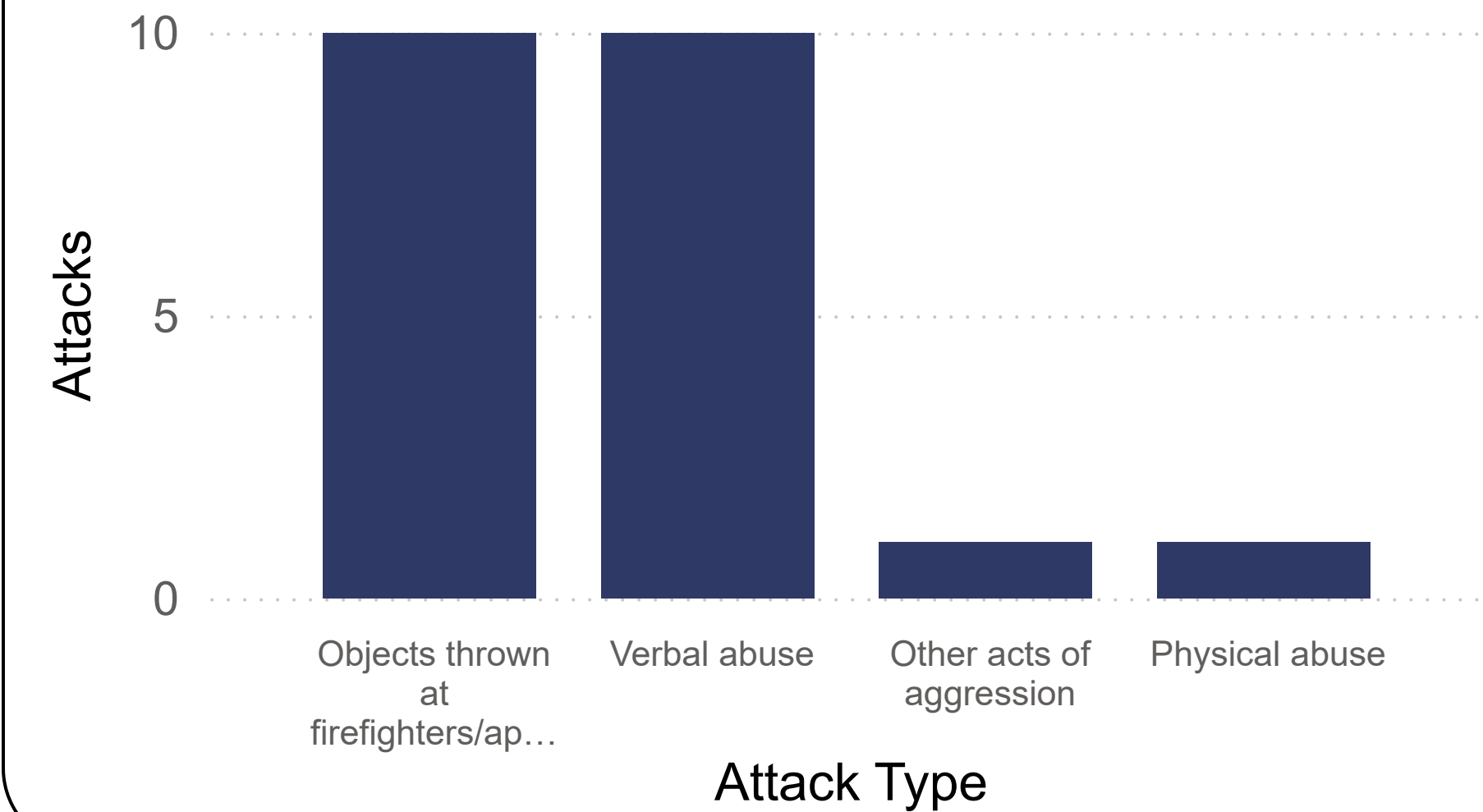
3 Year average indicator shows if current number of Attacks on Firefighters this financial year is an increase/decrease of Attacks on Firefighters against the 3 year average. Looking at only the comparison range.

