



OFFICIAL

# Membership of the Authority and appointment to Committees

## Full Authority

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Date: 18 December 2020

Agenda Item:

5

Submitted By: Chief Executive and Chief Fire Officer

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### Purpose

To advise of a change in membership of the Authority and make changes to Committee memberships as appropriate.

### Recommendations

That the report be noted and the appointments to Committees agreed.

### Summary

Councillor Ron Grahame (Labour) resigned from the Fire Authority on 30 November 2020 and Kirklees MC have had a recent change in political balance. Formal confirmation of revised appointments from KMC to the Fire Authority was received on 9 December 2020. A replacement for Cllr Grahame is not anticipated until mid-January 2021. Due to a consequent change to our own political balance, approval will need to be given for a revised allocation of committee places.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

## **1 Introduction**

- 1.1 Notification was received from Kirklees MC on 27 November 2020 about a change in overall political balance within their authority. This does have an impact on the Fire Authority's political balance with the loss of one Labour Councillor and an additional Liberal Democrat Councillor from Kirklees MC.
- 1.2 Formal notice of the new Fire Authority member from Kirklees MC was received on 9 December 2020.
- 1.3 Councillor Ron Grahame also submitted his resignation from the Authority which took effect at midnight on 30 November 2020.

## **2 Information**

- 2.1 Kirklees MC have advised that, subsequent to their own political balance changes, the following changes will be made with effect from date of formal notification (received 9 November 2020);
- Councillor Mahmood Akhtar (Labour) - replaced on the Authority by Councillor Cahal Burke (Liberal Democrat)
- 2.2 The change in political balance on the Fire Authority consequent upon 2.1 above will be as follows;
- |                  |    |
|------------------|----|
| Labour           | 13 |
| Conservative     | 6  |
| Liberal Democrat | 3  |
- 2.3 Leeds City Council have advised that they are unable to appoint a replacement for Councillor Ron Grahame until their full Council meeting on 13 January 2021. The Labour Group on the Authority will therefore carry a vacancy until such time as notification of a replacement is received.

## **3 Committee places**

- 3.1 As a result of Councillor Grahame's resignation there will be vacancies on the following committees until the next meeting of the Full Authority on 25 February 2021. (The Constitution only permits the Full Authority to make relevant committee appointments and approve changes in membership).
- Audit Committee
- Executive Committee
- Finance and Resources Committee
- 3.2 A change to the Authority's political balance also has an impact on the allocation of committee places between political groups.

3.3 The total number of ordinary committee seats is 45.

Executive Committee	6
Audit Committee	6
Finance and Resources	11
Human Resources	11
Community Safety	11

3.4 Consequent upon the change to the political balance on the Authority, the 45 committee seats should be distributed in accordance with the following share allocation:

Labour	28
Conservative	12
Liberal Democrat	5

3.5 The 45-seat ordinary committee structure (excluding the Local Pension Board which is not required to be politically balanced) should then be allocated proportionally between Committees to allow the appointment of substantive members as detailed below (changes highlighted in red):

<b>Committee (total seats)</b>	<b>Labour Group seats</b>	<b>Conservative Group seats</b>	<b>Liberal Democrat seats</b>
Executive (6)	4	1	1
Audit (6)	4	1	1
Finance & Resources (11)	7	3	1
Human Resources (11)	7	3	1
Community Safety (11)	6	4	1
<b>Total</b>	<b>28</b>	<b>12</b>	<b>5</b>

3.6 The **Labour Group** is invited to advise of the required changes to committee membership as follows (and any other changes they wish to make);

Human Resources Committee (to replace Cllr Akhtar)

- 3.7 The **Liberal Democrat Group** is invited to make a nomination to the following committee (and any other changes they may wish to make);

Community Safety Committee

- 3.8 Subsequent upon the resignation of Councillor Grahame the **Labour Group** is also invited to make an appointment to the following role;

Audit Committee Chair

(It should be noted that the Audit Committee will still carry one vacancy until such time as the Authority is able to make changes to the membership at the next subsequent meeting of the Full Authority following the 13 January meeting of Leeds City Council.)

## **4 Financial Implications**

- 4.1 There are no financial implications arising directly from this report.

## **5 Human Resource and Diversity Implications**

- 5.1 There are no Human Resource and Diversity implications arising directly from this report.

## **6 Health, Safety and Wellbeing Implications**

- 6.1 There are no direct health, safety and wellbeing implications arising directly from this report.

## **7 Environmental Implications**

- 7.1 There are no environmental implications arising directly from this report.

## **8 Your Fire and Rescue Service Priorities**

- 8.1 This report supports all the Fire and Rescue Service priorities 2019 - 22.



# Minutes

## Full Authority

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Date: 18 September 2020

Time: 10:30

Venue: Microsoft Teams

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Present: Councillor D O'Donovan (Chair), Akhtar, Almas, Anderson, Downes, Fenton-Glynn, Grahame, Hall, Harrand, Hunt, Jenkins, Kirton, Mohammed, Pervaiz, Pollard, Renshaw, Shaheen, Sunderland, Tait, Tulley and Wenham

In Attendance: None

Apologies: Cllr Austin

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### 14 Chair's announcements

None

### 15 Admission of the public

The meeting determined that there were no items which required the exclusion of the public and press.

### 16 Urgent items

There were no urgent items to be considered at the meeting.

### 17 Declarations of interest

There were no declarations of disclosable pecuniary interest made in any matter under consideration at the meeting.

## **18 Minutes of meeting held on 25 June 2020**

### **RESOLVED**

That the Minutes of the last meeting held on 25 June 2020 be signed by the Chair as a correct record.

## **19 Matters arising**

There were no matters arising from the previous Minutes.

## **20 Minutes of Committees held since 25 June 2020 and of other relevant Outside Bodies**

Members raised the following items:

- Human Resources Committee - minutes of meeting held on 10 July 2020 agenda item 9, that assurance has been received that the additional costs incurred are to be met by the Government.
- Community Safety Committee – minutes of meeting held 24 July 2020 agenda item 6, that a report on chip pan fires is to be brought to the next meeting of the Community Safety Committee.
- Finance and Resources Committee – minutes of meeting held 17 July 2020 agenda item 7, confirmation that the additional resource of £2million has not been spent.

### **RESOLVED**

That the minutes be noted.

## **21 Performance Management reports - 1 April 2019 – 31 March 2020 and 1 April 20 – 30 June 2020**

Consideration was given to a report of the Chief Legal and Governance Officer which advised of the Authority's performance for the period 1 April to 30 June 2020 against key performance indicators. A copy of the latest figures up to 16 September 2020 was presented at the meeting for Members' information and the Director of Service Delivery gave a verbal update on absences due to COVID19 and attacks on firefighters.

The following specific areas were raised by Members;

- That they are made aware of the outcome of any prosecutions
- Assurance sought that staff welfare is looked after following any attack
- That the data which has been skewed by the COVID19 pandemic will be adjusted to mitigate any effects on averages

### **RESOLVED**

That the report be noted.

## **22 Integrated Risk Management Plan 2021-22 Outcome of Consultation**

The Director of Service Support submitted a report which presented an overview of the consultation undertaken and gave details of the feedback received on the IRMP 2021-22 proposal to relocate Cleckheaton Fire Station to FSHQ. It was reported that the consultation has provided valuable feedback but that no significant issues have been highlighted during the consultation and that no amendments to the business case are required.

The following specific areas were the subject of questioning by Members;

- Traffic impact assessment report
- Concerns regarding building work and Chain Bar Roundabout/M62 exit
- No loss of jobs or reduction in service
- Confirmation that no stations in the district are exempt from closure
- Excellent consultation overall

### **RESOLVED**

That the report be noted.

## **23 IRMP 2021-22 Final Proposal**

The Director of Service Support submitted a report to confirm that following the 8-week consultation period the proposal had been reviewed and there were no amendments required to the business case. Members were requested to give their approval to implement the recommendation to relocate the Fire Station currently based on Hightown Road, Cleckheaton to West Yorkshire Fire and Rescue Headquarters, Birkenshaw.

Members sought further clarification of the following:

- That there are no severe financial detriments caused by the expenditure
- That response times are still within the approved allowance
- That a traffic impact assessment will be completed as part of the planning application

A proposal was made by Councillor Sunderland and seconded by Councillor Hall that the decision to relocate Cleckheaton Fire Station be deferred until a traffic impact assessment had been completed. The vote was recorded as 9 For (Councillors Anderson, Downes, Hall, Harrand, Hunt, Kirton, Pervaiz, Pollard and Sunderland) and 12 Against (Councillors Akhtar, Almas, Fenton-Glynn, Grahame, Jenkins, Mohammed, O'Donovan, Renshaw, Shaheen Tait, Tulley and Wenham).

The proposal to defer the decision was declared lost.

Members then voted on the proposal to approve the relocation. The vote was recorded as 13 For (Councillors Akhtar, Almas, Fenton-Glynn, Grahame, Jenkins, Mohammed, O'Donovan, Pervaiz, Renshaw, Shaheen Tait, Tulley and Wenham; 2 Against,

(Councillors Downes and Sunderland) and 6 Abstain (Councillors Anderson, Hall, Harrand, Hunt, Kirton and Pollard).

The proposal to approve the relocation was declared won.

## **RESOLVED**

That approval be given to implement the relocation of the Fire Station.

## **24 External Appraisal of the WYFRS Integrated Risk Management Model**

The Director of Service Support submitted a report to summarise the appraisal of the Integrated Risk Management Model (IRMM) to risk assessment by Operational Research in Health (ORH). The report concludes the following main points:

- Technical assessment  
ORH have concluded that they have no concerns regarding the technical validity of the model.
- Methodology review  
The appraisal undertaken by ORH concludes that the approach taken by WYFRS is robust.
- Benchmarking  
ORH have applied the model regionally and nationally against all FRS data. ORH have concluded that the benchmarking demonstrates the relationships shown within West Yorkshire is true elsewhere, thus adding weight to the approach.

Their appraisal provides assurance that the IRMM is a robust model which can be trusted to inform future IRMPs.

## **RESOLVED**

That the report be noted.

## **25 Grenfell Update**

The Area Manager of the Grenfell Programme submitted a report to present a brief overview of the gap analysis undertaken following the release of the Grenfell Tower Inquiry: Phase 1 Report and the progress made against the objectives and action plan of the Grenfell Programme along with the wider impacts of the incident. The report advised the following key conclusions:

- Following the publication of the Grenfell Tower Inquiry Phase 1 Report, there has been and continues to be a ripple of changes through FRSs, locally, regionally and nationally, along with changes to legislation and wider fire safety guidance.
- The Grenfell programme and action plan provide WYFRS and the Fire Authority with the assurance that we will be in a position to meet as many of the Phase 1 recommendations as possible in a suitable timeframe. However, a number of these

are subject to outside influence, such as changes to legislation, and publication of guidance from external sources.

- A number of additional areas of spend have been identified within the report/action plan, however further detailed planning and analysis will be required following other changes, such as legislation, before being able to provide estimated costs and timeframes.

Members raised the following observations:

- That the reports from the ongoing Manchester Arena Bombing also be considered alongside the Grenfell reports.
- That local authorities should be involved.
- That a full report is presented to each Community Safety Committee.
- That training began immediately following the fire and is ongoing and planned in for the future.
- That contact with the responsible person for all high-rise residential properties is maintained.
- That the specific buildings have provided acceptable time frames for reparation of cladding.

#### **RESOLVED**

That the report be noted.

Chair



OFFICIAL

# Authority Constitution - review

## Full Authority

Date: 18 December 2020

Agenda Item:

9

Submitted By: Chief Executive and Chief Fire Officer

<b>Purpose</b>	To review and update the Authority's Constitution.
<b>Recommendations</b>	That the proposed changes to the Constitution set out in this report be approved.
<b>Summary</b>	This report contains proposals for amendments to the Constitution which require Member approval.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

## **1 Background**

- 1.1 Changes are required to be made to the Authority's Constitution following the recent retirement of the Chief Legal and Governance Officer. The Deputy Monitoring Officer has undertaken the review in consultation with the Chief Executive and Chief Fire Officer and Members of the Executive Committee.
- 1.2 The recommended changes to the Constitution in respect of 1.1 above are set out in the attached Appendix which Members are invited to approve.
- 1.3 Additional changes are also required to the Contract Procedure Rules which are utilised by the Authority to facilitate compliant procurement practice.

## **2 Financial implications**

- 2.1 There are no financial implications arising from this report.

## **3 Human Resource and Diversity implications**

- 3.1 There are no human resource and diversity implications arising from this report.

## **4 Health, Safety and Wellbeing implications**

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

## **5 Environmental implications**

- 5.1 There are no environmental implications arising directly from this report.

## **6 Your Fire and Rescue Service priorities**

- 6.1 This report supports all the Fire and Rescue Service priorities 2019 - 22.

**Proposed changes to the Constitution:**

**A. Changes required consequent upon the retirement of the Chief Legal and Governance Officer**

**1. Clerk to the Authority**

That the role of Clerk to the Authority be vested in the Chief Executive and Chief Fire Officer.

**2. Monitoring Officer / Proper Officer**

That the role of Monitoring Officer and that of Proper Officer for access to information purposes be vested on a temporary basis in the Deputy Chief Fire Officer until such time as a possible Service Level Agreement (SLA) for the provision of Monitoring Officer (MO) and legal services is agreed.

Any delegations or duties given to the Chief Legal and Governance Officer (CLGO) within the Constitution that do not fall under the allocated roles described above to be discharged by the CX/CFO.

**3. Data Protection Officer**

That the role of Data Protection Officer be vested in the Chief Employment and Services Officer.

**Action**

That all relevant changes in respect of 1. - 3. above be made to the Authority's Constitution and that reference to the role of Chief Legal and Governance Officer be removed and replaced as appropriate.

## **B. Changes required to the Contract procedure rules (CPR) Part 4 section 12**

### **Background**

As a public sector Contracting Authority, it is mandatory that WYFRS publish procurement opportunities and awarded Contracts (if not awarded via a Framework Agreement) with a value of £25,000 and above on [Contracts Finder](#).

Current CPR require an RfQ (request for quote) process to be undertaken for contracts with an estimated value between £5,000 and £75,000 and requires a minimum of 3 suppliers to submit a response. (The same procurement process is currently utilised for a £7,000 procurement project as for a £70,000 project).

The proposed amendment to current CPR would state:

- No change to for Up to £250 and £250 to £5,000;
- £5,000 - £24,999 requires an RfQ process (minimum 3 quotes requested);
- £25,000 - £75,000 requires an open tender (published to Contracts Finder);
- £75,000 – EU threshold requires an open tender (published to Contracts Finder) but with approval and countersignature by the CFPO- Chief Finance and Procurement Officer (or Board member in the absence of CFPO).

### **Reason**

EU thresholds are different in regard to Goods/Services Contracts and Works Contracts. The proposed changes to the current CPR will explicitly document the distinction.

Above EU threshold projects must currently be advertised in OJEU (Official Journal of the European Union) and will automatically be published via Contracts Finder, although this will change in January 2021 when the UK leaves the EU (for information – the Cabinet Office are likely to transpose the current EU Procurement Directives into UK law and it is not envisaged that the Procurement Directives will change other than the required use of a UK national portal to advertise procurement opportunities which will link to Contracts Finder).

Making the proposed amendments will not only facilitate compliance with the mandatory requirement to publish procurement opportunities on Contracts Finder but will also prevent the poor practice of consistently inviting the same suppliers to submit a quote or tender response and will provide for more stringent control measures in terms of openness, fairness of opportunity, transparency and a formal open tender process involving the Procurement Team for any procurement projects above the value of £25,000.

