



**CFOA**  
Chief Fire Officers  
Association



# **West Yorkshire Fire & Rescue Service Fire Peer Challenge**

**7<sup>th</sup> - 9<sup>th</sup> February 2012**

## **Report**

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# Introduction, Context and Purpose

1. West Yorkshire Fire and Rescue Service (WYFRS) requested a Fire Peer Challenge. This challenge is part of sector led improvement for Fire and Rescue Services (FRSs). These arrangements have a strong focus on peer challenge and self assessment.
2. It was recommended by the Chief Fire Officers Association (CFOA) and approved by Fire Services Management Committee of the Local Government Association (LGA) that CFOA and the LGA operate a partnership approach that included developing the already established local government peer challenge process to fully meet the Fire and Rescue Service (FRS) sector requirements. The peer challenge process is designed to complement WYFRS self assessment by providing external challenge to help support improvement. The peer challenge is not an inspection. Instead it is a supportive approach, undertaken by friends – albeit ‘critical friends’. It aims to help an FRS identify its current strengths and what it needs to improve.
3. The basis for this Fire Peer Challenge is the Toolkit for Operational Assessment developed by CFOA and the LGA. The Key Areas of Assessment (KAA) are:
  - Community risk management
  - Prevention
  - Protection
  - Response
  - Health and safety
  - Training and development
  - Call management and incident support.
4. The members of the peer challenge team were:
  - Roy Wilsher – Lead Peer, Director of Community Protection & Chief Fire Officer, Hertfordshire Fire and Rescue Service
  - Keith Bacon - Senior Fire Officer, Area Commander, Service Delivery, Dorset Fire & Rescue Service
  - Andrew Heywood - Senior Fire Officer, Borough Manager, Manchester Fire and Rescue Service
  - Mary Baldwin - Member Peer, Lead Member Diversity & Equality - Buckinghamshire and Milton Keynes Fire Authority
  - Marcus Coulson – Peer Challenge Manager, Local Government Association.
5. The team was onsite from 7<sup>th</sup> – 9<sup>th</sup> February 2012. The programme for the onsite phase included activities designed to enable members of the team to meet and talk to a range of internal and external stakeholders. These activities included:
  - interviews and discussions with councillors, officers and partners
  - focus groups with senior and middle managers and frontline staff
  - visits to fire stations and the Control Room

- reading documents provided by the FRS, including a self-assessment of progress against the operational assessment KAAs.

## Areas of focus

6. West Yorkshire FRS asked the Peer Challenge Team to consider some specific areas of focus during the peer challenge. These were:

- **Risk information**
  - Identification, collection, use of, provision and value to others
- **The relationship between Operations and Training**
  - How effective is the link, Technical Operational Knowledge Officer (TOKO) role and system
- **Retained Duty System (RDS) Support**
  - Local Retained Support Officers (LRSOs)

These issues were considered through the totality of the OpA Benchmark and are explained in the detail of the feedback.

7. The Peer Challenge team also considered **three core questions** which are:

- How well are outcomes for local citizens being achieved?
- How effective is leadership and governance?
- How effective is the organisational capacity to meet current requirements and future needs?

# Leadership and Corporate Capacity

## Strengths

- Strong sense of loyalty and pride in West Yorkshire FRS
  - Strong political leadership with members well briefed and willing to make difficult decisions
  - Strong visible lead from CFO and senior team
  - Professional bodies and unions fully engaged and positive
  - Open and honest communication engenders trust and pride.
8. It was evident from meeting all of the staff from WYFRS that they feel a great sense of pride in working for the Service and a profound sense of loyalty. This was remarkable in that no member of the team heard a dissenting voice during our many conversations. We spoke with senior members and officers, middle managers, frontline staff and partners.
  9. The elected members of the fire authority have a clear sense of purpose. The vision for the authority is clearly stated and understood and effective political arrangements are in place to deliver coherent messages to the CFO and his team. The turn over of members on the FRA has not affected this process which is to be commended.
  10. The CFO is a confident and visible presence in the Service. His leadership is based upon strong relationships with all key staff and stakeholders. He is regarded as approachable and fair with the best interests of the Service at heart. His team provide effective and equally visible support being known for making decisions and explaining them to staff.
  11. The trade unions have a good relationship with WYFRS which is based on open and honest personal communication. They appreciate the needs of their respective members whilst working within the present financial and political realities. Frequent contact, recent history and ongoing negotiations are conducted in the spirit of good faith from both sides which should deliver continuing positive outcomes.
  12. The style of communication engendered from the CFO and his team down is one of clarity and appreciable honesty which engenders integrity and respect throughout the organisation. The challenges facing WYFRS are significant and clearly outlined as well as the plans being put in place to address them. This style is reported as being consistent over time, place and from all senior staff and members which has led to a strong sense of trust and good will held by staff and a continuing sense of pride in working for and with the Service.