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

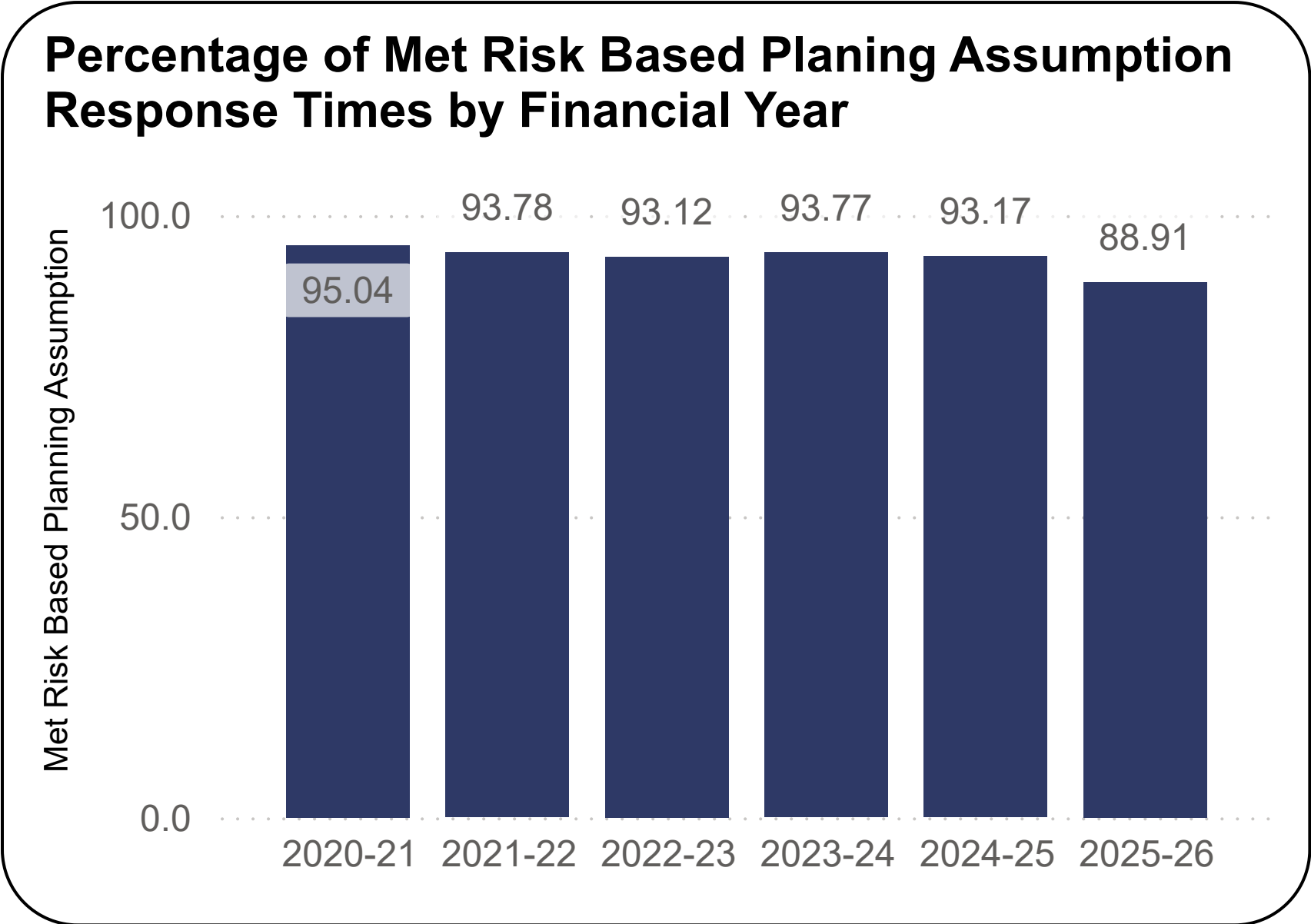
District	% Attacks at district total incidents
Leeds	0.21%
Bradford	0.20%
Kirklees	0.10%
Calderdale	0.07%
Wakefield	0.05%

Percentage of attacks based on number of incidents per district.

Response Times

01 April 2025

14 September 2025



Percentage of Met Risk Based Planning Assumption Response Time

District	% Met
Leeds	92.86
Bradford	90.74
Kirklees	84.85
Wakefield	84.45
Calderdale	81.91

Average Response Time by LSOA Risk Score and Severity

Risk Score	Life	Property	Other	Total
Very High	00:06:00	00:07:22	00:07:30	00:07:23
High	00:06:32	00:08:08	00:07:40	00:07:36
Medium	00:06:53	00:08:11	00:08:05	00:07:59
Low	00:08:03	00:09:29	00:08:51	00:08:48
Very Low	00:08:39	00:11:33	00:10:08	00:10:04
Total	00:07:39	00:09:30	00:08:39	00:08:37

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.

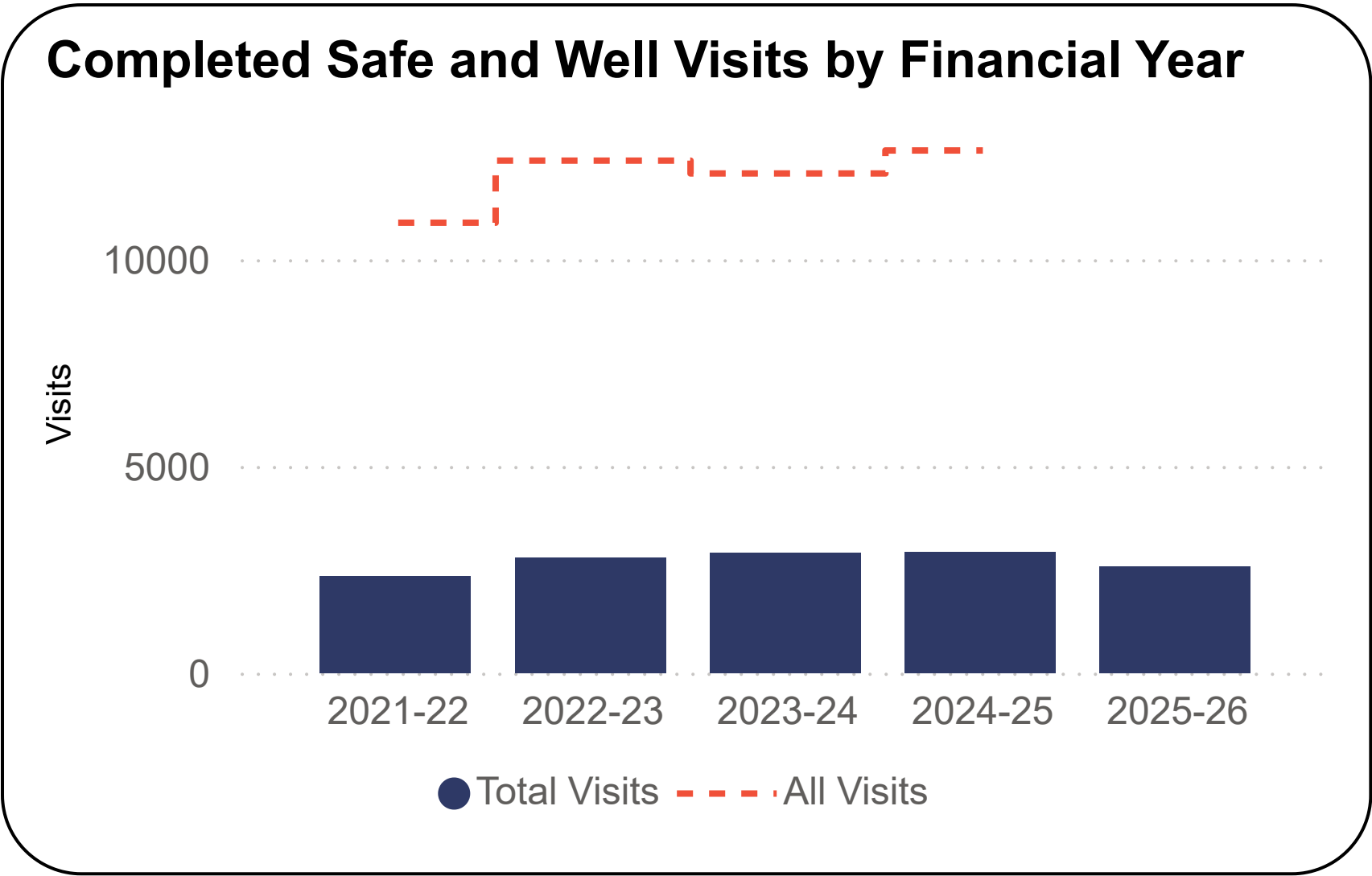
Other – All other incidents not included within the descriptors for Life and Property risk including secondary fires, false alarms and non-fire related incidents where there is no risk to human life.