Involvement of the Procurement Team in all procurement projects with a value above £25,000 will ensure:

- continuous improvement in terms of enhanced procurement knowledge and best practise;
- consideration of social value as a mandatory requirement;
- increased compliance to CPR;

- best value is achieved.
- use of standard template documentation introduced.

The following tables provide the current CPR thresholds and the proposed new amended thresholds (changes highlighted yellow).

#### Current CPR thresholds

ESTIMATED VALUE	PROCEDURE	AUTHORISATION
Up to £250	Purchasing Card Purchase Order No need for written quotations	Card holder Budget holder Station personnel
£250 and up to £5,000	One written quotation via email that must constitute value for money	Group Managers Support Staff Grade 7 and above
£5,000 to £74,999	Three written quotes via Delta	Central Procurement Team/Stores and Deputy Property Managers EO grades Area Managers GM Human Resources Organisation Development Manager
£75,000 and above	Tender process managed by the Procurement Team via Delta	Management Board Central Procurement Team
Any tender process involving TUPE	Tender process managed by the Procurement Team via Delta	Management Board Central Procurement Team

Proposed new amended CPR thresholds (marked in yellow)

ESTIMATED VALUE	PROCEDURE	AUTHORISATION
Up to £250	Purchasing Card Purchase Order No need for written quotations	Card holder Budget holder Station personnel
£250 to £4,999	One written quotation via email that must constitute value for money	Group Managers Support Staff Grade 7 and above
£5,000 to £24,999	RfQ (Request for Quote) Process Minimum three (3) invites via E-procurement system	Central Procurement Team/Stores and Deputy Property Managers EO grades Area Managers GM Human Resources Organisation Development Manager
£25,000 to £74,999	Open Tender process involving the Procurement Team via E-procurement system and published to Contracts Finder	Central Procurement Team/Stores and Deputy Property Managers EO grades Area Managers GM Human Resources Organisation Development Manager
£75,000 to £188,000	Open Tender process involving the Procurement Team via E-procurement system and published to Contracts Finder	Management Board Central Procurement Team
> £189,000 (Goods and Services)	Open Tender process involving the Procurement Team via E-procurement system and published to Contracts Finder and OJEU	Management Board Central Procurement Team
> £4.7M (Works)	Open Tender process involving the Procurement Team via E-procurement system and published to Contracts Finder and OJEU	Management Board Central Procurement Team
Any tender process involving TUPE	Tender process managed by the Procurement Team via E-procurement system	Management Board Central Procurement Team

Action

That relevant amendments be made to the Contract Procedure rules (Part 4. Section 12) as detailed in table above.



# Statement of Purpose

## Full Authority

Date: 18 December 2020

Agenda Item:

10

Submitted By: Director of Service Support

<b>Purpose</b>	To present the West Yorkshire Fire and Rescue Authority Statement of Purpose.
<b>Recommendations</b>	That Members approve the West Yorkshire Fire and Rescue Authority Statement of Purpose
<b>Summary</b>	This report presents West Yorkshire Fire and Rescue Authority's Statement of Purpose, which provides a link between the Government's priorities and objectives as defined in the Fire and Rescue National Framework for England and the Authority's statutory functions and strategic plans

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Statement of Purpose

## **1 Introduction**

- 1.1 The Government has a responsibility to ensure that the public is adequately protected. For fires and other emergencies it does this by providing financial resources, giving fire and rescue authorities the power to raise additional local funding, and by maintaining a statutory framework within which local fire and rescue authorities operate.
- 1.2 Government have issued the Fire and Rescue National Framework for England which provides overall strategic direction and Government's strategic priorities and objectives for fire and rescue authorities. The Framework sets out a requirement for the Authority to publish an annual statement of assurance on financial, governance and operational matters to show how they have had due regard to the expectations in the Framework.
- 1.3 The first Statement of Purpose was produced in 2013, revised in 2016 and 2017 and revised and updated this year.

## **2 Financial Implications**

- 2.1 There are no financial implications arising directly from this report although the Statement of Purpose clearly sets out the commitment of the Authority to deliver value for money and have in place robust and transparent governance arrangements.

## **3 Human Resource and Diversity Implications**

- 3.1 The Statement of Purpose includes reference to the Fire and Rescue Authority's commitment to Equality and Diversity.

## **4 Health, Safety and Wellbeing Implications**

- 4.1 The Statement of Purpose includes the strategic commitment to the health, safety and welfare of employees and the public.

## **5 Environmental Implications**

- 5.1 Environmental implications are taken into account within the Statement of Purpose.

## **6 Your Fire and Rescue Service Priorities**

- 6.1 This report links to all areas of Your Fire and Rescue Service priorities.

## **7 Conclusions**

- 7.1 It is appropriate to review the Statement of Purpose to ensure it remains current and continues to reflect the requirements of the Fire and Rescue National Framework for England.

## Statement of Purpose

West Yorkshire Fire and Rescue Authority (the Authority) is a Metropolitan Authority created as a body corporate by the Local Government Act 1985 with 22 elected Councillors appointed by the County's five District Councils who are collectively responsible for the democratic oversight of the Authority and the determination of its overall strategic direction.

This Statement of Purpose reflects the Fire and Rescue Services Act 2004, the Regulatory Reform (Fire Safety) Order 2005 and the National Framework in setting down West Yorkshire Fire and Rescue Authority's commitments and expectations through its strategic priorities and objectives.

The primary legislation associated with fire and rescue services in England and Wales is The Fire and Rescue Services Act 2004. This is an Act to make provision for fire and rescue authorities and their functions and about employment by fire and rescue authorities and the powers of employees. The Act also makes provision about receipt of emergency calls, education and training, firefighters' pension schemes, the supply of water, dealing with false alarms of fire and the funding of advisory bodies, and for connected purposes. Also, the Fire and Rescue Services (Emergencies) (England) Order 2007, which is an order made under the Act, gives fire and rescue authorities mandatory functions in connection with chemical, biological, radiological or nuclear emergencies (CBRN emergencies) and emergencies requiring the freeing of people from collapsed structures or non-road transport wreckages (urban search and rescue, or USAR emergencies).

The Authority is responsible for enforcing fire safety regulations under the Regulatory Reform (Fire Safety) Order 2005 and the Authority is also the licensing authority and enforcing authority for the storage of petroleum and explosives under the Petroleum (Consolidation) Act 1928 and the Manufacture and Storage of Explosives Regulations 2005.

Another important piece of legislation directly associated with the functions and expectations of the Authority is the Civil Contingencies Act 2004. The Civil Contingencies Act, and accompanying non legislative measures, delivers a single framework for civil protection in the United Kingdom.

Under the Fire and Rescue Services Act, the Government will issue a Fire and Rescue National Framework which sets out the Government's priorities and objectives for fire and rescue authorities in England. The Framework sets out high level expectations. It does not prescribe operational matters. These are to be determined locally by fire and rescue authorities, working in partnership with their communities; local citizens, businesses, civil society organisations and others. Key priorities for fire and rescue authorities in the Framework include:

- Identifying and assessing the full range of foreseeable fire and rescue related risks their area faces.
- Making provision for prevention and protection activities and responding to incidents appropriately.
- Working in partnership with their communities and a wide range of partners locally and nationally to deliver their service.
- Being accountable to communities for the service they provide.

In addition to the key pieces of legislation described above, there are other statutory requirements imposed on the Authority, for example through the Health and Safety at Work etc. Act 1974 and associated regulations and employment law. Further, there are many other pieces of legislation that place direct or indirect obligations on the Authority.

## Functions of the Fire and Rescue Authority

The Authority has a number of statutory responsibilities, the most important of which are:

- **Promoting Fire Safety** - The provision of information, advice, and encouragement on prevention of fires, restricting spread of fires in buildings and means of escape from fires.
- **Emergency Response and Rescue** - The extinguishment of fires, protecting life and property in the event of fires and rescuing of people trapped or injured from road traffic collisions and other emergencies. The Authority also provides the capability to respond to major emergencies arising from terrorist attacks and other events such as flooding and chemical release.
- **Fire, Petroleum and Explosives Regulatory Enforcement** – as referred to above, the enforcement of fire safety regulations in nearly all premises other than single private dwellings and enforcement of regulations and licensing associated with the storage of petroleum and explosives.

## Structure and governance arrangements

The Authority is a corporate body with the legal responsibility for making decisions about all matters concerning the functions, powers, duties and responsibilities of the Authority which are invested in it by statute and/or common law.

There is an agreed constitution which sets out how the Authority operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local citizens. Some of these processes are required by the law, while others are a matter for the Authority to determine and the Authority will publish an Annual Governance Statement setting out its governance framework.

The Authority discharges its responsibilities through delegation to officers led by a Chief Fire Officer/Chief Executive who has executive management responsibility for overall service delivery and management of the fire and rescue service.

## National Fire Chiefs Council (NFCC)

The National Fire Chiefs Council (NFCC) is the professional body of the UK Fire and Rescue Service. WYFRS plays an active role within the NFCC and supports the strategic objectives of the NFCC and its sub committees.

## Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS)

Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) inspect UK Fire and Rescue Services to ensure the public are receiving the service they expect and deserve. HMICFRS provide a report against the three pillars of Effectiveness, Efficiency and People. WYFRS supports the HMICFRS inspection process and use the HMICFRS findings to improve and develop the organisation.

## Access to information

The Authority makes information publicly available and promotes a spirit of openness and accessibility adopting an approach of making information available and a commitment to sharing information whenever it is appropriate in line with legislation.

## Ambition and aim

The Authority's Ambition is 'Making West Yorkshire Safer' and the Aim is to 'Provide an excellent fire and rescue service working in partnership to reduce death, injury, economic loss and contribute to community wellbeing'.

## Values

The Authority seeks to promote the following values in its delivery of services to the community:

**Teamwork** – We recognise everyone's strengths and contributions, working effectively as one team

**Integrity** – We are trustworthy and ethical in all that we do, always acting with integrity

**Learning** – We learn all the time, we share our experiences and celebrate success

**Responsibility** – We are responsible and take ownership of the work we do

**Communication** – We clearly and carefully communicate, in a way everyone understands

## Your Fire and Rescue Service 2020 - 2023

The Authority has approved a range of strategic plans and other documents which provide greater clarity in relation to the delivery of the strategic priorities and objectives. One of the most important of these

documents is the **Your Fire and Rescue Service 2020 – 2023**. This document is our integrated risk management plan (IRMP) for the period 2020 – 2023 and demonstrates how we carefully plan in order to meet the demands of our changing society. The **Risk Based Planning Assumptions** (RBPA), which determine the standard of emergency response service for any area in West Yorkshire are also detailed in the Your Fire and Rescue Service 2020 – 2023. Operational policies underpin the RBPA, ensuring resources are in the right location at the right time to deliver the highest possible emergency response performance.

**The Fire Safety Strategy** outlines how the Authority will comply with its statutory duties for fire prevention and fire protection, including its regulatory enforcement role. The Authority approves a risk-based inspection programme on an annual basis and allocates sufficient resources to deliver risk based and proportionate enforcement and licensing under these regulations. The Authority is also consulted on fire safety matters by virtue of regulations enforced by other agencies, for example, Building Regulations and Liquor Licensing applications. The Fire Safety Strategy includes reference to the wide range of community safety activities undertaken in pursuit of the Authority's ambition.

Each year an annual **Programme of Change** is approved by the Authority which provides information on major projects, tasks and activities of West Yorkshire Fire and Rescue Service, to be delivered within the year.

## WYFRS Priorities

The Your Fire and Rescue Service document sets out our **Guiding Principles** and **Priorities** for the period 2020 - 2023.

### Our Guiding Principles:

To achieve our ambition, we will:

- Focus on risk and vulnerability
- Be part of our communities
- Work in partnership
- Be at our best and strive to improve
- Make a positive difference in everything we do
- Promote diversity and create an inclusive workforce

### Our Priorities 2020 - 2023

- Reduce the risk to the communities of West Yorkshire
- Continue to develop ways of working which improve the safety and effectiveness of our firefighters
- Work efficiently to provide value for money and make the best use of reserves to provide an effective service

- Be innovative and work smarter throughout the service
- Invest in information and communication technology, digital and data, to deliver our service in smarter ways
- Use the HMICFRS assessment of 'Good' in all areas as a foundation to implement our improvement action plan with the aim of delivering an outstanding service
- Support, develop and enable our people to be at their best
- Promote environmentally friendly ways of working, reduce waste and raise awareness among staff to both fight climate change and respond effectively to incidents driven by extreme weather events
- Actively look for opportunities to implement learning from the Grenfell Inquiry to improve how we respond to high rise emergencies and other foreseeable risks
- Continue to work towards delivering a more inclusive workforce, which reflects and serves the needs of the diverse communities of West Yorkshire

## A modern Fire and Rescue Service

The Authority expects its fire and rescue service to be adaptable, flexible and to keep pace with the changes and challenges of a modern world. This modernisation philosophy is simple and supports the on-going ambition of 'Making West Yorkshire Safer' as well as underpinning its approach to IRMP. It centres on a number of pillars:

- **Optimal resource allocation and deployment** - Ensuring resources are in the locations that will have the greatest impact.
- **Changing the way that we deliver the Service** - The implementation of innovative duty systems, the introduction of new equipment and vehicles and the changing of working practices to meet ever changing risk and demand.
- **Value for money** – Deliver the highest quality service with the resources available.
- **Public and Firefighter safety** – Continuing to deliver fire prevention and other community safety initiatives and ensuring firefighters have the best equipment and training to do their job.
- **Leadership** – strong and effective leadership throughout the organisation to deliver an effective and efficient service.
- **Governance** – ensuring integrity, transparency, effectiveness and inclusivity, managing and mitigating risks to the organisation and complying with the Code of Corporate Governance.

## Working in partnership

The Authority recognises that the causes of fires and other emergencies and the consequences of such, cannot be addressed by the fire and rescue service in isolation. Working in partnership with other agencies is therefore a fundamental part of the way services are delivered at all levels and in all areas; partnership working is therefore regarded as being part of core business. WYFRS plays a key role in the West Yorkshire Local Resilience Forum (WYLRF).

## **Planning for major emergencies**

The majority of emergencies the fire and rescue service respond to are relatively small in nature and are dealt with using local resources based at fire stations strategically located across West Yorkshire. However, very occasionally, major events occur which require not only the bringing together of fire and rescue service resources but also a multi-agency emergency response. The Civil Contingencies Act and supporting regulations and statutory guidance establish a clear set of roles and responsibilities for those involved in emergency preparation and response at the local level.

By working with partners in West Yorkshire and elsewhere, the Authority will ensure that, within its statutory responsibilities, the necessary capability and capacity is in place to respond to foreseeable risks and contribute appropriately to collective arrangements for national resilience, using the Community Risk Register and National Risk Assessment as the basis. The Authority will also ensure it has robust business continuity arrangements in place to ensure it can continue to deliver its critical services at times of crisis.

## **Delivering humanitarian and other services**

Although the provision of an emergency response capability to respond to fires and road traffic collisions is the primary focus, the Authority also chooses to provide a number of other specialised services where the public can expect a prompt and effective response, for example, water rescue, animal rescue and lift release. In certain cases, a charge is levied for these services.

## **Provision and support of a professional efficient, effective and safe workforce**

The Authority will ensure that it recruits, trains, develops and retains a workforce to undertake the variety of roles within the fire and rescue service. It will utilise appropriate terms and conditions, including duty systems, to deliver effective and efficient services in an economic way. The Authority is committed to maintaining good employee relations and to this end will engage positively with recognised trade unions to consult and negotiate in good faith on all matters associated with conditions of service.