## Areas for consideration

- Governance arrangements work for WYFRS but appear complex and built on effective relationships.
13. As a peer challenge team invited to consider the workings of WYFRS the many groups, teams and meetings which take place in the corporate centre appeared complex. This raises the potential for mixed messages to be passed further down the chain of command and for staff to become confused as to who exactly is making what decision and what the service priorities are. As a contrast to this we heard of few, if any, conflicts arising from or undue pressure placed upon staff to attend all the meetings. It would seem that the system works because of effective relationships within the corporate team and across the organisation. There is due process for decision-making which can appear a little bureaucratic, but also there was evidence that when quick decisions were required they were made.
  14. A slightly different but related issue would be that of the senior team's capacity to manage the number and variety of meetings and it would seem pertinent to consider ways of reducing the burden. It would also seem pertinent to consider the impact of the considerable change programme and the need for resilient operational cover in the future.

## Outcomes for local citizens

- Incident trends continue in a downward direction based upon a robust performance management system throughout the organisation.
15. WYFRS is a successful service. The outcome measures from activity across a range of different indicators are all going in the right direction and have been doing so for at least the past ten years. This is clear information to support the effectiveness of the protection, prevention, response services and the overall management of risk. We recommend that WYFRS continue to work on targeting prevention and protection resources at high risk and vulnerable areas.

## Organisational Capacity

- When completing the fundamental review we encourage you to look at all parts of the organisation
- There may be a risk to having multiple lines of communication and competing priorities
- Consider succession planning issues and future capacity.

16. The service is conducting a fundamental review of the business in order to meet future financial demands and the needs of service delivery. The peer challenge team encourage the service to look at all areas of the business when carrying this forward. The Service should continue to consider sharing back office functions, for example, vehicle maintenance.
17. The complexity of the governance arrangements referred to in Leadership and Corporate Capacity may at some point cause more operational staff to experience conflicting messages in terms of service delivery. It is possible for a District Commander and the Assistant District Commander to receive directives from TOKO, Training, Operations and the Prevention lines of command which are potentially contradictory which thereby cause confusion for station and watch managers when seeking to prioritise. The fact that we found no incidence of this occurring is due to the good communication channels which exist in the organisation. However these are due to effective personal relationships which may not always be the case when individual's in role change.
18. The retirement profile of the senior team suggests that there will be turnover of influential staff within the next three or four years. The CFO and colleagues are aware of this and could begin to consider how best to manage these changes, including future change and operational capacity.

# Community risk management

## Strengths

- Recognised as a priority and well resourced
  - Risk matrix is good leading to a disaggregation of targets
  - Integrated approach to risk management.
19. An area of obvious strength for WYFRS is Community Risk Management. There is a commitment to the importance of reducing the risk of fires etc to the local communities and the resources which are dedicated to this area of the business are significant to make a difference. The service understands the communities in its region and engages with them seeking to provide the risk reduction activity that best suits each individual community. Risk reduction is targeted at those most at risk by use of the risk matrix and risk mapping process which then translate into the district risk reduction plans. The appropriate response is then made to each area of risk either locally or through the high risk team. The reduction in very high risk areas from 5 to 3 in one year is testimony to the effectiveness of this process.
20. There is a robust approach to identifying the levels of risk within the key areas of service delivery e.g. dwelling fires, Non-domestic dwelling fires and Road Traffic Collisions. These risk levels are disaggregated to specific geographical areas ensuring that reduction targets are aligned to levels of risk i.e. lower reduction targets are set for low risk areas and vice versa. This approach along with the recently piloted Home Fire Safety Check (HFSC) risk score analysis provides the organisation with a solid foundation for directing the highest levels of resource into the highest areas of risk.
21. The management of risk through the work of the protection, prevention and response functions are brought together to ensure that risk is understood and recorded. The activities created to counter and drive down risk are thoughtful, well organised and measured to be effective. The process of reviewing the risk matrix on an annual basis ensures focus on the higher risk communities. There are some good examples including the work on Residential Care homes, High Rise buildings and COMAH sites.

