

OFFICIAL

Agenda item: 06

Quarterly Financial Review

Finance and Resources Committee

Date:	17 October 2025
Submitted by:	Director of Finance and Procurement
Purpose:	To present a quarterly review of the financial position of the Authority
Recommendations:	That Members note the content of the report and approve the revised capital plan
Summary:	The purpose of this report is to present an overview of the financial performance of the Authority in the first 6 months of the current financial year. The report deals with revenue and capital expenditure

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Alison Wood, Director of Finance and Procurement Alison.wood@westyorksfire.gov.uk 07500 075362
Background papers open to inspection:	None
Annexes:	Appendix A – Revision to Capital Plan Appendix B – Capital Expenditure Appendix C – Prudential Indicators Appendix D – Investments as of the 23 rd of September 2025

1. Introduction

- 1.1 Expenditure is monitored throughout the year against the approved revenue budget with reports presented to departments, cost centre managers and directors. A high-level summary report is presented to the Senior Leadership Team on a monthly basis. The purpose of the report is to monitor progress against the approved revenue budget; provide a forecast outturn for the financial year; provide an explanation of any major variations, and to show the impact of any variations on the revenue balances of the Authority.

2. Information

2.1 Revenue Budget Revision

When the revenue budget is approved an amount is included in contingencies for any budget increases/decreases that were not included within the original budget. Growth and savings included within the approved original budget which have yet to be expended or realised are included within the general contingency budget. The following paragraphs detail the movements to and from contingencies during the reporting period.

2.2 Budget Adjustments

Since the budget was approved in February a number of additional costs and some budget reductions have been identified. Due to the time lapse of the budget being calculated in November and the start of the financial year in April, it is usual that there is some variance to the approved budget allocations.

Below are explanations of the movements to and from general contingencies:

Transfers to General Contingencies

- a) £0.499m has been transferred to general contingencies which is the balance of the grey book pay award and the amount allocated to revenue bids submitted in the June Budget Review. This balance may be called upon if other areas of one year growth are identified during the rest of this financial year. Details of the approved revenue bids are detailed in paragraph 2.3.
- b) A review of employee budgets has identified that there had been an over provision of national insurance, employer pension contributions and other allowances amounting to £0.400m This is mainly due to the underspend on 2025/26 employee budgets compared to forecast outturn.

In addition there is an underspend on the Safe to Command allowance of £0.200m, the safe to command role attracts a 6% uplift on basic pay

and is payable to firefighters who take on additional responsibility by assisting the day to day running and leadership of the watch and covering the command role in the absence of the Crew Manager. The underspend is due to the number of firefighters who have accepted the safe to command role is less than that included in the base budget.

- c) A review of support staff budgets has been undertaken which has resulted in a required transfer to contingencies of £0.211m. This is primarily for existing vacant posts that have either had a delay in appointing or are still vacant. Since the 1st of April there has been eleven resignations and nine retirements, these leavers create a time lag between the existing post holder leaving and their replacement commencing employment.

Posts that were vacant as of the 1st of April are held in contingencies and not in base employee budgets.

- d) There are two additional secondments from than that included in the base budget. This will generate additional income of £0.120m.
- e) The budget for the provision of USAR Chainsaw courses will not be spent in 2025/26, resulting in the budget of £0.0017m being transferred to contingencies. These courses were delivered on behalf of National Resilience from FSHQ but are provided by an external provider.
- f) A review of the training bids submitted by Digital Data and Technology (DDaT) has resulted in a small budget reduction of £0.012m.
- g) During detailed budget monitoring with budget holders it has been identified that there is a duplicate budget totalling £0.0015m for ICT XVR simulation training which is included as a separate training bid in the training budget and is also included within the ICT maintenance base budget.

Transfers from General Contingencies

The following are transfers from general contingency budgets to revenue budgets:

- a) A new budget provision is required for the purchase of Adblue for the new appliances amounting to £0.025m.
- b) A budget increase totalling £0.015m is required for the licence costs for the new backup solution contract. It was initially thought that this would be a capital cost but a system which is operated by using licences was the preferred solution. The corresponding reduction to the capital scheme is detailed in section 7.1 (d).

- c) The Service Level Agreement with West Yorkshire Pension Fund requires a budget increase of £0.014m. West Yorkshire Pension Fund administer and pay both firefighters and green book pensions. The increase is due to an increase in the number of members and an increase in the administration cost per individual member.
- d) A budget increase totalling £0.011m is required for the purchase of tyres, the new fleet is requiring more frequent replacement of tyres than the old fleet.
- e) A small budget increase totalling £0.004m is required National Insurance for members allowances.

2.3 June Budget Review

As reported at Finance and Resources Committee in July, an additional budget bidding process was being undertaken following a budget surplus resulting from both the firefighters and green book pay award being 0.8% below budget provision (i.e.) the budget included a provision for 4% whilst the approved pay award was 3.2%.

Budget holders were asked to submit revenue bids, each bid was supported by a detailed business case and were subject to Executive Leadership Team scrutiny before they were approved. The posts were approved at Executive Committee on the 5th September.

The table below details the bids which total £0.524m in 2025/26, the full year effect of the revenue bids rises to £0.819m in 2026/27. The increase primarily been due to the timing of the appointment of the new posts in 2025/26.

It has been assumed that the new posts will commence employment with the Authority at the beginning of December and the apprentice posts will commence in November to coincide with the deadline for the registration for level 7 apprenticeship training funding.

Description	Directorate	2025/26 £	2026/27 £
<u>Green Book</u>			
Road Risk Manager	People and Culture	24,018	72,407
Occupational Psychologist	People and Culture	19,740	63,650
Learning and Development - Temporary	People and Culture	13,732	43,255
ICT Technician HQ	Service Support	16,277	51,274
Data Engineer	Service Support	17,828	56,159
Data Apprentice	Service Support	17,165	43,255
ESN Project Coordinator	Service Support	17,000	17,000
Training Admin Review	Service Support	6,980	7,329
Apprentice Financial Systems Accountant	Finance and Procurement	18,770	48,665
Data Analyst	Corporate Services	26,742	28,079
Organisation Learning Officer	Corporate Services	15,016	48,665
<u>Grey Book</u>			
Training Centre Restructure	Service Support	70,229	147,480
Trainee Firefighter Secondment	Service Support	40,400	0
Training Centre Retention and Recruitment	Service Support	43,916	46,112
Improvements to Maternity Pay	People and Culture	41,000	42,640
<u>Non Employee Growth</u>			
Induction/Onboarding Project	People and Culture	35,000	
Body Worn Video Licences	Service Delivery	24,500	24,500
Diversity Equity and Inclusion Learning	People and Culture	20,000	20,000
Argo Cat Training	Service Delivery	17,500	
Building Replacement Database	Service Support	12,398	5,313
MDT Licences	Service Delivery	8,000	8,000
Health & Safety Leadership Training	People and Culture	6,800	
Update to external website	Service Delivery	5,500	
BA Competition	Service Support	5,500	5,500
Maintenance of Competence System	Service Support	0	40,000
TOTAL		524,010	819,283

A brief explanation of the bids is provided below:

Employee Growth

a) There are three new posts in the People and Culture Directorate

- Road Risk Manager – this post will be responsible for implementing the recommendations from the review of Management of Road Risk by LMP legal in 2024. They will be responsible for developing policy and compliance, developing KPI's, improvements to accident investigation and the sharing learning across the organisation.

The cost in 2025/26 is £24,018 rising to a full year cost in 2026/27 of £72,407.

- Occupational Psychologist – this post will apply specialist knowledge, skills, and expertise across the employee lifecycle to incorporate learning, training and development, wellbeing at work, leadership, motivation, and engagement.

The post will be responsible for conducting applied research and evaluation of the Authority's priorities.

The cost in 2025/26 is £19,740 rising to a full year cost in 2026/27 of £63,650.

- Learning and development – this post is a temporary post which will support the internal delivery of workshops and courses, due to the increase in recruitment and promotions over the past year, there is a greater demand on the current capacity of the existing learning and development team.

The cost in 2025/26 is £13,732 rising to a full year cost in 2026/27 of £43,255.

b) There are three new posts in the Digital and Data Team (DDaT):

- The DDaT technician was initially a temporary post to provide ICT support during the transition to FSHQ. Due to the demands on the service desk for project support and responding to business as usual faults this post is now deemed to be required on a permanent basis.

The cost in 2025/26 is £16,277 rising to a full year cost in 2026/27 of £51,274.

- Data Engineer – the data engineer is a fixed term role for two years which will assist in the design, development, testing and maintenance of the Azure pipelines which bring data into the One View system.

The cost in 2025/26 is £17,828 rising to a full year cost in 2026/27 of £56,159.

- Data Apprentice - the apprentice will support and complement the current data team in the development of the One View System and will support the data engineers in their work streams.

The cost in 2025/26 is £17,165 rising to a full year cost in 2026/27 of £43,255.

c) The Emergency Services Network Coordinator bid is a £17,000 contribution to a wholetime post across Yorkshire and the Humber to support the initial implementation of the emergency services network. The cost is split equally amongst all four brigades.

d) There has been a review of the training administration function which has resulted in a part time post being made into a wholetime position, which will cost £6,980 in 2025/26 rising to £7,329 in 2026/27.

e) The Financial Systems Apprentice Accountant will collaborate with the Financial Accountant to enhance financial system improvements within the team and across the organization. The Finance Department has established a transformation group consisting of finance team members who are implementing

smarter working initiatives to achieve process efficiencies and improve the service provided to customers. This position will also support the development of a link to transfer financial data from SAP into One View, making budget reports and financial information readily accessible for budget holders.

The cost in 2025/26 is £18,770 rising to a full year cost in 2026/27 of £48,665.

f) There are two posts within the Corporate Services Directorate:

- The Service Improvement and Assurance Team (SIAT) employs a part time Data Analyst who is responsible for assisting with power BI developments to enhance the HMICFRS inspection and develop Community Risk Planning. Due to increased workloads and developments required in the team the role will increase from part time to a full time post.

The cost in 2025/26 is £26,742 rising to a full year cost in 2026/27 of £28,079.

- The appointment of an organisational learning officer which will be responsible for identifying and analysing learning opportunities to assist with the embedding of learning from HMICFRS inspections, CRMP implementation and other organisational learning.

The cost in 2025/26 is £22,524 rising to a full year cost in 2026/27 of £48,665

g) There are three areas of growth within the Training Centre which are for grey book staff:

- Training Centre Restructure – this is for the creation of a firefighter safety team at the training centre which will require the appointment of two Crew Managers. This team will contribute to the delivery of the organisational preparedness programme to provide continuous and realistic training and safety culture around the findings from Grenfell Tower and the Manchester Arena inquiries.

The cost in 2025/26 is £70,229 rising to a full year cost in 2026/27 of £147,480.

- The secondment of a trainee firefighter instructor for one year whilst the existing post holder is on a career break to ensure the continuity and enhancement of the training program, which are vital for maintaining high standards of instruction and operational efficiency.

The cost in 2025/26 is £40,400.

- Training Centre Recruitment and Retention – this bid is not for the employing of additional firefighter posts but to enhance the training allowances for

training instructors. It is proposed that the training allowance is increased by 2% to 10% for all thirty two instructors employed at the training centre. This will improve instructor retention resulting in fewer vacancies and will enhance recruitment as the increase in allowance should attract high calibre candidates. It is important that the training centre instructors are stable to ensure consistency in firefighter training.

The cost in 2025/26 is £43,916 rising to a full year cost in 2026/27 of £46,112.

- h) Improvements to current maternity and adoption pay totalling £41,000 have been improved. The improved pay is six months full pay, followed by three months half pay plus Statutory Maternity Pay. It is expected that the enhancements will increase staff recruitment and retention.

Non-Employee Growth

- i) A review of the current induction process has been approved which will be a one off cost of £35,000. This is a vital project to ensure new employees are welcomed and inducted into the Organisation appropriately and key organisational messages are delivered.
- j) Following the procurement process there is a new licence cost for the software to manage and operate the new Body Worn Cameras which will cost an additional £24,500 per annum.
- k) A growth bid of £20,000 has been approved for an increase to the Diversity, Equity and Inclusion budget training allocation, the existing budget of £24,300 is not enough to deliver the necessary training.
- l) A one off growth bid of £17,500 has been approved to increase the training of firefighters on the Argo Cats which is required to meet current and future demands of wildfire incidents.
- m) The Authority is replacing the current Building Risk Database which is called OSARIS. This new system will meet requirements for both Fire Protection and Operational Risk, ensuring the service is able to meet statutory reporting requirements and improve system functionality and useability. The revenue bid of £12,398 is to pay for the overtime costs of existing prevention staff who will work alongside the developer to build the system. (This is subject to a separate report at this committee meeting).
- n) A growth bid totalling £8,000 has been approved for the extension of the MDT licence so that officers can obtain incident information on a mobile device rather than having to access the

information from the MDT on the fire appliance. This removes the need for the user to be added to the incident in the same way an appliance is and allows for an overall view of the incidents ongoing across the service.

- o) There are three smaller growth bids for health and safety leadership training totalling £6,800, an update to the external website totalling £5,500 and the entry to the annual Breathing Apparatus competition at the Fire Service College totalling £5,500.

2.4 Contingency Budgets

The table below summarises the current contingencies budgets position:

	<u>Opening Balance</u> <u>1/7/25</u> £0	<u>Transfer to/from Contingencies</u> £0	<u>Closing Balance</u> £0
General Contingency	2,145	1,405	3,550
Employee Contingency	3,257	-3,257	0
TOTAL CONTINGENCIES	5,402	-1,852	3,550

3. Expenditure Monitoring

- 3.1 This report is based on expenditure to mid-September 2025 and includes six salary payments in 2025/26. The projected outturn is based on the current year's expenditure and is forecast to the end of the year based on previous expenditure profiles. Overall, the latest forecast indicates there will be an under spending of £0.227m in the current financial year.
- 3.2 An improved budget monitoring report for managers was introduced in 2018/19 which highlights those areas of concern using a Red, Amber, Green (RAG) rating. For those budgets that are forecast to overspend or under spend a red "cross" will be inserted against the budget line and for those within 5% of budget, an amber mark will be inserted. For those budgets where there is either a red or amber indicator, the budget holder will be required to provide an explanation as to the reason for the projected overspend. This has brought increased accountability to budget holders and is reported to Management Team on a monthly basis.
- 3.3 The table below summarises the forecast with an explanation of the causes detailed below.

	<u>Revenue</u> <u>Budget</u>	<u>Forecast</u>	<u>Variance</u>
	£0	£0	£0
Employees			
Wholetime	67,021	66,948	-73
On Call Firefighters	2,548	2,483	-65
Control	2,474	2,470	-4
Support Staff	16,452	16,363	-89
Contingency Crews	172	176	4
Employee Contingency	0	0	0
Pensions	1,600	1,600	0
Training	1,858	1,823	-35
Other Employee	604	606	2
TOTAL	92,729	92,469	-260
Premises	5,897	5,918	21
Transport	2,482	2,487	5
Supplies and Services	7,713	7,736	23
Contingency - General	3,861	3,861	0
Support Services	395	393	-2
Capital Charges	7,367	7,367	0
Income	-3,248	-3,262	-14
Net Expenditure	117,196	116,969	-227

An explanation of the variances over £20,000 is explained below:

3.4 Employees -£260,000

Wholetime Firefighters -£73,000

There is currently a forecast underspending of £73,000 in whole time fire fighter employee budgets. This forecast underspend is calculated on the current workforce strength on the 1st September which is 7.7 employees below establishment and the forecast establishment on the 31st March 2026 which is 4.3 employees above establishment.

The wholetime firefighters budget is subject to variation during the year, as such the workforce plan is monitored closely on a monthly basis against actuals in post to that included within the budget.

On-call Firefighters -£65,000

There is a forecast underspend of £65,000 on on-call firefighters turnout and attendance payments. Expenditure is dependent on activity and as such subject to

variation during the year. This budget is monitored closely and a budget adjustment may be required later in the financial year.

Support Staff -£89,000.

There is a projected under spend on support staff of £89,000 which is due to posts that are currently either vacant or have/are being advertised and have yet to be filled. There are currently four vacancies and five posts that are either in the process of been advertised or have been filled but are waiting for a start date.

The budget for posts that were vacant on the 1st of April 2025 and have yet to be advertised are held in the general contingency budget, so as not to distort budget monitoring.

3.5 Supplies and Services £23,000

The net forecast overspend is spread over a number of budget headings within supplies and services. There is a small forecast overspend on catering, ICT maintenance and support, and subscriptions which has been offset by underspends on fire prevention publicity, subsistence, and communications. These areas of expense are closely monitored, and some budget adjustments may be identified during the calculation of the 2026/27 budget.

4. Impact on Revenue Balances

4.1 The projected under spending will have the effect of increasing usable reserves which is detailed in the table below:

Description	Usable Reserves £000's
Opening Balance 1/4/25	
General Fund	5,700
Earmarked Reserves	24,674
Forecast use of reserves in 2025/26	-4,003
Impact of forecast	227
Forecast Usable Reserves at 31/3/2026	26,598

5. Spending Review 2026/27

5.1 On 11 June 2025, the Chancellor of the Exchequer, Rachel Reeves MP, announced the outcome of the Spending Review 2025. The Spending Review sets out revenue funding allocations for each Government department over the next three years (2026-27 to 2028-29) with an additional fourth year for capital allocations.

As this Spending Review is taking place outside of the fiscal event process, there are no accompanying updated forecasts by the Office for Budget Responsibility.

The Spending Review allocated £73.2bn, £76.1bn and £79.3bn to the Ministry of Housing, Communities and Local Government (MHCLG) over the 3 year spending review period.

5.2 At the same time, consultation on the government's proposed approach to local authority funding reform through the Local Government Finance Settlement from 2026/27 was released, this is called the Fair Funding Review 2.0. This review will determine new funding allocation methodology to take account of the different needs and costs faced by local authorities in urban and rural areas, and the ability of individual local authorities to raise Council Tax. This proposed methodology will determine the allocation to local authorities and fire of the total amount allocated to the MHCLG in the spending review.

5.3 The proposal in the Fair Funding Review 2.0 is that funding is to be allocated to local authorities and fire using control totals which is a formula based on previous year's spending. Due to the demands of delivering Adult and Social Care and Children's services over recent years, it means that local authorities will receive increased funding than in previous settlements. To put this into context, the total amount of the control total weighting for these two areas is 61% of the total budget.

For the fire sector, where spending has remained stable over the past years, the amount of funding allocated to fire has reduced from 4.9% in 2025/26 to 4.3% of the overall control total in 2026/27.

5.4 The NFCC commissioned Somerset Council to model the impact of the Fair Funding Review 2.0 on fire and rescue authorities. The modelling is based on a series of assumptions as not enough information has emerged from government yet to fully understand the full impact of the Spending Review and Fair Funding Review 2.0. The modelling looks at both government grant funding and core spending power (grant funding plus council tax). It is based on the assumption that all authorities will increase their council tax precept by the £5 per year expected to be allowed by the Secretary of State.

5.5 The model estimates that fire will see a cash decrease over the three year period. Once inflation and rising costs are accounted for, fire is facing a real terms funding cut of 3.8%. Baseline funding levels in 2025/26 was £854m, the model estimates that this will reduce in cash terms by £35m over the next three years.

5.6 Funding to fire and rescue services is determined by two factors;

- The "relative needs formula" which takes account of the difference in the need to spend on fire and rescue services in different parts of the country. This covers formula factors such as population, coastline, deprivation, and control of major accident hazards (COMAH) risk sites.

- The above is offset by “resource allocation” which takes account of the relative ability to collect council tax (i.e.) areas with smaller taxbases benefit from resource allocation.

5.7 Whilst the Government is not proposing the amendment of the funding formula for fire, it is proposing to use updated data for the relative needs' formula. Based on current data, the model shows that fire and rescue authorities with faster population growth will receive a bigger slice of funding.

The impact on proposed funding for West Yorkshire using the model as a basis for calculations, show the Authority will lose 2.7% of core funding over the three year spending review period. This translates into a Medium Term Financial Plan deficit of £1.6m in 2026/27, if members approve a £5 precept increase over the three year period, it is forecast that the Authority will have an almost balanced budget from 2027/28 onwards.

If the Authority faces a deficit in 2026/27 and a balanced budget each year after, I will propose that members approve the use of the £2.0m Medium Term Impact Reserve to bridge the deficit in the short term.

5.8 Please note that these figures are subject to change and the model has been designed to provide a ballpark picture and should not be used for making budget setting decisions at this time. The Authority will not know the outcome of the Local Government Finance Settlement until mid-December.

6. Contract Procedure Rules

6.1 A requirement of the Authority's constitution, approved at Full Authority in February 2021, is to report to Finance and Resources Committee the approval of waivers to the Contract Procedure Rules over £75,000.

In the second quarter of 2025/26, there have been no waivers to exemptions in excess of £75,000.

7. Capital Expenditure Monitoring

At its meeting on the 27th of February 2025 the Authority approved a five-year capital programme of £64.673m which includes £11.031m of new schemes in 2025/26.

At Finance and Resources Committee in July, some £7.355m of capital schemes were approved to be slipped into 2025/26 and £4.078m of slippage was approved during 2024/25, resulting in a revised capital plan of £22.465m.

7.1 Revised Capital Plan 2025/26

During the budget monitoring process, managers were asked to review their capital schemes to see if they can be fully delivered in 2025/26. This has resulted in

£2.485m been requested to be slipped into the next financial year and £0.165m been removed from the capital plan.

A brief explanation of the adjustments is provided below and are also itemised in Appendix A.