The Authority is also committed to the health, safety and welfare of all its employees and will support the provision of safety equipment, training and occupational health in the workplace.

## **Management and maintenance of our infrastructure**

The fire and rescue service, by its very nature, is delivered in a distributed way across West Yorkshire. This requires significant investment in premises, vehicles, information technology and other infrastructure. The Authority will maintain an affordable capital investment plan to support a long-term sustainable asset strategy directly aligned to its service delivery objectives. The Authority will not hold surplus assets where these represent an economic burden or where sale/disposal of such can support service delivery objectives.

## Equality and diversity

The Authority is committed to meeting, and where possible, exceeding the requirements of equality legislation and public sector equality duties. Achievement of the Excellent Level of the Equality Framework in 2010 remains the benchmark for future performance, ensuring equality is embedded in service delivery. The general and specific duties of the Equality Act 2010 require publication of equality objectives annually and these will be an integral part of the Service Plan and annual Action Plans. The importance of an adequate evidence base for any decisions is acknowledged and engagement with the community and employees is a continuous process to tailor the services provided and employment practices introduced. Service delivery priorities are directed towards the most vulnerable communities who are at risk from fire, fire related injuries and road traffic incidents.

## The environment

The Authority is committed to safeguarding the environment and recognises the need for effective management action to reduce its environmental impact and to manage environmental risks. Environmental risks have been identified as part of the Authority's strategic risk management arrangements, and it is through this process that associated management action is monitored.

The importance of the physical environment of West Yorkshire, including its heritage, land and waterways is acknowledged and the Authority will ensure plans are in place to respond to and mitigate the effects of fires and other emergencies affecting these important assets.

Revised: October 2020



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# Statement of Assurance 2019 - 20

## Full Authority

Date: 18 December 2020

Agenda Item:

11

Submitted By: Director of Service Support

<b>Purpose</b>	To present Members with the annual Statement of Assurance 2019/20 for approval
<b>Recommendations</b>	Members are requested to approve the Statement of Assurance 2019/20 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance.
<b>Summary</b>	This report presents the annual Statement of Assurance 2019/20; the principal aim of which is to provide an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

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Local Government (Access to information) Act 1972

Exemption Category: None

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

Annexes: Statement of Assurance 2019/20

## 1 Introduction

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

## 2 Information

- 2.1 Whilst the Government have issued ‘Guidance on statements of assurance for fire and rescue authorities in England’, it is for individual fire and rescue authorities to determine the best way for them to present the information with their communities in mind.
- 2.2 West Yorkshire Fire and Rescue Authority (WYFRA) consider that the majority of the information required to meet the aim of the Statement of Assurance is already provided in an accessible way in which communities, Government, local authorities and other partners may make a valid assessment of the Authority’s performance and, where this is the case, the attached Statement links to those documents.
- 2.3 The WYFRA’s Service Assurance Framework details the high level expectations of the service relating to:
- Compliance with the National Framework.
  - The assessment of performance via Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
  - The annual completion of the Service Assurance process.
  - A comprehensive approach to the assurance of service delivery.
- 2.4 The Statement of Assurance will be used as a source of information on which to base the Secretary of State’s biennial report under section 25 of the Fire and Rescue Act 2004 and is required to be signed off by an elected member of West Yorkshire Fire and Rescue Authority. The Chair of the Authority is, therefore, requested to sign the statement on behalf of the Authority.
- 2.5 There is a requirement to publish the statement on an annual basis. The first statement was published in September 2013.
- 2.6 The Statement of Assurance for the year 2019/20 is attached to this report for Members to approve for signature by the Chair of the Authority and publication on the Authority’s website.

### **3 Financial Implications**

3.1 There are no financial implications arising from this report.

### **4 Human Resources and Diversity Implications**

4.1 The Authority remains committed to equality and diversity and to maintaining the highest possible standards. It takes a pragmatic and focused approach towards delivery of its legal equality duties.

4.2 The National Fire and Rescue Service Framework is a tool which helps WYFRS set and deliver equality objectives. It enables the Authority to demonstrate compliance with the Public Sector Equality Duty and benchmark its equality performance against other Fire and Rescue services.

4.3 A self-assessment against the National Framework has been undertaken and a 3-year action plan, aligned to the Service Delivery Plan, is in place to improve equality performance.

### **5 Health and Safety Implications**

5.1 There are no health and safety implications arising from this report.

### **6 Environmental Implications**

6.1 There are no environmental implications arising from this report although all future improvements highlighted within the Statement of Assurance will consider environmental implications on each initiative.

### **7 Service Plan Links**

7.1 This report links to all of the priorities in the Your Fire and Rescue Service 2020-2023.

### **8 Conclusions**

8.1 Members are requested to approve the Statement of Assurance 2019/20 as a valid assessment of West Yorkshire Fire and Rescue Authority's performance for signature by the Chair of the Authority prior to publication on the Authority's website.



# Statement of Assurance 2019/20

**OFFICIAL**

Ownership: Corporate Services  
Date Issued: 18 December 2020



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## Introduction

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

In April 2020, West Yorkshire Fire and Rescue Service (WYFRS) published [Your Fire & Rescue Service 2020-23](#) which outlines the key priorities and builds upon the delivery and achievements of our [Service Plan](#). A report on the programme of change is produced regularly to focus the work of WYFRS and to manage and monitor performance in order to achieve our ambition of 'Making West Yorkshire Safer'.

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

## Financial

In accordance with the 2019/20 Code of Practice on Local Authority Accounting based on International Financial Reporting Standards (IFRS) for 2019/20 and the Accounting Codes of Practice published by the Chartered Institute of Public Finance and Accountancy (CIPFA), WYFRA has produced the [Statement of Accounts 2019/20](#). As the Authority is funded by public money, it has a responsibility to ensure this money is used lawfully, effectively, efficiently and economically.

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

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

Each year, the external auditors, Deloitte LLP, issue an [audit opinion](#) on the Authority's financial statements and an assessment of the arrangements to achieve value for money in the use of resources.

For 2019/20 the Authority once again received an unqualified opinion on both the Statement of Accounts and the arrangements for securing value for money.

The Medium Term Financial Plan which was approved by Full Authority in February 2020 shows that the Authority has a balanced budget for 2020/21. This has been assisted by an improved budget monitoring reporting system coupled with the introduction of Command, Leadership and Management. Funding from Central Government from April 2021 is yet to be determined, as a result, a number of financial scenarios have been presented to the Authority, which shows the effect of a cut to funding ranging from 0% to 10%. This would equate to a balanced budget with

a 0% cut and if the worst-case scenario of a 10% cut was realised this would require ongoing revenue savings of £14.73m.

## Internal Audit

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

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

Internal audit 'opinions' based on the level of assurance concerning each risk, system or process control is reported to the Authority's Audit Committee on a quarterly basis. The [Internal Audit Plan 2019/20](#) resulted in the majority of audits concluding with a 'substantial or adequate assurance', which confirms a robust framework of all key controls exists, that are likely to ensure that objectives will be achieved. Internal Audit provides recommendations where it is thought that risks can be reduced and the control environment improved.

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

## Transparency

In accordance with the Department of Communities and Local Government Transparency Code 2015, WYFRA is committed to greater openness and financial transparency through the publication, on the website, of information regarding how public money is being spent. This includes payments for goods and services to external bodies and suppliers above £500, details of salaries and allowances paid to staff and Members, transactions made via Government Procurement Cards, tender and procurement information, details of land and assets owned by WYFRA and details relating to Trade Unions.

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

## Governance

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

The Authority is composed of 22 members, all of whom are a Councillor elected to one of the five constituent district councils within West Yorkshire; Bradford, Calderdale, Kirklees, Leeds and

Wakefield. The overriding duty of Members of the Authority is to the whole community of West Yorkshire.

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

- Codes of Conduct and Protocols included within the Constitution are:
- Code of Conduct for Members
- Officer Code of Conduct
- Member/Officer Relations and Procedural Protocol
- Officer Employment Procedure Rules
- Protocol regarding the use of Authority resources by Members
- [Compliments and Complaints Policy](#)
- [Whistle Blowing Policy](#)

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

## Information Governance

The Authority continues to develop, implement and embed a robust information governance framework needed for the effective management and protection of information held by WYFRA.

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

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

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

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

## Risk and Business Continuity

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

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

## Operational (Service Delivery)

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

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

The Authority's [Statement of Purpose](#) reflects the key documents in highlighting WYFRA's commitments and expectations through its strategic priorities and objectives.

At strategic level, Integrated Risk Management Planning (IRMP) is an integral part of the business planning process in West Yorkshire Fire and Rescue Service (WYFRS). The Service's strategic assessment of risk covers all reasonably foreseeable risk within the County and establishes baseline standards of service.

In 2019, the Community Risk Management Strategy 2017-2020 was replaced by [Your Fire & Rescue Service 2020-23](#) which explains who we are, what we do, how we identify, assess and manage risk in West Yorkshire and provides information on how the services are delivered. This document also provides the overarching business case for delivering prevention, protection, response and resilience in a risk proportional manner. The strategy provides the means to deliver excellent but cost-effective fire and rescue services to the communities across West Yorkshire. This latest strategy continues to underpin a flexible approach to managing risk and deliver future efficiency savings.

## Customer Service Excellence

Since 1998, WYFRA has consistently attained the Charter Mark standard; the Government's national standard of customer service excellence for organisations delivering public services. In August 2009 the Authority invited an assessment against the new Customer Service Excellence standard, which was being phased in and which has now fully replaced the Charter Mark standard. The Customer Service Excellence standard is derived from the core concepts of customer focus and the delivery of excellent customer service and assesses, in great detail, the following areas:

- Customer Insight
- The Culture of the Organisation
- Information and Access
- Delivery
- Timeliness and Quality of Service

WYFRA has an independent assessment against the standard annually and in 2019 was awarded full compliance against the 57 elements of the standard including twenty 'Compliance Plus' awards, which are awarded for behaviours or practices that exceed the requirements of the standard, and are viewed as exceptional or as an exemplar for others – either within the organisation or in the wider public service arena. The summary of the [Customer Service Excellence report](#) clearly demonstrates the continuous commitment of the Authority to provide an excellent service to customers.

## Communication and Engagement

Extensive consultation is carried out with the community and the Authority's [Communication and Engagement Strategy 2017-2020](#) determines how West Yorkshire Fire and Rescue Authority engages, communicates, and consults regarding how the service will be delivered. The strategy follows the public body consultation principles published by the government in 2012 which support a proportionate approach to such activities.

## Service Delivery Performance

Service delivery standards are established in the Your Fire & Rescue Service document. Performance against targets are reported to the Fire and Rescue Authority on a regular basis, with the latest annual [Performance Management Report](#) for 2019/20 submitted in June 2020.

[Your Fire & Rescue Service 2020-23](#) includes reference to Risk Based Planning Assumptions (RBPA) for responding to emergencies. These are used to ensure resources are in the best place relative to risk and demand, with life risk incidents being the priority. The impact of any proposed changes can be measured and communicated by reference to the RBPA down to Lower Layer Super Output Area level data available through the Office of National Statistics. These were used in comprehensive consultation on changes to emergency cover in [2011](#); [2012](#); [2016](#); [2019](#) and [2020](#). These changes enable WYFRS to provide appropriate emergency cover and fire prevention activity whilst delivering significant financial savings.

WYFRA discharges its statutory duties in relation to community safety, fire prevention and fire protection, including enforcement of relevant statutory regulations in accordance with the [Safer Communities Strategy](#) and [Fire Safety Strategy](#), with firefighters and specialist staff being deployed across districts where most needed based on risk.

In July 2017, Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) extended its remit to include inspections of England's fire and rescue service. This is a formal inspection process that assesses and reports on the efficiency, effectiveness and leadership of the 45 fire and rescue services in England. WYFRS received our first formal inspection in the summer of 2019; in which we were rated 'Good' in all areas. Following receipt of the inspection report WYFRS has created a 51-point action plan, that is currently being implemented. HMICFRS have carried out a recent COVID19 thematic inspection on all UKFRS; we are awaiting our outcome report following this inspection. Our second full inspection is

scheduled for 2021 and we are currently preparing for it. The WYFRA's Service Assurance Framework details the high-level expectations of the service relating to:

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

This is summarised within the Service Improvement and Assurance Report and provides assurance that the organisation is performing effectively and efficiently.

## **Agreements and Mutual Aid Arrangements**

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

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

These agreements are regularly reviewed and updated as necessary and are supplemented by specific agreements on specialist services, for example aerial appliances, and WYFRA is a major contributor to national and regional resilience with the capability to respond to major disasters and terrorist attacks. We are the only service in the country to host every national resilience asset. In addition, we are one of the main providers of national resilience training under the national resilience distributed learning (NRDL) model.

## **Future Improvements**

WYFRA's annual budget is £87.6 million and despite cuts of £26.2 million since 2010, we believe that we are providing a high-quality affordable service for our communities. During this time, we have redesigned our service, moving fire station locations, removing fire engines and ensuring resources remain allocated appropriate to risk and demand. Beyond 2020, we face financial uncertainty and we continue to plan our future with a reducing budget.

The Integrated Risk Management Plan (IRMP), Medium-Term Financial Plan and Workforce Plan are now aligned and a range of financial planning scenarios have been produced which ensures a joined-up approach to the analysis of risk and the deployment of resources.

All of our people are fundamental to WYFRS delivering our ambition. We will continue to develop the culture of the organisation and ensure the common values we hold are used to guide our behaviour and decisions. Our cultural development will be supported by our leadership and development programme, a clear focus on diversity and inclusion within our recruitment processes and improvements in how we all communicate with each other are key priorities.

We have embarked on a programme of change that will realise new, innovative and more effective ways of working over the forthcoming years. Some of these initiatives include:

### Leadership Strategy

A new approach that will develop and enhance leadership and our service values at all levels, and allow for continuous improvement.

### Emergency Services Mobile Communications Programme

Provision of a national radio scheme utilising mobile phone technology.

### Command, Leadership and Management

Improved ways of working through changes to the management structure and realigning responsibilities.

### Smarter Working Programme

Review ways of working and processes in various departments within the organisation to determine efficiencies.

### Procurement Review

Implementation of the recommendations from the Local Government Procurement Review.

### Fire Station replacement programme

The construction of new fire stations on existing sites to replace oversized and outdated fire stations.

### Performance Management Framework

Design and implementation of a performance management and assurance framework which supports organisational improvement.

### Voice Over Internet Protocol

Replace existing telephony systems with a single brigade wide Voice Over Internet Protocol (VoIP) based system to provide improved functionality and mobility whilst reducing costs.

### Implementation of Office 365

Migrate email and Office applications to the cloud to maximise the benefits of our Microsoft licencing agreement and improve flexible ways of working.

### Digital and Data Strategy

Develop and implement a digital and data strategy to maximise the benefit of technology and enable smarter working.

### Grenfell Programme

Review and implement the recommendations from the Grenfell Tower Inquiry: Phase 1 report.

### Modification of Day Crewing Duty System at Castleford, Normanton and South Kirkby Fire Stations

Implementation of a new duty system at Castleford, Normanton and South Kirkby Fire Stations.

The new annual planning cycle encourages teams to plan and consider activities and initiatives a year in advance of implementation. This means that stakeholder engagement is carried out earlier, involving those who are impacted and enabling change within the organisation. This assists with capacity planning and benefits realisation from the programme of change.