## Areas for consideration

- Review the organisational approach to the non-controllable elements of the matrix e.g. smoking, Health and Well-Being.
22. WYFRS works well to drive down risk in areas that are directly related to its statutory duties e.g. reducing the opportunity for a fire to occur and reducing the severity of any resultant fire. It also works in partnership to influence risk in areas that are more aligned to lifestyle behaviours e.g. smoking. WYFRS could seek to review how much emphasis it places upon addressing areas of lifestyle behaviour through partnership working where influence is the change

agent rather than direct contact. Other such examples would be influencing the incidence of obesity or alcohol.

# Response

## Strengths

- Operational preparedness for resilience
  - Operational preparedness for day-to-day incidents
  - Workforce are well resourced and well equipped
  - De-brief and operational assurance system.
23. The peer challenge team considered that the operational resilience for the Local Resilience Forum and the New Dimensions are very good.
24. The peer challenge team considered that operational preparedness for day-to-day incidents is good.
25. When discussing issues with the workforce the peer challenge team noted that they reported that they are well resourced and well equipped to carry out their duties. They also noted that this was a stated aim for the future as the Service undergoes significant change.
26. The de-brief and operational assurance system was robust and reaching effective outcomes for staff which were then recorded and communicated across the Service to drive improvements in operational activity.

## Areas for consideration

- Relationship between Senior Adviser and Operational Assurance on the incident ground
  - Retained Duty System (RDS) Support – Local Retained Support Officers (LRSOs)
  - Confirm policy change processes.
27. An area which the Service may wish to address is the potentially confused relationship between Senior Advisers and Operational Assurance Officers on the incident ground. It would appear that their respective remits for attending an incident are starting to merge and would benefit from some re-stated clarity on their respective roles. The Service should seek to review the relationship between these roles.
28. From the limited contact with Retained Duty System (RDS) staff which the team had, it was felt that WYFRS have a healthy approach to the retained duty system which engendered a culture of 'a firefighter is a firefighter, no matter what duty system they operate'. This was achieved through its approach to the recruitment, training and development of retained staff; increased the training time by one hour for RDS; Wholetime retained staff;

retained staff crewing special appliances and the provision of Local Retained Support Officers (LRSOs) at Crew Manager level for each station. The LRSOs were felt to have a significant positive impact on the day to day management of retained stations. Any value for money review of the RDS should take account of this current healthy position.

29. The peer challenge team were made aware of a recent change in policy to the Incident Command System so that flexible duty staff had to attend two pump incidents where both pumps were RDS. The rationale behind this decision does not appear to have been fully communicated to all. The Service should confirm for itself what the policy change process is and if it is being fully enacted to inform all staff in the expected manner.

# Prevention

## Strengths

- A well resourced priority
  - Staff understand Safeguarding process and issues
  - Well established referral pathways from partners.
30. The prevention agenda is well understood by WYFRS, it is seen as a priority and it is well resourced throughout the organisation. As a consequence the key performance indicators tell a story of success. The prevention team works closely with district teams to look for innovative ways to reduce risk; a good example of this is the production of an Electrical Fire Safety advice leaflet following the identification of trend of electrical fires in the Leeds district.
31. WYFRS has taken on the Safeguarding agenda and set in place training and development opportunities for staff across the organisation. As a result staff understand the safeguarding agenda and that it refers to children and adults and are able to describe the concepts involved, who it relates to and why it is important. They can also explain how it influences their behaviour at work and the process in place for them to use if they wish to make a referral.
32. The Service has well established systems and pathways through its many partner organisations which allow it to receive referrals from 'at risk' groups. An example would be the process of Home Fire Safety Check referrals from housing associations which are then picked up and allocated to the relevant staff by the Service. This process appears to be effective and timely reducing the incidence of risk in the community. Leeds City Council Family Placement Service work in close partnership with WYFRS and carry out hazard identification checks which they refer back to WYFRS who conduct Home Fire Safety Checks and clear protocols are in place.