The RBPA’s are underpinned by a comprehensive risk assessment for WYFRS.

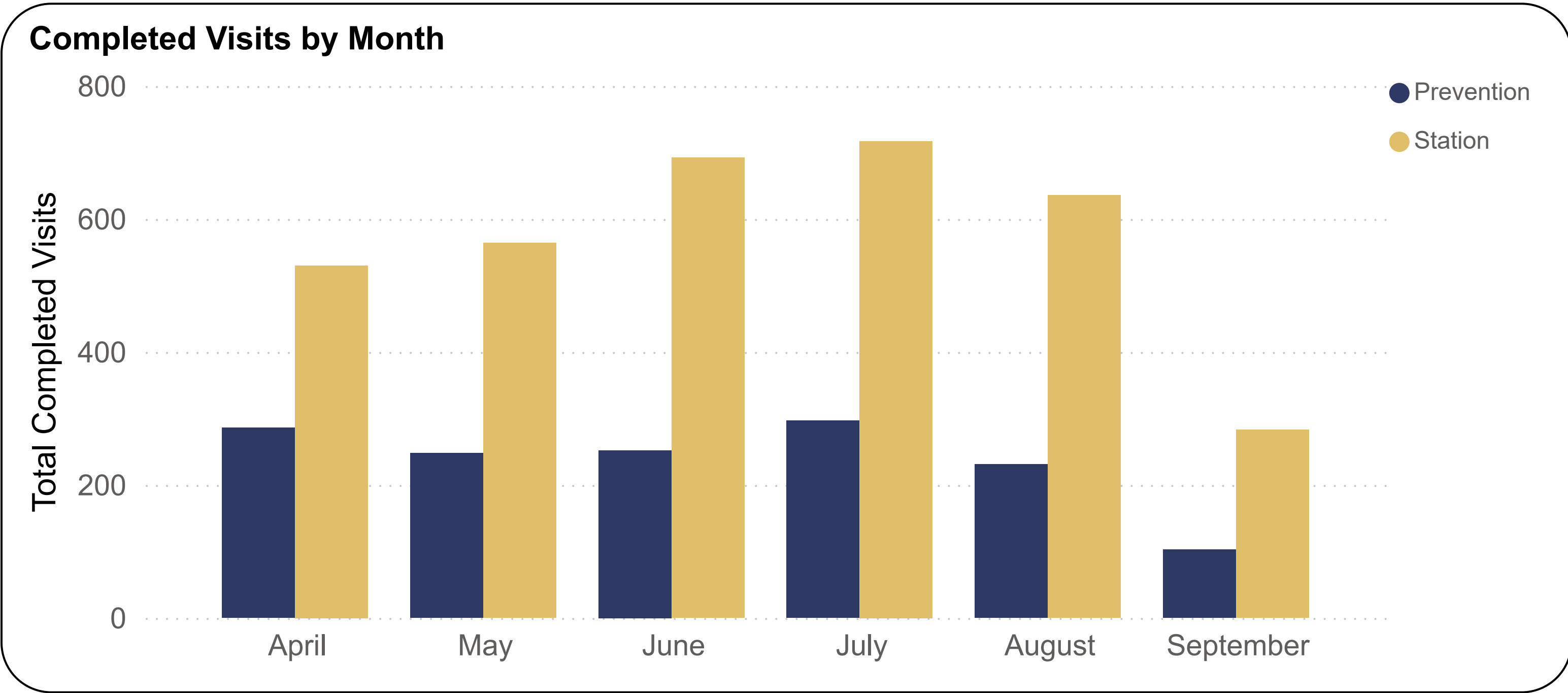
Safe and Well Visits

01 April 2025

14 September 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.

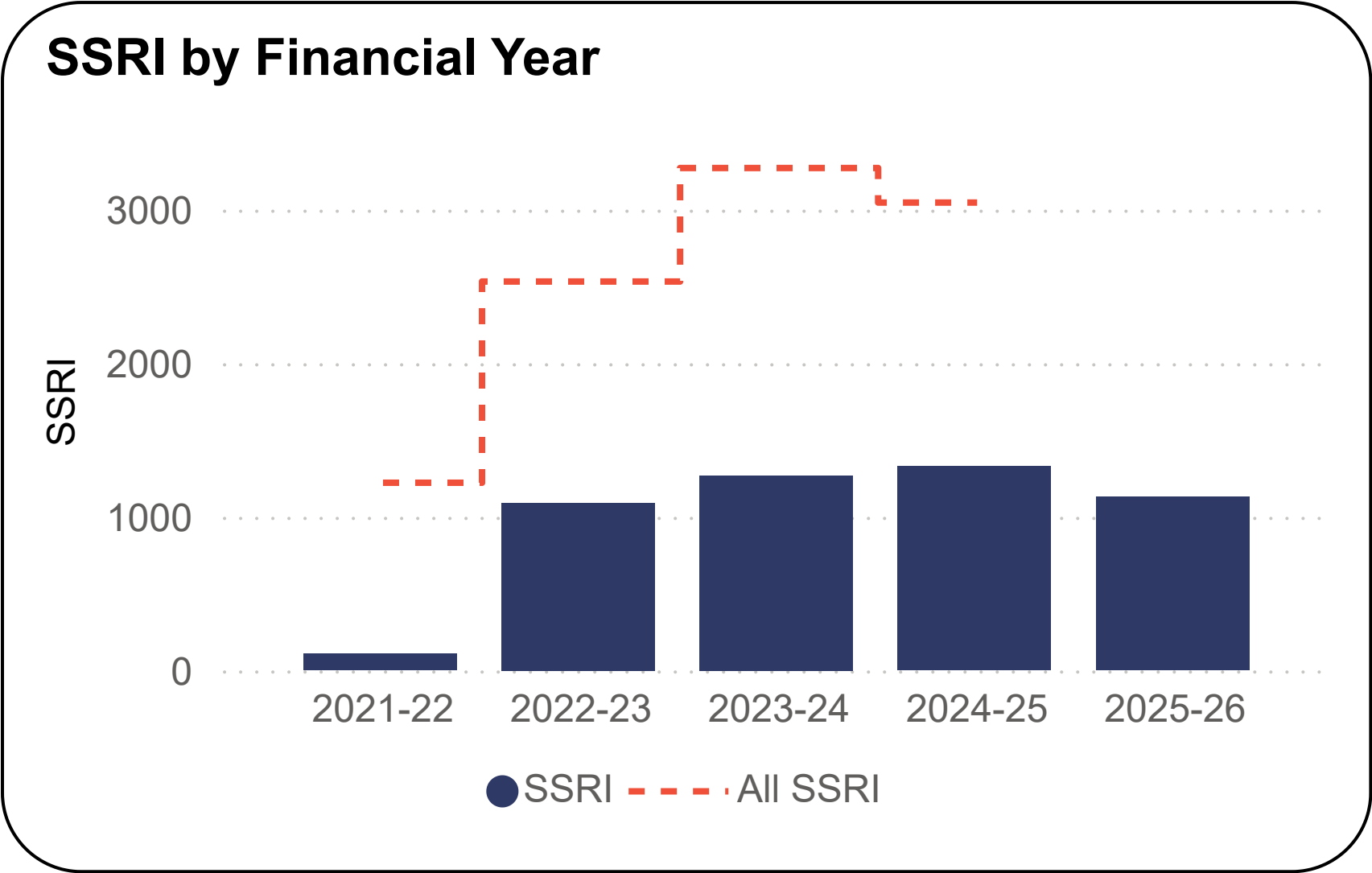