In light of the recent major incidents highlighted below, a review of foreseeable risks has taken place and is captured within the IRMP. As the risk from fire has reduced, an increase in other types of emergencies is evident. Work is being carried out to assess these risks to plan for them accordingly. Lessons are learnt from incidents that have occurred, such as:

- The Grenfell Tower tragedy in 2017 and the inquiry into fire safety, building regulations and emergency response arrangements to fires in high rise buildings.
- The terror attack at Manchester Arena in 2017 and the review of the fire and rescue service role at such incidents.
- The heatwave of 2018 and the ability of the fire and rescue service to respond to multiple large moorland fires.
- COVID 19 Pandemic 2020 which has a huge impact on our service and resulted in significant changes in how large numbers of our employees are working.

In recent years the dedication and commitment of WYFRS staff has saved many lives within West Yorkshire. Working with our communities as part of an intelligence led approach we aim to stop fires before they happen. This approach has reduced the number of incidents attended and we wish to continue this trend.

We have recently reviewed how we model the risk of fire across our communities, utilising the very strong correlation between the likelihood of fire and deprivation. Building on this, we will introduce new ways of identifying individuals who are at the greatest risk of fire and being injured by fire, wherever they live within West Yorkshire. This will allow us to target assistance to those at greatest risk to ensure our valuable resources are having the greatest impact on community safety.

Reducing the impact of climate related incidents such as flooding and wildfire continues to be a priority for the service. We have worked collaboratively with local partners to proactively challenge irresponsible behaviour, provide safety advice and where necessary responded quickly and effectively to mitigate the impacts on our communities.

Within the building safety environment, the Authority continues to respond to the needs of business and strives to ensure the safety of relevant persons is maintained. Where we have evidence that this is not the case we utilise our powers of enforcement to bring about a safe environment. This enforcement can also include prosecution and earlier this year the Authority successfully prosecuted a business for failing to safeguard residents in student accommodation, in this case the defendants received the highest fine for Fire Safety breaches in the UK since the introduction of the Regulatory Reform (Fire Safety) Order 2005.

Since the tragic events of Grenfell, WYFRS has played a significant role in supporting the Government and the National Fire Chiefs Council in assessing and developing new ways of

working and bringing about much needed changes in legislation through work we have carried out with the Protection Board.

This work has led to the development of the Building Risk Review programme which will set the priorities of Fire and Rescue Service's inspection plans over the next 18 months and beyond. The Government funding we have been allocated to deliver this piece of work is being used effectively to not only utilise our fire protection team but also operational officers which will provide them with valuable experience and knowledge for their future.

As we see the landscape of Fire Protection changing, WYFRS are committed to ensuring that our team is ready, willing and able to pick up the challenges we face. Our commitment is demonstrated within our IRMP and in order to ensure we achieve this, we are currently mid-way through an evaluation of the team structure. This will ensure we have the right people and number in the team to continue to successfully deliver our statutory duties.

Working with other organisations brings value to the service WYFRS provides. This has been proven during the multi-agency response to COVID 19. There is an ongoing programme of collaboration to improve how we work with the police and ambulance service and evaluation is being carried out on a wide range of opportunities to make more efficient use of resources. This includes sharing buildings, training, and staff to provide community safety work, improve planning for emergencies and supporting emergency response. Working with local authorities, health teams, community groups and voluntary organisations to support the most vulnerable people in our communities continues.

At the time of producing this report the service continues to operate in the context provided by the COVID 19 Pandemic, and at a very restricted level in terms of what has previously been considered as 'normal'. Whilst measures have already been taken to learn and adapt, across all areas of the service, on an ongoing basis, there are inevitably further impacts yet to be felt and additional lessons yet to be learnt. The service has structures in place to learn from our own experience, and that of others, and will likely need to make further changes in all areas of work. The service has a firm intent to respond with agility and to deliver sustainable changes where required.

WYFRS are also working more closely than ever with fire and rescue service partners in the region on projects such as the joint procurement of fire kit, future provision of command units and welfare units as well as a regional approach to the provision of aerial appliances and equipment.

A review of technical and specialist response capabilities has been undertaken and the introduction of new ways of working are supporting local, regional and national resilience. Examples of this include the provision of resources and training to respond to flooding and wildfires following several major incidents over recent years.

Financial pressures will mean the need to continue to make significant changes to how services are delivered. It is vital that in the midst of this change the link between health and safety and IRMP remains strong and that the flow of safety critical information, both inside and outside of the Authority, is well managed. The importance of good health and wellbeing, as opposed to just safety can sometimes be overlooked, but plays a significant role in service delivery. The emphasis on improving mental health and wellbeing by improving our procedures and training, whilst developing a more robust framework of welfare support, continues to be a priority. This was a priority before COVID 19 and is evermore so now, given the impact this pandemic has had on our workforce.

As incident numbers have reduced so has experiential learning. The training priority continues to be to ensure that realistic training and shared learning continues to be developed to bridge this gap. The fire behaviour and breathing apparatus facilities at the Training Centre have been significantly improved, which has and will continue to provide excellent realistic breathing apparatus training for existing firefighters and trainees.

The Authority has a risk-based training strategy and continues to invest in a central training programme to make sure firefighter skills are kept at the highest level. In May 2017 the Firefighter Safety Team was formed and is believed to be the only dedicated Firefighter Safety Team in the UK. The team work to reduce the risk to firefighters and improve knowledge and understanding of tactical options and National Operational Guidance.

New developments in equipment and guidance present opportunities to work more effectively but they place ever more technical demands on personnel and training. WYFRS is keeping pace with these changes to the ways of working.

The Information and Communication Technology Strategy has delivered an ambitious programme of change. The Strategy maximises the use of electronic ways of working, simplifies systems and produces a consistent user experience reducing repetition and exploiting the value of the information held within a secure and resilient infrastructure. The aim is to make the most of technology to ensure things are simpler, smarter and engaging. We are now embarking on a new Digital and Data Strategy which will map out our future use of these systems

We will focus on the effectiveness and efficiency of our organisation. The Smarter working project, procurement review and performance management programme will deliver better outcomes and assist us in driving improvement, to achieve our ambition of 'Making West Yorkshire Safer'.

This Statement of Assurance is signed on 18 December 2020 on behalf of West Yorkshire Fire and Rescue Authority.

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



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# Programme of meetings 2020 - 21 - amendment

## Full Authority

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Date: 18 December 2020

Agenda Item:

# 12

Submitted By: Chief Executive and Chief Fire Officer

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<b>Purpose</b>	To consider an amendment to the approved programme of meetings for 2020 – 21.
<b>Recommendations</b>	That the revised programme of meetings 2020 – 21 be approved as detailed in Annex A to the report.
<b>Summary</b>	The annual programme of meetings is agreed at the February meeting of the Authority each year. Since that meeting, an amendments was made at the AGM 2020. A further amendment if proposed in respect of the Local Pension Board.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: Proposed programme of meetings 2020 – 21

## **1 Introduction**

- 1.1 The programme of meetings for the current municipal year was approved at the February 2020 meeting of the Full Authority and was further amended at the AGM in June 2002.

## **2 Information**

- 2.1 The Local Pension Board has historically been held upon the rising of the Human Resources Committee on a bi-annual basis.
- 2.2 The timing of the meetings has had to be estimated and has proved, on occasions, to be impractical with some Members and Officers having to wait up to an hour for the Local Pension Board to commence.
- 2.3 It is proposed, therefore, that the Local Pension Board be not held on any other Authority Committee date and it is now proposed that the date of the January 2021 meeting be re-scheduled (see annex A attached).
- 2.4 These meetings are currently being held on Microsoft Teams.

## **3 Financial Implications**

- 3.1 There are no direct financial implications arising from this report.

## **4 Human Resource and Diversity Implications**

- 4.1 There are no human resource and diversity implications arising directly from this report.

## **5 Health, Safety and Wellbeing Implications**

- 5.1 There are no health, safety and wellbeing implications arising directly from this report.

## **6 Environmental Implications**

- 6.1 There are currently no environmental implications arising directly from this report.

## **7 Your Fire and Rescue Service Priorities**

- 7.1 The proposed change to the programme of meetings reflects the Authority's priority for 2019 – 22 as follows;

- work smarter throughout the service

## WEST YORKSHIRE FIRE AND RESCUE AUTHORITY

### PROGRAMME OF MEETINGS 2020 / 2021

FRIDAY 10.30AM HUMAN RESOURCES COMMITTEE	FRIDAY 11.30AM LOCAL PENSION BOARD	FRIDAY 10.30AM FINANCE & RESOURCES COMMITTEE	FRIDAY 10.30 AM AUDIT COMMITTEE	FRIDAY 10.30AM COMMUNITY SAFETY COMMITTEE	THURSDAY 10.30AM AUTHORITY
10 July 2020	24 July 2020	17 July 2020	31 July 2020	24 July 2020	17 September 2020
9 October 2020	-	16 October 2020	23 October 2020	30 October 2020	17 December 2020
22 January 2021	28 January 2021 (Thurs 10.30 am)	5 February 2021	29 January 2021	15 January 2021	25 February 2021
26 March 2021	-	16 April 2021	23 April 2021	30 April 2021	24 June 2021 (AGM)



OFFICIAL

# Performance Management Report

## Full Authority

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Date: 18 December 2020

Agenda Item:

**13**

Submitted By: Deputy Chief Fire Officer and Director of Service Delivery

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<b>Purpose</b>	To inform Members of the Authority's performance against key performance indicators.
<b>Recommendations</b>	That Members note the report.
<b>Summary</b>	This report provides Members with information regarding the performance of West Yorkshire Fire and Rescue Service against targets to enable the Authority to measure, monitor and evaluate performance.

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Local Government (Access to information) Act 1972

Exemption Category: **None**

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Background papers open to inspection: **None**

Annexes: Performance Management Report  
1 April 2020 – 30 September 2020

## **1 Introduction**

- 1.1 The attached Performance Management and Activity Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance against targets.
- 1.2 The report shows a summary of the cumulative performance for the year 1 April 2020 to 30 September 2020 against each of the indicators.
- 1.3 The Performance Management and Activity Report is monitored quarterly by Management Team and the Full Authority.
- 1.4 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.
- 1.5 A traffic light system is used to provide a clear visual indicator of performance against each of the indicators compared to the position at the same time in the previous year.
- 1.6 Other performance and activity information is also included within the report.

## **2 Financial Implications**

- 2.1 There are no financial implications arising from this report.

## **3 Human Resources and Diversity Implications**

- 3.1 Measurement against key indicators on human resources and diversity are included in the Performance Management Reports.

## **4 Health and Safety Implications**

- 4.1 There are no health and safety implications arising from this report.

## **5 Environmental Implications**

- 5.1 There are no environmental implications arising from this report.

## **6 Your Fire and Rescue Service 2019 -2023 Priorities**

- 6.1 This report links to all of the 'Your Fire & Rescue Service 2019 – 2023' priorities as the Performance Management Report covers all areas of performance of WYFRS.

## **7 Conclusions**

- 7.1 That Members note the report.



West Yorkshire  
Fire & Rescue Service

# Performance Management and Activity Report 2020/21

Period covered: 1 April – 30 September 2020  
Date Issued: 18 December 2020



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### 1. Introduction/Summary

The purpose of this report is to provide information regarding the performance of West Yorkshire Fire and Rescue Service against selected national and local targets to enable the Authority to measure, monitor and evaluate performance.

In this report, monthly statistics have been utilised to identify trends in performance. Information regarding a selection of local performance targets has also been provided in this report and comparisons have been made with the previous year's performance.

All data, unless specified, is for the reporting period 1 April - 30 September 2020.

A traffic light system has been employed to provide a straightforward visual indicator of performance against each of the FRS indicators.

Graphical representation of the performance of West Yorkshire Fire and Rescue Service is available through the Performance Management Information System (PMIS), which is accessed via the Service's intranet site.

## 2. Service Delivery Targets

	Not achieving target (by more than 10%)
	Satisfactory performance (within 10% of target)
	Achieving or exceeding target

This data is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed or have been opened for amendment.

	Three Year Average Target (2017/20)	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Actual Data to date		Projected Performance Against Three Year Average (2020/21)	End of Year Projection (2020/21)
		2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21		
Arson	6641	1845	1802	1537	1476					3382	3278	-1.8%	6520
Actual Rescues	862	241	174	285	237					526	411	-5.2%	818
Total Activity	23987	6131	6736	6474	6299					12605	13035	8.1%	25928
Dwelling Fires	1139	270	286	283	223					553	509	-11.1%	1012
Non-Domestic Building Fires	409	108	73	128	93					236	166	-19.2%	330
Prevalence of False Alarms	10439	2384	2839	2972	3029					5356	5868	11.8%	11672
Fire-Related Injuries	191	47	47	47	33					94	80	-16.8%	159
Road Traffic Collisions	629	168	75	184	112					352	187	-40.9%	372
Malicious False Alarms	348	73	55	78	75					151	130	-25.7%	259

## Service Delivery Indicators

Description	Quarter 1 (Apr-Jun)		Quarter 2 (Jul-Sep)		Quarter 3 (Oct-Dec)		Quarter 4 (Jan-Mar)		Cumulative	
	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21	2019-20	2020-21
Accidental Dwelling Fires (per 10,000 dwellings)	2.33	2.54	2.32	1.91					4.65	4.45
Number of deaths arising from accidental fires in dwellings (per 100,000 population)	0.04	0.09	0.09	0.00					0.13	0.09
Number of Fire-Related Deaths (per 100,000 population) arising from fires other than Accidental Dwelling Fires	0.13	0.04	0.04	0.04					0.17	0.09
Number of Injuries arising from accidental fires in dwellings (per 100,000 population)	1.30	1.39	1.13	0.65					2.43	2.04
(a) Number of Serious Injuries (per 100,000 population)	0.04	0.26	0.04	0.09					0.09	0.35
(b) Number of Slight Injuries (per 100,000 population)	1.26	1.13	1.08	0.56					2.34	1.69
The percentage of dwelling fires attended where there was a working smoke alarm which activated	52.22%	56.99%	57.95%	54.26%					55.15%	55.80%
The percentage of dwelling fires attended where a working smoke alarm was correctly fitted but did not activate	16.30%	17.48%	20.49%	19.73%					18.44%	18.47%
The percentage of dwelling fires attended where a smoke alarm, because it was faulty or incorrectly sited, did not activate	5.19%	3.50%	4.59%	6.28%					4.88%	4.72%
The percentage of dwelling fires attended where no smoke alarm was fitted	26.30%	22.03%	16.96%	19.73%					21.52%	21.02%
Number of calls to malicious false alarms (per 1000 population) – attended	0.03	0.02	0.03	0.03					0.06	0.06
False alarms caused by automatic fire detection equipment (per 1000 non-domestic properties)	8.10	8.14	11.03	10.69					19.13	18.82

False alarms caused by automatic fire detection equipment (per 1000 domestic properties)	<b>0.92</b>	<b>1.00</b>	<b>1.18</b>	<b>1.21</b>					<b>2.10</b>	<b>2.22</b>
Fires in non-domestic premises (per 1000 non-domestic premises)	<b>1.28</b>	<b>0.87</b>	<b>1.52</b>	<b>1.10</b>					<b>2.80</b>	<b>1.97</b>
Number of Primary Fires (per 100,000 population)	<b>35.20</b>	<b>33.68</b>	<b>35.98</b>	<b>32.99</b>					<b>71.17</b>	<b>66.67</b>
Number of Fire Casualties – excluding Precautionary Checks (per 100,000 population)	<b>1.86</b>	<b>1.91</b>	<b>1.91</b>	<b>1.39</b>					<b>3.77</b>	<b>3.29</b>
Arson Incidents – All Deliberate Fires (per 10,000 population)	<b>8.00</b>	<b>7.81</b>	<b>6.67</b>	<b>6.40</b>					<b>14.64</b>	<b>14.21</b>
Arson Incidents – Deliberate Primary Fires (per 10,000 population)	<b>1.49</b>	<b>1.19</b>	<b>1.55</b>	<b>1.40</b>					<b>3.04</b>	<b>2.59</b>
Arson Incidents – Deliberate Secondary Fires (per 10,000 population)	<b>6.51</b>	<b>6.62</b>	<b>5.11</b>	<b>5.00</b>					<b>11.62</b>	<b>11.62</b>

### 3. Operational Risk Visits (including Fire Safety)

Below is a summary of operational risk visits (ORV) so far in this financial year. These visits were issued in the transitional period of introducing the new Premises Risk Database (PRDX). The visits were generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area. The new PRDX went live on 5th February 2018 this now identifies the higher risk premises that will form the Operational Risk Visits Programme (ORVP). The PRDX uses a recalculated risk matrix for each premises type based on national guidance and Provision of Operational Risk Information System (PORIS).