Slipped Schemes:

- a) There are four operational capital schemes that need to be slipped into 2026/27:
- Rescue Jackets £0.200m - This scheme is required to be slipped into the next financial year due to the project being run in collaboration with a regional procurement that will not be able to be progressed in 2025/26.
 - Featherweight/Light Portable Pumps £0.120m - Due to ongoing workloads within the operational equipment team the scheme will not be progressed in this financial year and thus requires slipping into 2026/27.
 - MIBS Stretchers £0.055m - Due to ongoing workloads within the operational equipment team the scheme will not be progressed in this financial year and thus requires slipping into 2026/27.
 - Mainline Branches £0.020m - Current there is some ongoing research into fires and firefighting tactics and flow rates that may impact what type of operational branches we procure. This work will now be completed in 2026/27.
- b) There are five capital schemes that are for property projects that require slipping into 2026/27:
- Huddersfield Major Refurbishment £2.450m – the feasibility study for the major refurbishment is currently under review with the property department. Due to the length of time for the tender process, this scheme will not commence until 2026. Some £0.550m is estimated to be spent in this financial year which is for professional fees.
 - Hunslet Refurbishment - £0.800m – the refurbishment is a scheme that was planned to be spread over two financial years, however, because of longer than expected engagement with stakeholders it caused a consequent delay in putting this scheme out to tender. It is expected that the refurbishment will commence in early 2026.
 - Illingworth Refurbishment - £0.400m – there has been a delay in progressing the refurbishment due to the need to engage with the wider community to ensure that the station feasibility was beneficial.
 - Leeds Refurbishment - £ 0.400m - the refurbishment is a scheme that was planned to be spread over two financial years, however, because of longer than expected engagement with stakeholders it caused a consequent delay in

putting this scheme out to tender. It is expected that the refurbishment will commence in early 2026.

- c) The capital scheme for the replacement of USAR vans totally £0.335m requires to be slipped into 2026/27. This is due to a combination of a change to user expectations and the delay in the availability of chassis.

Removal of Schemes:

- d) The capital scheme for the backup solution can be reduced by £0.107m, a review of the existing solution which has been in service for five years was undertaken. All vendors have now moved to a licencing and subscription based costing model which has resulted in a revenue rather than a capital cost. An associated increase in the revenue budget is detailed in section 2.2 (b).
- e) The capital scheme for the Induction project totalling £0.040m can be removed from the plan. It was initially assessed that would be a capital cost with the design and introduction of a new system. An evaluation has been undertaken, and the current induction system is to be updated, which is a revenue cost. This was the subject of a revenue bid which is detailed in section 2.3 of this report.
- f) A scheme for Thermal Imaging Cameras totalling £0.0175m can be removed from the capital plan. The cameras have been procured via another capital scheme and the funding is thus no longer required.

7.2 Capital Payments 2025/26

7.2.1 The actual capital payments to date total £3.233m which represents 19.82% of the revised capital plan. If commitments are included in this, the actual expenditure to date is £15.432m which equates to 94.61% of the capital plan.

Due to the procurement process for capital schemes, a large proportion of capital expenditure occurs in the latter part of the financial year.

As with revenue budget monitoring a RAG rating system has been introduced to capital budget monitoring which will improve accountability of capital scheme managers.

7.2.2 A summary of expenditure to date against each individual scheme which includes revised schemes detailed in 7.1 is attached to this report in Appendix B.

7.3 Management Board Approvals

7.3.1 At the Authority AGM in 2010, Management Board was given delegated power to approve individual virement between capital schemes of up to £100,000. Details of any approvals will be reported to committee throughout the year as part of this report.

7.3.2 Under financial procedures 3.11 the Management Board can approve expenditure on schemes in the approved capital plan up to an amount of £100,000 along with a requirement to report these approvals to the Finance and Resources Committee.

7.3.3 Between July and September, Management Board have approved six schemes totalling £0.225m and one virement of £0.010m which are shown in the table below:

Schemes Approved by Management Board				
Date	Directorate	Scheme	Approval £	Virement £
02/04/2025	Service Delivery	Hose and Hose reels	70,000	
16/07/2025	Service Support	Training Centre - laptops & secure lockers	15,000	
	Service Support	Training Centre - thermal image cameras	19,600	
	Service Support	Training Centre - medical manikins	28,000	
13/08/2025	Service Support	Back Up Solution	12,500	
01/10/2025	Service Support	Telehandler	90,000	
		Telehandler		10,000
		Workshops Lifting Ramp	-10,000	
			225,100	10,000

7.4 The sale of Cleckheaton Fire Station has been completed, resulting in a capital receipt of £0.600m which is an additional £0.225m income from that included in the Medium Term Financial Plan.

In addition, further capital receipts expected in 2025/26 will be for the sale of appliances which exceed £10,000.

8. Treasury Management

8.1 The Authority approved its Treasury Management Strategy on the 27th of February 2025 in accordance with the CIPFA Code of Practice on Treasury Management. As per the 2021 CIPFA Prudential Code for Capital Finance in Local Authorities a requirement was introduced in 2023/24 that quarterly monitoring information is provided on prudential indicators. The indicators are required to assist members understand and evaluate the prudence and affordability of the Authority's capital expenditure plans and borrowing and investments plans undertaken in support of this.

The Prudential Indicators are detailed in Appendix C

8.2 In the current financial year, treasury management activity has been limited to investments. The table in Appendix D shows the Authority currently has total investments on the 23rd of September of £42.226m split between nine counter parties with rates of interest receivable between 3.99% and 4.20%. This was boosted at the end of July when the Authority received £30.5m in pension Top Up Grant.

9. Debtors

9.1 The Authority receives income for services provided; these include special services, lift rescues, fire safety certificates, and licences for telecom masts on premises. In most cases the services provided are a result of an emergency which means that it is not possible to raise a charge in advance of the service and consequently debtor accounts are raised.

9.2 The level of outstanding debt owed to the Authority to the end of September 2025 is £430,661 which can be profiled as follows:

Less than 60 days -	£ 108,853
Greater than 60 days -	£ 321,808

9.3 The procedure for issuing accounts and debt collection is provided by Kirklees Council under a Service Level Agreement. A summary of the procedure for collecting outstanding debt is detailed below:

21 days first reminder letter
28 days second reminder letter
35 days instigation of debt recovery system

As detailed above, there is currently £134,609 of debt which is at the recovery stage. However, previous experience suggests that the Authority will recover all of the outstanding debts.

10. Creditors

10.1 The Authority is required to pay all non disputed invoices within 28 days of receipt. In the first 6 months of the current financial year the Authority has received 4,614 invoices and paid 98% of them within 28 days, of these 66% were auto paid.

11. Financial Implications

11.1 These are included within the main body of the 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 arising from 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

15. Health, Safety and Wellbeing Implications

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

16. Environmental Implications

16.1 There are no environmental implications arising from this report

17. Risk Management Implications

17.1 Section 5 of the report provided an overview of the potential financial impact of the upcoming Spending Review which will be confirmed in December. The reduction in Central Government grant is the highest risk on the Authority's Risk Register.

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

18.1 In September, West Yorkshire arranged and hosted a CIPFA training workshop on capital "hot topics" which was attended by Lancashire, Merseyside, Humberside and North Yorkshire fire and rescue services. Not only did this represent value for money as the costs were split amongst all attendees but it facilitated joint working and networking across the five services.

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

20.1 This report identifies that the Authority is currently forecast to under spend its revenue budget in 2025/26 by £0.227m. A budget review has been undertaken

following the conclusion of the grey and green book pay awards which has resulted in a net movement from contingencies of £1.852m. The provision for the grey and green book pay award has been moved to employee budgets from the employee contingency.

Both the capital plan and the revenue budget have been reviewed, and a revised capital plan and revenue budget have presented to members.



Appendix B

Department	Capital Plan 2025/26			Adjustments to the Capital Plan in 2025/26				Capital Expenditure 2025/26					
	Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
Property Services	3,140,000	1,423,940	913,952	5,477,892	0	0	0	(1,760,000)	3,717,892	296,316	3,002,980	3,299,296	(418,596)
CRMP	3,000,000	1,500,000	1,030,468	5,530,468	0	0	0	(2,450,000)	3,080,468	1,187,214	1,893,253	3,080,468	(0)
ICT	730,000	49,776	578,437	1,358,213	(107,500)	0	0	0	1,250,713	92,444	1,053,889	1,146,332	(104,381)
Transport	10,000	2,765,000	90,000	2,865,000	0	0	0	(335,000)	2,530,000	923,081	1,489,751	2,412,831	(117,169)
Training Centre	177,400	0	0	177,400	(17,100)	0	20,721	0	181,021	0	181,021	181,021	0
Stores	1,393,000	0	0	1,393,000	0	0	36,624	0	1,429,624	102,100	1,327,525	1,429,624	0
Human Resources	40,000	0	0	40,000	(40,000)	0	0	0	0	0	0	0	0
OHSU	34,400	0	0	34,400	0	0	0	0	34,400	(30)	30,000	29,970	(4,430)
Finance	800,000	0	0	800,000	0	0	0	0	800,000	0	0	800,000	0
Operations	1,306,500	1,617,000	1,465,166	4,388,666	0	0	0	(1,502,000)	2,886,666	541,719	2,110,564	2,652,283	(234,383)
Fire Safety	400,000	0	0	400,000	0	0	0	0	400,000	90,601	309,399	400,000	0
	11,031,300	7,355,716	4,078,023	22,465,039	(164,600)	0	57,345	(6,047,000)	16,310,784	3,233,443	11,398,381	15,431,825	(878,959)

Service Support - Property

Scheme	Year	Capital Plan 2025/26			Adjustments to the Capital Plan in 2025/26				Capital Expenditure 2025/26					
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
Cookridge	2022/23	0	0	0	0	0	0	0	0	0	11,805	300	12,105	12,105
Rawdon - Facilities upgrade	2023/24	0	215,000	214,972	429,972	0	0	0	0	429,972	169,706	262,294	432,000	2,028
Otley - Showers	2023/24	0	30,000	70,643	100,643	0	0	0	0	100,643	59,310	12,000	71,310	(29,333)
Ludo charging points	2023/24	0	0	38,093	38,093	0	0	0	0	38,093	11,153	0	11,153	(26,940)
Bingley - Upgrade works	2023/24	0	20,000	147,706	167,706	0	0	0	0	167,706	34,446	37,000	71,446	(96,260)
Leeds BA room	2024/25	0	0	0	0	0	0	0	0	0	(120)	120	0	0
24/25 EV Chargers	2024/25	0	46,640	0	46,640	0	0	0	0	46,640	0	45,000	45,000	(1,640)
24/25 Hunslet Refurbishment	2024/25	0	160,000	0	160,000	0	0	0	0	160,000	0	160,000	160,000	0
24/25 Bradford F/S Dorms & Showers	2024/25	0	0	445,871	445,871	0	0	0	0	445,871	4,858	505,000	509,858	63,987
24/25 Slaithwaite fire escape	2024/25	0	0	3,074	3,074	0	0	0	0	3,074	0	488	488	(2,586)
24/25 Ilkley	2024/25	0	875,100	(143)	874,957	0	0	0	(400,000)	474,957	0	475,000	475,000	43
24/25 Boiler Upgrade Schemes	2024/25	0	6,200	(6,200)	0	0	0	0	0	0	0	0	0	0
24/25 Rastrick ventilation	2024/25	0	71,000	(64)	70,936	0	0	0	0	70,936	0	70,936	70,936	0
2025/26 Boiler Replacement Schemes	2025/26	250,000	0	0	250,000	0	0	0	0	250,000	5,158	244,842	250,000	0
2025/26 Appliance bay door replacement	2025/26	100,000	0	0	100,000	0	0	0	0	100,000	0	80,000	80,000	(20,000)
2025/26 Boiler controls	2025/26	50,000	0	0	50,000	0	0	0	0	50,000	0	30,000	30,000	(20,000)
2025/26 Leeds Refurbishment	2025/26	480,000	0	0	480,000	0	0	0	(400,000)	80,000	0	80,000	80,000	0
2025/26 Fairweather Green Refurbishment	2025/26	600,000	0	0	600,000	0	0	0	0	600,000	0	400,000	400,000	(200,000)
2025/26 LED Lighting	2025/26	200,000	0	0	200,000	0	0	0	0	200,000	0	150,000	150,000	(50,000)
2025/26 EV Charging points	2025/26	300,000	0	0	300,000	0	0	0	0	300,000	0	250,000	250,000	(50,000)
2025/26 Ilkley Fire Station Refurbishment	2025/26	160,000	0	0	160,000	0	0	0	(160,000)	0	0	0	0	
2025/26 Hunslet Fire Station	2025/26	1,000,000	0	0	1,000,000	0	0	0	(800,000)	200,000	0	200,000	200,000	0
		3,140,000	1,423,940	913,952	5,477,892	0	0	0	(1,760,000)	3,717,892	296,316	3,002,980	3,299,296	(418,596)

Service Support - CRMP

Scheme	Year	Capital Plan 2025/26				Adjustments to the Capital Plan in 2025/26					Capital Expenditure 2025/26			
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
Keighley	2019/20	0	1,500,000	149,680	1,649,680	0	0	0	0	1,649,680	797,423	852,257	1,649,680	0
Halifax	2023/24	0	0	0	0	0	0	0	0	0	0	0	0	0
Huddersfield	2023/24	0	0	0	0	0	0	0	0	0	0	0	0	0
2025/26 Huddersfield Station	2025/26	3,000,000	0	0	3,000,000	0	0	0	(2,450,000)	550,000	0	550,000	550,000	0
FSHQ Offices/Training Arena	2019/20	0	0	880,788	880,788	0	0	0	0	880,788	384,974	495,814	880,788	0
FSHQ Fire Station	2019/20	0	0	0	0	0	0	0	0	0	4,817	(4,817)	(0)	(0)
FSHQ BA/ICT	2019/20	0	0	0	0	0	0	0	0	0	0	0	0	0
FSHQ TRTC	2019/20	0	0	0	0	0	0	0	0	0	0	0	0	0
		3,000,000	1,500,000	1,030,468	5,530,468	0	0	0	(2,450,000)	3,080,468	1,187,214	1,893,253	3,080,468	(0)

Service Support - ICT

Scheme	Year	Capital Plan 2025/26				Adjustments to the Capital Plan in 2025/26					Capital Expenditure 2025/26			
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
VDI server replacement	2024/25	0	0	0	0	0	0	0	0	0	38,957	0	38,957	38,957
PC replacement programme	2024/25	0	0	200,000	200,000	0	0	0	0	200,000	43,131	156,869	200,000	0
MDT Software	2024/25	0	49,776	(6,896)	42,880	0	0	0	0	42,880	(0)	42,880	42,880	0
Data Transfer centre	2024/25	0	0	354,000	354,000	0	0	0	0	354,000	7,360	346,640	354,000	0
Print Solution	2024/25	0	0	31,333	31,333	0	0	0	0	31,333	2,995	20,000	22,995	(8,338)
2025/26 PC refresh	2025/26	210,000	0	0	210,000	0	0	0	0	210,000	0	150,000	150,000	(60,000)
2025/26 WiFi Refresh	2025/26	100,000	0	0	100,000	0	0	0	0	100,000	0	75,000	75,000	(25,000)
2025/26 Firewalls Refresh	2025/26	240,000	0	0	240,000	0	0	0	0	240,000	0	200,000	200,000	(40,000)
2025/26 Email and Web security	2025/26	60,000	0	0	60,000	0	0	0	0	60,000	0	50,000	50,000	(10,000)
2025/26 Backup solution	2025/26	120,000	0	0	120,000	(107,500)	0	0	0	12,500	0	12,500	12,500	0
		730,000	49,776	578,437	1,358,213	(107,500)	0	0	0	1,250,713	92,444	1,053,889	1,146,332	(104,381)

Finance and Procurement - Finance

Scheme	Year	Capital Plan 2025/26				Adjustments to the Capital Plan in 2025/26				Capital Expenditure 2025/26				
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
Leases	2025/26	800,000	0	0	800,000	0	0	0	0	800,000	0	800,000	800,000	0
		800,000	0	0	800,000	0	0	0	0	800,000	0	800,000	800,000	0

Service Delivery - Fire Safety

Scheme	Year	Capital Plan 2025/26				Adjustments to the Capital Plan in 2025/26				Capital Expenditure 2025/26				
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
Smoke Alarms	2025/26	400,000	0	0	400,000	0	0	0	0	400,000	90,601	309,399	400,000	0
		400,000	0	0	400,000	0	0	0	0	400,000	90,601	309,399	400,000	0

People and Culture - OHSU

Scheme	Year	Capital Plan 2025/26				Adjustments to the Capital Plan in 2025/26				Capital Expenditure 2025/26				
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
OHU Equipment Replacement of gym dumbbells	2024/25	0	0	0	0	0	0	0	0	0	(30)	0	(30)	(30)
	2025/26	34,400	0	0	34,400	0	0	0	0	34,400	0	30,000	30,000	(4,400)
		34,400	0	0	34,400	0	0	0	0	34,400	(30)	30,000	29,970	(4,430)

People and Culture - Human Resources

Scheme	Year	Capital Plan 2025/26				Adjustments to the Capital Plan in 2025/26				Capital Expenditure 2025/26				
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
2025/26 Induction production costs	2025/26	40,000	0	0	40,000	(40,000)	0	0	0	0	0	0	0	0
		40,000	0	0	40,000	(40,000)	0	0	0	0	0	0	0	0

Service Delivery - Operations

Scheme	Year	Capital Plan 2025/26				Adjustments to the Capital Plan in 2025/26				Capital Expenditure 2025/26				
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
Command Support	2021/22	0	0	43,785	43,785	0	0	0	0	43,785	2,368	41,417	43,785	(0)
BA Cleaning & drying Units	2022/23	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildfire Vehicle	2022/23	0	0	63,779	63,779	0	0	0	0	63,779	55,438	8,341	63,779	0
Ladders	2022/23	0	0	0	0	0	0	0	0	0	5,325	0	5,325	5,325
Body Worn Cameras	2022/23	0	0	67,515	67,515	0	0	0	0	67,515	111,241	19,000	130,241	62,726
Dividing Breeches	2023/24	0	0	30,000	30,000	0	0	0	0	30,000	27,678	0	27,678	(2,322)
Multi role PPE	2023/24	0	0	0	0	0	0	0	0	0	0	125,000	125,000	125,000
New Control Project	2023/24	0	0	926,365	926,365	0	0	0	0	926,365	221,729	704,636	926,365	(0)
BA Ancillary Equipment	2023/24	0	275,000	0	275,000	0	0	0	(275,000)	0	0	0	0	0
BA Sets & Charging Kits	2023/24	0	837,000	0	837,000	0	0	0	(837,000)	0	0	0	0	0
Defibrillators	2024/25	0	0	115,000	115,000	0	0	0	0	115,000	0	0	0	(115,000)
Featherweight/Light portable pumps	2024/25	0	120,000	0	120,000	0	0	0	(120,000)	0	0	0	0	0
Foam Branches & Ancillary equipment	2024/25	0	0	45,000	45,000	0	(45,000)	0	0	0	0	0	0	0
Lockers	2024/25	0	0	48,322	48,322	0	0	0	0	48,322	4,241	44,081	48,322	0
Mainline Branches	2024/25	0	20,000	0	20,000	0	0	0	(20,000)	0	0	0	0	0
MIBS Stretchers	2024/25	0	55,000	0	55,000	0	0	0	(50,000)	5,000	0	0	0	(5,000)
Rescue Jackets	2024/25	0	200,000	0	200,000	0	0	0	(200,000)	0	0	0	0	0
Tirfors and Ancillary Equipment	2024/25	0	60,000	0	60,000	0	0	0	0	60,000	0	0	0	(60,000)
Trauma bag replacement	2024/25	0	0	40,000	40,000	0	0	0	0	40,000	0	40,000	40,000	0
Breathing Apparatus Mechanical & drying units	2024/25	0	50,000	62,000	112,000	0	0	0	0	112,000	4,945	105,000	109,945	(2,055)
Vehicle Stabilisation strut	2024/25	0	0	13,000	13,000	0	0	0	0	13,000	0	0	0	(13,000)
Foam	2024/25	0	0	10,400	10,400	0	45,000	0	0	55,400	10,200	0	10,200	(45,200)
2025/26 Breathing Apparatus Cleaning and Drying Units	2025/26	65,000	0	0	65,000	0	0	0	0	65,000	2,377	60,000	62,377	(2,623)
2025/26 BA Mask Comms	2025/26	19,000	0	0	19,000	0	0	0	0	19,000	6,911	12,089	19,000	(0)
2025/26 Drones	2025/26	13,500	0	0	13,500	0	0	0	0	13,500	0	13,500	13,500	0
2025/26 Fire Ground Radios	2025/26	625,000	0	0	625,000	0	0	0	0	625,000	0	500,000	500,000	(125,000)
2025/26 Powerboat Engines	2025/26	37,500	0	0	37,500	0	0	0	0	37,500	0	35,000	35,000	(2,500)
2025/26 Gas Tight Suits	2025/26	11,500	0	0	11,500	0	0	0	0	11,500	0	12,500	12,500	1,000
2025/26 Lay Flat Hose and Hosereels	2025/26	70,000	0	0	70,000	0	0	0	0	70,000	38,381	25,000	63,381	(6,619)
2025/26 Hydrants	2025/26	450,000	0	0	450,000	0	0	0	0	450,000	50,884	350,000	400,884	(49,116)
2025/26 Water Rescue Equipment	2025/26	15,000	0	0	15,000	0	0	0	0	15,000	0	15,000	15,000	0
		1,306,500	1,617,000	1,465,166	4,388,666	0	0	0	(1,502,000)	2,886,666	541,719	2,110,564	2,652,283	(234,383)

Service Support - Training Centre

Scheme	Year	Capital Plan 2025/26			Adjustments to the Capital Plan in 2025/26					Capital Expenditure 2025/26				
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
2025/26 Laptop purchase	2025/26	15,000	0	0	15,000	0	0	0	0	15,000	0	15,000	15,000	0
2025/26 Trauma Manikins	2025/26	28,000	0	0	28,000	0	0	0	0	28,000	0	28,000	28,000	0
2025/26 Thermal Imaging Cameras (x4 cameras)	2025/26	19,600	0	0	19,600	0	0	0	0	19,600	0	19,600	19,600	0
2025/26 Thermal Imaging cameras (Flir)	2025/26	17,100	0	0	17,100	(17,100)	0	0	0	0	0	0	0	0
2025/26 Competency Dashboard System	2025/26	97,700	0	0	97,700	0	0	20,721	0	118,421	0	118,421	118,421	0
Total		177,400	0	0	177,400	(17,100)	0	20,721	0	181,021	0	181,021	181,021	0

Service Support - Transport

Scheme	Year	Capital Plan 2025/26			Adjustments to the Capital Plan in 2025/26					Capital Expenditure 2025/26				
		Capital Bids 2025/26	Approved Slippage into 2025/26 from budget reviews during 2024/25	Slippage b/f at year end from 2024/25	Total Capital Plan 2025/26	Removal from Plan	Virement	Increase to Capital Plan	Slippage c/f	Revised Capital Plan 2025/26	Actual expenditure incurred to date	Forecast Expenditure	Total Expected Expenditure in 25/26	Forecast over / (under) spend
Welfare Vehicles	2022/23	0	230,000	0	230,000	0	0	0	0	230,000	0	150,000	150,000	(80,000)
Vehicle Replacement	2024/25	0	2,200,000	0	2,200,000	0	0	0	0	2,200,000	923,081	1,249,751	2,172,831	(27,169)
USAR Vans	2024/25	0	335,000	0	335,000	0	0	0	(335,000)	0	0	0	0	0
Training Centre Telehandler	2024/25	0	0	90,000	90,000	0	0	0	0	90,000	0	80,000	80,000	(10,000)
2025/26 Workshops Lifting Ramp	2025/26	10,000	0	0	10,000	0	0	0	0	10,000	0	10,000	10,000	0
Total		10,000	2,765,000	90,000	2,865,000	0	0	0	(335,000)	2,530,000	923,081	1,489,751	2,412,831	(117,169)

Appendix C

PRUDENTIAL INDICATORS ACTUALS 2025/26

Capital Expenditure, Capital Financing Requirement and External Debt

The table below draws together the main elements of the capital plans, highlighting borrowing and other financing arrangements. The table also shows the Capital Financing Requirement (CFR), which is the Authority's underlying external indebtedness for a capital purpose, compared with the expected borrowing position.

