## We will:

**Ensure the authority’s statutory fire protection duties are discharged efficiently and effectively in order to reduce the risk of fire and the effects of fire should it occur**

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<tr>
<td>Implement the findings of the review of the Fire Protection function to support current ways of working and develop flexibility in order to further improve services and support statutory duties</td>
<td>This piece of work links in to the review of the team structure during the 2016/17 Action Plan. Now that work has been completed we have implemented the findings in terms of the Support and Performance team and will now look to engage with the Fire Protection Team to determine the best way forward in developing flexibility in the team.</td>
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<tr>
<td>Progress Primary Authority Partnerships and explore alternative options to support business so they become safer</td>
<td>We are continuing to progress the Primary Authority Scheme and are currently evaluating our processes to ensure we deliver the best service to our partners. The work of the Business Support Team primarily focuses on the PAS but opportunities are available to support businesses in other ways which we will explore over the coming months.</td>
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<td>Introduce a revised risk based inspection programme to ensure it increases benefits for both Fire Protection and Operations</td>
<td>Following the review of the ORV process we have developed a Risk Based Inspection Programme which focuses our resources at premises which we believe present the highest risk. This RBIP has been submitted and approved at the Community Safety Committee.</td>
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**Work with partners to reduce the risk of fires, road traffic incidents, other emergencies and enhance community well-being**

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<td>Implement the new Safer Communities Strategy</td>
<td>The Strategy has been agreed internally and is to be presented at the July 2017 Community Safety Committee. Key changes that will support the delivery of the strategy were approved at the January 2017 Community Safety Committee and include:</td>
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| Review the Performance Management System to ensure it is fit for purpose, accurate, reliable and timely | • Removal of points based targets for prevention activity  
• Filtering of risk to ensure resources are directed towards those most in need of our services  
• Introduction of alternative services for low risk groups including online education |

A comprehensive training programme commenced in April 2017 to deliver the new Safe and Well visit programme. The Safe and Well visits will replace the traditional home fire safety checks and include an assessment, basic support and interventions and partner referrals around a number of health and well-being issues. Feedback from crews who have received the initial training module has been positive. The online education was launched in April and there have been over 1300 visits to the online education site since its go live. Partners are soon to be given a new referral process which will include the risk filter and as such, we should see the number of visits to low and very low risk households begin to reduce, in line with the aims of the strategy.

An initial review of the performance management system has taken place and the information presented is accurate, timely and reliable. The system has been updated to allow additional information to be added which will aid performance management across the Districts. A working group is to be brought together to deliver a specification on what other information would be useful on the PMS and this will then trigger an action plan to implement the requirements across the service. This work will involve stakeholders from various departments across the service.
Explore and develop innovative community safety projects with other emergency services and partners

Bradford

Work with WYP and other partners within the District to ensure a safe and peaceful Bonfire period. This includes a ‘Bonfire Plan’ for which preparations began in April 2017. The plan involves close liaison between WYP and WYFRS to place considerable extra resources on the ground over the Bonfire period. These resources will work very closely together to ensure an effective and joined up response to calls to hot spot areas through the period. The plan also involves other partners in joint work to target communities prior to the period in order to prevent anti-social behaviour before it starts.

Calderdale

Bike Library and Bike Bus Projects - The bike library scheme, started by Yorkshire bank is a bike bank scheme and sees people donate unwanted bikes which are then fixed up and available to hire free of charge from Calderdale Fire Stations. The main aim of the ‘Bike Bus’ is to combat parking problems and congestion around schools. It is hoped this will reduce pollution and improve air quality and encourage families to become more active. Children will receive an escorted bike ride to school from fire stations and back again in the afternoon to be picked up by parents in a safer and healthier environment. Both of these projects are developed and delivered jointly by Calderdale Council and WYFRS.

Tesco older peoples events - A joint initiative by Tesco and Halifax Fire Station bringing together older people, twice a year for seasonal events - A Christmas party and a summer cream tea. 2017 will see dementia cafes also becoming involved. These events promote community cohesion and see the reduction of social isolation.