The Operational Risk Visits (ORVs) are allocated to each District which are then allocated to stations/watches. The total numbers have not been finalised but based on previous calculations it is predicted that there will be approximately 550 ORVs undertaken this year across five districts within the organisation.

The ORMT centrally auditing 100 percent of all ORVs has been successful at standardising the risk information captured on the operational risk visit.

The training and familiarisation of the system with operational crews is still progressing and we are continuing to complete joint visits with crews to ensure the correct information is captured.

Due to the restrictions put in place to mitigate the risk from Covid 19, operational staff have undertaken 60% fewer visits compared with the same period in 2019 / 20.

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Completed	51	42	66	60	27	24							270

## 4. Safe and Well Checks

The home Safe and Well Check programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most. The ability to risk filter online and over the telephone has improved with a simple risk filtering survey that results in the requester being informed if they qualify for a home visit.

People who are assessed as being very low and low risk will not be offered a home visit but they will have the opportunity to access advice and information on home fire safety through our website or posted leaflets.

We may also signpost people or refer them on for additional support from other agencies. People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents. For those who qualify for a Safe and Well Check, a visit will be arranged at a mutually convenient time and this involves an assessment of fire risk within the property with appropriate advice and safety equipment delivered at the point of the visit. It also covers a broader assessment of vulnerability against a number of other elements, including:

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

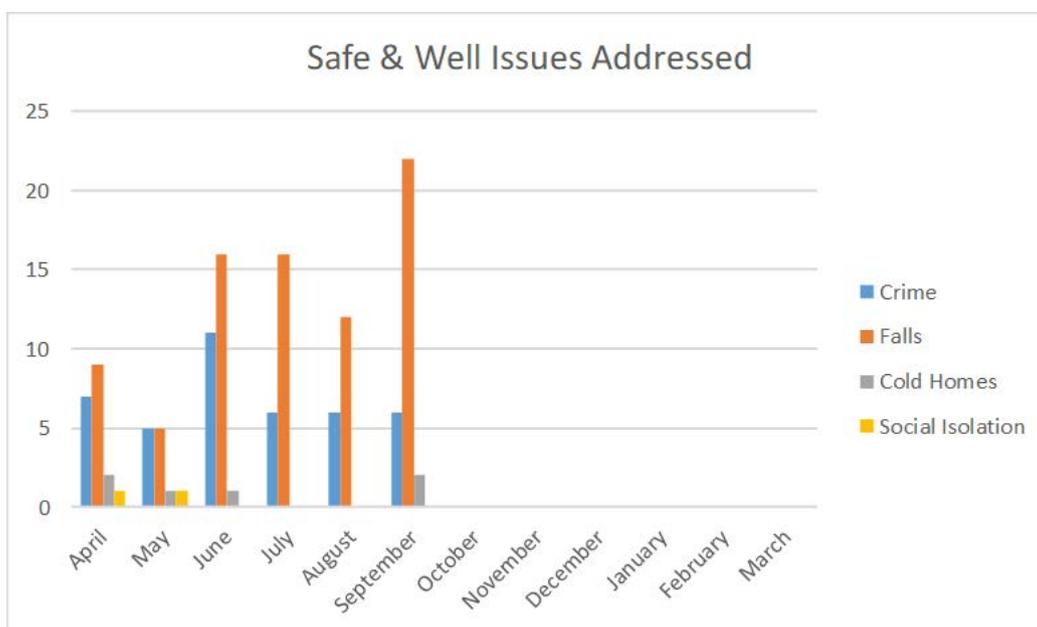
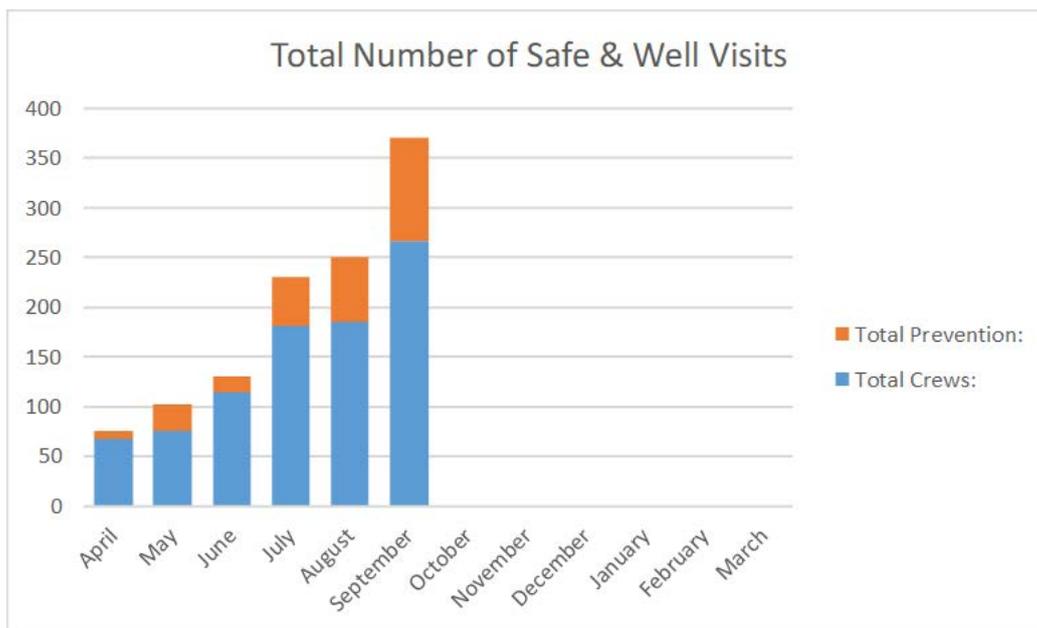
When someone is identified as being vulnerable to any of the factors above, our teams deliver basic education and advice with the option of signposting or referring people to specialist support services across the districts.

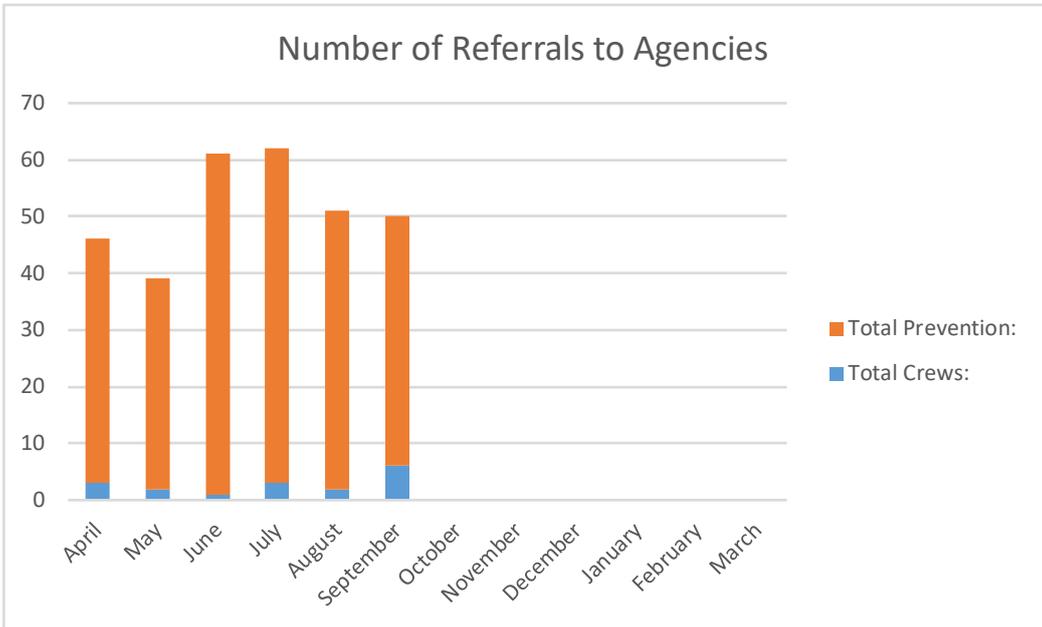
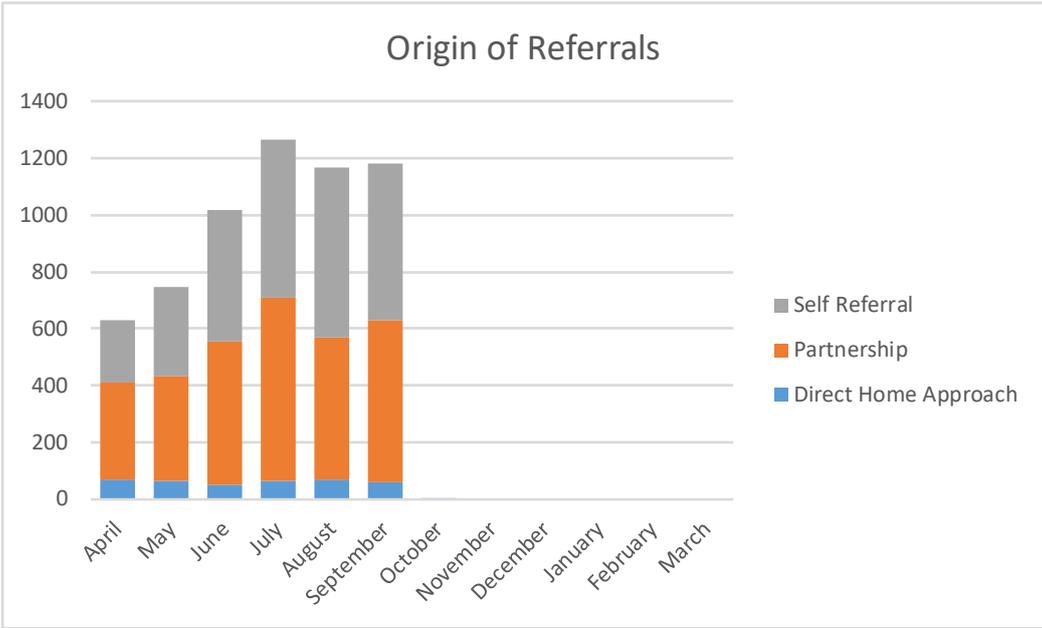
## Performance

Due to the restrictions put in place to mitigate the risk from Covid 19, operational staff and prevention teams have undertaken 90% fewer visits compared with the same period in 2019 / 20. The Safe and Well visits undertaken during the Covid Pandemic have been targeted at the most vulnerable people in our communities following a robust risk assessment.

Lower risk members of the community have continued to receive a service which has been provided through telephone consultations.

The following graphs present a breakdown of performance in respect of prevention and early intervention activity over the reporting period:





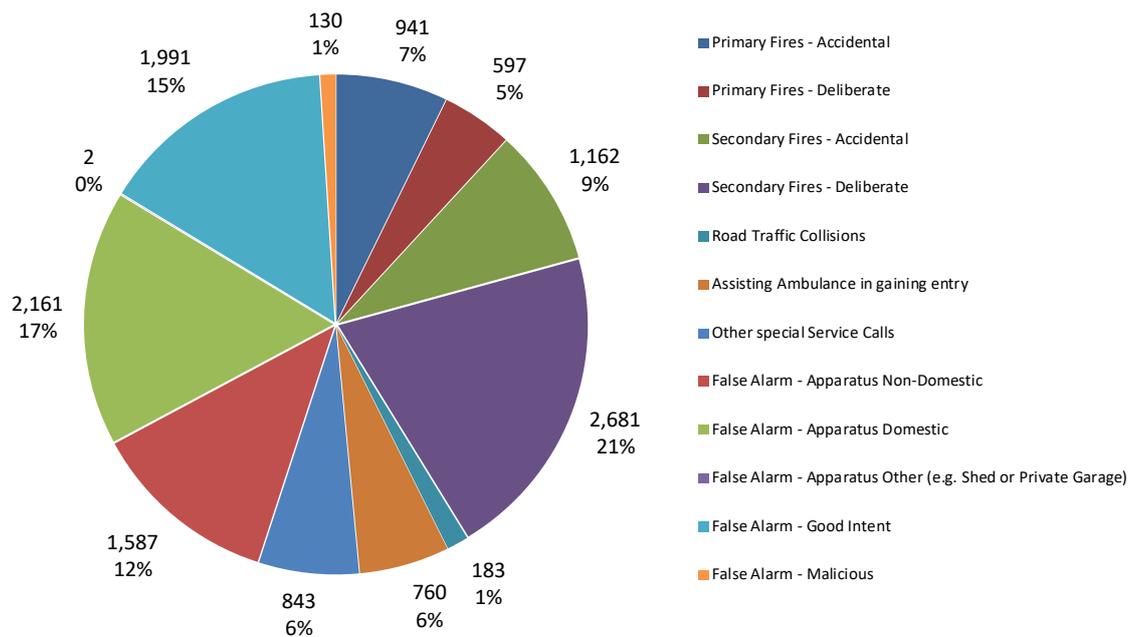
NB. WYFRS prevention advisors are currently being trained to deliver Safe and Well visits to high and very high risk members of the community in a covid secure way. These visits will restart from the 1st December 2020.

## 5. Incidents

The table and chart below show the operational activity of West Yorkshire Fire and Rescue Service for the financial year so far (1 April – 30 September 2020) categorised by incident type.

NOTE: The data on page 3 is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed. The data below is based on all incident reports which have been started at the time of compiling this report.

Incident Category	Number	Percentage
Primary Fires - Accidental	941	7.22%
Primary Fires - Deliberate	597	4.58%
Secondary Fires - Accidental	1,162	8.91%
Secondary Fires - Deliberate	2,681	20.56%
Road Traffic Collisions	183	1.40%
Assisting Ambulance in gaining entry	760	5.83%
Other special Service Calls	843	6.47%
False Alarm - Apparatus Non-Domestic	1,587	12.17%
False Alarm - Apparatus Domestic	2,161	16.57%
False Alarm - Apparatus Other (e.g. Shed or Private Garage)	2	0.02%
False Alarm - Good Intent	1,991	15.27%
False Alarm - Malicious	130	1.00%
<b>Total</b>	<b>13,038</b>	<b>100%</b>



The table below shows the total number of incidents ten years ago, five years ago, and last year.