## Areas for consideration

- Continue to develop pilot scheme of targeted approach to home safety checks
  - Consider closer partnerships with neighbourhood police
  - Hot strike.
33. The Service has an historical commitment to a numerical target of Home Fire Safety Checks. As with many services in England it has become apparent that these can be more effectively targeted to at risk homes. WYFRS is moving to a system where the type of dwellings are ranked in terms of risk and these are being targeted for checks. The peer challenge team recommend this pilot is developed further.

34. In some Districts within WYFRS there are close links with the police to share intelligence and drive down crime, including the risk of fire related incidents. Police believe there are very good strategic relationships in place and there are good examples of frontline activities helping to make West Yorkshire a safer place. The police did, however, feel that relationships between WYFRS and neighbourhood policing at District, Station and even Watch level could be developed further for mutual benefit.
35. The peer challenge team believe there is a possibility for different messages and priorities being relayed to Districts as the Assistant Chief Fire Officer responsible for Protection and Prevention has a direct line into the Districts as does the Deputy Chief Fire Officer on Operations.
36. The Service may wish to consider whether the demands of the Hot Strike policy where crews have to knock on all doors within a 200 metre radius of a fire to make residents aware of the incident and to raise their awareness of fire risk issues causes difficulties when the radii of two fires overlap. If they keep strictly to the policy they must go to the houses in the overlapping area twice which is negatively impacting their day-to-day work. Greater flexibility when enacting this policy by Watch Managers would seem to be a more efficient approach.

# Protection

## Strengths

- A well established and effective service which works closely with response, prevention and external partners:
    - I. Well developed internal processes e.g. Topics Talks, Fire protection Liaison Officers (FPLOs), Local Area Risk Reduction Teams (LARRT) and District Area Risk Reduction Teams (DARRT).
    - II. A targeted approach to protection activities in WYFRS dealing with a high level of non-compliance.
37. The protection service at WYFRS is a well established function which works closely with the response and prevention functions and external partners to effectively deliver fire protection. The examples which the peer challenge team considered were Topics Talks, Fire Protection Liaison Officers (FPLOs), Local Area Risk Reduction Teams (LARRT) and the District Area Risk Reduction Teams (DARRT).
38. The team also thought that the fact the WYFRS dealt with a high level of non-compliance was a positive indicator demonstrating a clear understanding of community risk and the appropriate targeting of resources to address that risk.

## Areas for consideration

- Lead-in time for policies impacting on external organisations e.g. the Automatic Fire Alarm (AFA) policy
  - Check if the data sharing issue with Leeds City Council is specific or generic.
39. The peer challenge team were made aware of the apparent short lead-in time/ lack of communication to organisations impacted upon by the changes that WYFRS made to its Automatic Fire Alarm Policy. The Service should ensure that its change processes for policies impacting upon external organisations provides sufficient time/ appropriate levels of communication in order that those organisations can prepare for the changes.
40. The peer challenge team were made aware of a difficulty of data sharing with one of the Local Authorities. This was geo-coded fire data for buildings, parks and gardens which would allow the Council to have a more holistic view of anti-social behaviour activities in these areas. It was indicated that there seemed to be reluctance for WYFRS to share this data. The Service may wish to check out if this is a generic or specific problem.

# Health and safety

## Strengths

- Proactive and robust approach to health and safety
  - Sickness management
  - Accident investigation, robust and feeds into training and TOKO
  - Unions fully involved.
41. The peer challenge team considered the systems and processes in place to deliver the health and safety agenda in the service were proactive and robust and included training and development, accident investigation, near miss reporting, trade union consultation, recording and audit.
42. The newly introduced and well resourced sickness management approach whereby a central team must be informed of any sickness absence and will then challenge in a robust way has created a drop in the rates of absence through sickness. This system also effectively uses peer pressure from the resource pool to drive down sickness.
43. WYFRS has senior and experienced accident investigators with a good process for accident investigation. They use the data collected to feed into the Technical Operational Knowledge Officer (TOKO), which is considered alongside the de-brief process and risk information to inform Training and Operations. This is then compared to national and local patterns of incidents and accident investigations which then influence changes in training. A good example of this is the door entry issue which was identified as a problem by fire-fighters and arose during de-briefs and accident information and highlighted as an issue which then led to the creative procurement of a cheap solution which was then implemented through training and operational activity to good effect.
44. The Unions representing different areas of the workforce at WYFRS are fully involved in the day to day business of the Service as it relates to their members and are also fully engaged with senior management in the fundamental review which the Service is involved in. This process will very likely mean the loss of union members' jobs. The representative bodies understand this and are seeking to work with the organisation to minimise the risks to their members and feel their voice is heard in this process. They are also involved in the daily business of their members which was exemplified by an issue with a 135 ladder and an accident with an inspection pit where the unions had been fully involved in the investigations from the beginning.