	Forecast		Estimate 2026/27 £000's	Estimate 2027/28 £000's	Estimate 2028/29 £000's
	Estimate	Actual			
	2025/26 £000's	2025/26 £000's			
CFR b/fwd	64,515	64,515	64,390	70,336	78,125
Capital Expt	10,438	10,438	12,700	12,934	12,439
Capital Receipts	-985	-985	-2,000	0	0
Earmarked Reserve	-5,529	-5,529	-500	-500	-500
Revenue Contribution	-560	-560	-560	-560	-560
MRP	-3,489	-3,489	-3,694	-4,085	-4,536
Closing CFR	64,390	64,390	70,336	78,125	84,968

	Forecast		Estimate 2026/27 £000's	Estimate 2027/28 £000's	Estimate 2028/29 £000's
	Estimate	Actual			
	2025/26 £000's	2025/26 £000's			
CFR	64,390	64,390	70,336	78,125	84,968

Limits to Borrowing Activity

The first key control over the Authority's borrowing activity is a Prudential Indicator to ensure that over the medium term, net borrowing will only be for a capital purpose. Net external borrowing should not, except in the short-term, exceed the total CFR. This allows some flexibility for limited early borrowing for future years. The Authorities net external borrowing is below the CFR and thus comfortably complies with the prudential indicator.

A further two Prudential Indicators control overall level of borrowing. These are the Authorised Limit and the Operational Boundary. The Authorised Limit represents the limit beyond which borrowing is prohibited. It reflects the level of borrowing which, while not desired, could be afforded in the short-term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003.

The Operational Boundary is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around this boundary for short times during this year.

	2025/26	Forecast Actual 2025/26	2026/27	2027/28	2028/29
	£000's	£000's	£000's	£000's	£000's
Authorised Limit for External Debt	65	65	74	86	97
Operational Boundary for External Debt	60	60	69	81	92

External Debt

The Authority is forecasting the levels of outstanding debt on the 31st of March 2026:

	Actual Debt 31 March 2025		Estimated Debt 31 March 2026	
	£m	%	£m	%
PWLB Loans	38.90	95.2	38.2	95.1
LOBO	2.00	4.8	2.00	4.9
TOTAL	40.90	100	40.20	100

Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators but within this framework a prudential indicator is required to assess the affordability of the capital investment plans. The following indicator provides an indication of the capital investment plans on the overall finances of the Authority:

Ratio of financing costs to net revenue stream.

This indicator identifies the trend in the cost of capital against the net revenue stream (amounts met from Revenue Support Grant, local taxpayers, and balances):

	Actual 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29
Ratio of Financing to Net Revenue Stream	6.45%	6.29%	6.11%	5.94%	6.28%

Treasury Management Prudential Indicators

Interest Rate Exposures

While fixed rate borrowing can contribute significantly to reducing the uncertainty surrounding future interest rate scenarios, the pursuit of optimum performance justifies retaining a degree of flexibility through the use of variable interest rates on at least part of the treasury management portfolio. The Prudential Code requires the setting of upper limits for both variable rate and fixed interest rate exposure:

	Limit 2025/26	Forecast Actual 2025/26
Interest at fixed rates as a percentage of net interest payments	60%-100%	100%
Interest at variable rates as a percentage of net interest payments	0% - 40%	0%

Maturity Structure of Borrowing

This indicator is designed to prevent the Authority having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

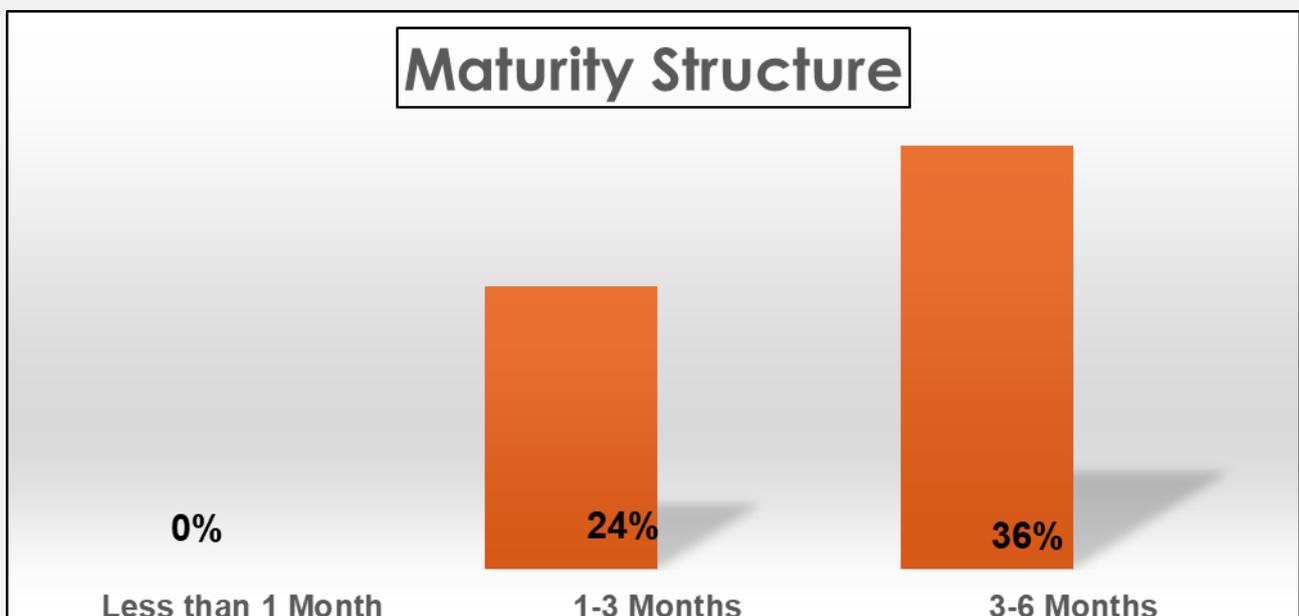
Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate.	Limit Set 2025/26	Forecast Actual 2025/26
Under 12 months	0% -20%	6.80%
12 months to 2 years	0% -20%	2.50%
2 years to 5 years	0% -60%	5.00%
5 years to 10 years	0% -80%	5.30%
More than 10 years	20% -100%	80.40%

Total principal sums invested for periods longer than 365 days.

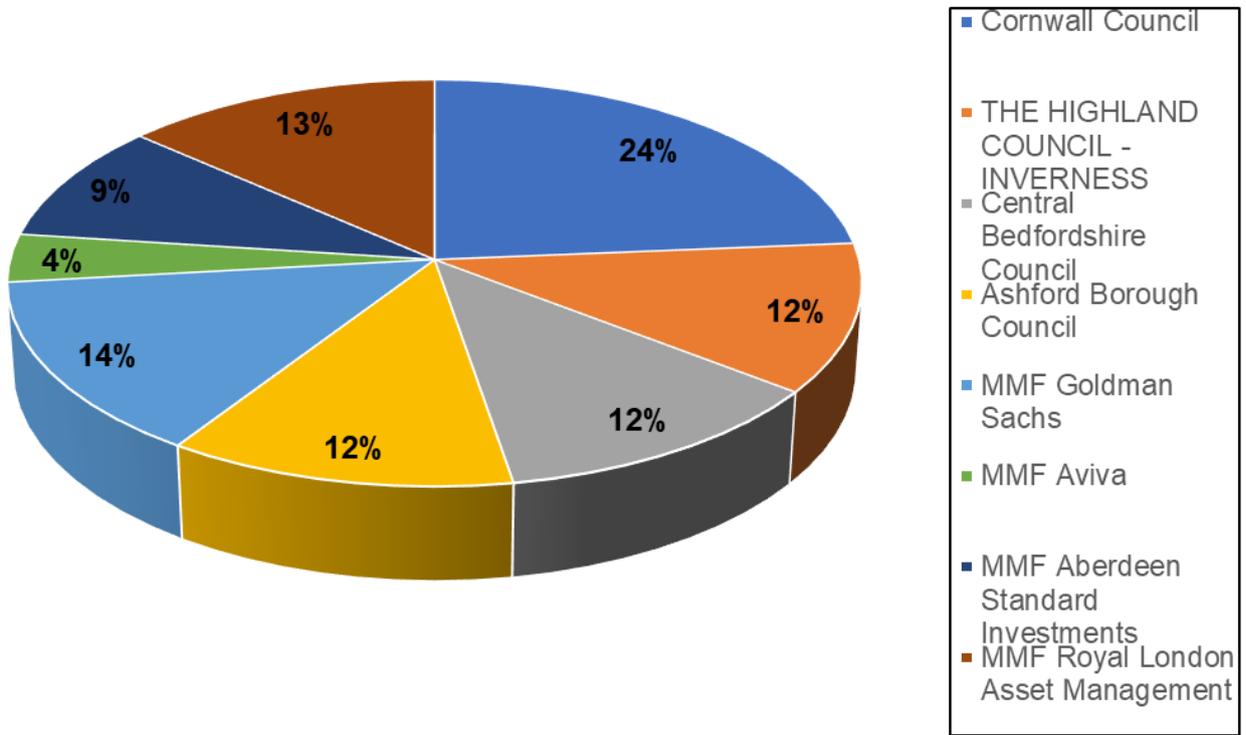
This indicator was set at zero as there was no intention to hold investments for treasury management purposes with maturity dates in excess of a year. There was no change to this position.

Appendix D

COUNTERPARTY	£	Interest Rate	Date Invested	Maturity Date	Maturity Structure
Comwall Council	10,000,000	4.20	31/07/2025	28/11/2025	1-3 Months
THE HIGHLAND COUNCIL - INVERNESS	5,000,000	4.15	31/07/2025	25/02/2026	3-6 Months
Central Bedfordshire Council	5,000,000	4.15	31/07/2025	30/01/2026	3-6 Months
Ashford Borough Council	5,000,000	4.15	21/07/2025	21/01/2026	3-6 Months
MMF Goldman Sachs	5,918,577	3.99	MMF	MMF	MMF
MMF Aviva	1,616,305	4.08	MMF	MMF	MMF
MMF Aberdeen Standard Investments	4,009,014	4.06	MMF	MMF	MMF
MMF Royal London Asset Management	5,682,053	4.06	MMF	MMF	MMF
TOTAL	42,225,949				



Counterparty Structure



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Agenda item: 07

Reserves Strategy 2025/26 to 2029/30

Finance and Resources Committee

Date: 17 October 2025

Submitted by: Director of Finance and Procurement

Purpose: To seek approval of the Authority's Reserve Strategy 2025/26 to 2029/30

Recommendations: That members approve the Reserves Strategy

Summary: The level of usable reserves of stand-alone fire and rescue services is of particular interest at a national level, and it is recognised that there is a need for greater transparency around reserves. The reserves strategy is approved annually at Finance and Resources Committee and Full Authority approves the use of reserves to support the revenue budget in February as part of the budget setting process.

Local Government (Access to information) Act 1972

Exemption Category: Nil

Contact Officer: Alison Wood, Director of Finance and Procurement
Alison.wood@westyorkshire.gov.uk
07500 075362

Background papers open to inspection: Nil

Annexes: Reserves Strategy 2025/26 to 2029/30

1. Introduction

- 1.1 It is a requirement that local authorities publish their reserves strategy either as a separate document on their website or include it a part of the budget setting process. The Reserves Strategy is formally approved at Finance and Resources Committee and then subsequently published on the Authority's website. In addition, the planned use of usable reserves over the next four years to support the Medium-Term Financial Plan is presented to Full Authority as part of the budget setting process.
- 1.2 Reserves are an essential tool of good financial management; they allow authorities to manage unpredictable financial pressures and plan for their future spending to facilitate long-term budget stability.

2. Information

- 2.1 At a national level there has been considerable debate about the level of general reserves that are being held by local authorities. Whilst there is no specified minimum general reserve level, a broad rule of thumb adopted by most Chief Finance Officers in Local Government has been that an appropriate and prudent level is one that is equivalent to 5% of the budget.
- 2.2 The current level of reserves for West Yorkshire as at the 1 April 2025 were £5.700m of general fund balances and £24.67m in earmarked reserves, equating to a total usable reserve balance of £30.37m. The general fund balance of £5.700m represents 4.9% of the revenue budget.
- 2.3 If the Authority were to spend its reserves over and above its cash balance, we would have to borrow either on a short or long-term basis, thus adding pressure to the revenue budget in the form of interest payments. The current policy of using our own cash rather than taking out new loans has saved the Authority £14.38m (net) in loan interest payments over the past 14 years.
- 2.4 In determining the appropriate level of reserves required by the authority, the Director of Finance and Procurement is required to form a professional judgement on this, considering the strategic, operational, and financial risk facing the authority. This is completed based on guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and includes an assessment of the financial assumptions underpinning the budget over the medium to long term. This includes issues such as uncertainty surrounding future funding settlements, pay awards, changes to pension schemes rates, and volatility of the retirement profile.

Earmarked Reserves

- 2.5 A detailed analysis of the Authority's earmarked reserves and their planned use is included with the Reserves Strategy, which is attached to this report.

2.6 In summary, it is planned, to use £18.69m of earmarked reserves by the end of 2029/30. It is projected that earmarked reserves will be used as follows:

- The capital finance reserve will be used for the redevelopment of Huddersfield Fire Station, which is due to commence in early 2026, due to timing the cost will span two financial years, with an estimated £0.550m being spent in 2025/26 and £8.450m in 2026/27. The remainder of the reserve will be then used to finance the rebuild of Halifax Fire Station which is due to commence in early 2028. Using the capital reserve to fund station rebuilds means that the Authority does not have to make a Minimum Revenue Provision (MRP) to the revenue budget over the life of the asset, which is 40 years.
- The balance of £2.00m in the Medium Term Financial Impact Reserve will be used to fund the expected deficit resulting from the 2025 Spending Review and the corresponding update of the Fire Funding Formula.
- The balance of £0.628m in the Service Support Reserve will be used to continue to drive improvement in the use of Data and Digital across the organisation. This will include the development of Powers Apps, continuation of the roll out of One View and investments in Artificial Intelligence (AI) technology.
- The pension admin remedy reserve totalling £0.134m will be spent on the administration of the pension remedy resulting from the McCloud/Sargeant case. The Authority initially received this grant from government in 2021/22 and continues to receive this grant on an annual basis. It is projected that this reserve will be fully spent by the end of 2028.
- The recruitment reserve will be used to fund periods when the Authority is operating above wholtime employee establishment, which is 938. Due to the current unpredictability in the retirement profile, the authority is recruiting more trainees than the number that are retiring. This is only for a short periods of time because experience has proven that employees tend to retire prior to their forecast retirement date.
- The industrial action reserve which has a balance of £0.610m may be called upon in 2026/27, it is expected that the FBU may ask for a pay award next year that is higher than fire and rescue services can afford to pay. This may result in industrial action.

3. Financial Implications

3.1 The management of usable reserves is important for sound financial management and the production of a sustainable Medium Term Financial Plan. The earmarking of reserves for specified future projects and potential liabilities means that funding has been set aside and cannot be used for other purposes. This facilitates improved planning and transparency.

4. Legal Implications

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

5. Human Resource and Diversity Implications

5.1 There are no Human Resource and Diversity Implications

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

8. Environmental Implications

8.1 There are no environmental implications.

9. Risk Management Implications

9.1 The reduction in Central Government grant is the highest risk on the Authority's Risk Register, the reserves strategy provides detail on how the Authority may call upon its reserves if there was such a reduction in Central Government funding.

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

10.1 There are no duty to collaborate implications associated with 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: Improve the safety and effectiveness of our firefighters.

- Provide ethical governance and value for money.

12. Conclusions

12.1 It is a requirement that the Authority reviews and approves its Reserve Strategy on an annual basis. The use and management of reserves will be the key to financial stability especially at a time when the Authority is facing funding uncertainty.

West Yorkshire Fire and Rescue Service

Reserves Strategy

2025/26 to 2029/30

Contents

1	What are Reserves	3
2	National Framework	4
3	Determining the Level of Reserves	5
4	Reserves Position 1 April 2025.....	6
5	Review of Reserves	11

1 What are Reserves?

- 1.1 Reserves are an essential part of good financial management to help the Fire Authority manage unpredictable financial pressures and plan for future spending commitments. The level, purpose and planned use of reserves are important factors in developing the Medium Term Financial Plan and setting the annual budget. In setting the budget the Fire Authority decides what it will spend and how much income it needs from council tax to supplement government funding. The Fire Authority may choose to fund some of its spending from its reserves and balances in the short term until long-term savings initiatives are realised.
- 1.2 Having the right level of reserves is important. If reserves are exceptionally low, there may be little resilience to financial shocks and sustained financial challenges.
- 1.3 The requirement for a local authority to maintain financial reserves is acknowledged in legislation and prevents the authority to over committing financially. These are:
 - 1.3.1 The requirement to set a balanced budget as set out within the Local Government Finance Act 1992.
 - 1.3.2 The requirement of the authority to make arrangements for the proper administration of their financial affairs and the appointment of a Chief Finance Officer (section 151 officer) to take responsibility for the administration of those affairs.
 - 1.3.3 In accordance with the Local Government Finance Act 1988 (Section 114), the Chief Finance Officer must report if there is or is likely to be unlawful expenditure or an unbalanced budget.
 - 1.3.4 The Local Government Act 2003 places a duty on the Chief Finance Officer to give positive assurance as part of the budget setting process of the adequacy of balances. The Local Government Finance Act 1992 requires fire authorities as a precept authority to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.
 - 1.3.5 The external auditors' responsibility is to review and report on the authority's financial standing as per the annual external audit report.
- 1.4 The Chartered Institute of Public Finance and Accountancy (CIPFA) published LAAP Bulletin 99 in July 2014 which provides guidance on the management of reserves which has been adopted by the authority. CIPFA bulletin 13 was issued in March 2023 which gives further guidance on local authority reserves and balances.

2 National Framework

- 2.1 The Fire and Rescue National Framework for England sets out the priorities and objectives for fire and rescue authorities and makes specific reference to reserves. The document requires fire and rescue authorities to provide information to enable understanding of the purpose for which each reserve is held and how holding each reserve supports the fire and rescue authority's Medium Term Financial Plan.

The information which fire and rescue authorities are required to publish includes:

- 2.1.1 The level of general reserves which are held by the fire and rescue authority and how they are managed to balance funding and spending priorities and to manage risks.
- 2.1.2 Each fire and rescue authority should publish their reserves strategy on their website. The strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve that is held for each year. The reserves strategy should provide information for at least two years ahead.
- 2.1.3 Sufficient information should be provided to enable understanding of the purpose for which each reserve is held and how holding each reserve supports the fire and rescue authority's medium term financial plan.
- 2.1.4 Information should be set out in a way that is clear and understandable for members of the public and should include:
 - 2.1.4.1 How the level of general reserve has been set.
 - 2.1.4.2 Justification for holding a general reserve larger than five percent of budget.
 - 2.1.4.3 Whether the funds in each earmarked reserve are legally or contractually committed, and if so, what amount is committed.
 - 2.1.4.4 A summary of activities or items to be funded by each earmarked reserve and how these support the fire and rescue authority's strategy to deliver good quality services to the public.