People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents.
It also covers a broader assessment of vulnerability against a number of other elements, including:

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

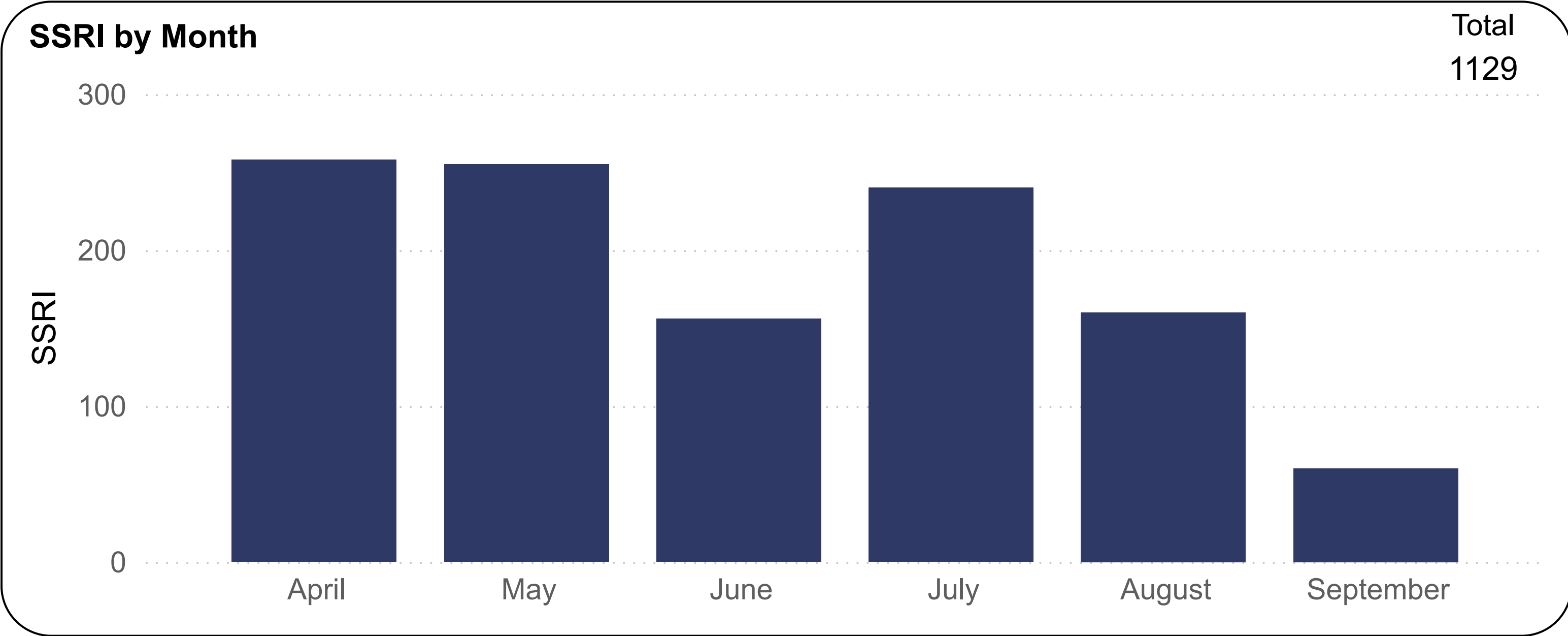
Site Specific Risk Inspections (SSRI)