## Areas for consideration

- Received and understood?

45. The Service should re-visit whether frontline firefighters have a good working knowledge of the changes to practices and policy. Present arrangements are reasonable and focus upon the individual signing to say that they have received the information. The Service should consider how to evaluate and check that firefighters have also understood it and altered their behaviours.

# Training and development

## Strengths

- Training for risk is understood
  - There is a good link between identification of risk to the creation of training programmes
  - Training and development delivered centrally and locally is fit for purpose
  - 'Preparing to Teach' and 'Watch Instructor'.
46. Training for risk is understood based around generic, specific, building and procedural risk. The Service identifies and maps risk in each District. This is recorded and monitored. Training is devised to meet the needs of this risk in such areas as care homes and high rise buildings. Each station has a list of the top ten specific local risks which crews need to be aware of and train for as well as known generic risks to address through training.
47. The Service gives a priority to identifying risk from a number of sources including national guidance, operational debriefs, building specific risk such as High Rise and Control of Major Accident Hazards (COMAH) sites and learning from incidents across the country e.g. Residential Care. This risk identification is fed into training packages both service wide e.g. Residential Care, local building specific risk such as COMAH or procedural issues such as breaking in.
48. Training and development which is delivered centrally such as the incident command programme and locally such as on a station or in District is fit for purpose.
49. The training courses 'Preparing to Teach' and 'Watch Instructor' were regarded by the Peer Challenge Team as being good initiatives. It was however, noted that 'Preparing to Teach' might benefit from being slightly adapted to be applied to on station operational training need.

## Areas for consideration

- Continue to drive multi agency training.
50. The Service drives a great deal of the training with the other blue light services. We recommend that you continue to do so as it is much appreciated by them.

# Call management and incident support

## Strengths

- Staff empowered to call challenge and use proactive mobilising
  - Training of staff
  - Involvement in de-brief and policy formation processes.
51. WYFRS Mobilising and Communication Centre staff are empowered to call challenge and use a proactive approach to mobilising which is proving to be effective. It was clear that control staff were empowered to make operational decisions on the mobilisation of resources. If staff felt that additional incident ground resources would be appropriate they were able to mobilise these resources before a request was made from the incident ground.
52. The staff are trained to deliver an effective mobilising and communication centre service. This effective call challenge and dynamic mobilising have helped reduce the number of attendances to false alarms so enabling operational resources to be used in a more effective way. Control staff feel they are involved with the rest of the organisation and the training provided underlines this. Training has been given to control staff by operational and specialist officers to improve understanding both ways. Control staff have also attended live exercises to better understand the implications of mobilising on the incident ground.
53. Mobilising and Communication Centre staff are involved in operational de-briefs and feed into the policy formation processes. This is a positive process which staff report as positive.

## Areas for consideration

- Importance of new control project.
54. With the demise of the national fire control project the new control project for WYFRS has taken on an added importance. The peer challenge team are impressed with the resources WYFRS are putting in to this project and how much the Service recognises its potential value.

## Contact details

For more information about the Fire Peer Challenge of West Yorkshire Fire and Rescue Service please contact Marcus Coulson, the LGA Challenge Manager:

**Marcus Coulson**

Programme Manager

**Local Government Association**

Email: [marcus.coulson@local.gov.uk](mailto:marcus.coulson@local.gov.uk)

**Tel: 07766 252 853**

For more information on peer challenges or the work Local Government Association, please see our website <http://www.local.gov.uk/peer-challenges> or telephone 020 7296 6600.

If you would like to receive this report in large print, Braille or another format, please contact the LGA.

Operational Assessment Peer Challenge 2012

# Improvement Plan

# WEST YORKSHIRE FIRE AND RESCUE SERVICE - OPERATIONAL ASSESSMENT PEER CHALLENGE 2012 – IMPROVEMENT PLAN

## Introduction

This improvement plan has been prepared following the Operational Assessment Peer Challenge of West Yorkshire Fire and Rescue Service carried out on behalf of the Chief Fire Officers' Association (CFOA) and the Local Government Association (LGA) during 7-9 February 2012. The improvement issues identified within this plan have been extracted from the Peer Challenge Report.