Incident Category	Number of incidents 1 April 2010 to 31 March 2011	Percentage	Number of incidents 1 April 2015 to 31 March 2016	Percentage	Number of incidents 1 April 2019 to 31 March 2020	Percentage
Primary Fires - Accidental	2,209	6.4%	1,826	8.5%	1,786	7.0%
Primary Fires - Deliberate	1,865	5.4%	1,402	6.5%	1,279	5.0%
Secondary Fires - Accidental	1,343	3.9%	1,132	5.3%	1,643	6.4%
Secondary Fires - Deliberate	7,531	21.9%	4,707	22.0%	4,195	16.3%
Road Traffic Collisions	919	2.7%	666	3.1%	672	2.6%
Special Service Calls	2,219	6.5%	1,962	9.2%	3,304	12.9%
False Alarm - Apparatus	10,653	31.0%	7,255	33.9%	7,184	28.0%
False Alarm - Good Intent	4,505	13.1%	2,859	13.4%	2,977	11.6%
False Alarm - Malicious	595	1.7%	331	1.5%	315	1.2%
Total	31,839	100.0%	22,140	100.0%	23,355	100.0%

## **Comments on Fatal Fires**

### **Verner Street, Featherstone, Pontefract**

**3<sup>rd</sup> July 2020 04:36**

The deceased male was 65 years old and lived in a privately-owned terraced house.

The fire started in the kitchen and was caused by a naked flame coming into contact with combustible materials.

The gentleman died from his injuries on 9<sup>th</sup> July 2020.

NB: Some incidents may still be awaiting Criminal/Coroner proceedings and if any new evidence or further information is made available it may be necessary to re-evaluate the conclusions.

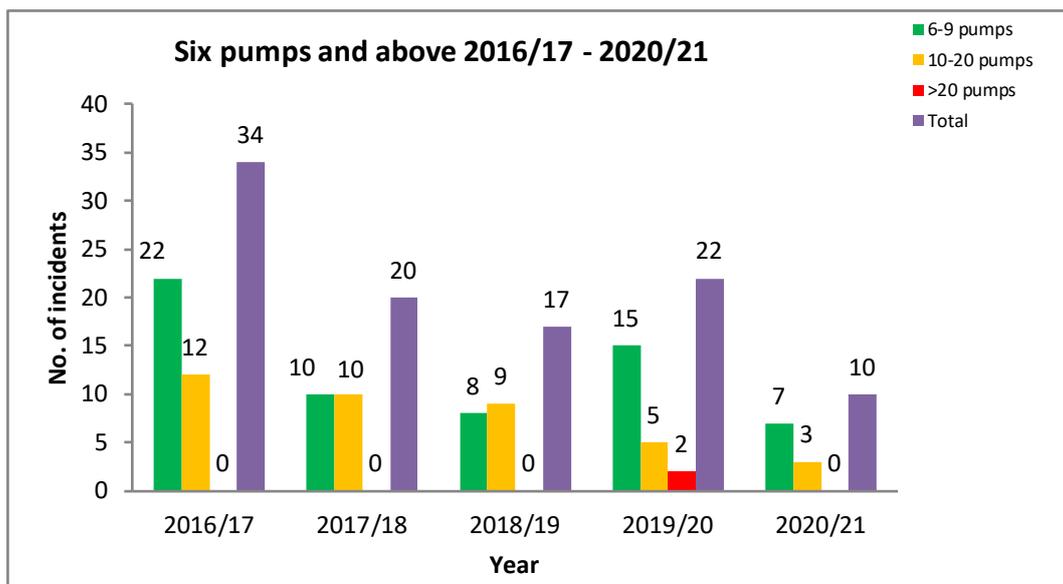
## 6. Fire-Related Incidents attended by Six Pumps and Above

### General Commentary

UK fire and rescue services determine the size of a fire by the final number of pumps mobilised to deal with it.

A number of additional pumping appliances and special appliances are often mobilised to these types of incidents to undertake supporting activities. These are described as support and specials.

The following chart details the numbers and severity of such incidents over the last few years up to 30 September 2020:



Fire-related incidents of this type require the attendance of a fire investigation officer to determine the cause of the fire. The cause is included in the table. For fires identified as deliberate, we work in accordance with a regionally agreed Memorandum of Understanding with the police, who are responsible for the investigation of all deliberate fires.

New incidents added to the table are shaded in white.

<b>Date &amp; Time</b>	<b>Address</b>	<b>Premises Use</b>	<b>Station Area</b>	<b>Cause</b>	<b>Pumps Plus Specials</b>	<b>Number of Personnel</b>
Monday 06/04/2020 16:51	Chain Road Slaithwaite Huddersfield	Moorland	Slaithwaite	Person playing with fire	10 Pumps 4 Support 5 Specials	66 Ffs 6 Officers
Tuesday 14/04/2020 01:38	Telecommunications Mast Lower Quarry Road Bradley Huddersfield	Telecommunications Mast	Rastrick	Deliberate	6 Pumps 1 Support 4 Specials	36 Ffs 5 Officers
Tuesday 21/04/2020 15:46	Heights Farm Heights Lane Silsden	Agricultural (Barn)	Silsden	Child playing with fire	10 Pumps 4 Support 5 Specials	66 Ffs 6 Officers
Wednesday 06/05/2020 11:33	Yorkshire Game Farm Alma Street Woodlesford Leeds	Agricultural	Rothwell	Faulty gas supply	6 Pumps 2 Support 3 Specials	38 Ffs 6 Officers
Monday 29/06/20 17:51	Waldo Engineering Ltd Water Lane Bradford	Industrial	Bradford	Unable to determine	8 Pumps 3 Support 6 Specials	56 Ffs 9 Officers
Friday 03/07/2020 18:58	Platinum Limousines 1a Peace Street Bradford	Car Hire	Bradford	Unable to determine	8 Pumps 2 Support 3 Specials	46 Ffs 5 Officers
Friday 07/08/2020 02:33	Spafield Mill Upper Road Batley	Mill	Dewsbury	Electrical Equipment	6 Pumps 2 Support 1 Special	34 Ffs 4 Officers
Monday 14/09/2020 02:33	Burger Time 47 Great Horton Road Bradford	Takeaway	Bradford	Deliberate	5 Pumps 2 Support 3 Specials	34 Ffs 4 Officers
Tuesday 15/09/2020 10:14	Ultimo Furniture Systems Lidgate Crescent Langthwaite Grange Business Park South Kirkby	Factory	South Elmsall	Natural Occurrence	8 Pumps 2 Support 4 Specials	48 Ffs 5 Officers
Thursday 29/09/2020 15:07	Norquest Industrial Park Pennine View Birstall Batley	Recycling plant	Cleckheaton	Spark from grinding	10 Pump 4 Support 6 Specials	68 Ffs 6 Officers

## **Further detail on recent six pumps and above fire-related incidents:**

### **1a Peace Street, Bradford - 3<sup>rd</sup> July 2020**

This incident occurred in Bradford station area and involved a prestige car garage.

The initial pre-determined attendance was 3 pumps and an aerial from Bradford, Odsal and Leeds. At the height of the incident a make pumps 8 message was received by Control and appliances were mobilised from the following stations; Shipley, Killingbeck, Fairweather Green, Cleckheaton and Leeds.

The following support appliances were also mobilised:

The Hose Layer with support from Mirfield, the Personnel Welfare Unit from Skelmanthorpe, the Command Unit from Featherstone with support from Morley.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager Miller was the Officer in Charge, Station Manager Fox was the Operations Commander, Station Manager Daly was the Hazmat and Environmental Protection Officer, Station Manager Archer was the Command Support Officer and Station Manager Hudson was the Operational Assurance Officer.

The time of call for this incident was 18:56 on 3<sup>rd</sup> July 2020. The stop was received by Control at 03:20 on 4<sup>th</sup> July 2020 and the incident was closed on 4<sup>th</sup> July at 12:04.

The cause of the fire cannot be determined at this time, deliberate ignition cannot be ruled due to the damage within the building it is not possible to identify any evidence to support this hypothesis.

### **Spafield Mill, Upper Road, Batley - 7<sup>th</sup> August 2020**

This incident occurred in Dewsbury station area and involved an industrial unit.

The initial pre-determined attendance was 2 pumps from Dewsbury. At the height of the incident a make pumps 5 aerials 1 message was received by Control and appliances were mobilised from the following stations; Morley, Cleckheaton and Ossett.

The following support appliances were also mobilised:

The Hose Layer with support from Mirfield, the Personnel Welfare Unit from Skelmanthorpe, the Command Unit from Featherstone with assistants from Bingley and Featherstone and an aerial appliance from Wakefield.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Butterfield was the Officer in Charge, Station Manager Houldsworth was the Hazmat and Environmental Protection Officer, Station Manager Staples was the Command Support Officer, Station Manager Swallow was the Operational Assurance Officer and Watch Manager O'Hara was the Fire Investigation Officer.

The time of call for this incident was 02:33 on 7<sup>th</sup> August 2020. The stop was received by Control at 10:22 and the incident was closed on the same day at 11:38.

The cause of this fire is thought to be due to a bearing overheating in a machine.

### **Great Horton Road, Bradford - 14<sup>th</sup> September 2020**

This incident occurred in Bradford station area and involved an industrial unit.

The initial pre-determined attendance was 3 pumps from Bradford and Odsal. At the height of the incident a make pumps 5 aerials 1 message was received by Control and appliances were mobilised from Fairweather Green and Shipley.

The following support appliances were also mobilised:

The Hose Layer with support from Mirfield, the Personnel Welfare Unit from Skelmanthorpe, the Command Unit and support from Featherstone.

Officers were mobilised due to the size of the incident. They were as follows:

Station Manager Cookson was the Officer in Charge, Station Manager Fox was the Command Support Officer, Station Manager Daly was the Operational Assurance Officer and Station Manager Hudson was the Breathing Apparatus Sector Commander. Watch Managers Griffiths and O'Hara were Fire Investigation.

The time of call for this incident was 02:33 on 14<sup>th</sup> September 2020. The stop was received by Control at 04:53 and the incident was closed on the same day at 11:47.

The cause of this fire is thought to be deliberate ignition of building supplies on the ground floor following the renovation of the 1<sup>st</sup> floor flat.

### **Lidgate Crescent, South Kirkby - 15<sup>th</sup> September 2020**

This incident occurred in South Kirkby station area and involved an industrial unit.

The initial pre-determined attendance was 5 pumps from Pontefract, Doncaster, Barnsley, Featherstone and Normanton. At the height of the incident a make pumps 8 aerials 1 message was received by Control and appliances were mobilised from South Kirkby, Castleford and Adwick.

The following support appliances were also mobilised:

The Hose Layer with support from Mirfield, the Personnel Welfare Unit from Skelmanthorpe, the Command Unit and support from Featherstone, an Aerial and support from Leeds and the Drone from FSHQ.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager Miller was the Officer in Charge, Station Manager Clark was the Hazmat and Environmental Protection Officer, Station Manager Fox was the Command Support Officer, Station Manager Butterfield was the Operational Assurance Officer and Watch Manager Driver was Fire Investigation.

The time of call for this incident was 10:14 on 15<sup>th</sup> September 2020. The stop was received by Control at 23:04 and the incident was closed on 17<sup>th</sup> September at 16:38.

The fire is thought to have been caused accidentally by ignition of flammable liquid during a routine cleaning process. Most likely ignition source was the discharge of static electricity from an unidentified device or process.

### **Norquest Industrial Park, Birstall - 29<sup>th</sup> September 2020**

This incident occurred in Cleckheaton station area and involved an industrial unit.

The initial pre-determined attendance was 3 pumps from Cleckheaton and Dewsbury. At the height of the incident a make pumps 10 message was received by Control and appliances were mobilised from Rothwell, Leeds, Bradford and Ossett.

The following support appliances were also mobilised:

The Hose Layer with support from Mirfield, the Personnel Welfare Unit from Skelmanthorpe, the Command Unit and support from Featherstone, an Aerial and support from Bradford, 2 Foam Units and support from Hunslet with further support from Odsal and the Drone from FSHQ.

Officers were mobilised due to the size of the incident. They were as follows:

Group Manager Bush and Station Manager Bairstow were the Officers in Charge, Station Manager Austin was the Hazmat and Environmental Protection Officer, Station Manager Earl was the Command Support Officer, Station Manager Butterfield was the Operational Assurance Officer and Watch Manager Cavalier was Fire Investigation.

The time of call for this incident was 15:07 on 29<sup>th</sup> September 2020. The stop was received by Control at 00:49 on 30<sup>th</sup> September and the incident was closed the same day at 00:51.

The cause of the fire is thought to be sparks from grinding igniting diesel-soaked debris under a fuel tank.

## **7. Violence at Work**

### **Attacks on Personnel**

There have been 29 incidents reported by West Yorkshire FRS in the financial year so far.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Attacks on Firefighters	77	40	76	64	60	87	92	75	81	29

The table below summarises the events reported by firefighters and other staff. Where stations have not reported any incidents, they are not shown within this table.

For clarification, 'stoning' and 'firework' cover any thrown object identified respectively as a stone or firework; and 'missile' covers any other object used as a projectile.

Attacks on Firefighters as a Percentage of Turnouts										
District / Station	No. of Turnouts	Physical Assault	Weapon Brandished	Missile Thrown	Firework Thrown	Stoning	Aggressive Behaviour	Verbal Abuse	Total	Percentage
<b>Bradford District</b>										
Bradford	1574		1				1	2	4	0.25%
Bingley	222	1							1	0.45%
FWG	506			1				2	3	0.59%
Odsal	623						1	1	2	0.32%
<b>District Total</b>	<b>4002</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>10</b>	<b>0.25%</b>
<b>Calderdale District</b>									0	
Halifax	575						1		1	0.17%
<b>District Total</b>	<b>1414</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.07%</b>
<b>Kirklees District</b>										
Huddersfield	1079						2	1	3	0.28%
Cleckheaton	498							1	1	0.20%
Dewsbury	825							3	3	0.36%
<b>District Total</b>	<b>2811</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>0.25%</b>
<b>Leeds District</b>									0	
Leeds	1657	1						1	2	0.12%
Rothwell	152							1	1	0.66%
Stanningley	403						1		1	0.25%
Killingbeck	1021			1				1	2	0.20%
<b>District Total</b>	<b>5376</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>0.11%</b>
<b>Wakefield District</b>										
Castleford	250							1	1	0.40%
Featherstone	94	1							1	1.06%
Ossett	274						1		1	0.36%
Pontefract	244							1	1	0.41%
South Kirkby	180						1		1	0.56%
<b>District Total</b>	<b>1643</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>0.30%</b>
<b>Totals</b>	<b>15331</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>15</b>	<b>29</b>	<b>0.19%</b>

The above table shows the number of incidents in which firefighters were subjected to violence as a percentage of attendance, by station and by district (0.19% overall). Some stations might appear to suffer a relatively high percentage of attacks, but this is largely due to the number of incidents attended from such stations.

The Chief Fire Officer re-emphasises that even one attack is one too many and that every assistance and encouragement will be given to the police to bring offenders to court. Work is continuing with a variety of agencies from the police and district councils to community groups and youth leaders to address these issues.

## **District Actions to Address Violence**

All districts are undertaking the following actions:

- Communicating a positive image of the Fire Service in the community
- Taking part in community events to support this image
- Asking questions to firefighters at Performance Monitoring Visits (PMVs) regarding the e-learning package that was sent out in relation to reading the body language of persons and diffusing certain situations
- Encouraging all staff to use the SCIP when intelligence or other information is received for risk issues
- Encouraging any watch who place the information on SCIP to email other local stations to alert them to the fact that the address has been added and to make sure that they then view the SCIP for the details
- Consistently promoting the knowledge of Silent Witness cameras with crews and to the public at events etc. to discourage anti-social behaviour
- Where incidents do occur, publicising through the media any arrests made by the police and any sentences given by the courts
- Close working with partners services to produce robust multiagency response plans

### **Bradford**

In Bradford there were 10 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters but there was damage to an appliance during one of these attacks.

### **Calderdale**

In Calderdale there was 1 attack on firefighters at an incident, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during this attack.

**Kirklees**

In Kirklees there were 7 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.

**Leeds**

In Leeds there were 6 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters during these attacks, however damage was caused to a fire appliance during one incident.