Mix match - Two Secondary schools from North East Halifax compete for a trophy in an ‘it’s a knockout’ type annual event, promoting positive relationships between youths and emergency services. Success is evidenced through a reduction in Arson and attacks on firefighters in the area.

Kirklees

The District Team are currently in discussions with Kirklees Active Leisure on two projects which are targeted at people who are living with loneliness, mental health conditions and dementia and gives the opportunity for social relationships to develop. Those that are interested would run the one hour sessions and co-ordinate the activities involved. They are called Sporting memories and MAGIC (Movement and Games in Chairs).

The Team are also working towards a course to be held at Huddersfield fire station which is aimed at children who live in homes. This course would be aimed at those that are leaving care into adulthood. The course would encourage young people to engage in a healthy lifestyle and to provide them with the education, skills and confidence to thrive as adults. The West Yorkshire Fire and Rescue Service, Safer Kirklees, Kirklees Active Leisure, Kirklees College Careers advice.

Also working with the National Citizen Service. The session would be 45 minute, delivered twice every Wednesday morning for six weeks between 3 July and 14 August 2017 and will be focused on Road Traffic Collisions and the dangers associated.
**Leeds**

Water Safety Prevention targeting the city centre and students / drinkers is an ongoing initiative led by White Watch Leeds. Several key partners are involved with some local media attention around the riverside marking scheme during drowning and water safety awareness week.

Adopter block, crews taking ownership of local high rise and working closely with tenants and Housing Leeds is an ongoing initiative.

Wetherby YOI work to reduce deliberate cell fires is also ongoing with some positive initial results from the joint working initiative.

Biker down event at Sherburn focussing on motorcycle safety with North Yorkshire and South Yorkshire FRS, RoSPA, NY Police. Feedback from attendees said that the multi-agency approach made it more of an event.

**Wakefield**

Wakefield District RTC / Arson Hub: Working with Community Safety Partnership who awarded funding of £21,705, we have established a number of initiatives to reduce RTC and Arson incidents. A notable initiative is the introduction of the new Ride Safe scheme working with police colleagues and operating from South Kirkby Fire Station. The scheme aims to educate motorcyclists in safer riding and how to deal with injured motorcyclists should an incident occur.

Wakefield District working with Wakefield District Housing (WDH) have established a new Housing Health and Social Care Partnership Group. This group aims to deliver focussed health, safety and social care interventions identified by Wakefield partners.

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### DELIVER A PROFESSIONAL AND RESILIENT EMERGENCY RESPONSE SERVICE

#### We will:

- Work with blue-light partners and other agencies to provide a safe and effective emergency response

#### Our action

- Work collaboratively across the Yorkshire and Humber Region to prepare for transition to the Emergency Services Network as part of the national Emergency Services Mobile Communications Programme (ESMCP)
- Evaluate and determine the future of the Emergency First Responder scheme
- Introduce a revised operational guidance framework to align to National Operational Guidance Programme
- Implement the outcomes of the Fireground Communications Review
- Develop the use of Resilience Direct to support command decision making

#### Progress

- Grant funding has been received from central government to upgrade existing networks and systems in preparation for transition. Regional approach and collaboration with regard to programme management is working well. Regional groups have been established for Training and Communications.
- The NJC have extended the Emergency Medical Response trials until November 2017. The three EFR trials in WYFRS are ongoing with the evaluation going to AGM June 2017.
- WYFRS new operational guidance framework has been established and roll out will begin in July 2017.
- It has been identified that new radios and batteries are required. Shared procurement with the region is now being scoped.