01 April 2025

14 September 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:10

Corporate Health Report 2024/25

Full Authority

Date:	26 September 2025
Submitted by:	Head of Corporate Services
Purpose:	To provide Members with an annual update relating to the corporate health of the Authority.
Recommendations:	That Members note the Corporate Health Report.
Summary:	In accordance with the Authority's Code of Corporate Governance and pursuant to the corporate performance monitoring processes, this report provides an annual corporate health update.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Alison Davey, Head of Corporate Services Tel 01274 682311 Email: alison.davey@westyorksfire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. Introduction

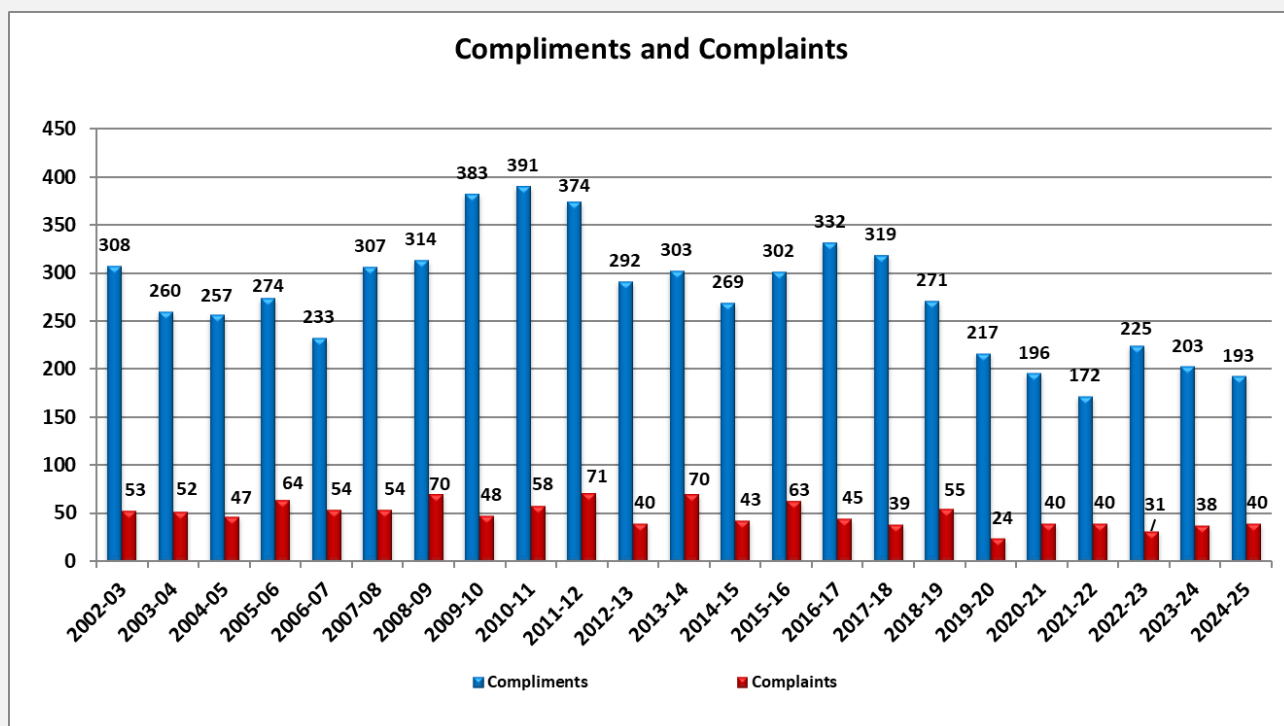
- 1.1 The Authority adopted a Code of Corporate Governance in 2003 and pursuant to the corporate performance monitoring processes an annual 'corporate health' report is submitted to the Annual General Meeting of the Authority.
- 1.2 In April 2005 the Authority adopted a new formal Constitution which,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

2. Corporate Health

2.1 Compliments and Complaints

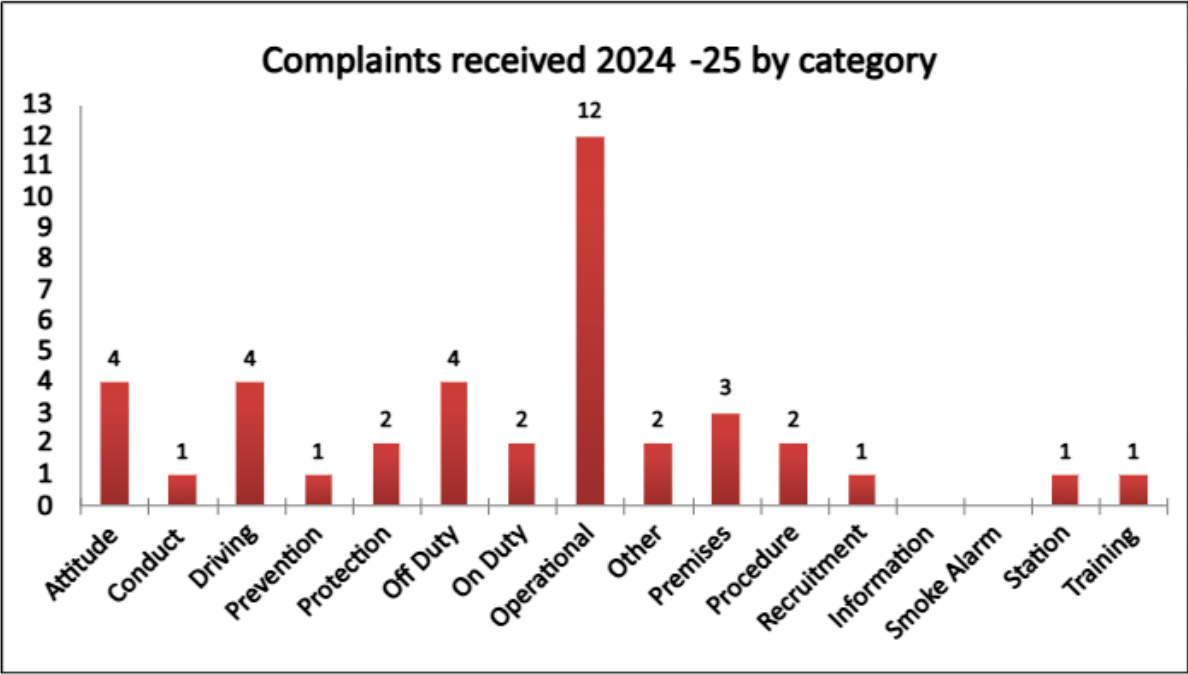
The graph below summarises West Yorkshire Fire and Rescue Service (WYFRS) performance compared to previous years' figures. During the period 1 April 2024 to 31 March 2025 WYFRS received 193 compliments, which is lower than the 203 received during the previous year.