3 Determining the Level of Reserves

- 3.1 Reserves are an essential tool to ensure long-term budget stability particularly at a time when the Authority is facing significant year on year reductions in grant funding over the medium term.
- 3.2 Reserve balances have been identified as a key indicator of financial health and the Authority continues to have an appropriate level of reserves to deal with identified risks. As a minimum there, there are sufficient balances to support the budget requirements and provide adequate contingency for budget risks.
- 3.3 In accordance with the authority's financial regulations, the authority holds reserves which fall into two distinct categories:
 - 3.3.1 General Reserves – these are necessary to fund any day to day cash flow requirements and also to provide a contingency in the event of any unexpected events or emergencies.
 - 3.3.2 Earmarked Reserves – these have been created for specific purposes and involve funds being set aside to meet known or predicted future liabilities. By establishing such reserves, the expenditure profile will be smoothed and avoid liabilities being met from Council Tax in the year that payments are made.
- 3.4 The Authority also has a number of provisions on the Balance Sheet which, provide funding for a liability or loss that is known will occur in the future with some certainty but the timing and amount is less certain.
- 3.5 There is not a recognised formula for determining the level of reserves that each fire authority should maintain. It is up to each authority to consider the local circumstances and the potential issues/risks that may occur across the medium term. In determining the level of reserves for the Authority the risks and issues that should be taken into consideration will include the following:
 - 3.5.1 The risk that specific fire revenue grants are not continued, unlike revenue support grant and business rates top up grant, these grants are paid as Section 31 grants and are not included within baseline funding levels.
 - 3.5.2 To provide cover for extraordinary or unforeseen events occurring: given the purpose of the fire and rescue service is to respond to emergency situations, there is always the potential for additional, unexpected, and unbudgeted expenditure to occur.
 - 3.5.3 The commitments falling on future years as a result of capital plans and proposals to improve the asset base. Having reserves mitigate the impact on the revenue budget of borrowing and/or revenue contributions to capital and would support projects/programmes that will support revenue efficiencies.
 - 3.5.4 The risk on inflation, especially pay awards. If the budget provision does not cover the cost, the pay award would need to be met from the pay and prices reserve until efficiencies within existing budgets are identified.

- 3.6 Enable the Authority to resource one-off policy developments and initiatives without causing an unduly disruptive impact on Council Tax.
- 3.7 Spread the cost of large-scale projects which span a number of years, for example the rebuild of fire stations.
- 3.8 The Authority has a robust approach to managing risk and there are effective arrangements for financial control in place. However, given the high level of influence of third parties such as the National Joint Council (NJC) who agree pay staff pay awards and Government departments on its income and expenditure there is always the risk that the Authority will unexpectedly become liable for unbudgeted expenditure.
- 3.9 The Authority aims to avoid using reserves to meet regular and ongoing financial commitments, as they only provide one off funding other than as part of a sustainable medium-term budget plan.
- 3.10 The Authority has set its' guideline Prudential indicator for the General Reserve at 5% of annual budget which is a commonly used benchmark across the fire sector. The Authority also uses the Risk Register to determine the level of General Fund Reserve. This Risk Register details forty three separate risks the Authority faces, which has an estimated financial liability of £5.700m. The General Fund reserve equates to 4.9% of the annual budget.

4 Reserves Position 1 April 2025

- 4.1 The level of cash fluctuates during the year due to the timing of Government grants, notably the top up grant which was £30.5 million in July 2025. We would need to borrow if the Authority wanted to use reserves which exceeds our working cash flow balance.

Type of Reserve	Balance at 1/4/25
General Fund	£5,700,000
Earmarked Reserves	£24,674,167
TOTAL	£30,374,167

Table summary of current reserve balance

- 4.2 The general fund reserve is not specified for a determined use: it is maintained for cash flow purposes.
- 4.3 Earmarked reserves are funds that are set aside to meet costs for specific purposes in future financial years. These reserves allow the Authority to adopt a more flexible approach to budget management and meet cost pressures in future years. Some reserves are a result of the receipt of a government grant that has been given for a specific purpose, others are from the transfer of revenue budgets to reserves for future costs.
- 4.4 Detailed below are the Authority's reserves, an explanation of their purpose and forecast balance as of 31/3/2030.

RESERVES AS A RESULT FROM GRANTS

Description	Balance 1/4/25	Estimated Balance 31/3/30	Purpose and Origin of the Reserve
Council Tax Reform	£27,000	£27,000	This was a one off grant received in 2012/13 from Central Government to assist with the costs associated with the reform of business rates. To date, no expenditure has been charged to this reserve.
Body Bag Decontamination	£40,000	£40,000	This grant was received in 2012/13 and 2013/14 from Central Government.
Enhanced Logistics	£187,333	£0	This was a grant initially received in 2011/12 for the provision of the purchase of the new command unit. This is now complete and a replacement vehicle will be charged to this reserve if required in the future.
Transparency	£84,569	£84,569	This is a central government grant to enable organisations to meet the requirements of data transparency. To date, no expenditure has been charged to this reserve.
Business Rate Appeals	£1,301,160	£1,301,160	This reserve is used to manage the volatility on the revenue budget from business rate appeals. A grant is received from government each year to ease the potential cost which is based in the NNDR1 returns from the 5 district councils.
Pensions Admin Remedy	£134,413	£0	The government has provided a grant to pay for the software and administration costs associated with the implementation of the McCloud Sargeant pension remedy
Serious Violence Duty	£4,592	£0	The government has provided a grant to pay for the costs associated with the implementation of The Police, Crime, Sentencing and Courts Acts 2022

Grants that are received by the Authority normally have a stipulation attached which means that they must be spent on the specified purpose (i.e.) the terms of the grant payment. These cannot be transferred to other budget to be spent on a different purpose which is laid out in the CIPFA Accounting Code of Practice.

RESERVES AS A RESULT FROM REVENUE ALLOCATIONS

Description	Balance 1/4/25	Estimated Balance 31/3/30	Purpose and Origin of the Reserve
Emergency Services Mobile Communications Programme (ESMCP)	£537,560	£0	This reserve has been established to recognise the risk that Government funding for ESMCP will cease once the system goes live, to counter balance this it is expected that annual costs will reduce once implemented. This reserve will fund those contracts for which the Authority will be contractually committed to after this date.
Insurance Claims	£395,000	£295,000	This reserve will be used for any uninsured losses the authority may face in future years e.g. mesothelioma and to support any additional contributions required by our insurance arrangements with the Fire and Rescue Indemnity Company (FRIC)
Service Support Reserve	£627,567	£0	This reserve was established in 2013/14 with the purpose to fund any expenditure that is not included in the MTFP but will generate savings or improve ways of working. The reserve is predominantly used to fund investment in Data and Digital Technology which will generate long term efficiency savings.
Pension Ill Health Reserve	£3,140,969	£2,190,969	This reserve is used to ease the potential cost of increased ill health retirements which have to be met from revenue. Any underspend on the ill health revenue budget is transferred to this reserve at the end of the financial year. Currently this budget is £1.6 million, the Authority drew on this reserve in 2024/25 by £0.310m to fund the cost of an increase in ill health retirement contributions. This reserve will also be used to fund in the short term, the increase in employer pension contributions resulting from the McCloud/Sargeant actuarial review in 2024.

Description	Balance 1/4/25	Estimated Balance 31/3/30	Purpose and Origin of the Reserve
Reserve for Pay and Prices	£1,069,075	£1,069,075	This reserve will be used to fund any pay awards that are in excess of that included within the Medium Term Financial Plan or any other inflationary increases not provided for in the annual budget.
Industrial Action	£610,302	£110,302	The industrial action reserve was established in October 2022, when the fire sector was facing a period of industrial action by firefighters. Although the immediate threat of industrial action has subsided, it is prudent to maintain this reserve.
Recruitment Reserve	£1,456,596	£868,596	The recruitment reserve will be used to fund periods when the Authority is operating above wholtime employee establishment, which is 938. Due to the current unpredictability in the retirement profile, the authority is recruiting more trainees than the number that are retiring. This is only for a short periods of time because experience has proven that employees tend to retire prior to their forecast retirement date.
Capital Finance Reserve	£13,058,030	£0	The purpose of this reserve is to ease the cost of financing the capital plan in future years. Property new builds and major refurbishments will be funded from the capital finance reserve. Any underspending on capital financing charges and the revenue budget are transferred to this reserve which may then be used to pay additional voluntary capital charges as per the Authority's Minimum Revenue Provision Policy.
Medium Term Funding Impact	£2,000,000	£0	This reserve has been established to mitigate any funding shortfalls as a consequence of the Fire Funding Review and the 2025 Government Spending Reviews which have not been included within the Medium Term Financial Plan

	01/04/2025	31/03/2030	Total Planned Use of Reserves
TOTAL RESERVES	£24,674,167	£5,986,671	£18,687,496

5 Review of Reserves

5.1 The Authority's reserves will be reviewed as part of the following processes:

- 5.1.1 The reserves will form part of the budget setting process and the level and use of reserves will be considered when setting the annual budget and Medium Term Financial Plan. This will include the approval at Full Authority Committee.
- 5.1.2 The Reserves Strategy are reviewed annually by the Finance and Resources Committee in October.
- 5.1.3 Reserves are reviewed and externally audited during the closure of the Authority's accounts and are included in the Statement of Accounts. There is a statutory requirement to detail the movement between reserves during the year and show the opening and closing position in the Movement in Reserves Statement and the Expenditure and Funding Analysis. The Statement of Accounts is approved at the Authority's audit committee.
- 5.1.4 The minimum level of General Fund Reserves will be assessed during the year by the financial appraisal of risks on the Authority's risk register. The Risk Management Strategy Group meets quarterly and its aim is to manage the register and identify and assess risks. This group is chaired by the Deputy Chief Fire Officer and is attended by internal audit, a member champion and those responsible for the key risks within the organisation.

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Agenda item: 08

Building Risk Database Replacement

Finance & Resources Committee

Date:	17 October 2025
Submitted by:	Director of Service Support
Purpose:	To request approval for the draw down of funds to complete the Building Risk Database (BRD) project
Recommendations:	That Members approve the implementation of the Building Risk Database (BRD)
Summary:	The Building Risk Database (BRD) is required to address critical limitations in the current OSARIS system, which is used for reporting and managing building risk data.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Nick Butterworth, Head of Digital, Data and Technology Nick.Butterworth@westyorksfire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. Introduction

- 1.1 The Building Risk Database (BRD) project has been initiated to address critical limitations in the current OSARIS system, which is used for reporting and managing building risk data. The primary aim of the BRD project is to implement a comprehensive, modern database system that meets the demanding needs of both Fire Protection and Operational Risk functions. This new system will ensure the service is able to meet statutory reporting requirements, improve the accuracy and efficiency of reporting, and enhance overall system functionality and usability.
- 1.2 By replacing OSARIS, the BRD will support the implementation of a risk-based inspection programme, enable better sharing of operational risk information, and provide a more resilient and user-friendly platform for staff. The project will also address recommendations from recent HMICFRS inspections, ensuring that auditing activity is aligned with risk-based inspection requirements and that the service is well-prepared for future evaluations.

2. Information

- 2.1 The project team undertook a thorough options appraisal, evaluating both external and internal development routes
- 2.2 External Partner Development was explored as a way to bring in fresh perspectives and potentially innovative solutions. Engaging a specialist offered the possibility of formal development arrangements, clear accountability, and the chance to create a solution that could potentially be adopted by other Fire and Rescue Services. The external route promised structured project management and the potential for broader sector impact, but it came with significant costs—both for initial development and ongoing licensing. There were also concerns about the provider's understanding of WYFRS-specific requirements, risks around procurement processes, and the possibility of additional costs if further products were needed to support the solution. Previous experiences with external partners had sometimes resulted in solutions that did not fully meet operational needs, which made stakeholders cautious.
- 2.3 Internal Development, on the other hand, leveraged the existing expertise within the DDaT department and built on the organisation's successful track record with PowerPlatform solutions. This approach offered greater agility, easier stakeholder engagement, and more direct control over the system's architecture and future evolution. Internal development was seen as more cost-effective, avoiding procurement delays and external fees, and allowing the team to respond quickly to changes or issues. While there were concerns about resource capacity and the risk of repeating past maintenance challenges, the ability to tailor the solution closely to WYFRS's operational and protection needs was a decisive factor.
- 2.4 After considering the benefits, costs, risks, and strategic fit of each, the Executive Leadership Team (ELT) approved internal development as the preferred approach.

3. Financial Implications

- 3.1 A PowerApp consultant will join the development team for approximately 6 months to provide development support to enable delivery of project deliverables within expected timescales. As the consultant will be delivering bespoke code for the Authority, these cost are able to be capitalised.
- 3.2 Subject Matter Experts from Operational Risk and Fire Protection are required to provide essential guidance and testing to ensure the project is well informed and that the new Building Risk Database is fit for purpose. It is proposed that 2 Fire Protection Supervisors, 1 Fire Protection Manager, 1 Watch Manager and 1 Non-Operational Crew Manager be granted overtime in order to catch up on work missed as a result of their involvement in the project.
- 3.3 As specialist roles, overtime is proposed as the preferred option as backfilling for the duration of the project would require significant time for training and disrupt the work of these teams substantially.
- 3.4 As the capital implication costs were under £100k, these were reviewed and approved by ELT. The capital financing charges associated with this cost are £38,700 per annum which will be included in the capital financing charges budget for 2026/27.

2025/2026	Required Capital Budget (£)	Required Revenue Budget (£)
PowerApp Consultant <i>6 Months (Approximate)</i>	£90,000	
Overtime – Fire Protection <i>Supervisor, 4 hours per week 35 weeks</i>		£7,247.80
Overtime – Fire Protection <i>Manager, 2 hours per week 35 weeks</i>		£4099.20
Overtime – Ops Risk <i>WM, 3 hours per week 35 weeks</i>		£3,360
Overtime – Ops Risk <i>CM, 3 hours per week 35 weeks</i>		£3004.05
Total	£ 90,000	£ 17,711.05

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 The project will have a positive impact on colleagues, by improving system user experience.

6. Equality Impact Assessment

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

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

6.2 Date EIA Completed: To be completed as part of the project initiation

7. Health, Safety and Wellbeing Implications

7.1 The new system will enable a Risk-Based Inspection Programme, which will help in planning and conducting inspections more effectively, ensuring that high-risk areas are prioritised and addressed promptly. This will not only improve the safety of the staff but also the public they serve.

8. Environmental Implications

8.1 No environmental implications identified as part of the proposal

9. Risk Management Implications

9.1 Risks PRMS1.S risk factor will be reduced by implementing this project.

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
- 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 It is recommended that the proposals in the report be approved.

OFFICIAL

Agenda item: 09

People Digital Programme

Finance & Resources Committee

Date: 17 October 2025

Submitted by: Director of People and Culture

Purpose: To seek approval for the implementation of the People First Digital Programme that will aim to consolidate HR, rostering, and competency management systems.

Recommendations: That Members approve the request to procure an all-in-one HR and rostering system with an integrated competency management solution.

Summary: The People First Digital Programme aims to modernise WYFRS's people management systems, address inefficiencies and improve operational safety and compliance. The programme integrates HR, rostering, and competency management into a unified platform.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Lewis Bell, Digital Business Analyst
Lewis.Bell@westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: [Survey Summary.docx](#)
[PDP-BusinessCase.docx](#)

1. Introduction

1.1 The People Digital Programme represents a strategic investment in the modernisation and integration of the organisation's people-related systems. The programme will replace the existing HR and rostering platforms, including AccessHR, Gartan, Availability, Roster, and Payroll, with a unified people management system. In parallel, a dedicated competency management solution will be introduced to provide a robust framework for managing competencies, qualifications, and training.

The programme is scheduled to commence in the final quarter of 2025, with delivery continuing through to the final quarter of 2028. A dedicated programme team will be established to oversee implementation, comprising experienced programme manager and subject matter experts seconded from across the organisation to ensure operational alignment and specialist/technical expertise.

Benefits anticipated from the programme include:

- (1) Improved accuracy, accessibility, and scope of data and reporting.
- (2) Reduction in manual administrative processes and associated inefficiencies.
- (3) Optimisation and standardisation of business process models.

Improved user experience and in turn, increased employee satisfaction through the consolidation of multiple systems into a single, streamlined platform.

2. Information

2.1 A review of AccessHR has highlighted significant duplication of work within HR due to the separation of systems between AccessHR and Gartan. Processes such as transferring from grey to grey-book flexi and adjusting leave currently takes between 30–60 minutes per person. With hundreds of adjustments processed annually, this creates a considerable administrative burden.

A recent employee survey revealed that ease of use scored a median of 3/5, with colleagues expressing frustrations over system slowness, downtime, and duplication. Feedback from operational employees indicates that the number of systems in use is a source of dissatisfaction. Consolidating to a single, dedicated platform will directly improve user experience, employee satisfaction and morale, while reducing inefficiency – this in turn will boost productivity.

2.2 The introduction of an integrated system will reduce administrative overhead and improve efficiency across multiple departments, including HR, Employee Resources, Learning and Development (L&D), Training Centre and Fire Control.

Leave Adjustments: Currently require 30–60 minutes per person. Centralisation and improved automation will reduce this to minutes, saving substantial employee time and minimising error rates.

- **Sickness Reporting:** At present, data is duplicated across multiple systems, creating wasted effort and inconsistencies. A single-entry process will eliminate duplication, delivering efficiencies across HR, line management, Control, and Employee Resource Teams.

Multiple Accounts: Employees holding more than one post are currently required to maintain several accounts across different systems. A unified platform will streamline access, reducing administrative effort for both employees and managers. The reduction of license also forecasts an annual saving of **£20,808.00**.

- **Operational Staff Experience:** Moving from three Gartan systems to a single platform will significantly reduce complexity, improve user experience, and allow firefighters to focus on their core duties.

2.3 The programme will be delivered through the following phases:

- **Phase 1: Foundation and Planning (April – September 2025)**
 - Programme initiation and governance establishment
 - Requirements gathering across all systems
 - Market engagement and supplier identification
 - Procurement strategy development
 - Business case refinement and funding approval
- **Phase 2: Procurement and Selection (August – December 2025)**
 - Procurement for HR and rostering system (September – December 2025)
 - Procurement for competency management system (August – September 2025)
 - Supplier evaluation and selection
 - Contract negotiation and award
 - Implementation partner selection
- **Phase 3: Competency System migration (October 2025 – January 2026)**
 - Competency framework finalisation
 - System configuration for skills tracking
 - Qualifications, training and competency migration
 - Integrate with existing systems
 - Operational staff training and rollout
- **Phase 4: HR & Rostering Configuration (January 2026 – August 2028)**
 - HR and rostering system configuration and build
 - Data migration from AccessHR
 - Go-live for core HR functions
 - Rostering configuration and build (including Frequentis integration)
- **Phase 5: HR Deployment and Review (January – June 2027)**
 - System performance monitoring
 - Incorporation of user feedback

- Process optimisation
- Implementation of advanced reporting
- Benefits realisation measurement
- **Phase 6: Rostering System Deployment (August 2028)**
 - Workforce planning optimisation
 - Mobile application deployment
 - Manager and supervisor training
 - Full system integration testing

3. Financial Implications

3.1 The programme spans four years (2025–2029) and includes costs associated with system licensing, supplier-led implementation, and internal resourcing. These costs reflect the phased delivery of HR, rostering, and competence management systems, and are essential to achieving the programme’s strategic objectives.

- The breakdown provided below outlines the annual financial requirements across three key categories:
- Licensing: Software subscriptions and access fees for new and legacy systems.
- Implementation: Supplier costs for system configuration, integration, and deployment.
- Employee Costs: Internal staffing allocations including programme management, HR support, and training resources.

The employee costs relating to the implementation of the new system can be capitalised, these will incur a capital financing charge over the life of the asset which for new systems is deemed to be 5 years. The program manager is a revenue cost and will be funded from the money remaining from the June budget review.

The capital costs over the project are shown in the table below:

	2025/26	2026/27	2027/28
Staffing Costs	£55,022	£154,422	£161,298
TOTAL CAPITAL	£55,022	£154,422	£161,298

There is no provision in the 2025/26 capital plan for this project, the capital financing costs relating to this project are detailed in the table below and will be met from contingencies in this financial year and will be built into the base budget for 2026/27.

The table below details the revenue implications associated with the project over the next five years. The costs from 2026/27 onwards will be built into base budgets as part of the budget setting process.

	2025/26	2026/27	2027/28	2028/29	2029/30
Programme Manager	£30,702	£66,540	£69,201	£35,293	
Licence Costs		£130,000	£130,000	£161,250	£161,250
Capital Financing Charges	£23,604	£89,989	£159,248	£159,248	£159,248
Savings				£-25,274	£-25,274
	£54,306	£286,528	£358,449	£330,517	£295,224

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 This programme of work will deliver significant improvements in people and diversity reporting. By consolidating data into a single integrated system, the organisation will have more accurate and accessible information to support workforce planning and decision-making. Reporting on areas such as the gender pay gap, recruitment trends, progression, and representation will become more reliable, timely, and consistent, enabling greater transparency and accountability. Enhanced data quality will also support compliance with statutory reporting requirements and provide the organisation with the tools to monitor, evaluate, and address diversity and inclusion priorities more effectively. Ultimately, this will strengthen the organisation's ability to foster a fair, inclusive, and representative workplace.

6. Equality Impact Assessment

6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? Yes- [AccessHR Full EIA.docx](#)

Date EIA Completed: 28/08/2025

Date EIA Approved: Pending

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

7. Health, Safety and Wellbeing Implications

7.1 Improved rostering, competency, qualifications and safety critical training, tracking will enhance operational safety and staff wellbeing.

8. Environmental Implications

8.1 The digital solution reduces paper usage and supports climate goals through efficient resource management.

9. Risk Management Implications

9.1 Delivery of a programme of this scale and complexity carries a number of inherent risks. To mitigate these, a robust programme governance framework will be established, including dedicated risk management processes, regular monitoring, and escalation routes to the Programme Board. Risks will be actively tracked, with ownership assigned and mitigation strategies implemented.

The high-impact risks identified at this stage include:

- **Supplier delivery failure** – mitigated through a rigorous procurement process, strong contractual safeguards, and close monitoring of milestones.
- **Data migration complexity** – addressed through comprehensive data cleansing, parallel running, and extensive testing prior to cutover.
- **Integration challenges** – managed by undertaking early technical validation, API testing, and adopting a phased approach to integration.
- **User frustration and service disruption** – mitigated by deploying dedicated Change Management resources, comprehensive training, and engaging staff champions to embed new ways of working.
- **Timeline dependencies** – managed through critical path planning, buffer scheduling, and risk-based resourcing.
- **Frequentis implementation complications** – mitigated by drawing on lessons learned from comparable organisations currently implementing the system, with knowledge and development shared where possible.

Medium-impact risks have also been identified, including budget pressures, scope creep, resource availability, and regulatory changes. These will be managed through financial monitoring, clear requirements definition, early workforce planning, and ongoing compliance review.