The **Reference** column identifies from where the improvement issue originates and the links to the Service Plan 2011-2015 Priorities.

The **Improvement Issue** column details what needs to be considered for improvement.

The **Objective** column details the SMART objective to be achieved to address the improvement issue.

The **Person Responsible** column identifies which director has overall responsibility for ensuring improvement in each area.

The **Delivery Date** column details when the issue will be completed and in some cases this may have an ongoing commitment over the longer term.

The **Action Taken** column details what action the Service will carry out to demonstrate improvement.

The **Status** column details the current status of the improvement issue.

## Referencing

Each improvement issue is referenced to the Peer Challenge Report 2012 and the Service Plan 2011-2015 Priorities, as detailed below:



Deliver a proactive fire prevention and protection programme



Deliver a professional and resilient emergency response service



Provide a safe competent and diverse workforce



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

## Operational Assurance

West Yorkshire Fire and Rescue Service (WYFRS) has examined its procedures for the continued monitoring of operational performance and is satisfied that these are in accordance with nationally accepted good practice. We will apply the CFOA/LGA Operational Assessment and Fire Peer Challenge Toolkit to our arrangements and continue to make improvements to our provision of emergency services through the Integrated Risk Management Plan (IRMP), operational service delivery and performance management processes. WYFRS volunteered to pilot the CFOA/LGA Operational Assessment and Fire Peer Challenge Toolkit during 2012.

## Monitoring of the Improvement Plan

Progress against the Improvement Plan will be reported by each director bi-monthly at Management Team meetings. Reports will also be presented to the Audit Committee each time they meet and the Full Authority if requested by the Audit Committee. External auditing of the Improvement Plan will be carried out within routine audits of the Authority.

West Yorkshire Fire and Rescue Service  
Operational Assessment Peer Challenge 2012  
Improvement Plan

Reference	Improvement Issue	Objective	Person Responsible	Delivery Date	Action Taken	Status
<b>Leadership and Corporate Capacity</b>						
Page 6, paragraphs 13 and 14 	Governance arrangements work for WYFRS but appear complex and built on effective relationships	Confirm robustness of current arrangements or amend as appropriate	All Directors	April 2014	Review current arrangements as part of the fundamental review and consider where simplification would add value.	
<b>Outcomes for Local Citizens</b>						
Page 6, paragraph 15 	Recommend that WYFRS continue to work on targeting prevention and protection resources at high risk and vulnerable areas	Introduce improved targeting of prevention and protection resources	Director of Fire Safety	April 2013	The fundamental review relies upon the mechanisms of the Service Delivery Framework to continue to reduce risk. In both prevention and protection, more directed strategies are to be developed to ensure that resources are better targeted.	
<b>Organisational Capacity</b>						
Page 6, paragraph 16 	When completing the fundamental review we encourage you to look at all parts of the organisation	Ensure all parts of the organisation are reviewed within the project	Director of Human Resources	March 2013	Fundamental Review Team established and a timeline developed. Revised organisational structure to be presented to the Human Resource Committee on 30 March 2012.	
Page 7, paragraph 17 	There may be a risk to having multiple lines of communication and competing priorities	Introduce a single Director of Service Delivery	Director of Fire Safety	October 2012	The fundamental review has developed a structure with a single Director responsible for Service Delivery which will mitigate the risk of this issue arising.	
Page 7, paragraph 18 	Consider succession planning issues and future capacity	Develop a succession planning strategy	Director of Human Resources	March 2013		
<b>Community Risk Management</b>						
Page 8, paragraph 22 	Review the organisational approach to the non-controllable elements of the risk matrix eg. smoking, health and well-being	Review the methodology employed with the risk matrix	Director of Fire Safety	April 2013	The risk matrix will have operated for three years by 2013/14 and the risk bandings are to be realigned. It would be appropriate to carry out a review of the risk matrix at this time.	
<b>Response</b>						
Page 10, paragraph 27 	Relationship between Senior Advisor and Operational Assurance on the incident ground	Ensure both roles add value with no unnecessary overlap	Director of Operations	December 2012	Senior Advisor role is in place and a pilot of the 'at incident monitoring' role is underway, reporting to Area Manager Operations Response. This potential overlap aspect will be included in the evaluation of the pilot.	