WYFRS received 40 complaints during the 12-month period 2024/25 compared with the 38 complaints received during 2023/24.



3. Complaints

- 3.1 The receipt of a complaint either by telephone, email or letter is, if possible, to be resolved at the point of contact. The Corporate Services department is advised via the compliments/complaints website, by telephone, or email, giving details of the complaint and subsequent action taken.
- 3.2 If the complaint cannot be resolved quickly Corporate Services will monitor progress and, if necessary, prompt the investigating officer for updated information ensuring the complainant is contacted regularly to advise of progress being made; as detailed in the Compliments and Complaints Policy. This Policy is reviewed on a three yearly basis but in the interim, if it is highlighted a change in the procedure needs to be made the Policy will be updated immediately.
- 3.3 If a complaint is received directly by Corporate Services, the information will be passed on to an appropriate officer to undertake an investigation. Should a complaint proceed to Stage II Corporate Services will arrange to have a Group Manager/Commander or more senior officer investigate.
- 3.4 Of the 40 complaints received in 2024/25, one was received by the Local Government Ombudsman relating to the Authority and not progressed as it was excluded from their jurisdiction under schedule 5/5A paragraph 4 of the Local Government Act 1974. 38 complaints have been resolved at Stage I and one complaint at Stage 2 to the satisfaction of the complainant, with 13 of these being upheld. All complaints are dealt with in a consistent manner, being fully investigated with appropriate remedial action taken where necessary. A breakdown of complaints by type is given below:

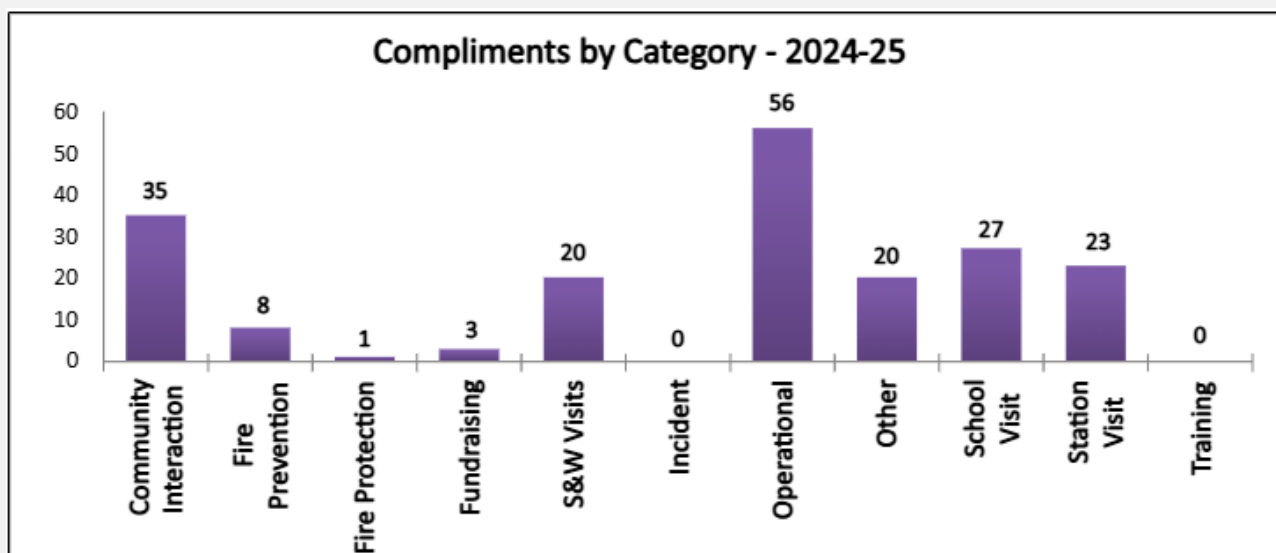


- 3.5 Although 40 complaints were received, WYFRS have attended 24,252 incidents, carried out 3,029 Site Specific Risk Inspections and delivered 12,631 Safe & Well visits in the same period.

- 3.6 A depersonalised register of the complaints log is available for Members to view at this meeting.

4. Compliments

- 4.1 The majority of the 193 compliments received have arisen directly as a result of daily interaction with the public and local communities.
- 4.2 A breakdown of the areas the compliments referred to is given below:



5. Performance Indicators (PI)

- 5.1 The overall purpose of Performance Indicators is to contribute to and facilitate the continuous improvement in efficiency and effectiveness of services. The outturn figures for each of the PIs for 2024/25 are shown in the table below along with the figures for 2023/24.

Corporate Health Indicators			
Ref	Description of Indicators	2023/24 Outturn	2024/25 Outturn
CH1	The level (if any) of the Fire and Rescue Service Equality Framework to which the Authority conforms	Achieving	Achieving
CH4	Average number of working days / shifts lost to sickness (short-term and long-term).	11.35	10.94
	Average number of working days / shifts lost to long term sickness	7.80	7.27
CH5	Health and Safety – Total Injuries to staff		
	<3 days Injuries	19	15
	3 + days	28	30
	RIDDOR Major Injury/Disease	2	2
	Total	49	47

CH9	Forecast Budget Variance (% Variance against overall budget)	0.52%	0.78%
CH11	Forecast Capital Payments (Actual figures £s)	£34.374m	£25.457m
CH13	Debtors – Value of debt outstanding which is over 60 days old	£108,010	£111,772
CH14	Customer Satisfaction - % Overall Satisfaction with the service provided.		
	Quality of Service: Domestic	98%	99%
	Quality of Service: Non-Domestic	100%	97%
	Safe & Well Visits	99%	99%

6. Customer Service Excellence

6.1 WYFRS undertakes an annual assessment against the Government's Customer Service Excellence (CSE) standard, which is a widely recognised accreditation that assesses an organisation's commitment to providing excellent customer service. 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. It also places emphasis on the development of customer insight, understanding user's experience, and robust measurement of service satisfaction.