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

10.1 This programme supports collaboration through integrated systems and shared data. This programme further supports collaboration between neighbouring Fire services with the implementation of the competency management system.

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.
- 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 The People Digital Programme represents a critical step in modernising and streamlining the organisation's people-related systems. The replacement of AccessHR and Gartan, alongside the implementation of a dedicated competency management system, will deliver measurable efficiency savings, reduce administrative duplication, and improve user satisfaction across the workforce.

The business case has considered multiple delivery options, including:

- Procuring an all-in-one HR and rostering system with an integrated competency management solution.
- Continuing with the current rostering solution while procuring a new HR system with integrated competency management.
- Continuing with the current disparate systems and ways of working.
- Outsourcing the HR function to Kirklees Council.

Following detailed analysis, the recommended approach is to proceed with the phased delivery of a unified HR and rostering system, supported by an integrated competency management solution. This option offers the greatest balance of efficiency, resilience, and long-term value for the organisation.

The programme will require dedicated resources, strong governance, and effective change management to ensure successful delivery. However, the benefits are significant: reduced duplication, improved reporting and data quality, enhanced staff experience, and alignment with the organisation's broader digital transformation strategy.

Endorsement of this programme will allow the organisation to progress with procurement, implementation planning, and the creation of a dedicated programme team, ensuring that new systems are in place ahead of current contract expires and

that the workforce is equipped with modern, integrated tools to support operational excellence.

Gartan Availability, Rostering, Payroll and AccessHR – Survey Findings

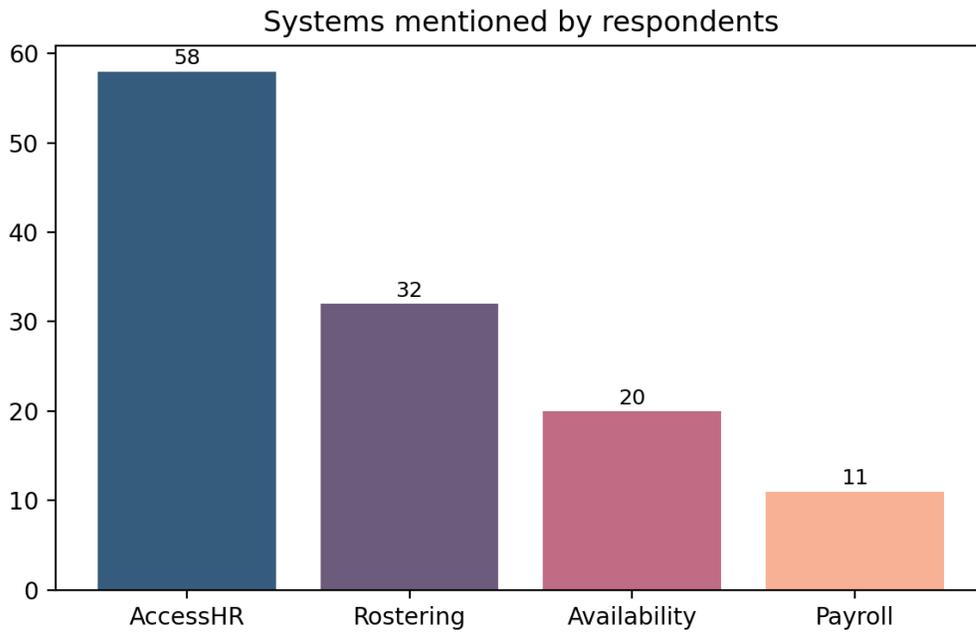


Ownership:	Digital Business Analyst/Lewis Bell
Date:	23/09/2025
Version:	V1.0
Status:	Final

Executive summary

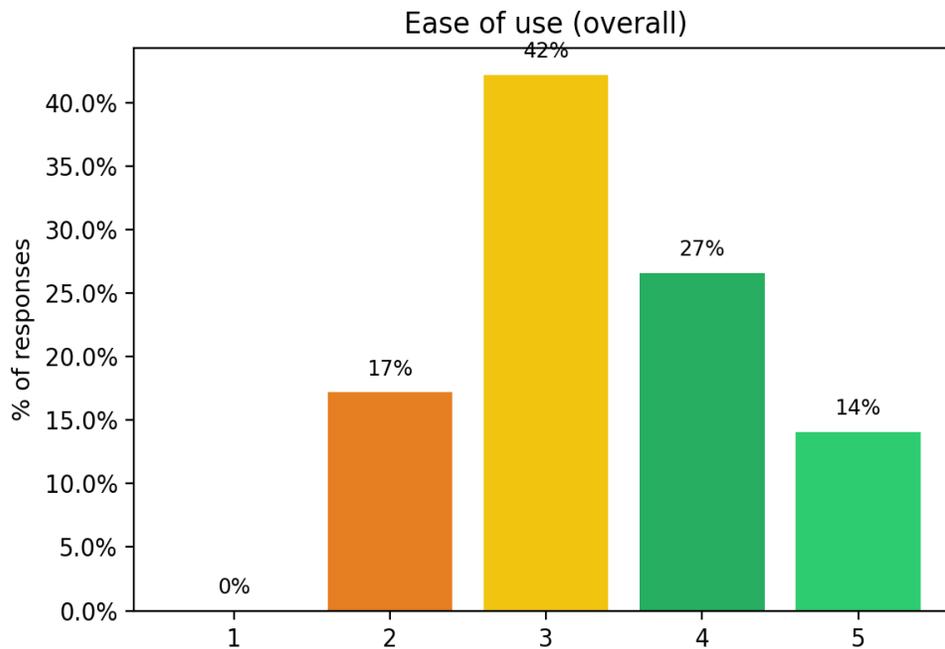
Colleagues value parts of Gartan (especially Availability) but report persistent slowness, downtime and navigation issues across AccessHR and Rostering. Leave displayed in hours rather than days is a major source of confusion. Duplication of effort exists where AccessHR and Gartan do not synchronise (e.g., sickness/leave). Rostering visibility (skills/PADD) and permissions limit operational responsiveness in Control/WM/SM contexts.

Figure 1. Systems mentioned by respondents



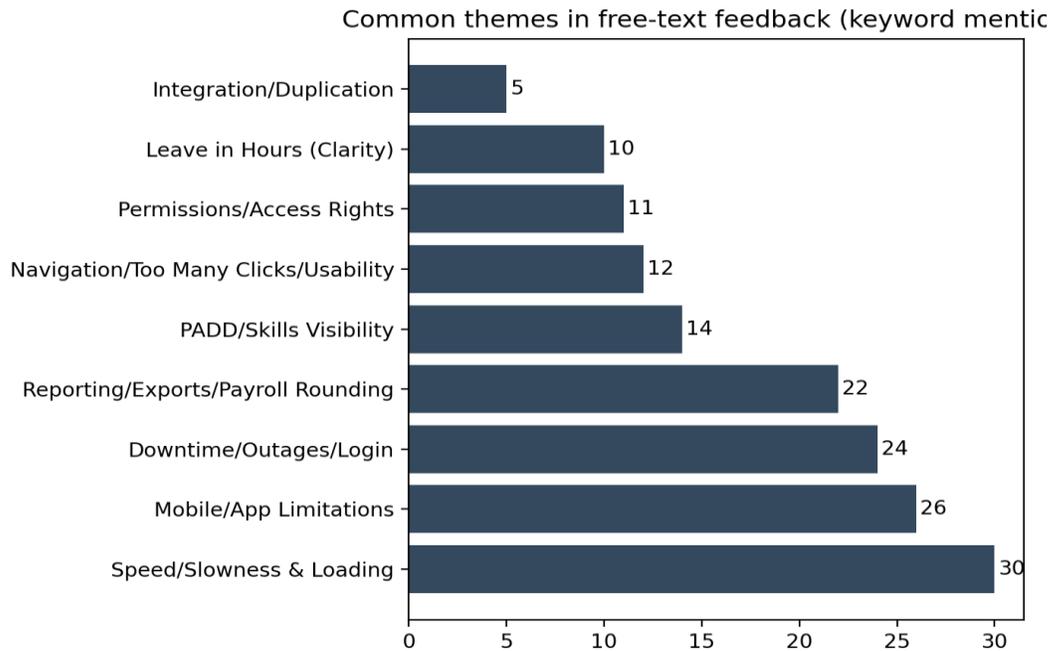
Systems mentioned by respondents: AccessHR:58, Rostering:32, Availability:20, Payroll:20

Figure 2. Ease of use (overall distribution)



Median ease-of-use score (Overall): 3/5, AccessHR 3, Availability updates 3, Availability booking leave/sickness 3, Rostering 3, Payroll confidence 4

Figure 3. Common themes in free-text feedback (keyword mentions)



What's working vs what's not

What's working:

- On-call Availability tasks are quick when the system is stable; some users describe Gartan as simple to use.

What's not working:

- Performance and stability: slow page loads, timeouts, and periods of downtime or login issues.
- Usability: navigation feels clunky with too many clicks; mobile app provides less information than desktop.
- Leave management: annual leave in hours/minutes (7.40 vs 7.24) confuses users; desire for a days/hours toggle.
- Integration: duplication where AccessHR and Gartan do not synchronise for sickness/leave/payroll events.
- Rostering: difficulty finding spare skills/PADDs; inconsistent permissions hinder weekend operational work.
- Reporting/Payroll: rounding and export issues require manual intervention.

Prioritised improvement roadmap

Quick wins (high impact, lower effort):

- Add a toggle to show leave in days and hours in AccessHR UI.
- Prevent leave bookings that breach (auto-reject with clear message).
- Provide a one-screen view of spare skills/excess capacity for PADDs.

Foundational fixes (high impact, higher effort):

- Performance and stability programme (login, load times, timeouts).
- Integration: synchronise key events between AccessHR and Gartan (sickness/leave/payroll).
- Review permissions model for Control/WM/SM to remove bottlenecks.

Voice of colleagues (selected quotes)

“Access is slow to respond... you have to keep coming up with workarounds.”

“Holiday entitlement in hours rather than days is confusing.”

“You should be able to input sick into Access and this should seamlessly update Gartan.”

“The app doesn’t give as much information as the desktop and logs the user out too quickly.”

“Gartan downtime appears to be frequent.”

“The gartan systems [are] simple to use... on-call staff understand it.”

Source

[Gartan Availability, Rostering, Payroll and AccessHR Feedback\(1-73\).xlsx](#)



West Yorkshire
Fire & Rescue Service

Business Case

People Digital Programme



Making West Yorkshire Safer
www.westyorksfire.gov.uk

Contents

1	Executive Summary.....	3
2	Introduction.....	3
2.1	Background/Problem Statement.....	3
	As-Is.....	5
2.2	Project Scope.....	5
3	Strategic Case.....	7
3.1	Alignment with the Corporate Risk Management Plan (CRMP).....	7
3.2	Benefits.....	8
4	Resource Requirements.....	10
5	Implementation Strategy.....	12
6	Risk Management.....	14
7	Financial Case (Approx.).....	15
	Option 1: All-in-One HR and Rostering System with linked/Integrated Competency Management system.....	16
	Option 2: Continue Current Rostering + Procure HR System with linked/Integrated Competency Management.....	17
	Option 3: Continue Current Ways of Working.....	18
	Option 4: Outsource HR Function to Kirklees Council.....	19
8	Conclusion and Recommendation.....	20
9	Revision and Signoff Section.....	21

1 Executive Summary

West Yorkshire Fire and Rescue Service (WYFRS) currently faces significant challenges with outdated and fragmented people management systems. This report proposes the consolidation of three people systems into a unified "People First Digital Programme" that will deliver transformational improvements to HR operations, competence management, and workforce deployment.

The programme encompasses:

- **Project 1:** AccessHR Replacement
- **Project 2:** Training and Competence Management (LMS Integration)
- **Project 3:** Integrated Rostering within HR system (New Addition)

By managing these interdependent projects as a single programme, WYFRS can achieve greater strategic alignment, reduce implementation risks, optimise costs, and deliver enhanced value for money while ensuring seamless integration across all people management functions.

2 Introduction

2.1 Background/Problem Statement

Current State Analysis – Information below was captured by a staff survey. The survey is designed to gather user experiences, challenges, and suggestions regarding the current people systems from operational members of staff.

Existing System Challenges

AccessHR

- Lacks comprehensive training/course management module functionality
- No integrated recruitment and onboarding capabilities
- Persistent system issues affecting usability
- Poor integration with other organisational systems
- Unable to handle Multiple Appointments, resulting in additional license fees.
- Data access: Staffing and recruitment data from AccessHR is difficult to obtain, often requiring input from multiple people (HR, DDaT, Training). There is no single, reliable source of truth.

DEI Team

- Manual effort: Recruitment and progression data must be collated manually, taking hours and creating inaccuracies. The team is reluctant to request some data due to the heavy burden on colleagues.
- Impact: Limits the team's ability to evidence the effectiveness of initiatives, identify barriers, and improve processes, since some data doesn't exist or is poor quality.
- Annual equality monitoring report: Gathering data is slow, inaccurate, and inconsistent. Reports are fixed "point in time," inflexible, and take weeks to produce. Some data has to be manually created.
- Inconsistency: Different teams (HR, DDaT) categorise and extract data differently, making reports hard to align.
- Technical issues: Exporting reports to Excel removes column headings, requiring manual fixes that add up across multiple reports.

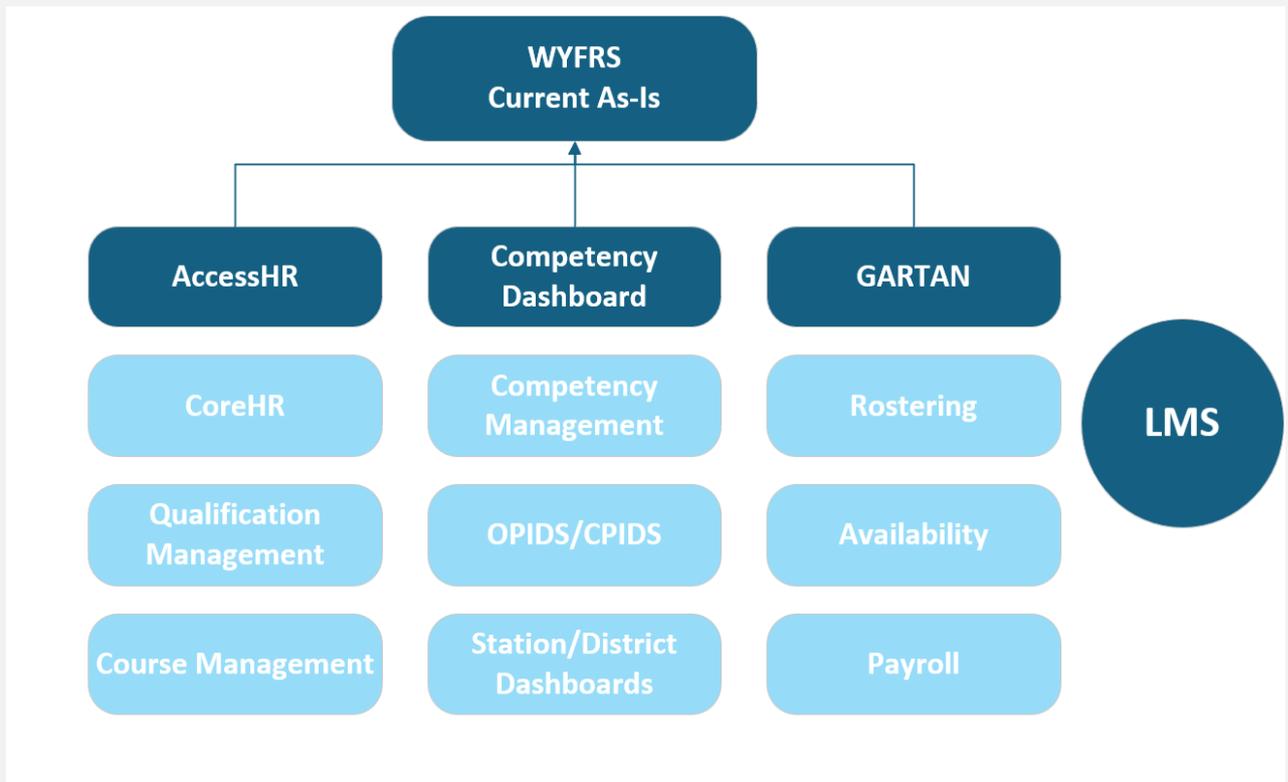
Training and Competence Management

- Not enough internal resource to maintain and update the system (Single point of failure)
- No single view of workforce capability
- Poor alignment with NFCC Operational Competence Fire Standard
- Difficulty demonstrating staff competence to auditors and stakeholders
- Risk to operational safety due to ineffective skills tracking

Rostering and Workforce Planning

- Currently managed through separate systems
- Limited integration with HR data
- Moving individuals from Grey-book to Grey-book flexi requires manual intervention and adjustments.

As-Is



2.2 Project Scope

Human Resources Management	
Category	Description
Core HR Functionality	<ul style="list-style-type: none"> Employee records: personal details, employment history, contracts, job roles Organisational structure management with visual org charts
Recruitment & On-Boarding	<ul style="list-style-type: none"> Support for recruitment workflows and onboarding processes
Absence & Leave Management	<ul style="list-style-type: none"> Manage annual leave, sickness, special leave Support for various contract types and working patterns Automated leave calculations (pro-rata, carry-over)
Employee Self-Service	<ul style="list-style-type: none"> Employees can update personal details, request leave, and report sickness Managers can approve requests and view team HR data
Multiple Appointments/Contracts	<ul style="list-style-type: none"> Support for employees with multiple roles/contracts within the organisation
Discipline & Grievance Management	<ul style="list-style-type: none"> Case tracking with role-based access for confidentiality Workflow-driven processes including escalation procedures

Appraisals / Performance Reviews	<ul style="list-style-type: none"> • Structured performance management, goal setting, and feedback • Career progression tracking and competency assessments
Time & Attendance	<ul style="list-style-type: none"> • Flexi-time and absence capture
Comprehensive Reporting	<ul style="list-style-type: none"> • Customisable HR analytics and workforce reports • Audit trails and secure document storage compliant with GDPR
Integration & Data Migration	<ul style="list-style-type: none"> • Integrate with Gartner, Office 365/Power Platform • Migrate existing HR data from AccessHR
Staff Rota & Workforce Planning	Multiple working patterns support covering shift workers, part-time roles, and flexible working arrangements.

Rostering Management	
Category	Description
Shift Scheduling and Duty Rostering	<ul style="list-style-type: none"> • Automated shift pattern generation • Manual roster adjustments and overrides • Multi-station/multi-team scheduling • Long-term and short-term roster planning
Resource Allocation and Crew Management	<ul style="list-style-type: none"> • Minimum staffing level enforcement • Skill-based crew assignments • Equipment and vehicle allocation • Cross-station resource sharing
Availability and Preference Management	<ul style="list-style-type: none"> • Staff availability input and tracking • Shift preference management • Leave request integration • On-Call and standby scheduling
Compliance and Regulation Adherence	<ul style="list-style-type: none"> • Working time directive compliance • Rest period enforcement • Maximum hours tracking
Self-Rostering	<ul style="list-style-type: none"> • Functionality enabling employees to manage their own shifts within defined rules and parameters

Training and Competence Management	
Category	Description
Core Training Management	<ul style="list-style-type: none"> • Initial Development Programme (IDP) tracking • Operational competence maintenance • Specialist role development
Comprehensive Course Management System (CMS)	<ul style="list-style-type: none"> • Course catalogue and curriculum management • Course scheduling and capacity planning • Course content and materials management • Assessment and certification within courses

Competence Assessment and Validation	<ul style="list-style-type: none"> • Skills maintenance tracking • Assessment management • Competency matrices and profiles
Regulatory and Standards Compliance	<ul style="list-style-type: none"> • National Occupational Standards (NOS) alignment • Health and safety training compliance • Legislative compliance tracking
Operational Staff (Grey Book) Requirements	<ul style="list-style-type: none"> • Shift-based competency maintenance • Operational equipment familiarity • Multi-role flexibility and cross-training
Support Staff (Green Book) Development	<ul style="list-style-type: none"> • Professional development pathways • Technical specialist training • Management and leadership development • Health and safety role-specific training
Training Delivery and Provider Management	<ul style="list-style-type: none"> • Internal training coordination • External training provider management • Instructor and assessor management
Learning Management System (LMS) Integration	<ul style="list-style-type: none"> • E-learning platform management • Digital competency portfolios • Portfolio review and assessment workflows
Course Quality and Continuous Improvement	<ul style="list-style-type: none"> • Course evaluation and feedback management • Quality assurance and compliance • Course analytics
Advanced Analytics and Reporting	<ul style="list-style-type: none"> • Competency analytics • Course performance analytics • Compliance monitoring
HR System Integration	Integration between training records and the main HR system

3 Strategic Case

3.1 Alignment with the Corporate Risk Management Plan (CRMP)

Strategic Priority	Direct Impact
Encourage a learning environment for all people	Enhanced training and competence tracking
Provide ethical governance and value for money	Integrated procurement and reduced costs
Collaborate with partners to improve services	System interoperability and data sharing
Work sustainably and environmentally friendly	Reduced paper processes and travel

Strategic Priority	Direct Impact
Achieve inclusive workforce reflecting communities	Enhanced recruitment and diversity tracking
Provide competent, skilled, safe and diverse workforce	Comprehensive competence management
Effective governance and resource management	Integrated workforce planning and deployment

3.2 Benefits

Strategic Benefits	<ul style="list-style-type: none"> • Single Source of Truth: Integrated data across all people management functions • Enhanced Decision Making: Real-time visibility of workforce capability, availability, and deployment • Regulatory Compliance: Robust audit trails for HMICFRS inspections and statutory obligations • Operational Safety: Proactive competence management reducing incident risk
Operational Benefits	<ul style="list-style-type: none"> • Efficiency Gains: Elimination of duplicate data entry across systems • Process Automation: Reduced manual administration tasks by minimum 25% • Improved User Experience: Single interface for managers and employees • Better Resource Utilisation: Optimised shift planning and resource allocation
Financial Benefits	<ul style="list-style-type: none"> • Cost Avoidance: Reduced integration costs through coordinated procurement • Reduced Operational Costs: Lower ongoing system maintenance/improvements, and improved workforce resulting in lower overtime payments. • ROI Optimisation: significant predicted cost savings demonstrated below (7 financial Case)

3.3 Productivity and Efficiencies

The introduction of an integrated system will reduce administration and improve efficiency across multiple departments including Human resources, Employee resource and control. Currently, leave adjustments take an average of **30–60 minutes per person**, with hundreds processed annually. By centralising this process, adjustments will be completed in minutes, saving substantial time and reducing errors.