West Yorkshire Fire and Rescue Service  
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Improvement Plan

Reference	Improvement Issue	Objective	Person Responsible	Delivery Date	Action Taken	Status
Page 10, paragraph 28 	Retained Duty System (RDS) Support – Local Retained Support Officers (LRSOs) – Any value for money review of the RDS should take account of this current healthy position	Provide sustainable and cost effective support for RDS	Director of Operations	April 2013	A review of the provision to be included in the Terms of Reference for the next phase of efficiency options.	
Page 11, paragraph 29 	Confirm policy change processes relating to Senior Advisors attending two pump incidents involving Retained Duty System (RDS) staff	Ensure adequate command, support and supervision at all incidents	Director of Operations	September 2012	RDS staff informed of policy change. Data to be reviewed over a six month period to determine the outcome of the initiative.	
<b>Prevention</b>						
Page 12, paragraph 33 	Continue to develop pilot scheme of targeted approach to home fire safety checks	Commence pilot for targeted Home Fire Safety Checks in the Bradford District	Director of Fire Safety	April 2013	The pilot scheme is to run initially in three stations in the Bradford District with a roll out to the remaining stations in Bradford throughout the year. Full implementation across WYFRS is to be complete by April 2014.	
Page 13, paragraph 34 	Consider closer partnerships with neighbourhood police	Review current relationships and share best practice	Director of Fire Safety	June 2012	The Assistant District Managers are to consider the current relationship with the Neighbourhood Policing Teams and implement revised arrangements where possible on a risk assessed basis to ensure best use of resources.	
Page 13, paragraph 36 	Review of Hot Strike Policy	Review of all post incident activity to be completed	Director of Fire Safety	September 2012	A review of the current post incident activities is to be completed and the outcome to be reported to the Service Delivery Board in September 2012.	
<b>Protection</b>						
Page 14, paragraph 39 	Lead-in time for policies impacting on external organisations eg. the Automatic Fire Alarm (AFA) Policy	Evaluation of the AFA Policy and its introduction to be completed	Director of Fire Safety	May 2012	Outcome of the evaluation to be reported to the Community Safety Committee in July 2012.	
Page 14, paragraph 40 	Check if the data sharing issue with one of the Local Authorities is specific or generic	Create a data matching process	Director of Fire Safety	April 2013	Work ongoing between Fire Safety and the Data Team to develop a data matching process.	

West Yorkshire Fire and Rescue Service  
Operational Assessment Peer Challenge 2012  
Improvement Plan

Reference	Improvement Issue	Objective	Person Responsible	Delivery Date	Action Taken	Status
<b>Health and Safety</b>						
Page 16, paragraph 45 	Evaluate and check that firefighters have received, understood and altered behaviours in respect of changes to practices and policy	Assess the effectiveness of the acquisition and application of changes to operational practices and policies	Director of Human Resources	January 2013		
<b>Training and Development</b>						
Page 17, paragraph 49 	'Preparing to Teach' training course might benefit from being slightly adapted to be applied to on station operational training need	Evaluate the new 'Preparing to Teach' training	Director of Human Resources	January 2013	The 'Preparing to Teach' training and assessing has recently been changed and now uses Leeds City College. The introduction of the new training incorporates an evaluation process.	
Page 17, paragraph 50  	Continue to drive multi agency training	Deliver the Local Resilience Forum multi agency training protocol objectives and carry out one Gold Level exercise	Director of Human Resources / Director of Operations	March 2013	A WYFRS Group Manager chairs the Local Resilience Forum Training and Exercise sub group. The fundamental review has improved WYFRS capacity to develop and deliver multi agency training and exercising.	
<b>Call Management and Incident Support</b>						
Page 18, paragraph 54 	Importance of the new control project	Deliver a high quality and resilient Command and Control system and appropriate mobilising centre for WYFRS in the most cost effective way	Director of Operations	Summer 2014	Robust project governance and project management arrangements to be finalised, agreed and implemented. Project team in place, programme and project management structure agreed. Draft contract, user requirements, Project Initiation Document and governance arrangements produced and discussed at inaugural Project Board in March 2012. Out to tender for system and building alterations in Summer 2012, with full implementation planned for Summer 2014. Funding in place from Government grant and WYFRS capital programme.	