6.2 WYFRS has achieved full compliance in all criteria following the last review assessment, which was undertaken on 29 November 2024, concentrating on the following criteria:

- Criterion 1 Customer Insight
- Criterion 2 The Culture of the Organisation
- Criterion 3 Information and Access
- Criterion 4 Delivery
- Criterion 5 Timeliness and Quality of Service

6.3 The assessment resulted in maintaining full compliance against all 57 Customer Service Excellence criteria along with three new elements worthy of Compliance Plus making a total of 36. The additional Compliance Plus awards, which were 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; either within the organisation or in the wider public service arena 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.

- 6.4 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.
- 6.5 Highlights from the Assessor's Summary report states "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 Bradford Fire Station and spoke to the Assistant District Commanders present and crew members
- 6.6 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.
- 6.7 The assessor examined the latest HMICFRS inspection report on the service, which has a focus on operational matters including the culture within the organisation. CSE complements the HMICFRS inspection because of its focus on the quality of customer service, which is an important attribute.
- 6.8 This assessment has been very well-prepared and evidence base extensive with 70 pieces of new evidence. WYFRS is fully compliant with the CSE Standard and has demonstrated excellence in service, which is once again a very commendable achievement and is to be congratulated.
- 6.9 The assessor summarised the overall assessment of each criteria as follows:

Customer Insight: - 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.

The Culture of the Organisation: This Criterion is fully compliant and covers leadership, staff professionalism and attitudes, and how these contribute to 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, and 2.2.4 retain Compliance Plus because nothing has arisen to indicate otherwise.

Information and Access: This Criterion is fully compliant and covers the 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 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 .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.

Delivery: 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 the 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 customers 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.

Timeliness and Quality of Service: 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.

7. Say So Concerns

Say So is an external online platform designed to allow employees to report workplace issues and concerns anonymously.

The tool complements current HR reporting methods and the Dignity, Respect and Integrity Policy, and provides a facility to those who want to report anonymously.

There were 25 Say So concerns reported anonymously by personnel through the external online reporting tool during the year 2024/25.

8. Complaints to the Local Government Ombudsman

One complaint received during the year ending 31 March 2025 was referred to the Local Government Ombudsman. The complaint was not progressed by the Local Government Ombudsman as excluded from their jurisdiction under schedule 5/5A paragraph 4 of the Local Government Act 1974.

9. Whistleblowing Complaints

No complaints were received in the year ending 31 March 2025.

10. Corporate Governance Policies

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

Compliments and Complaints Policy
Diversity and Inclusion Policy
Information Security Policy
Customer Care Policy
Data Protection Policy

Corporate Health and Safety Policy
Records Management Policy
Freedom of Information Policy
Whistleblowing Policy
Code of Conduct for Members

11. Financial Implications

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

12. Legal Implications

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

13. People and Diversity Implications

13.1 There are no people and diversity implications associated with this report.

14. Equality Impact Assessment

14.1 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

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

15. Health, Safety and Wellbeing Implications

15.1 There are no health, safety and wellbeing implications associated with this report.

16. Environmental Implications

16.1 There are no health, safety and wellbeing implications associated with this report.

17. Risk Management Implications

17.1 There are no risk management implications arising from this report.

18. Duty to Collaborate Implications (Police and Crime Act 2017)

18.1 There are no duty to collaborate implications arising from this report.

19. Your Fire and Rescue Service Priorities

19.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- 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.
- Prioritise a people first mindset through ethical and professional leadership and management
- 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.

20. Conclusions

That members note the Corporate Health Report.

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Agenda item: 11

Aligning Strategy: CRMP, HMICFRS and Programme of Change

Fire Authority

Date: 26 September 2025

Submitted Director of Corporate Services

Purpose: To inform Members about strategic activities currently in progress as part of our continuous improvement journey that amalgamate the CRMP, Programme of Change and HMICFRS.

Recommendations: That Members note the contents of the report.

Summary: The restructuring of the Corporate Services directorate has given opportunity to align key initiatives specifically the Community Risk Management Plan, HMICFRS preparation and the Programme of Change. The report explains how these workstream have been amalgamated to give a more integrated approach.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Judi Haigh, SIAT Manager & HMICFRS Liaison Officer
Judith.Haigh@westyorksfire.gov.uk

**Background papers
open to inspection:** None

Annexes: None

1. Introduction

- 1.1 The recent restructuring within Corporate Services presents a valuable opportunity to bring together and align key initiatives—specifically the Community Risk Management Plan (CRMP), His Majesty’s Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) preparation, and the Programme of Change, under a unified strategic framework. By amalgamating these areas of work, the Service can ensure greater coherence, eliminate duplication of effort, and optimise the use of resources across departments.
- 1.2 This integrated approach provides a clear line of sight for strategic priorities, ensuring that actions taken within any single area proactively support the organisation’s overarching goal: to demonstrate excellence and achieve an ‘Outstanding’ grade from HMICFRS.
- 1.3 Furthermore, by streamlining processes the Service can respond more nimbly to emerging risks, regulatory developments, and best practice guidance. This not only strengthens our ability to benchmark against sector-leading standards but also fosters a culture of continuous improvement and innovation.