**Wakefield**

In Wakefield there were 5 attacks on firefighters at incidents, details of which are available from the District Commander. There were no injuries to firefighters or damage to appliances during these attacks.



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# Programme of Change 2020 - 21 update

## Full Authority

Date: 18 December 2020

Agenda Item:

14

Submitted By: Director of Service Support

<b>Purpose</b>	To update Members of the progress in relation to the Programme of Change 2020/21
<b>Recommendations</b>	That Members note the report.
<b>Summary</b>	This report is to update Members of the progress against the Programme of Change

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Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer:

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Background papers open to inspection: None

Annexes: Programme of Change 2020-21

## **1 Introduction**

- 1.1 At the Full Authority Meeting held on the 21 February 2020 Members approved the Integrated Risk Management Plan Programme of Change 2020/21.

## **2 Information**

- 2.1 Progress on the implementation of the programme is reported to each Full Authority meeting and the attached is the latest update.

## **3 Financial Implications**

- 3.1 Financial implications of each of the actions are incorporated within each project as appropriate.

## **4 Human Resource and Diversity Implications**

- 4.1 Human Resources and Diversity implications are incorporated within each project as appropriate.

## **5 Health, Safety and Wellbeing Implications**

- 5.1 Health, safety and wellbeing implications are incorporated within each project as appropriate.

## **6 Environmental Implications**

- 6.1 The environmental implications of each project within the programme are considered individually.

## **7 Your Fire and Rescue Service Priorities**

- 7.1 This report details the activities undertaken in meeting our Priorities as detailed in Your Fire and Rescue Service 2020-23.

## **8 Conclusions**

- 8.1 Not surprisingly, COVID19 has had an impact on the progress of projects this year. Although projects were still able to continue the majority are now behind schedule. As a result, change controls were required for a number of projects in order to ensure timelines were up to date and realistic. The current status of projects can be seen in the attached dashboard.

Following approval at Change Management Board the current Performance Management Framework timeline is now closed and will be archived. A new programme will start which will cover all streams of work in the Performance Management Framework.

Project Title & Description	Status	Sponsor	SRO	PM	Start Date	Current Completion Date	Initial Target Completion Date	Time left	Timeline Last Updated	Project Completion %
Mobile Working Phase 2, Safe & Well applications on mobile tablets for Operational Crews	On Track	Dave Walton	Scott Donegan	Sarah Laidlow Moore	31/12/2018	31/05/2021	06/10/2019	▶	30/11/2020	75
Smarter Working Programme - Process reviews identifying more efficient and effective ways of working	On Track	Nick Smith	Mat Walker	Scott Thornton	03/10/2017	31/07/2021	31/12/2019	▶	24/11/2020	40
Sharepoint 2016 - Update software for corporate intranet and document management system	Behind schedule	Nick Smith	Gayle Seekins	Rebecca Hayes	03/01/2017	31/12/2020	31/03/2018	▶	30/11/2020	80
HR & Rostering - provide effective management of our people	On Track	Ian Brandwood	Steve Holt	Matt Wolski	01/07/2016	25/06/2021	31/03/2018	▶	02/09/2020	70
Performance Management Framework incl. dashboard development	Closed	Nick Smith	Mat Walker	Kirsty James	01/04/2019	31/12/2022	01/09/2019	▶	30/11/2020	70
Wakefield Fire Station new build Project - To deliver a new build two bay fire station at the existing Wakefield site	On Track	Dave Walton	Scott Donegan	Mick Loney	01/01/2018	15/03/2021	31/12/2020	▶	30/11/2020	80
Leadership Strategy	On Track	Ian Brandwood	N/A	Ian Stone	01/03/2018	31/03/2022	31/03/2021	▶	30/11/2020	45
VOIP Project - Voice over internet protocol. Enabling telephone calls via our network.	On Track	Gayle Seekins	Gayle Seekins	Martin Brown	01/01/2019	31/03/2021		▶	24/11/2020	60
CLM - Improving flexibility and responsibility of WC at stations	On Track	Dave Walton	Scott Donegan	Adam Garvey	19/12/2018	30/06/2021		▶	18/12/2019	50
Grenfell Programme	On Track	John Roberts		Dave Teggart	03/03/2020	03/03/2022		▶	30/11/2020	20
Digital and Data Strategy	On Track	Nick Smith		Gayle Seekins	06/01/2020	31/07/2021		▶	08/10/2020	5
Aerial Review 2020 (WY & regional approach)	On Track	DCFO Dave Walton	Andy Farrell	Andy Rose	08/06/2020	31/03/2021		▶	24/11/2020	40
Fire Appliances - To look at the future design	On Track	DCFO Dave Walton	Andy Farrell	Andy Rose	08/06/2020	30/06/2021		▶	30/11/2020	30
Fire Stations - To look at the future design and to produce a set of Design Principles	On Track	DCFO Dave Walton	Andy Farrell	Andy Rose	08/06/2020	30/06/2021		▶	24/11/2020	30
Direct 2 to Live	Not started	Nick Smith	Mat Walker	Dave Wrigley	01/04/2020	00/01/1900		▶	25/11/2020	0



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# Bonfire Review 2020

## Full Authority

Date: 18 December 2020

Agenda Item:

15

Submitted By: Deputy Chief Fire Officer and Director of Service Delivery

**Purpose** To inform Members of the events leading up to and throughout the bonfire period.

**Recommendations** That the Members note the content of this report.

**Summary** This report provides an overview of the work that was carried out leading up to the bonfire period including pre-planning with partner agencies and the broad spectrum of prevention initiatives carried out. It also covers the main activity that occurred over the four-day period and the effectiveness of the multi-agency response plan.

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Local Government (Access to information) Act 1972

Exemption Category: None

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Background papers open to inspection: None

Annexes: None

# 1. Introduction

- 1.1 Over the bonfire period, West Yorkshire Fire and Rescue Service's (WYFRS) operational response had to be dynamic and resilient reflecting the changes in demand and the increased risk to both firefighters and the communities we serve. In order to achieve this, operational response, fire prevention and fire protection have worked collaboratively with blue-light and other partner agencies. This year, we have adapted to new ways of working with partners due to the Covid-19 pandemic, localised restrictions and two national lockdowns.
- 1.2 The main prevention strategy, cohesively implemented at all levels was joint working and multi-agency community engagement. Influential community members, faith groups and youth services were used prior to the bonfire period to educate the community, and helped reduce tensions in high risk areas over the bonfire period.
- 1.3 The bonfire response plan covered Wednesday 4<sup>th</sup> and Thursday 5<sup>th</sup> November. The plan also extended into Friday 6<sup>th</sup> and Saturday 7<sup>th</sup> due to the increase in attacks on the Emergency Services. In relation to 2019, there was a significant increase in incident attendance; from 270 in 2019 to 399 in 2020.
- 1.4 The increase in incident attendance may be accountable to the fine weather over the whole of bonfire period. The fact this year there were no organised bonfire events due to Covid-19 restrictions and a national lockdown, are believed to have led people to having localised bonfires. However, we cannot understate the impact of our multi-agency prevention strategy that has evolved and grown over a number of years.
- 1.5 Unfortunately we once again have to report a number of Firefighter attacks, these increased to 10 attacks this year (further detail in sections below). This year's diversionary organised events did not take place due to the Covid-19 restrictions under national lockdown, which may account for some of this increase.
- 1.6 Specific planning for the bonfire period started towards the end of the summer, but much of the prevention work builds on educational themes, initiatives and prevention work completed throughout the course of the year. Our success relies heavily on strong links and collaborative working that has developed over a number of years with schools, community/faith groups, local authorities and the other blue light partners. This year, all of these links have been affected by Covid-19 localised restrictions and national lockdowns, not allowing for face to face meetings to occur. The meetings that have occurred have taken place through innovative online methods, such as Microsoft Teams.

## 2. Prevention Activity

- 2.1 Each district carried out a range of prevention activities prior to and during the bonfire period. The activities varied slightly in each district due to the different levels of risk and demographic makeup. The following activities have taken place throughout West Yorkshire with the aim to reduce bonfire related activity and anti-social behaviour.
- 2.2 **Community Awareness Initiatives** - Engagement with the local community was a key factor and different activities were targeted at communities that sit within identified risk areas. These areas are determined by a number of factors, including areas which experienced higher levels of anti-social behaviour (ASB), attacks and disruption in 2019.
- a. Bradford District. A working group was setup between WYP, WYFRS, Local Councillors, Community Champions including local Imam's and Volunteers. The aim of this group was to work closely together to reduce nuisance bonfires and attacks on emergency services. Each stakeholder was briefed fully on expectations and in particular the importance of their safety and welfare during the Bonfire Period. A number of local awareness initiatives were delivered to our partners and volunteers about Bonfire Safety and ASB, these talks were supported by West Yorkshire Police (WYP) and WYFRS operational staff.
  - b. Calderdale District. Calderdale Community Safety Partnership undertook a great deal of work throughout the Bonfire period. All partners conducted patrols around the high-risk areas within the District focusing on highlighting waste build up. Neighbourhood Policing Teams visited licensed firework distributors to ensure fireworks were being sold responsibly. Council Wardens provided a presence in areas of known high activity. Clean up teams increased their presence in Park Ward with WYFRS undertaking environmental audits throughout the District.
  - c. Kirklees District focus leading up to the bonfire period was around ASB and the management of waste. A robust partnership plan was put in place focusing on joint environmental audits in areas of known fly tipping activity. Council Environmental Support Officers proactively worked in known areas of ASB engaging with young people. In partnership with WYFRS, a communication strategy provided a number of posters and leaflets to both local schools and businesses to ensure our message got out into the community.
  - d. Leeds District. Risk reduction activity was data driven and intelligence led through partnership engagement and attendance at bonfire specific tasking meetings. In support of Police days of action, the Fire Protection Team visited licensed sellers of fireworks to ensure everything was in order. In conjunction with the Corporate Communications department

bonfire specific material was produced, shared with partners and utilised across the Leeds District and upon social media platforms. Leeds District championed the Police soft intelligence portal across the bonfire period ensuring crucial data was fed directly to partners. This was administered through a single point of contact within District to ensure consistency.

- e. Wakefield District. Collaborative multi-agency approach with joint bonfire planning strategies. To combat the potential of an escalation in domestic bonfires, Wakefield sent a clear and emphatic message across all partnership media platforms and front-line teams. All residents within the community of Wakefield were to refrain from holding bonfires within their gardens. Wakefield District Housing, the largest housing provider within Wakefield, cascaded information to their residents asking them to refrain from holding garden bonfires and firework displays and to respect the Emergency Services and neighbours. WY Police, via their Community Alert Network sent out Bonfire Safety Messages and a request from WYFRS to refrain from holding domestic bonfires, within the Wakefield District. Strategic Planning meetings were held with all the key partners including WYP; Wakefield Council; ASB Council Teams; Council Neighbourhood Communities and Management Teams.

- 2.3 **Youth Education Provision** - Due Covid-19, this year we have been unable to physically attend schools talks leading up to this year's bonfire period. Each District has worked in partnership with the Central Prevention Team and local schools to ensure education packages are available through the WYFRS Learn website for the schools to deliver themselves with guidance from the District Prevention Teams. The focus was on pupils in years five through to eleven, with the aim to encourage young people to have a safe and sensible approach to the bonfire period. It focused on highlighting the hazards and risks involved in bonfires and the inappropriate use of fireworks. The impact of ASB towards the fire service and the consequences offenders face. Youth groups in areas of known significant ASB were also a focus for engagement with operational crews and prevention staff.
- 2.4 A theatrical group "The Riot Act" has been utilised to produced age specific, social media content to further support our messaging. Virtual Q and A sessions were used to delivery messages to schools in the areas of high service demand. This was further reinforced by WYP school liaison officers with fire safety messages with a particular emphasis on attacks on firefighters and other emergency services.
- 2.5 **Youth Intervention Team** - Due to the Covid19 the Youth Interventions Team have had no face to face contact with young people since March 2020. During this time, they have continued to deliver Fire setter Interventions digitally. The Youth Interventions Team have contacted partners such as schools, youth offending teams and community organisations to make them aware of the digital delivery of fire safety education.

- 2.6 **Environmental Visual Audits (EVAs)** - All Districts had multi-agency, intelligence led partnership meetings, which identified areas of fly tipping concern and potential nuisance fires. They considered historical data, known hotspots and recent trends. Districts reviewed FireMaps and a plan of EVA's was put in place for ourselves and Council Support Officers prior to and during the bonfire period. Crews undertook EVAs as part of a daily routine in the lead up to the bonfire period in known areas where fly tipping occurred. Districts worked in collaboration with the local Council Waste Management Teams. Waste materials were removed, minimising the opportunity for unwanted fires ahead of the Bonfire period, removing potential fuel to deter would be arsonists. Staff proactively monitored vulnerable empty properties and where necessary, arranged the securing of these.
- 2.7 **Intelligence sharing** - The planning process has considered previous years activities, current Police intelligence and anticipated activity for West Yorkshire. WYP and WYFRS gathered and shared information/intelligence leading up to and throughout the bonfire period. This was shared with Yorkshire Ambulance Service (YAS) and other partner agencies, therefore all relevant parties were aware of the high-risk areas where attacks to emergency services were taking place. This was relayed to all staff via the intranet on the Safety Critical Information Point and a full update given at a daily briefing to those involved in the response plan. The Operational Resilience Team utilised ResilienceDirect mapping to highlight attack and high-risk areas so the information could be clearly interpreted in pictorial form; this was shared internally and externally with all partners prior to and during the response period. Data was kept live therefore, attacks were plotted as they happened, ensuring that intelligence was immediately shared.
- 2.8 **Response Community Engagement** – This year, Covid-19 lockdown restrictions hampered community engagement activity, meaning our staff could not engage face to face with community safety teams and groups leading up to and throughout the bonfire period.
- a) Bradford District. Community engagement was one element that was key to the success of a safe Bonfire period. A media campaign was designed by the working group and distributed in the Bradford District; this included a powerful clip from the local Imams on the impact of ASB. A leaflet was also designed and distributed throughout the Bradford District on general bonfire safety.
  - b) Calderdale District. We worked closely with Calderdale Council and WYP to good effect. The Covid-19 community briefings were utilised to ensure areas of concern and incidents of anti-social behaviour were highlighted and actioned.

- c) Kirklees District. We worked closely with Kirklees Council Environmental Support Officers who undertook engagement in areas of heightened ASB. The Operational Response at Kirklees District had established a daily morning video conference briefing with Police and key partners to identify theme's and issues building a picture around community tensions and areas of concern. The information from such briefings was passed to the relevant District staff for their awareness. Main areas of concern were around the Saville Town area.
- d) Leeds District. Briefings were established with the WYP ensuring areas of concern and incidents of ASB were highlighted and actioned. Close links remained in place with Leeds City Council allowing the reporting of environmental impacts (for instance, the build-up of combustible material on public land) to allow for removal. Areas of high tension were identified through partner data and disseminated to staff supporting operational response and staff safety. The Halton Moor area was identified as a point of concern due to response requirement leading up to the Bonfire period, from WYFRS, WYP and through tasking groups.
- e) Wakefield District. A shared intelligence led approach was taken by Wakefield District. Multi-agency planning for the bonfire period was held with regular updates and Neighbourhood Co-ordination Meetings. All partners shared the fire and ASB hotspots and committed extra resources to the areas of high service demand. The partners within Wakefield District agreed to monitor the period of 26<sup>th</sup> Oct – 8<sup>th</sup> November, as the key bonfire timeframe. Both WYP and Wakefield Youth Team, with support from District Prevention staff, visited all areas across the district. They took the opportunity of engaging with young people and delivering effective bonfire safety education and advice to reduce ASB and fire activity. Key fire safety messages were sent across all the relevant media platforms across the district with partners, community assets and anchors.