Sickness reporting is another area where efficiencies will be realised. At present, data is duplicated across multiple systems, creating both wasted effort and inconsistency. A single-entry process will eliminate this duplication, saving staff hours across HR, line management, control and ERT. Similarly, the need for multiple accounts for staff holding more than one post will be removed, streamlining access and reducing the administrative burden for both employees and managers.

For operational staff, the reduction from three Gartan systems to one represents a major improvement. Firefighters currently face unnecessary complexity and frustration in navigating multiple systems. A single, integrated platform will deliver a consistent, user-friendly experience, ensuring staff can focus on their core duties without distraction.

Together, these changes will generate efficiency savings of **£20,808.00** and release significant staff time. Beyond the financial benefit, we will improve user satisfaction, and ensure organisational resources are used more effectively.

4 Resource Requirements

Programme Leadership

Role	Total	Responsibilities	Total Annual Salary (Incl Oncosts)
Programme Director / Dedicated Sponsor	1	<ul style="list-style-type: none"> • Senior leadership accountability • Strategic stakeholder management • Budget oversight • Risk and issue escalation 	BAU
Programme Manager	1	<ul style="list-style-type: none"> • Day-to-day coordination • Workstream integration • Programme reporting • Vendor relationship management 	£61,403.00
Change Manager	1	<ul style="list-style-type: none"> • Change strategy and implementation • User adoption • Training coordination 	BAU

Programme Support

Role	Total	Responsibilities	Total Annual Salary (Incl Oncosts)
Project Manager	2	<ul style="list-style-type: none"> • Meeting coordination • Reporting/dashboard maintenance • Resource scheduling • Communications support 	BAU
Business Analyst	1	<ul style="list-style-type: none"> • Requirements gathering • Process mapping • User stories & criteria • Testing coordination • Supplier liaison 	BAU
HR Employee	1	<ul style="list-style-type: none"> • HR policy alignment • SME input • Requirement validation • HR liaison 	£53,083.00
Employee Resourcing Team Member	1	<ul style="list-style-type: none"> • Rostering policy alignment • SME input • Requirement validation • ERT liaison 	£47,295.00

Station Manager – Training Centre	1	<ul style="list-style-type: none"> • Operational requirements validation • Grey Book alignment • SME input • Competency validation • UAT leadership 	£17,604.00
Learning & Development (L&D)	TBC	<ul style="list-style-type: none"> • Training input • SME contribution 	£42,680.00

Technical Implementation

Role	Total	Responsibilities	Total Annual Salary (Incl Oncosts)
Developer	1	<ul style="list-style-type: none"> • System configuration • Integration development • Technical documentation • Code reviews 	BAU
Data Analyst	1	<ul style="list-style-type: none"> • Data cleansing & transformation • Migration testing • Quality assurance 	BAU

Training and Development Resources

Role	Total	Responsibilities	Total Annual Salary (Incl Oncosts)
Training Coordinator	1	<ul style="list-style-type: none"> • Training schedule • Material development • Tracking & reporting • post-training support 	BAU
User Network (Project Team)		<ul style="list-style-type: none"> • Peer support • Local training • Feedback & escalation 	BAU

5 Implementation Strategy

Phased Delivery Approach

Phase 1: Foundation and Planning (April - July 2025)

- Programme initiation and governance establishment
- Requirements gathering across all three systems
- Market engagement and supplier identification
- Procurement strategy development
- Business case refinement and funding approval

Phase 2: Procurement and Selection (August 2025 - December 2025)

- Procurement for HR & Rostering system (September 2025-December 2025)
- Procurement for Competency management system (August 2025-September 2025)
- Supplier evaluation and selection
- Contract negotiation and award
- Implementation partner selection

Phase 3: Competence System Implementation (October 2025 - January 2026)

- Competence framework finalisation
- System configuration for skills tracking
- Course management migration
- Integration with HR system
- Operational staff training and rollout

Phase 4: HR & Rostering Configuration (January 2026 – August 2028)

- HR & Rostering system configuration and build
- Data migration from AccessHR
- Go-live for basic HR functions
- Rostering configuration and build (Ferquentis integration)

Phase 5: HR Deployment/Review (January 2027 - June 2027)

- System performance monitoring
- User feedback incorporation
- Process optimisation

- Advanced reporting implementation
- Benefits realisation measurement

Phase 6: Rostering System Deployment (August 2028)

- Workforce planning optimisation
- Mobile application deployment
- Manager and supervisor training
- Full system integration testing

Phase 7: LMS Deployment (Early 2028)

5 Delivery Methodology

Hybrid Agile-Waterfall Approach

- Waterfall methodology for procurement and contractual phases
- Agile methodology for system configuration and implementation
- Regular sprint reviews and stakeholder feedback loops
- Continuous integration and testing throughout delivery

6 Risk Management

High-Impact Risks

Risk	Impact	Probability	Mitigation Strategy
Supplier delivery failure	High	Medium	Robust supplier selection, regular milestone reviews
Data migration complexity	High	High	Comprehensive data cleansing, parallel running, extensive testing
User adoption resistance	Medium	Medium	Change management programme, comprehensive training, champion network
Integration challenges	High	Medium	Early technical validation, API testing, phased integration approach
Timeline dependencies	Medium	High	Critical path management, buffer planning, risk-based scheduling
User frustration/service disruption due to multiple system/ways of working change.	High	High	Use internal resource in Change Management to help embedded the change and get buy-in from users.
Ferquentis implementation complications	High	Low	Similar organisations currently working with Ferquentis on similar projects. Learning and Custom development can be shared.

Medium-Impact Risks

Risk	Impact	Probability	Mitigation Strategy
Budget overrun	Medium	Medium	Regular financial monitoring, change control processes, contingency planning
Scope creep	Medium	High	Clear requirements definition, formal change control, stakeholder management
Resource availability	Medium	Medium	Early resource planning, skills development, external support options
Regulatory changes	Low	Low	Regular compliance review, flexible system configuration

7 Financial Case (Approx.)

Estimated Programme Costs

Component	Capital (Implementation):	Annual Operating Cost:
HR System & Rostering System	£41,800.00	£100,000 - £130,000
Competence System	£46,219.90	£72,201.20
Programme Team	£222,065.00	£0
Total:	£310,084.00	£172,201.20 - £202,201.20

Current Spendings

System	Annual Licensing Cost
AccessHR	£131,667.00
Gartan	£75,000.00
Competency Dashboard (In-House solution)	£0.00
Total:	£206,667.00

Predicted Spendings

System/Period	Year 1	On-Going license
Competence System Licensing	£118,421.10	£72,201.20
HR & Rostering Licensing	£171,800.00	£130,000.00
Total:	£290,221.10	£202,201.20

Ongoing Benefits

- Administrative time savings 25% reduction (Estimated)
- Dual account licensing annual savings: **£20,808.00**. On-going annual costs with dual license savings **£181,393.20**

Option 1: All-in-One HR and Rostering System with linked/Integrated Competency Management system

Description.

Implement a comprehensive, unified platform that combines human resources management, staff rostering/scheduling, and a separate competency management system integrated seamlessly via an API. This solution would replace existing rostering systems (Gartan) and provide full HR functionality through one vendor, whilst linking to a modern and efficient Competency management system.

Quantify the benefits.

- **Efficiency Gains:** Reduction in administrative time through automated workflows and elimination of duplicate data entry
- **Data Accuracy:** Improvement in data consistency through single source of truth
- **Compliance:** Audit trail capability and automated compliance reporting
- **User Productivity:** streamlined processes
- **Training ROI:** Faster competency tracking and skills gap identification
- **Cost Avoidance:** Elimination of multiple system licensing and maintenance costs

Forecast the costs involved. (Approx.)

- **Annual license:** £202,201.20 - (depending on user count and modules)
- **Implementation:** £88,019.90 - (configuration, data migration, training, **Excluding** programme team)
- **Ongoing Support & Development:** £5,000 - £15,000

Identify the feasibility.

- **Technical:** High - Modern cloud-based solutions available with proven track records
- **Organisational:** Medium-High - Requires change management and staff buy-in
- **Timeline:** 6-24 months for full implementation
- **Resource Requirements:** Dedicated project team of 3-5 people
- **Integration:** Good - Single system reduces integration complexity

Identify the risks associated.

- Vendor lock-in with single provider
- Data migration complexity from multiple existing systems
- User adoption challenges due to significant workflow changes
- Project scope creep during implementation
- Regulatory compliance gaps

Option 2: Continue Current Rostering + Procure HR System with linked/Integrated Competency Management

Description.

Maintain the existing rostering system while implementing a new HR system that links/integrates with a new competency management system. This approach involves integration between the rostering system and new HR platform to ensure data consistency and workflow efficiency.

Quantify the benefits.

- **HR Efficiency:** Reduction in HR administrative tasks
- **Competency Tracking:** Improvement in skills management and reporting
- **Compliance:** Enhanced audit capabilities for HR processes
- **Risk Mitigation:** Reduced disruption to current rostering operations
- **Data Quality:** improvement in HR data accuracy and process'

Forecast the costs involved. (Approx. based on soft market tender)

- **HR System License:** £100,000 - £150,000
- **Implementation:** £40,000 - £100,000
- **Ongoing Support & Development:** £5,000 - £15,000

Identify the feasibility.

- **Technical:** High - Less complex than full system replacement
- **Organisational:** High - Minimal disruption to current rostering workflows
- **Timeline:** 6-12 months for implementation
- **Resource Requirements:** 2-3 dedicated team members
- **Integration:** Medium - Requires API development between systems

Identify the risks associated.

- Integration complexity between rostering and HR systems
- Data synchronisation issues between platforms
- Limited functionality compared to integrated solution
- Ongoing maintenance of multiple vendor relationships
- Potential user confusion with multiple interfaces
- No/limited improvement compared to current ways of working

Option 3: Continue Current Ways of Working.

Description.

Maintain all existing systems and processes without implementing new HR or competency management solutions. Continue using current manual processes, spreadsheets, and existing rostering system without modifications.

Quantify the benefits.

- **Cost Avoidance:** No immediate capital expenditure
- **Operational Continuity:** Zero disruption to current operations
- **Resource Allocation:** No project resources required
- **Training:** No additional training needs
- **Risk Minimisation:** No implementation or change management risks

Forecast the costs involved. (Approx.)

- **Direct Costs:** £0 initial investment
- **Maintenance:** Ongoing support for systems £5,000-15,000 annually
- **Total 3-Year license cost:** £620,001.00

Identify the feasibility.

- **Technical:** No changes required
- **Organisational:** No change management needed
- **Timeline:** Immediate (no implementation required)
- **Resource Requirements:** None for implementation
- **Integration:** Not applicable

Identify the risks associated.

- Growing inefficiencies
- Staff frustration with manual processes
- No improvement around ways of working

Option 4: Outsource HR Function to Kirklees Council

Description.

Transfer the organisation's HR services to Kirklees Council under a shared service agreement. This would involve Kirklees Council providing day-to-day HR operations, strategic support, and access to their existing systems, processes, and expertise. Core rostering and competency management systems would remain in-house, but HR functions such as recruitment, policy, casework, and payroll could be outsourced.

Quantify the benefits.

- **Access to Expertise:** Benefit from a larger HR team with broader experience and established policies
- **Economies of Scale:** Cost sharing across a larger organisation
- **Reduced Internal Burden:** Lower internal workload on HR administration and policy development
- **Strategic Alignment:** Improved access to strategic HR support without increasing headcount
- **Infrastructure Savings:** Avoid investment in new HR technology

Forecast the costs involved. (Approx.)

- **Service annual agreement Cost:** £200,000 - £500,000
- **Transition and Exit Costs:** £30,000 - £50,000

Identify the feasibility.

- **Technical:** Kirklees has HR systems, capacity unknown.
- **Organisational:** Staff concerns over outsourcing.
- **Timeline:** 6-12 months to negotiate and transition
- **Resource Requirements:** Project manager and legal/HR advisors for transition period
- **Integration:** Processes would need alignment; system integration limited

Identify the risks associated.

- Reduced organisational control over HR strategy
- Dependency on external SLAs and response times
- Contract management complexity
- Potential hidden costs in service variation or exit
- Rostering will not be included

8 Conclusion and Recommendation

The People First Digital Programme represents a strategically important opportunity for WYFRS to modernise its people management systems while delivering significant operational benefits. By integrating HR, competence management, and rostering systems into a unified programme with shared scope & resource, the Service can achieve greater efficiency, enhanced operational safety, improved compliance, and better value for money.

I recommend **Option 1** to ensure that the programme delivers tangible benefits while managing implementation risks. Success will depend on a dedicated, committed resource team, with effective programme management.

The investment required is substantial but justified by the operational imperatives, regulatory requirements, and long-term benefits. With proper governance and execution, the People First Digital Programme will demonstrate how WYFRS is consistently assessing and improving operational process's whilst also implementing the best value systems.



9 Revision and Signoff Section

This section is for tracking changes and ensuring accountability.

Version History

Version Number	Date	Author	Description of Changes
1.0	03/06/2025	Lewis Bell	Draft Amendments
1.1	28/07/2025	Lewis Bell	Final Draft

Approval Sign-off

Approver Name	Role / Title	Date	Comments/Notes

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Agenda item: 10

Undress Uniform Stock

Finance & Resources Committee

Date: 17 October 2025

Submitted by: Director of Service Support

Purpose: To highlight to Members the requirement to increase our stock of undress uniform.

Recommendations: That Members approve the purchase of undress uniform to ensure an adequate supply of ceremonial uniform for operational colleagues.

Summary: The report highlights a need to extend the stock holding of ceremonial uniform to ensure that our Stores team can cater for all sizes, with the addition of female specific sizing for undress uniform jackets.

The report seeks committee approval to place an order with a value of £109,166

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Glynn Richardson, Head of Transport & Logistics
glynn.richardson@westyorkfire.gov.uk

Background papers open to inspection: None

Annexes: None

1. Introduction

- 1.1 The use of undress uniform is required for operational colleagues attending recruit passing out parades, award ceremonies, and funerals. An undress uniform comprises dress cap, jacket, trousers, shirt and tie. This report is concerned with an increase to the stock level of jackets and trousers only.
- 1.2 Undress uniform is not personal issue, uniform stock is held in a central store for issue as required, this significantly reduces the cost of operating this range of garments.
- 1.3 A current area of weakness is a lack of sizing to accommodate all colleague sizes, with a particular lack of stock in female specific sizes. This significantly detracts from our ability to provide equality of access to correctly fitting uniform.

2. Information

- 2.1 Our current stock of uniform is well used but lacks depth in key sizes, with the risk that requests cannot be met for important occasions; to celebrate success, mark the passing of a colleague, or attending events within our community such as remembrance parades.
- 2.2 Previous replacements have been limited to small numbers which has resulted in a mixed appearance and slight differences in colour – this detracts from the uniform nature of the garments. WYFRS have now identified a supplier who is able to supply these garments to WYFRS specification.
- 2.4 In order to cater for all colleagues, our Stores team have identified the following range of sizes.

Trousers: 27 sizes ranging from 28S to 44L

Female Jackets: 21 sizes ranging from 8S to 20L

Male jackets: 27 sizes ranging from 38S to 50S

This is summarised by current and proposed stocks as detailed in Appendix 1.

3. Financial Implications

3.1 This procurement requires capital investment for a single order from Samuel Brothers to be completed in 2025/26.

Garment	Qty	Cost
Trouser	113	£ 30,465
Male Jacket	89	£ 39,780
Female Jacket	75	£ 33,825
Add Epaulettes to existing jackets	56	£ 5,096
Totals	277	£ 109,166

3.2 This procurement is not included in the capital plan for 2025/26. The capital financing charges associated with this scheme are £18,467 per annum assuming that the uniform has a useful life of fifteen years.

3.3 This cost will be met from contingencies in the current financial year and will be built into the base capital financing charges budget from 2026/27.

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 No Human Resource or Diversity implications have been identified.

6. Equality Impact Assessment

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 No health, safety or wellbeing implications are identified with this procurement.

8. Environmental Implications

8.1 No environmental impacts have been identified.

9. Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2025-28, directly contributing to the following strategic priorities:

- Further develop a culture of excellence, equality, learning and inclusion.
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.

10. Conclusions

10.1 That members approve note the report and approve an order of 277 undress uniform garments at a cost of £109,166.

10.2 That members approve the inclusion of this procurement in the capital plan for 2025/26.

11. Appendix 1

Undress Jackets		
Sizes	Quantity Before Order	Quantity After Order
8S	0	2
8R	0	2
8L	0	2
10S	0	3
10R	1	4
10L	0	3
12S	0	5
12R	0	5
12L	0	5
14S	0	5
14R	3	8
14L	0	5
16S	0	5
16R	1	6
16L	0	5
18S	0	3
18R	0	3
18L	0	3
20S	0	2
20R	0	2
20L	0	2
38S	1	4
38R	1	2
38L	2	2
38XL	1	3
40S	5	11
40R	5	9
40L	12	12
40XL	1	6
42S	1	11
42R	5	10
42L	3	10
42XL	0	6
44S	3	10
44R	13	13
44L	7	11
44XL	3	7
46S	5	9
46R	10	10
46L	10	14
46XL	0	7

Undress Trousers		
Sizes	Quantity Before Order	Quantity After Order
28S	3	3
28R	0	2
28L	0	2
30S	6	11
30R	6	11
30L	9	9
32S	13	18
32R	16	21
32L	31	31
34S	14	19
34R	16	21
34L	13	18
36S	2	17
36R	1	16
36L	0	15
38S	10	10
38R	7	12
38L	12	12
40S	5	10
40R	14	14
40L	5	10
42S	1	5
42R	9	9
42L	2	6
44S	0	2
44R	0	2
44L	0	2
SM	0	0

48S	4	10
48R	15	15
48L	11	11
48XL	1	3
50S	0	2
50R	2	2
50L	2	2

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Agenda item: 11

Review of Standing List of Member Attended Conferences

Finance and Resources Committee

Date:	17 October 2025
Submitted by:	Director of Corporate Services
Purpose:	To invite Members to consider the standing approved list of Conferences.
Recommendations:	That Members approve <ul style="list-style-type: none">a) the standing list of conferencesb) payment of relevant allowances to attending Members as appropriatec) the standing list of conferences reviewed at a) above be reviewed in 3 years – October 2028
Summary:	To consider the approved standing list of conferences

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Jik Townson, Committee Services and Governance Officer Jik.Townson@Westyorkshire.gov.uk 01274 682311 X 671340
Background papers open to inspection:	None
Annexes:	None

1. Introduction

- 1.1 The standing list of conferences was last reviewed on 14 October 2022 and approval was given for the attendance of Members on the basis of one Member from each political group as appropriate until the next 3 yearly review

2. Information

- 2.1 The current standing list of conferences comprises the following;

- LGA Annual Fire Conference (on a 1:1:1 basis)
- LGA Annual Conference (on a 1:1:1 basis)
- LGA Fire Leadership Academy (funded by the Local Government Association)
- AFSA Winter Conference (Member Champion for Diversity and Inclusion)

- 2.2 An indication of the most recent conference and expenses fees is as follows;

LGA Annual Fire Conference – Gateshead, March 2025. 3 delegates attended

- Conference fee - £1185.00
- Travel - £125.40 train fares. £128.50 mileage and parking
- Accommodation - £252.00

LGA Annual Conference – Liverpool July 2025. 2 delegates attended

- Conference fee - £1156.00
- Travel - £26.40 train fares, £107.10 mileage and parking
- Accommodation - £1034.00

LGA Fire Leadership Academy – Coventry February 2025

- Conference fee - Free of Charge
- Travel – £119.70 mileage
- Accommodation – Free of Charge

AFSA Winter Conference – Bristol November 2024. No attendance

LGA Firefighters' Pension Scheme – Local Pension Board Training and Annual Conference – London September 2025. No attendance

3. Financial Implications

3.1 The cost of the conferences, including travel and subsistence, will be met from within existing budgetary provision.

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 Members are encouraged to use public transport or to car share when attending all conferences.

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 2022-25 strategic priorities below:

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

12. Conclusions

12.1 Members are requested to approve the standing list of conferences

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Agenda item: 12

Environmental Working Group Activities 2024-25

Finance and Resources Committee

Date:	17 October 2025
Submitted by:	Head of Corporate Services
Purpose:	To inform Members of the activities of the Environmental Working Group during 2024/25.
Recommendations:	That Members note the report.
Summary:	This report provides Members with an update on the activities of the Environmental Working Group.

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:	Environmental Action Plan Update 2024-25

1. Introduction

- 1.1 In 2007 the Corporate Services department set up an Environmental Working Group (EWG) to discuss environmental issues as part of the continuous improvement agenda for the Service.
- 1.2 An Environmental Policy and Conservation Guide was also introduced to promote environmental issues. In 2021 the Environmental Policy was replaced by the Environmental Sustainability Strategy and Action Plan.