2. Information

- 2.1 We launched Your Fire and Rescue 25-28 in July with a refreshed set of seven strategic priorities, establishing a clear and transparent governance structure that brings increased cohesion across the Service. As part of this, our Community Risk Management Plan (CRMP) sits at the heart of our forward planning, ensuring that resources and initiatives are targeted towards mitigating the most significant risks to our communities.
- 2.2 In alignment with these efforts, we are introducing the new Organisational Preparedness programme, which is designed to equip teams across the service with the skills, systems, and resilience necessary to respond effectively to future challenges, regulatory changes, and evolving sector expectations. By closely integrating CRMP with the Organisational Preparedness programme, we are strengthening our ability to anticipate risks and adapt proactively, supporting our continuous improvement journey and our ambition to achieve an ‘Outstanding’ grade from HMICFRS.

3. HMICFRS Inspection WYFRS Journey to Outstanding

- 3.1 The HMICFRS round 3 inspections of 44 Fire and Rescue Services across England have all taken place and reports have been issued.
- 3.2 Feedback for Fire and Rescue Services has also been gained from:-
 - Values and Culture Spotlight Misconduct report.

- The State of Fire and Rescue Services in England 2023 Report.
- Standards of Behaviour – The Handling of Misconduct in Fire and Rescue Services Report.

The next round of inspections, called 'FRS 2025-27' begins September 2025 and will run for 2 years with the first reports published Spring 2026 and the last reports published Spring 2028. We do not, as yet, have a date for our next inspection.

- 3.3 As part of our continuous improvement journey and preparation for our next HMICFRS inspection, the Service Improvement and Assurance Team (SIAT) are actively using the findings from the feedback captured in the reports published by the inspectorate to benchmark our current practices and plan actions against those rated as outstanding in other Fire and Rescue Services.
- 3.4 This process enables us to identify areas where we already demonstrate excellence, where we are progressing toward higher standards, and where we can adopt new approaches to drive continuous improvement and meet the expectations set by ourselves and the inspectorate.
- 3.5 Our Annual Strategic Workshop, scheduled for 2nd October 2025, will give strategic leaders dedicated time to reflect on the evidence gathered so far and decide how best to move forward. It's a chance to tackle any barriers, rethink our approach where needed, and make informed decisions. The session is designed to be open and constructive—encouraging challenge, promoting transparency, and supporting strong scrutiny as we continue working towards an Outstanding grade from HMICFRS

4. CRMP

- 4.1 Building on the launch of our CRMP last month, we have developed a comprehensive maintenance communications strategy. This strategy is designed to ensure that the CRMP remains visible and relevant within the organisation and to demonstrate how the ongoing and forthcoming initiatives within the service actively contribute to our overarching strategic priorities. By keeping the CRMP at the forefront of our communications, we aim to reinforce its role as a guiding framework for continuous improvement and accountability.
- 4.2 The next phase of the CRMP website development will focus on increasing transparency around governance. A new section, 'How We Are Governed,' will soon be released. This section will introduce the strategic action plan, provide detailed information about our governance and meeting structures, and feature a robust meeting action tracker. By making these elements accessible, we intend to highlight the mechanisms that underpin our accountability and decision-making processes across the service.
- 4.3 In addition, the updated website will offer greater insight into how decisions are made and tracked, as well as the progress that is being achieved against our strategic

priorities. This enhanced visibility supports our commitment to openness and fosters greater trust in the service's operations and leadership.

Together, these steps are set to strengthen our culture of continuous improvement, helping us to meet—and exceed—the expectations of both the inspectorate and the communities we serve.

5. Programme of Change: Commitment to Continuous Improvement

- 5.1 At the heart of the organisation's evolution lies a robust Programme of Change—an integrated framework of initiatives aimed at strengthening operational effectiveness, organisational culture, and service delivery. This programme is guided by the principles of transparency, accountability, and a relentless pursuit of excellence. It consists of strategic projects and operational changes designed to respond to both internal assessments and external feedback
- 5.2 At present, the Programme of Change encompasses a portfolio of multiple strategic and operational projects, each designed to address key areas identified through both internal reviews and external assessments. These initiatives range from enhancing frontline service delivery and strengthening organisational resilience to advancing digital transformation and embedding a culture of learning and development across all levels of the organisation. The precise number of projects within the Programme of Change evolves as new priorities emerge and ongoing initiatives reach completion, reflecting the dynamic nature of continuous improvement.
- 5.3 A pivotal component of this evolving programme is the Organisational Preparedness programme, which will increasingly integrate with and influence the broader Programme of Change in the coming months.
- 5.4 By systematically aligning improvement activities under the Programme of Change, the organisation is better positioned to respond proactively to feedback, benchmark against national best practice, and foster an environment where innovative ideas can be trialled and scaled. This integrated approach not only supports the organisation's ambition to achieve an Outstanding grade but also delivers tangible benefits for staff and the communities served, building a service that is both agile and accountable.

6. Governance and Leadership (new inspection activities)

- 6.1 New inspection activities include a more in-depth look at governance and leadership and will incorporate the following new activities for members:-
 - Chair of Audit Committee interview (or similar governance meeting)
 - More in-depth interview with Fire Authority Chair

HMICFRS will not be directly inspecting fire and rescue authorities but they will evaluate how each FRS is affected by its FRA's Governance

7. Financial Implications

7.1 There are no financial implications arising from this report

8. Legal Implications

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

9. People and Diversity Implications

9.1 People and Diversity implications will be considered as part of the process in line with our 12 People Plan and the People directorate objectives.

10. Equality Impact Assessment

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

[\(EIA Template and Guidance\)](#)

11. Health, Safety and Wellbeing Implications

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

12. Environmental Implications

12.1 There are no environmental implications arising from this report.

13. Risk Management Implications

13.1 There are no risk management implications arising from this report.

14. Duty to Collaborate Implications (Police and Crime Act 2017)

There are no duty to collaborate implications arising from this report.

15. Your Fire and Rescue Service Priorities

15.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- 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.
- Prioritise a people first mindset through ethical and professional leadership and management
- 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.

16. Conclusions

16.1 Members are asked to note the new integrated approach to the Community Risk Management Plan (CRMP), His Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) preparation, and the Programme of Change.