- Complete and evaluate the Control Collaboration Project
- Implement the Integrated Risk Management Planning interventions and develop further options for the future

#### Ensure emergency response is dynamic and resilient reflecting changes to the level of risk and demand

- The final stages of system development are being introduced before the next phase of the project which is ‘steady state’.
- IRMP 3 has been approved and implemented. The New fire station at Shipley is also operational. A review of future options is being developed.
### Implement the outcomes of the National Resilience and Technical Rescue Review
- Improve resilience arrangements for operational and support roles in response to major incidents/spate conditions
- Implement the outcomes of the Retained Duty System Review
- Implement the outcomes of the Aerial Review

A business case is being developed to change the retained system. The aim is to improve appliance availability by managing individual availability more efficiently, whilst working within the same cost envelope.

Short term objectives have been implemented with regard to crewing arrangements at Halifax and Wakefield. Additional training is now underway for all CARP stations.

### Continuously improve our emergency response by learning from ours and others experiences
- Improve the protocols for operational monitoring at incidents to improve service performance

Existing arrangements are currently under review.

### PROVIDE A SAFE SKILLED WORKFORCE THAT SERVES THE NEEDS OF A DIVERSE COMMUNITY

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| Promote the health, safety and well-being of all employees | Investigate and implement ways of improving levels of engagement and understanding of health and safety within the workforce (also referred to as ‘Behaviour Based Safety’)  
Review and develop procedures and ways of working with partners to reduce attacks on Firefighters | Initial meetings ongoing, secondee has been difficult to source, alternatives being explored. This work will link specifically to Firefighter safety work. |
| Provide training and development to maintain a skilled and flexible workforce | Carry out recruitment, selection and training of firefighters during 2018  
Develop and implement a revised process for promotion from Firefighter to Crew Commander  
Complete the review of district based training facilities  
Complete an organisational training needs assessment  
Develop and implement an Information and Communications Technology skills framework | Recruitment process is well underway with the initial assessment centres taking place in June and July in order to provide the first course in January 2018. The instructor team for trainees have been in place since May 2017.  
The scope of this project has been revised to focus on partnership work and availability and skills of trainers within district rather than the facilities themselves.  
The requirements for firefighter recruit training are being developed and work is ongoing with the CLM project to identify requirements for firefighter to crew commander. |
| Create an environment that enables our staff to develop and embrace organisational and cultural change | Conduct a follow up staff survey  
Implement the Culture and Values Review findings  
Values and behaviours launched. Detailed briefing sessions by CFO and CESO now complete. PDR process will be reviewed to reflect new values. |
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<td>Provide buildings, vehicles, equipment and technology that is fit for purpose to maximise organisational effectiveness</td>
<td>Complete the merger of Cookridge and Moortown fire stations</td>
<td>Finding a suitable and available site has been problematic; the Planning Application for the proposed Moor Allerton site will not be pursued due to the North Leeds Planning Authority panel’s refusal in principle for a fire station to be built on the site. Alternatives are being explored.</td>
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<td>Complete the second phase of the Information and Communications Technology Strategy</td>
<td>Customer charter approved and ICT restructure progressing to enable delivery of the charter. Cornerstone projects progressing with requirements gathering and creation of tender specifications.</td>
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<td>Provide effective systems of control, performance and assurance to ensure the service operates efficiently</td>
<td>Audit Fire Protection and Prevention key areas of assessment (assurance)</td>
<td>The assurance process is under review.</td>
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<td>Develop a service support assurance process</td>
<td>A pilot has been completed; the outcomes are informing the process being rolled out across the service.</td>
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<td>Review the range of budget delegations and approval procedures where this can improve service delivery</td>
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<td>Review, update and improve governance standards</td>
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<td>Demonstrate transparent and accountable decision making throughout the organisation</td>
<td>Review the Corporate Health indicators</td>
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<td>Design and implement changes arising from the outcomes of the Communications Review conducted by the Local Government Association in December 2016.</td>
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<td>Identify and implement strategic change to reflect the economic environment</td>
<td>Commence the implementation of the building modernisation strategy</td>
<td>Feasibility studies are being undertaken to review options for modernising Wakefield Fire Station.</td>
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<td>Review and implement changes in collaboration with Blue Light Partners in relation to support functions and service delivery to the community</td>
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