2. Information

- 2.1 The Environmental Working Group meet on a quarterly basis and each meeting is attended by representatives from all directorates.
- 2.2 Many environmental initiatives have been introduced and the following provides an overview of the work of the Group.
- 2.3 **Environmental Action Plan**
- 2.4 The Environmental Sustainability Action Plan provides details of work we aim to undertake to improve the management of the Service's environmental impact. The plan is dynamic, being updated and reported to the Environmental Working Group.
- 2.5 Each action has been allocated a Responsible Officer who will provide an update of progress against each action at the Environmental Working Group meetings. The 2024-25 Action Plan update summary is shown in the attached appendix.
- 2.6 **Environmental Sustainability Strategy 2023-2025**
- 2.7 WYFRS is committed to safeguarding the environment and reducing our impact through continuous improvement of systems and processes. Leading this work, the Environmental Working Group has driven the implementation of the Environmental Sustainability Strategy 2023-2025, with a strong focus on reducing environmental impact, tackling climate change and meeting legislative requirements. The strategy, central to our ambition of 'Making West Yorkshire Safer' and aligned with our Community Risk Management Plan, supports our priority to work in a sustainable and environmentally friendly way while protecting community safety and wellbeing. Key achievements of the strategy include:
 - Developed a set of Fire Station Design Principles aimed to minimise environmental impact and incorporate a zoning layout to reduce exposure to contaminants.
 - Environmental improvements, including LED lighting schemes, electrical rewiring, boiler replacements and solar panels
 - Renewed all front-line appliances to latest euro emissions standard.

- Implemented modern ways of working and policies to enable staff to reduce the carbon impacts from business travel.
- Installed telematics across our support fleet to help avoid unnecessary journeys, reduce fuel use and emissions.
- Adopted ICT system improvements to reduce paper usage and wastepaper.
- Procurement strategy includes specific reference to sustainability and social value and through the procurement process made significant progress with suppliers towards sustainable devices with timeout/inactivity functions to minimise power consumption.
- New waste disposal contracts procured to ensure ethical and compliant disposal of waste across the Service with implementation of mixed recycling bins at all locations. Articles published regularly.
- Introduction of new foam compliant to British Standards, ensuring it is environmentally friendly and does not contain contaminants.
- Environmental investment into the new FSHQ including improved air quality, natural lighting, ergonomic design, green space and wildflower garden, beekeeping and hedgehog preservation onsite.
- Regularly monitor and evaluate utilities usage across all our sites.

2.8 Building on the progress achieved, the Environmental Working Group is now working to develop the 2025–2028 Environmental Sustainability Strategy. This forward-looking strategy will align closely with the Community Risk Management Plan (CRMP) and set out clear priorities to further reduce our environmental impact, strengthen resilience against climate change and embed sustainability into all aspects of our operations.

2.9 **United Nations Sustainable Development Goals (UNSDGs)**

2.10 The Environmental Sustainability Working Group has aligned its procedures with government legislation on environmental issues, adapting practices to reduce environmental impact. In doing so, it has also aligned its work with the UNSDGs, focusing on areas where WYFRS can contribute most effectively. In 2024/25, meaningful progress was made towards five of the seventeen goals, including:

- Construction of new FSHQ including gym & shower facilities, open spaces and green areas.
- New trauma support 'TRiM' (Trauma Risk Management)
- Launched new Employee Assistance Programme (changed provider to Health Assured)
- Cycle to work scheme
- Hybrid working policy reviewed with move to new HQ





- Positive action activity is being extended from concentrating mainly on wholetime to other roles such as Prevention and support roles
- Occupational Psychologist working with us on whole time recruitment to consider whether the process is inclusive enough and does not present barriers to underrepresented groups
- Deconstructing Binary Gender webinar



- Prevention and risk reduction activities continue. Total activity is down 11% and fires are down 15%
- Procurement Strategy document introduced for each tender process which addresses sustainability
- A change to Automatic Fire System policy implemented March 2024 – this will lead to a reduction of approximately 4000 mobilisations per year



- New FSHQ complete, features include fully accessible building, staff networking groups & gender neutral toilets
- Teams now well integrated allowing for more flexible hybrid working
- Positive action activity is being extended from mainly wholetime to Prevention and support roles



- 10 Stations selected for carbon reduction road mapping
- Modern and more environmentally efficient FSHQ
- Appliance replacement programme 50% complete
- Microsoft Teams and hybrid working helping to reduce travel
- New paper implemented with no performance issues and circa £6k per annum saving identified

2.11 Utilities Report – 2024/25

2.12 The Utilities Report provides information on the usage of gas, water, and electricity for the year 2024/25. Spreadsheets are available for all stations, Service Delivery Centre and Fire Service Headquarters showing the average consumption of electricity, gas, and water, which enable stations, Service Delivery Centre, and Headquarters to see at a glance the usage trend. Each station can also compare with other similar stations in order to share ideas and good practice. Any increase in usage is monitored by the District to ensure appropriate measures are introduced to reduce this.

2.13 The figures below are the actual total costs to West Yorkshire Fire and Rescue Service for the three utilities compared to the previous financial year.

	Actual Cost		Increase/Decrease £	Increase/Decrease %
	2024/25	2023/24		
Electric	£917,398	£1,316,466	-£399,068	-43%
Gas	£330,115	£345,024	-£14,909	-4%
Water	£153,206	£133,133	+£20,073	+15%

2.14 Carbon Emissions

2.15 WYFRS remains committed to reducing carbon emissions, measured as carbon dioxide equivalent (CO₂e). Sustainability continues to be integral to the Service, providing a clear picture of our progress towards becoming more environmentally friendly. Significant steps have been taken to minimise energy use across transport, heating, lighting and to improve energy efficiency in all buildings.

2.16 EV Charging

2.17 WYFRS has installed 29 EV charging points across its sites (14 at Headquarters, 3 at Bradford, 3 at Leeds, 2 at Garforth, 2 at Illingworth, 2 at Wakefield, and one each at Rawdon, Killingbeck, and Cookridge).

2.18 Cycle to work scheme

2.19 Since its launch in 2017, the WYFRS Cycle to Work Scheme has successfully encouraged more staff to take part, offering benefits such as improved physical fitness, enhanced mental wellbeing, time and cost savings, as well as contributing to environmental sustainability through reduced CO₂ emissions by cycling.

2.20 Textile and Book Recycling

2.21 The textile and book recycling scheme from April 2024 to March 2025 has raised a total of £19,790 within West Yorkshire, for The Fire Fighters Charity. This has been achieved by rag banks sited at:

- Fire stations raising £17,400 (135,181 kg in weight)
- Schools and community sites raising £1,473 (30,114 kg in weight)
- Book banks sited at fire stations raising £917 (9,166 kg in weight)

2.22 Trade Waste Recycling

Wastepaper, cardboard, mixed recycling and food collections continue at stations and the numbers are reported quarterly within the Waste Recycling report.

2.23 A detailed breakdown of all other trade waste is below.

Year 2024 - 25	TOTAL	
	Quantity	Revenue (ex VAT)
Tyres - Reworked	25	£1,386.50
Tyres - recycled	54	
Oil Filters (kg)	-	
Batteries (kg)	5000	£2,091.78
Oil (litres)	615	
Anti-freeze (ltrs)	-	
Aerosols (kg)	205	
WEEE Electronics (kg)	1800	
Toner/Ink cartridges (kg)	-	
Mixed Fuel (kg)	105	
Mixed Metals (tonnes)	4020	£674.40
Steel (tonnes)	-	
Aluminium (tonnes)	-	
Refrigerators/Freezers (kg)	3	£108.33
Clinical Waste	770	
Asbestos Waste	9.5	
Lithium Ion batteries (kg)	80	
Alkaline/Zinc Chloride Batteries (kg)	9	

2.24 The cost of disposals relating to Oil, Oil filters, Anti-freeze and Aerosols is included in a monthly service charge which also covers the rental of parts washers in the workshop. Unfortunately, this makes it impossible to separate the individual revenue costs.

2.25 Environmental Incidents of Note

2.26 During the period of 1st April 2024 – 31st March 2025 there have been 88 mobilisations to incidents which have had an environmental impact, 17 of which were incidents of note. Breakdown of incidents is as follows:

Incident Type	Total during 2024/25
Drugs	6
Explosives	1
Fire	21
Flammable Liquid	8
Hazardous/Toxic material	18
Leak/Spill	1

Smell/Gases/Fumes/Vapours	20
Unsafe Building Infrastructure	3
Suicide	9
Training Exercise	1

2.27 Further details of individual incidents are available to members at the meeting.

2.28 A paragraph relating to Environmental Implications is included on every Authority Committee report to ensure that each report considers the effect on the environment and provides details of this impact.

3. Financial Implications

3.1 Many of the environmental initiatives have resulted in cost savings and donations to The Fire Fighters Charity.

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 associated with 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

6.2 ([EIA guidance and form 2020 form.docx \(westyorkfire.gov.uk\)](#))

6.3 Date EIA Completed: -

6.4 Date EIA Approved: -

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

7. Health, Safety and Wellbeing Implications

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

8. Environmental Implications

8.1 There are no environmental implications arising directly from this report although the work of the Environmental Working Group benefits the environment and therefore supports the following:

- Fuel efficiency savings
- CO² reductions
- Power reduction
- Support climate change outcomes e.g. flood or wildfire provisions etc.

9. Risk Management Implications

9.1 There are no Risk Management implications associated with this report.

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

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

11. Your Fire and Rescue Service Priorities

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

- Work in a sustainable and environmentally friendly way.

12. Conclusions

12.1 That Members note the work of the Environmental Working Group and the environmental initiatives that have been introduced.



Action	Objective	Responsible Person	Progress 2024-25			
			Q1	Q2	Q3	Q4
Carbon						
Do everything we can where appropriate to reduce fires through prevention activities and aid in reducing greenhouse gas impact	Reduce carbon emissions and damage to the environment where possible at operational incidents	Operations Response AM	Prevention and risk reduction activities continue. Total activity is down 15% and fires are down 23%.	Prevention and risk reduction activities continue. Total activity is down 11% and fires are down 15%.	Prevention and risk reduction activities continue. Total activity and fires continue to be lower than the three year average.	Prevention and risk reduction activities continue to take place. However, The driest spring on record has led to a significant upturn in fires through March.
Manage carbon emissions by reducing scope 1 and scope 2 emissions as quickly and as much as possible	Reduce emissions and work towards net zero carbon by 2050	Head of Estates	Update as per last quarter. The 10 stations have been chosen for roadmapping our carbon reduction, these will be the retained stations, we have better chance securing government funding for these older buildings and the present cheaper wins if we don't secure the funding to go carbon neutral. The team are pulling the information together for the carbon consultant to progress the 10 sites.	Surveys for each of the buildings are underway, the buildings have been chosen. These surveys will inform the funding from the government bids. The stations are the retained stations and stations that link to the property plan.	Surveys for each of the buildings are underway, the buildings have been chosen. These surveys will inform the funding from the government bids. The stations are the retained stations and stations that link to the property plan.	Surveys for each of the buildings are underway, the buildings have been chosen. These surveys will inform the funding from the government bids. The stations are the retained stations and stations that link to the property plan.
Use Key Performance Indicators (KPI) to measure progress, and identify areas of success	To more accurately measure carbon emissions and monitor performance towards our goals	Head of Corporate Services	Carbon Calculator to be presented at next EWG. Waste and Recycling figures continue to be monitored. Utilities usage is monitored and reported regularly.	Carbon Calculator work ongoing to have full report for last 5 years, which can then be used going forward. Waste and Recycling figures continue to be monitored. Utilities usage is monitored and reported regularly.	Carbon Calculator work still ongoing, aiming to have full report for last 5 years by year end which can then be used going forward. Waste and Recycling figures continue to be monitored. Utilities usage is monitored and reported regularly.	Carbon Calculator now fully collated. Will be going out to all relevant departments for 2024-25 period following EWG. Waste and recycling continue to be monitored. Utilities usage is monitored and reported regularly.
Introduce carbon literacy training to create greater understanding of the need to reduce consumption, carbon emissions and a culture/behavioural change of collective responsibility	To improve knowledge service wide	Head of Corporate Services	Production of E-Learning package still ongoing.	Production of E-Learning package still ongoing. Potential for low level Carbon Literacy training through WYP	Production of E-Learning package still ongoing. Potential for low level Carbon Literacy training through WYP	Production of E-Learning package still ongoing. Continue to research other initiatives.
Protect the environment from harm through emergency response and how we deliver our service	To reduce impact on the local environment	Operations Response AM	A robust training programme has been delivered across all watches to improve the response to Hazardous Materials incidents. Hazmat Watch Instructor training is being refreshed, this will contribute to operational effectiveness.	Training and CPD has been planned for the next year. This will underpin an effective response.	We have reduced the number of mobilisation by almost 3000. this reduces the carbon footprint of our response vehicles. CPD sessions covering climate related incidents have been delivered to commanders and will continue into 25/26.	Hazmat continue to be an area of focus and will continue into 25.26. FDS CPD is planned for the first quarter of next year.

Estates

Improve the energy efficiency of all buildings through more efficient heating/cooling and lighting systems	To provide modern and more environmentally efficient stations starting in 2022	Head of Estates	As per last quarter, schemes currently in development are considering environmental tech and improved energy efficiency.	As per last quarter, schemes currently in development are considering environmental tech and improved energy efficiency.	As per last quarter, schemes currently in development are considering environmental tech and improved energy efficiency.	As per last quarter, schemes currently in development are considering environmental tech and improved energy efficiency.
Environmental improvements and LED lighting schemes across the estate in line with LED lighting regulations	To improve environmental efficiencies	Head of Estates	As per last quarter: Cookridge done, Bingley on site, Rawdon out to tender shortly.	Bingley nearing completion will be interesting to check energy usage from Jan 2025 compared to the previous years. Rawdon back from tender and currently being assessed hopefully on site December 2024.	No update	Bingley complete Rawdon starting in May
Improve drainage at Mytholmroyd Station to stop water exiting the site and reduce flooding	To improve environmental efficiencies	Head of Estates	Complete	Complete	Complete	Complete
Transition of Bingley Station from gas to all electric	To improve environmental efficiencies	Head of Estates	Complete	Complete	Complete	Complete
Construction of new Fire Service Headquarters at Birkenshaw	To provide a modern and more environmentally efficient Headquarters by March 2025	Head of Estates	On site and on schedule	Completion expected November 2024, occupation to start from 18th November, on site and on schedule	No update	Complete
Monitor and record energy figures following the implementation of energy efficiency projects and set out a roadmap for decarbonisation across our estate	To improve methods of recording, analysing and improving energy usage and carbon emission	Head of Estates	as per last update: Funding agreed, energy usage and de carb road mapping reduced to 10 stations.	as per last update: Funding agreed, energy usage and de carb road mapping reduced to 10 stations.	as per last update: Funding agreed, energy usage and de carb road mapping reduced to 10 stations.	as per last update: Funding agreed, energy usage and de carb road mapping reduced to 10 stations.

Fleet

Continue to modernise fleet vehicles up to the highest emissions standard (euro 6 (e))	Renew all front-line appliances by 2026 to latest euro emissions standard	Head of Transport and Logistics	Appliance replacement programme 50% complete, expect all appliances to be replaced to latest design and emission standard by Q2 2025.	ARP on track, all appliances to be complete by Q2 2025. All support vehicles procured to same euro 6(e) standard.	In progress, all orders placed with older vehicles to be removed by June 2025	Completes Q3 2025 for appliances, some older specialist vehicles will update in line with their replacement cycle
Expand the use of electric vehicles. Further EV charging points for staff use at Bradford, Cookridge and Bingley sites	Extend the use of electric vehicles to light vans and departmental cars. New FSHQ to have 10% of whole car park EV with an initial starting goal of 5%	Head of Transport and Logistics	EV use being extended into support departments, with large panel vans up to 3.5 tonnes switched to EV where appropriate. Dependent upon Estates EV charge point roll out for wider adoption.	Fleet Strategy includes the increase in EV use, ongoing scoping project with Fleet Manager and Estates to estimate infrastructure costs and feasibility.	In progress	On hold pending fleet review and external analysis of telematics data - with additional work with TSSG on collaboration over local infrastructure
Monitor fleet vehicle use with telematics data to reduce emissions	Produce reports on driver behaviour and vehicle idling	Head of Transport and Logistics	Ongoing, working with external consultant to understand the limits of telematics, and what resources should be allocated to manage data.	Ongoing, telematics tender in progress for refresh of hardware. Data to form the basis of a bi-annual fleet review due in Q1 2025.	Tender in progress	Tender awarded, monitoring to form part of fleet review and data for MORR
Investigate alternative fuel types	Identify potential future requirements for alternative fuel types with a focus placed on use of hydrogen as a fuel source	Head of Transport and Logistics	Investigating a switch to HVO biodiesel for new appliance fleet, working with Estates to form business case of increased fuel cost v reduced cost for station tanks cleaning.	HVO fuel Trial to go ahead at Stanningley and Dewsbury, with the remainder to follow in 2025. No progress on hydrogen as a vehicle fuel source, this requires additional manufacturer research and development.	HVO trial cancelled due to budget constraints. No plans to continue HVO use.	No change

Travel

Utilise Teams for meetings across all locations	To reduce unnecessary travel and reduce carbon emissions	Head of Corporate Services	Teams now well integrated into normal working practice both for meetings and document storage, reducing travel and the need for printing.	Complete	Complete	Complete
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Implement programmes to support staff to adopt more sustainable modes of transport and reduce their impact on local air quality	Utilise travel to work survey results to provide year on year comparison figures	Head of Transport and Logistics	Continuation of EV / hybrid programme to move some support vehicles to alternative fuel, reducing their environmental impact. Salary sacrifice scheme renewed with Lex Autolease through a new CCS collaborative framework	In progress, availability of staff salary sacrifice scheme for Ultra Low Emission Vehicles (ULEV) and Zero Emission Vehicles (ZEV) to meet Government targets for fleet decarbonisation.	Complete	Complete
Continue to promote hybrid working and car share where appropriate	Reduce business miles across the service	Head of Corporate Services	Hybrid Working Policy in review in light of up coming move into new FSHQ. Hybrid working continues across all departments.	Hybrid Working Policy in review in light of up coming move into new FSHQ. Hybrid working continues across all departments.	Hybrid Working Policy in review in light of up coming move into new FSHQ.	Hybrid Working Policy in review now most departments have moved into new FSHQ.

Technology

Continue to provide technology which supports flexible working and reduces the need for manual/paper processes	In line with the Digital and Data Strategy 2021-2025	Head of ICT and Digital	Ongoing through the use of Teams and M365	Ongoing through the use of Teams and M365	Ongoing through the use of Teams and M365	Continues support of collaboration tools (M365) and remote access
Look to either digitise or completely remove paper archives to aid in the conversion to digital means of filing	Reduce paper usage across the service	Head of Corporate Services	Most departments at HQ have minimal digitising requirements so we will continue to review documents in line with retention schedules. Existing archives now fully indexed and ready for destruction as appropriate.	Archive rooms ready for assessment by WYA to store important historical files. Remaining files marked for destruction will then be destroyed. We will continue to review documents in line with retention schedules	Awaiting move to new build to bulk destroy all documents out of retention in archive room. Awaiting WYA assessment of historical documents.	Following transition to new build we have moved to more paperless ways of working. Archive room documents continue to be destroyed outside of retention periods
Implement the new print solution technology at headquarters following the successful trial on stations	Reduce paper usage across the service	Head of ICT and Digital	Complete	Complete	Complete	Complete

Procurement

Ensure compliant procurement processes which include enhanced considerations regarding sustainability	An increased focus on ensuring we have in place an ethical and environmentally aware and proactive supply chain	Head of Procurement	As per Quarter 4 2023-24. New Procurement Act training being undertaken and considerations for changing tender documentation is underway.	As per Quarter 1 2024-25 New BLC (Blue Light Commercial) Sustainability forum established so looking to obtain additional benefit/value for WYFRS procurement activity. Increased focus on social value within the New Procurement act being reviewed.	As per Q2 Currently working through the requirements of the new Procurement Act coming into force on the 24th Feb 2025. There is an increased requirement to consider SMEs within the new regulations. Social Value now has a minimum of 10% award criteria applied for every tender.	As per Q3. Responsible Procurement and Commissioning guidance available from BLC and KL requested a copy of their Responsible Procurement & Commissioning Strategy to consider any gaps at WYFRS.
Place increased emphasis on our supply chain to improve sustainability objectives	Provide improved sustainable goods and services to WYFRS and also adopt practices that minimise their environmental impact and deliver community benefits in relation to their own operations and throughout their supply chain	Head of Procurement	As per Quarter 4 2023-24. Newspaper implemented with no performance issues and circa £6k per annum saving identified. 10% award criteria now allocated to social value and sustainability in all tender exercises. 3 new questions introduced specifically for social value and sustainability. The Blue Light Commercial Social Value and Sustainability tool is free to use and provided to bidders with a guidance video available to help suppliers draft a plan.	As per Quarter 1 2024-25 New BLC (Blue Light Commercial) Sustainability forum established so looking to obtain additional benefit/value for WYFRS procurement activity. Increased focus on social value within the New Procurement act being reviewed.	As per Q2 Where applicable, tender quality questions will request evidence on how environmental impact is mitigated. Social Value now has a minimum of 10% award criteria applied for every tender.	As per Q3. Awaiting copy of BLC Responsible Procurement & Commissioning Strategy to consider any gaps at WYFRS.

Whole life costing policy compliance	To ensure value for money in goods purchased but also maintenance, re-use and disposal etc.	Head of Procurement	As per Quarter 4 2023-24. Exit strategy to be considered when drafting specifications and tender packs to include re-use and disposal now implemented.	As per Quarter 1 2024-25 New procurement project strategy document being used to define requirements at project initiation stage.	As per Q2 New 2025-28 Procurement Strategy published on website (to be updated with new CRMP priorities when confirmed).	New 2025-28 Procurement Strategy updated and published on website. Whole life costing guidance reviewed, no updates required.
Measure and understand the environmental/sustainability impacts of our supply chain	To ensure that sustainability enhancements and targets both internally and with the supply chain support continuous improvement	Head of Procurement	As per Quarter 4 2023-24. NFCC webinar attended and new question added to tender pack specifically for mitigation and management of disruption to supply chains.	As per Quarter 1 2024-25 KPIs for projects (where relevant) will assist with measurement of progress.	As per Q2	Q1 2025-26 consider what management information can be provided from suppliers (e.g. NPower and Corona websites providing carbon data).

Waste and Recycling

Continue to monitor and improve recycling performance figures	To provide more effective waste disposal and recycling	Head of Estates & Head of Corporate Services	On all stations there are mixed recycling bins, these are for paper, card cans and plastic. Waste contractors separate and recycle waste at their site.	On all stations there are mixed recycling bins, these are for paper, card cans and plastic. Waste contractors separate and recycle waste at their site. Now also getting weight figures for recycling.	Continue to monitor waste figures.	Waste figures continue to be monitored with weights of lifts now being recorded to identify recycling habits. New Waste recycling contract with Biffa started 1 April 2025.
Encourage the re-use and repurpose of materials and equipment whenever it is safe and reasonably practicable to do so	To reduce waste and encourage social value returns	Head of Transport and Logistics & Head of ICT and Digital	No change from Q4, long term strategy in place for recycling waste products where possible.	Good use of recycling and control of waste disposal. Ongoing work to recycle used appliances to other UK FRS and charity organisations to ensure a second life for these assets.	Good use of recycling and control of waste disposal. Ongoing work to recycle used appliances to other UK FRS and charity organisations to ensure a second life for these assets.	Appliances sold to Cumbria FRS for extended second life, others donated to Ukraine as part of FireAid. Long term strategy for recycling paper / cardboard in place
Promote recycling initiatives with Service staff through training and awareness	To reduce the amount of waste sent to landfill and improve service wide recycling	Head of Corporate Services	Recycle point at FSHQ now a permanent feature and is getting regular use as well as mentions at EWG meetings. Discussion ongoing for how this will look once we move into the new FSHQ.	In the first stages of receiving waste figures in weight rather than by drop. This will allow us to see how much we are actually recycling, going to landfill etc and measure if all waste lifts are needed to help reduce costs and emissions.	Waste figures now regular agenda item at EWG enabling identification of potentially unnecessary collections and allowing for recycling monitoring.	Recycling article published in burning issues and reminders to staff to recycle where possible. Recycle bins up and running on first and second floors of FSHQ and confidential waste and shredding stations live on each floor.

Utilities

Monitor use of gas, water and electricity across all locations	To monitor and reduce usage	Head of Corporate Services	Usage of gas, water and electricity continues to be monitored on a weekly basis. Extracting data via Smart Meters being looked into to improve this process. At last EWG a small working group created to progress this.	Usage of gas, water and electricity continues to be monitored on a weekly basis. Extracting data via Smart Meters being looked into to improve this process. At last EWG a small working group created to progress this. Work still ongoing	Utilities continue to be monitored across all locations.	Utilities continue to be monitored across all locations.
Stations and District Managers to continue to monitor, review, manage and share best practices surrounding usage	To monitor and reduce usage	Operations Response AM	Monitoring and reporting is undertaken against all station utilities on a weekly basis. Significant over or underusage is investigated with best practice being shared and issues being resolved.	Monitoring and reporting is undertaken against all station utilities on a weekly basis. Significant over or underusage is investigated with best practice being shared and issues being resolved.	Monitoring and reporting is undertaken against all station utilities on a weekly basis. Significant over or underusage is investigated with best practice being shared and issues being resolved.	Water, gas and electricity usage continues to be monitored and significant over / under use is investigated.

Promote ways to improve awareness of every individual's responsibility to reduce utilities usage through communication and competitions	To monitor and reduce usage	Head of Corporate Services	New carbon calculator tool provides detailed information on energy usage. This will be used to highlight areas for improvement and raise awareness. Action plan now being updated quarterly by department heads helping to raise awareness within departments.	Work on carbon calculator ongoing for more accurate reading with intention of starting proper reporting by the new fiscal year. This is will give insight into area of improvement an help track progress.	Energy saving article published in burning issues. Emailed departments heads to update and review Environmental Sustainability Strategy and Action Plan.	Article published in burning issues after last EWG highlighting important agenda items and best practices. Environmental Sustainability Strategy and Action both in review.
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Communication

Review and update Environmental Sustainability intranet site	To provide information to staff regarding environmental sustainability initiatives	Head of Corporate Services	FireHub site is fully updated and information regulary reviewed and updated on Environmental site for staff to view. New EWG site now part of normal practice and used for Action plan updates.	FireHub site now read only. Work to commence into new Teams site channel.	FireHub site now read only. Work to commence into new Teams site channel.	FireHub site now read only. Work to commence into new Teams site channel and Info Hub documents
Provide regular staff updates on environmental sustainability	To encourage staff to promote initiatives across the Service	Head of Corporate Services	EWG used as a quarterly update to all head of department in attendance which is subsequently passed on to their teams.	EWG used as a quarterly update to all head of department in attendance which is subsequently passed on to their teams.	Environmental article published in Burning issues, quarterly updates on the Environmental Action Plan presented at quarterly EWG.	Recycling article and EWG update articles both published in the last quarter.
Effectively communicate our sustainability strategy and enable staff to contribute to our sustainability ambitions within their role	To provide information to staff regarding environmental sustainability initiatives	Head of Corporate Services	Conservation Guide and Sustainability Impact Assessments both in review and will be published service wide upon agreement.	Conservation Guide ready for final review at EWG, will be published after this and subsequent Burning Issues article released for awareness.	Conservation guide now published after presentation at EWG on 12th November and Burning issues article released. Strategy in review in line with new CRMP.	Strategy and Action plan both in review. Departments have been emailed awaiting responses to update inline with CRMP.

Wellbeing

Protect and promote the health, safety and wellbeing of our staff	To create a healthy working environment for all staff	Head of Occupational Health, Safety and Wellbeing	1 x Managing Mental health Training and 2 x Level 1 Welfare Officers Training delivered to managers (both to help them develop skills in managing and support staff). 1 Wellbeing into Retirement presentation delivered to staff as part of the retirement webinar. EAP continued to be promoted via Burning Issues. Following launch of TRiM in January, furtehr face to face sessions to reiterate Trauma/use of TRiM delivered to crews x 10.	1 x Managing Mental health Training and 1 x Level 1 Welfare Officers Training delivered to managers (both to help them develop skills in managing and support staff). EAP continued to be promoted via Burning Issues. Following launch of TRiM in January, 14 further face to face and online sessions to reiterate Trauma/use of TRiM delivered to a mix of crews, including retained.	1 x Managing Mental health Training and 4 x Level 1 Welfare Officers Training delivered to managers (both to help them develop skills in managing and support staff). EAP continued to be promoted via Burning Issues and viva engage. Following launch of TRiM in January, 12 further face to face and online sessions to reiterate Trauma/use of TRiM delivered to a mix of crews, including retained and all of Prevention Team. 1 x wellbeing into retirement presentation delivered. launched the BYond Card (cashback earnings).	5 x Managing Mental health Training and 2 x Level 1 Welfare Officers Training delivered to managers (both to help them develop skills in managing and support staff). EAP continued to be promoted via Burning Issues and viva engage. Posters were update to show the Wisdom app and repalced at all sites. Following launch of TRiM in January, 7 further face to face sessions to reiterate Trauma/use of TRiM delivered to a mix of crews, including retained. New Firehub 'Employee Help and Support' section lists all wellbeing benefits in one place for ease of finding.
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Develop a diverse and inclusive workforce, serving diverse communities	To improve diversity and inclusion service wide	Head of Human Resources	Positive action activity is being extended from concentrating mainly on wholetime to other roles such as Prevention and support roles. Additionally enhanced diversity profile of applicants at each stage of the recruitment process forms part of the success criteria in our current People Plan. In line with our Community Engagement Plan, expanding opportunities for outreach within underrepresented groups and across our communities to showcase WYFRS as an inclusive employer of choice.	Positive action activity is being extended from concentrating mainly on wholetime to other roles such as Prevention and support roles. Plan, expanding opportunities for outreach. Occupational Psychologist working with us on WT recruitment to consider whether the process is inclusive enough and does not present barriers to under represented groups.	The WT Fire Fighter review process is now complete and a new process in place. Data analysis has identified where adverse impact was found within the process and this has been eliminated to make the process fair and inclusive.	Work continues in relation to improving the diversity of the workforce. A second permanent PA Co-ordinator has been approved by the People and Culture Committee.
Develop an Employee Value Proposition statement to help embed our values surrounding the environment and sustainability with our employees	To ensure staff are well trained and knowledgeable to aid in wellbeing and reduce their day to day environmental impact	Head of Human Resources	EVP's have been created for each department in the service except for Prevention. The environmental elements are included within this.	Work in progress	EVP continues to be developed on the careers page of the website significant progress made. Property, District Prevention, Protection, Control, Transport & Youth Interventions have now all been added to the EVP for potential applicant information.	EVP continues to be developed on the careers page of the website significant progress made.
Promote our cycle to work scheme to reduce our annual mileage and subsequent emissions	To promote the health, safety and wellbeing of our staff and reduce our impact on the environment	Head of Occupational Health, Safety and Wellbeing	CTW scheme continues to be promoted. 14 CTW scheme applications submitted (2 were then cancelled by the applicants and 1 declined by WYFRS). CTW survey done to capture views of this scheme and to also assess any environmental benefits. 45 people responded and overall rated the scheme favourably.	CTW scheme continues to be promoted. 13 CTW scheme applications submitted (2 were then cancelled by the applicants with 1 reapplying for higher amount, and 1 declined by WYFRS).	CTW scheme continues to be promoted. 10 CTW scheme applications submitted (1 was then cancelled by the applicant) and 1 was rejected by the Authority as this would have taken the individual below the minimum wage, they reappplied and this was approved). Another individual was also declined for the same reasons and they reappplied again but again this was also declined due to the amount they had applied for.	CTW scheme continues to be promoted. 20 CTW scheme applications submitted (1 was cancelled by the applicant, who decided to reapply for a higher amount and another was cancelled by the applicant, as the bike they wanted was no longer available. 4 were rejected by the Authority as the amounts would have taken the individuals below minimum wage.)

Water

Further develop understanding of our overall consumption of water, including from firefighter training activity, and embedding measures to reduce water wastage and consumption	To reduce water consumption across the service	Service Support AM	Where possible during training for open water drills - water will be redirected to the source.	Water application at incidents is proportionate to the needs of the incidents. Salvage is a consideration for all operational commanders.	As we move to adopt the new Fires and Firefighting guidance it is likely that we start to see water being applied in larger volumes due to higher energy outputs seen at modern fires.	The fire and firefighting guidance will change how we approach fires. By building in a more rationalised understanding of risk
Further develop and use technology to reduce water consumption within our own estate	To reduce water consumption across the service	Head of Estates	Normanton reconnected, water usage to be monitored to see if there is a drop in cost. Pontefract is currently off.	As per last update, consideration to be given in designs with regards flushing of urinals and toilets along with rainwater harvesing on larger schemes	As per last update, consideration to be given in designs with regards flushing of urinals and toilets along with rainwater harvesing on larger schemes	As per last update, consideration to be given in designs with regards flushing of urinals and toilets along with rainwater harvesing on larger schemes

OFFICIAL

Agenda item: 13

Information Governance Annual Report 2024-25

Finance and Resources Committee

Date: 17 October 2025

Submitted by: Head of Corporate Services

Purpose: To provide an annual update on the implementation of Information Governance arrangements within West Yorkshire Fire and Rescue Service (WYFRS).

Recommendations: That Members note the report.

Summary: This report provides an annual update on the implementation of Information Governance and Security arrangements throughout the Authority. The General Data Protection Regulation (GDPR) came into force on 25 May 2018, the report highlights the arrangements that have been made to ensure compliance with the regulation.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey, Head of Corporate Services.

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Background papers open to inspection: None

Annexes: None

1. Introduction

- 1.1 Information Governance is an enterprise's organisation's strategic approach to managing its information, whether in digital data, documents, or archival records to support business outcomes. It can involve a wide range of cross-disciplinary policies, procedures, controls, tools, and technologies that help us to meet regulatory, legal, and operational demands. By balancing the proper use of data and information against regulatory and security demands, information governance can enhance operational transparency, enable legal compliance, and risk mitigation, reduce likelihood and costs of legal and regulatory penalty.
- 1.2 WYFRS introduced a structured approach towards Information Security (IS) based on international best practice and implemented an Information Security Management System (ISMS) aligned to the international standard ISO 27001.
- 1.3 WYFRS has taken the proactive and pragmatic decision to implement sensible and proportionate security measures aligned to His Majesty's Government Security Policy Framework and commensurate with the risks presented.
- 1.4 As an organisation, WYFRS has a regulatory obligation to implement and demonstrate compliance with the requirements of the UK General Data Protection Regulation (GDPR). To provide assurance of continuing adherence to the regulation, WYFRS regularly conducts information governance audits across departments such as reviewing access permissions to ensure that staff have access only to the information they are entitled to and that is relevant to their role and responsibilities in accordance with ICO guidelines, mandates data security e-learning for all staff, implements face-to-face data protection training, and regularly communicates data protection advice throughout the service via emails, internal communications, bulletins, and Microsoft Teams.

2. Information

- 2.1 This report provides an update on the key areas of development during 2024/25 to ensure the effective implementation of the Information Governance (IG), Information Security (IS), Records Retention and wider Protective Security (PS) arrangements and document classification-sensitivity labels across the Authority.
- 2.2 The strategic Information Governance and Security Group (IGSG) and the operational Corporate Information Management Group (CIMG) are fully embedded. The groups promote and enhance information governance across all departments, ensuring that information governance standards are included within all work programmes and projects, whether relating to information, physical security, or personnel security across the service.
- 2.3 The Information Governance Statement is endorsed by the Chief Fire Officer. This outlines the Authority's commitment to IG across the service.

- 2.4 The requirements of the General Data Protection Regulation (GDPR) which was introduced on 25 May 2018 have been implemented across WYFRS and information governance is regularly reviewed to ensure continuing adherence to the regulation.
- 2.5 Throughout the year, we have undertaken a comprehensive review of policies to ensure compliance with data protection regulations including IG Framework Policy, Information Asset Risk Policy, Records Management Policy, Information Asset Policy etc. in addition to creating new policies and procedures in line with organisational needs and compliance requirements.
- 2.6 WYFRS believes that audits play a key role in assisting various departments in understanding and meeting data protection obligations. As such we have included Data Protection within our Service Assurance Assessment, and all departments carry out the audit providing important information regarding performance of each department regarding data protection arrangements. The audit ensures effective controls, policies and procedures are adhered to, supporting data protection obligations.
- 2.7 We have played a key role in implementing confidentiality agreements and embedding responsibilities in relevant policies. This included ensuring that all employees understand their responsibilities regarding the handling of sensitive information and the implications of breaching confidentiality. We revamped our Data Protection Impact Assessment (DPIA) process and form, ensuring that procedures comply with current regulations. Additionally, we implemented a whitelisting process to enhance security by allowing only approved applications and devices to access our network, ensuring compliance with regulatory standards.
- 2.8 As part of this effort, we have provided advice and support for DDaT policies such as Bring Your Own Device (BYOD) policy, which allows employees to use their personal devices for work purposes. This policy includes strict security measures such as mandatory security software installations, regular compliance checks, and training sessions to educate employees on best practices and potential risks.
- 2.9 Furthermore, we have carried out a comprehensive review of Data Processing Agreements in line with ICO guidance and the UK GDPR.
- 2.10 We have an Information Asset Register which enables Information Asset Owners (IAOs) to take direct ownership of their assets on the register. Guidance has been produced and IAOs are required to report any changes on the register to the Information Governance and Security Group quarterly.
- 2.11 To ensure security of sensitive data including other documentation which should be restricted to specific users, all Information Asset Owners (IAO) undertake access permission audits, to ensure that access to particular documentation and sites are correctly allocated to users who require access to the information to undertake their job role.

- 2.12 To promote data protection throughout the Service we carried out an organisation wide awareness activity on Data Protection Day (28 January 2025) via internal communication articles and a quiz for all staff to test their data protection knowledge.
- 2.13 WYFRS utilises the Information Commissioner's Office Accountability Framework self-assessment to ensure all obligations are met within the GDPR. The framework is divided into 10 categories: Leadership and oversight, Policies and procedures, Training and awareness, Individuals' rights, Transparency, Records of Processing Activities and Lawful basis, Contracts and data sharing, Risks and data protection impact assessments, Records management and security and Breach response and monitoring. WYFRS has undertaken the self-assessment and achieved a score of 95%.
- 2.14 WYFRS continues to adhere to the concept of privacy by design via the continual use of Data Protection Impact Assessments (DPIA). It is a process designed to systematically analyse, identify, and minimise the data protection risks of a project or plan. It is a key part of accountability obligations under the UK GDPR and helps assess and demonstrate compliance with data protection obligations. The use of a DPIA has increased awareness of privacy and data protection issues and ensured relevant staff involved in the project are considering data protection by design at an early stage and continually reviewing to manage and review any risks of processing data and measures put in place.
- 2.15 Regular internal articles have been published throughout the year to support staff and managers with regard to their data protection and security responsibilities. In addition, articles have also been provided giving advice on other areas of information security such as remote working, data breach reporting, data protection impact assessment, cyber security awareness and the importance of Records Management best practice to reduce the risk of non-compliance with the ICO.
- 2.16 Kirklees internal audit carried out an audit of WYFRS Data Protection/GDPR arrangements in December 2020/January 2021 and concluded that good progress has been made to implement GDPR and Data Protection requirements and processes appear well established with clear review processes and therefore the Internal Audit Report provided a Substantial Assurance opinion on the arrangements.
- 2.17 All information security incidents or suspected incidents are monitored through the Information Security Incident Management System. All staff are required to report information security incidents to enable actions to be taken to mitigate the risk of reoccurrence.
- 2.18 We have fully reviewed and updated our Records Retention Schedule in line with organisational needs and compliance requirements and have provided this to all staff across the organisation to ensure adherence. All departments are regularly reminded to review records and confidentially destroy records no longer required in accordance with the Records Retention Schedule. This has ensured that we have significantly

reduced documents held across the Service which has assisted with the move to the new FSHQ.

- 2.19 We have a comprehensive Confidential Waste Procedure which staff adhere to therefore ensuring secure disposal of confidential and sensitive documents.
- 2.20 The Customer Service Excellence assessment in November 2024 confirmed that WYFRS had maintained the Compliance Plus standard for the way 'we protect customer privacy both in face-to-face discussions and in the transfer and storage of customer information'.
- 2.21 In December 2024, the Information Governance Team took part in a wider Cyber Security Review carried out across the Service by A N Security which assessed the Service against the Centre for Internet Security Controls. In the area of Data Protection, the report found that the Service has established a solid foundation for data protection with comprehensive data management and inventory processes, clear data ownership and well-documented retention and disposal procedures.
- 2.22 A further Cyber Incident Exercise was carried out on 14 February 2025 by HomeOffice/Prism Infosec which noted that WYFRS have robust controls in place including good asset management and appropriately protecting sensitive data.
- 2.23 Targeted data protection training sessions have been delivered to the Prevention team and to the Corporate Information Management Group to promote data protection issues and provide advice and guidance.
- 2.24 WYFRS aims to deal with both Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) within the statutory timescale and have successfully achieved this. There were 18 SARs responded to in 2024/25 compared to 19 in 2023/24. 158 FOI requests were responded to during 2024/25 compared to 141 in 2023/24.
- 2.25 The Environmental Information Regulation (EIR) requests dealt with during 2024/25 is 38 generating an income of £9,438.80 inc. VAT. This compares with 21 requests dealt with during 2023/24 which generated an income of £4,532.40 inc. VAT.
- 2.26 The Access to Images Request system ensures that personal information (images) is only disclosed in compliance with the Data Protection Act and the rights of the individual and provides an audit trail with clear lines of approval. The system relates to any requests to access any video footage captured on WYFRS-owned systems be that fixed camera, cameras on appliances, or mobile video. In 2024/25 WYFRS received a total of 175 requests to access CCTV footage of which 61 were from a third party and 114 were internal; compared with 89 in 2023/24.
- 2.27 WYFRS charges for Incident Reports. For 2024/25 WYFRS received a total of 660 requests, of which 113 were chargeable, resulting in a total of £8927. The vast majority of requests were summary Incident Reporting System (IRS) reports received

by insurance companies/claim handlers and full IRS reports requested by the Police or Local Authorities.

2.28 In accordance with the Local Government Transparency Code, WYFRS has a statutory duty of providing data transparency to local residents and businesses. As such a series of datasets are available on the corporate website and are updated on either a quarterly or annual basis in accordance with the specifications. The following information is a brief overview of the published datasets that can be found on the [Data Transparency](#) section of the authority's website:

2.29 a) Financial Transactions

All transactions WYFRS make via the Government Procurement Cards are published on the website on a quarterly basis, in addition to the spend over £500 that was previously published.

2.30 b) People and Pay

All details relating to senior staff salaries, pay scales, pay multiples, alongside the organisation chart can be found on the Data Transparency pages of the website. The organisation chart provides direct links to relevant departmental information, contact details of Heads of Department etc.

2.31 c) Tenders and Procurement

All Tender and Procurement information is logged on the website (for the amount of £5,000 or more).

2.32 d) Land and Assets

All details of land and assets owned by WYFRS is publicly available.

2.33 e) Trade Unions

All details relating to Fire Brigades Union (FBU), Fire Officers Association (FOA) and UNISON activity is published on the website.

3. Financial Implications

3.1 The Information Commissioner's Office issue monetary penalty notices, requiring organisations to pay up to €20 million or 4% of the company's global annual turnover for serious breaches of the General Data Protection Regulation.

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 associated with this report.

6. Equality Impact Assessment

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

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

6.2 Date EIA Completed: -

6.3 Date EIA Approved: -

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

7. Health, Safety and Wellbeing Implications

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

8. Environmental Implications

8.1 There no environmental implications arising directly from this report.

9. Risk Management Implications

9.1 The Misuse of Information Assets is included as a risk on the Risk Management Matrix.

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

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

11. Your Fire and Rescue Service Priorities

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

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.

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

12. Conclusions

12.1 Information Governance arrangements and security controls across the Service are regularly monitored, reviewed and continuously improved. Members are requested to note the contents of this report.