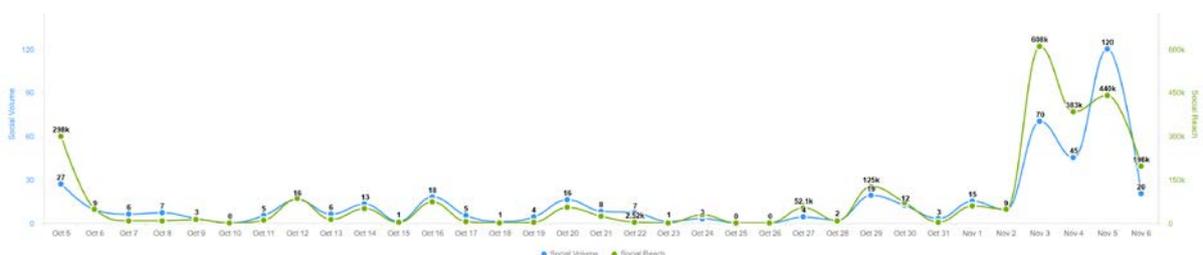
2.9 **Selling of Fireworks** – WYFRS are responsible for the safe storage of fireworks. Throughout the Covid-19 restrictions we continued to assess every new licence for the storage of fireworks to ensure that storage arrangements were appropriate and within national guidelines. In addition to this we engaged with premises in a variety of ways, from telephone contact to physical visits. The engagement was based on the risk posed through identification of intelligence received regarding the safe storage of fireworks. In the months leading up to and during the bonfire period we continued to liaise and share information on fireworks related issues. Illegal sales of fireworks information were shared with partner organisations including WY Trading Standards and WYP.

2.10 **Organised Events** – Due to Covid-19 restrictions, there were no organised events.

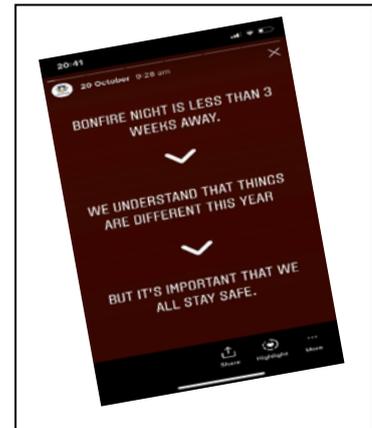
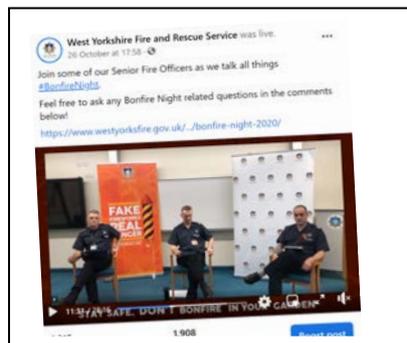
- 2.11 **Corporate Communications campaign** - This year the Corporate Communications Team delivered the Bonfire campaign with the aim of reducing the number of home bonfires, raising public awareness of the dangers of fireworks and bonfires, promote safety messages and reducing callouts and nuisance calls.
- 2.12 The campaign started earlier this year on 4<sup>th</sup> October due to the Covid-19 restrictions and lack of organised displays. The main messaging changed this year away from attending an organised display to a request not to bonfire at home. The campaign also linked to the national NFCC Respect campaign.
- 2.13 Graphics used featured the campaign's key messages around fake fireworks, prank calls and personal safety as well as 'Respect' graphic.



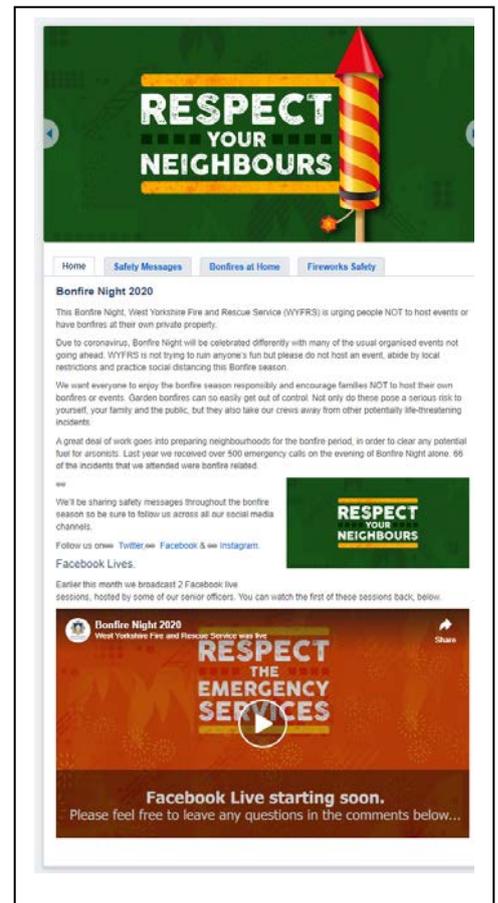
- 2.14 **Social Media** - A social media campaign was delivered across our social media platforms including @WYFRS Twitter, Facebook & Instagram. The campaign used the key messages, graphics and campaign gifs. A mix of organic and targeted paid for promotion was used.
- 2.15 New this year were two Facebook live events which were run in the week before Bonfire Night to talk about the key messages and encouraging members of the public to ask questions.
- 2.16 The Corporate Communications Team supported districts, stations and individuals in circulating campaign messages on their social media accounts. The campaign was supported by partner and community accounts via the local resilience forum including local authorities, blue light and community groups.
- 2.17 Total reach across social media, including partners, is estimated around **1.73 Million** (up on 1.5 million in 2019)



- 2.18 **Facebook** - Our messages and Facebook lives reached **over 272k** people (over 4 times as many as 2019). Of this audience, **over 24k** people engaged with the posts. That's **9.1%** of the audience (double 2019).
- 2.19 **Twitter** - Our messages reached over **175k** people (more than 2.5 times 2019). Of this audience, over **3.2k** people engaged with the posts. That's **1.8%** of the audience (slightly up on 2019).
- 2.20 **Instagram** – We also supported the campaign using Instagram Stories. These stories reached over **12k** people in the immediate run up to Bonfire Night (up by 5k on 2019).



- 2.21 **Website** - A dedicated section was created for Bonfire night on the WYFRS website. This section included a variety of information on bonfire and fireworks safety plus copies of the Facebook lives.
- 2.22 A web banner on the home page of our website directed people to the section plus information on social media and in Press Releases signposted people to the site for more information.
- 2.23 Between 4 October 2020 and 6 November 2020, the Bonfire Night webpage had **8.6k** views (down on 2019). **30%** of the website users were aged between **25-34** one of our key demographics for Bonfire safety messages.
- 2.24 **Print** - A range of print items were created for use by the prevention teams. These included posters, leaflets, vinyl and pull up banners.



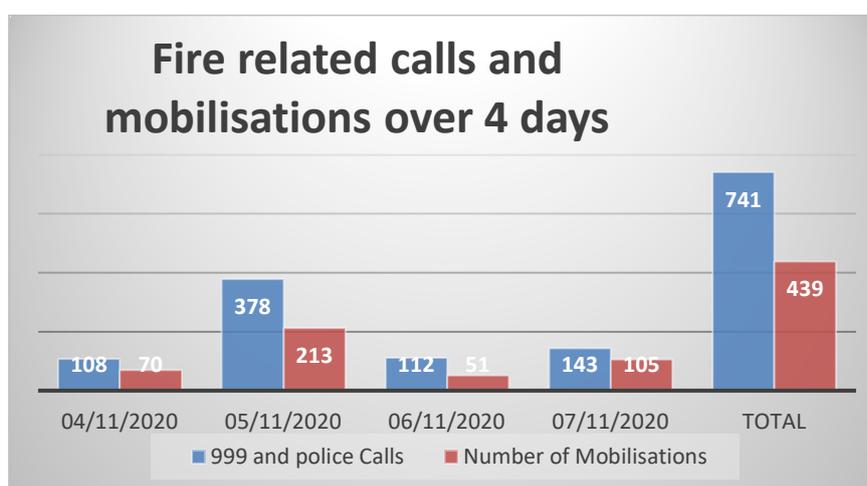
- 2.25 **Press Releases and Media Engagement** - Proactive press releases were circulated prior to Bonfire night and around burns awareness day with safety information. These press releases were picked up in a variety of local and regional publications with a combined reach of over **9.9 million people** (almost triple last year's reach).
- 2.26 The Corporate Communications Team also worked with partner agencies to produce a joint release during the Bonfire period and arranged for pre-bonfire interviews with BBC Leeds, Leeds TV, Greatest Hits Heart/Capital and BBC Look North.
- 3. Operational Response**
- 3.1 WYFRS Operational Resilience and Emergency Planning team worked collaboratively with blue light partners on a regular basis, resulting in a positive and effective working relationship. Early planning at both strategic and tactical levels focused on information sharing and resource requirements, which aided a safe and efficient bonfire response. Pre-planning starts concurrently at the district level, utilising the local knowledge of district managers, their prevention staff and operational crews. In conjunction with local police partners, via intelligence sharing/analysis the district "blue light" team will determine the level of response required for the bonfire period.
- 3.2 The key elements of the response plan included additional resources and fire appliances being utilised over the four nights. Extra Flexi Duty System (FDS) officers were utilised to fulfil the command and control responsibilities of a tactical fire command model based at Service Delivery Centre, working closely with our Control room.
- 3.3 Following firefighter attacks over the bonfire period in previous years, the response plan was weighted and resourced to Bradford and Leeds areas. In Bradford a Special Operations Room (SOR) was in operation over the bonfire period.
- 3.4 WYP provided 10 'fire cars' that were marked police vehicles. A WYP driver and Sergeant accompanied by a WYFRS Watch Commander staffed the vehicle. The officers were selected due to the extensive knowledge of the local area and community. Fire Car provision was:
- 4 in Bradford – Odsal, Fairweather Green, Bradford and Keighley
  - 3 in Leeds – Killingbeck, Leeds, Stanningley
  - 2 in Kirklees – Dewsbury and Huddersfield
  - 1 in Calderdale - Halifax
- 3.5 Their principal role was to carry out an on-scene risk assessment in terms of whether a fire appliance was required or not. Following a thorough risk

assessment, a fire with no risk of spreading to any property or risk to the public was allowed to burn out or be left with a responsible person. This ensured that WYFRS and WYP had minimal personnel within a potential risk area with the clear intention of reducing attacks to firefighters, officers and appliances. The marked police vehicle in conjunction with a Police Sergeant provided the authority to direct individuals who may be causing a public nuisance and to provide a deterrent. The fire cars allowed lifesaving operational fire engines to stay available for calls for the majority of the period (see incident analysis below).

- 3.6 Four additional fire appliances were used over two nights (Wednesday 4<sup>th</sup> and Thursday 5<sup>th</sup> Nov) from 15:00 to 02:00. Three were located at whole-time fire stations across Bradford, with one based at Stanningley. Their role was to attend the secondary fire and bonfire fire related incidents therefore leaving the fire appliances based at those stations able to respond to all other types of incidents. They also provided resilience for the service as a whole in the event of a large protracted incident.
- 3.7 WYP provided three Police Supports Units (PSUs) to assist WYFRS in reducing the potential for firefighter attacks. Each PSU consisted of three police serials (vans) with approximately eight staff. The WYP serials were coordinated from WYP Force led Command and Control. They were mobilised on request from a fire car police Sergeant or at the request of a WYFRS Officer in Command of an appliance attending an incident and experiencing assaults on firefighters or an appliance attack.
- 3.8 On-call Stations - Featherstone, Silsden and Ilkley were stood up on the 4<sup>th</sup>-7<sup>th</sup> between 1600 and 0100 to provide operational resilience within Bradford and Wakefield Districts.
- 3.9 On-call station Myholmroyd was stood up on the 5<sup>th</sup> between 16:00 and midnight to provide operational resilience within Calderdale District.
- 3.10 The command structure for the operational response plan was focused on a tactical fire command room at Service Delivery Centre. The role of the Tactical Fire Commander was to command, coordinate and manage operations centrally from the tactical command room whilst closely supporting the fire control team. To aid communication with the police and to provide them with support, a Station Manager went to WYP's operations rooms at Trafalgar House and Laburnum Road. A robust communication structure was established to ensure that data from all command locations was shared effectively and efficiently.
- 3.11 The command structure, fire tactical command at SDC, and the hierarchy of risk control create a safe, robust call handling by control operatives proved extremely successful in reducing mobilisations to risk areas throughout West

Yorkshire. Using **999 and Police calls Data** into Control, there were 741 **fire related** calls from 15:00 to 02:00, over the four nights. Through risk assessed call handling and information and intelligence sharing with fire tactical command we mobilised to 439 (60%) of these calls; resulting in appliances being kept available and the threat to our staff reduced. This part of the operation was a vital aspect in lowering the attacks on fire appliances and staff. Having officers within the command structure with local knowledge of the risk areas was also invaluable in making tactical decisions.

3.12 Fire related calls into Control 15:00 hrs to 02:00hrs over the four-day period.



3.13 A WYP Skype briefing was held on the 4<sup>th</sup> and 5<sup>th</sup> at WYP HQ, Laburnum Road, Wakefield, led by the WYP Silver Commander. The fire car officers attended their allocated location at a Police station to listen to the briefing. The purpose of the briefing was to give up to date intelligence, share safety critical information, and deliver a safety brief. It also allowed representatives from both agencies to get acquainted prior to being deployed operationally, that aided the collaborative operational work.

#### 4. Incident analysis

4-day bonfire period	2012	2013	2014	2015	2016	2017	2018	2019	2020
Secondary Fires	202	139	238	138	215	224	274	136	137
Bonfires	26	48	32	17	21	19	43	89	95
False Alarm/Controlled Burning	48	60	60	48	85	134	165	45	167
<b>Total</b>	<b>276</b>	<b>247</b>	<b>330</b>	<b>203</b>	<b>321</b>	<b>377</b>	<b>482</b>	<b>270</b>	<b>399</b>

4.1 These incident numbers are a total over the bonfire period as a whole and not just for the response plan times. They run from 15:00hrs on 4th November through to 02:00hrs on the 7th November 2020.

- a) Secondary fires increased by only 1 this year compared to 2019, less than 1%.
- b) The Bonfire category is bonfires 'not under control and required extinguishment'. Compared to 2019, this has increased by 7%. Since 2019, WYFRS Control differentiate between secondary fires and Bonfire recording. This has led to more accurate reporting and recording.
- c) Attendances to false alarms / controlled burning increased 271% on 2019. Prevention activity within the local communities leading up to the bonfire period was affected by the Covid-19 restrictions with face to face work. This may have played a part in the increase seen in this year's figure, along with the fine weather over the whole period.
- d) Overall, there was an increase of 129 (48%) in the total mobilisations.

#### 4.2 **Fire car analysis**

4.3 The table below shows the number of incidents attended by the fire cars.

Fire Car Location	4th Nov	5th Nov	Total
40 - Bradford	4	13	17
42 - FWG	6	20	26
46 - Keighley	0	6	6
47 - Odsal	2	13	15
20 - Leeds	2	8	10
31 - Stanningley	1	5	6
32 - Killingbeck	3	10	13
60 - Huddersfield	3	3	6
83 - Dewsbury	2	6	8
64 - Halifax	0	7	7
<b>Total</b>	<b>23</b>	<b>91</b>	<b>114</b>

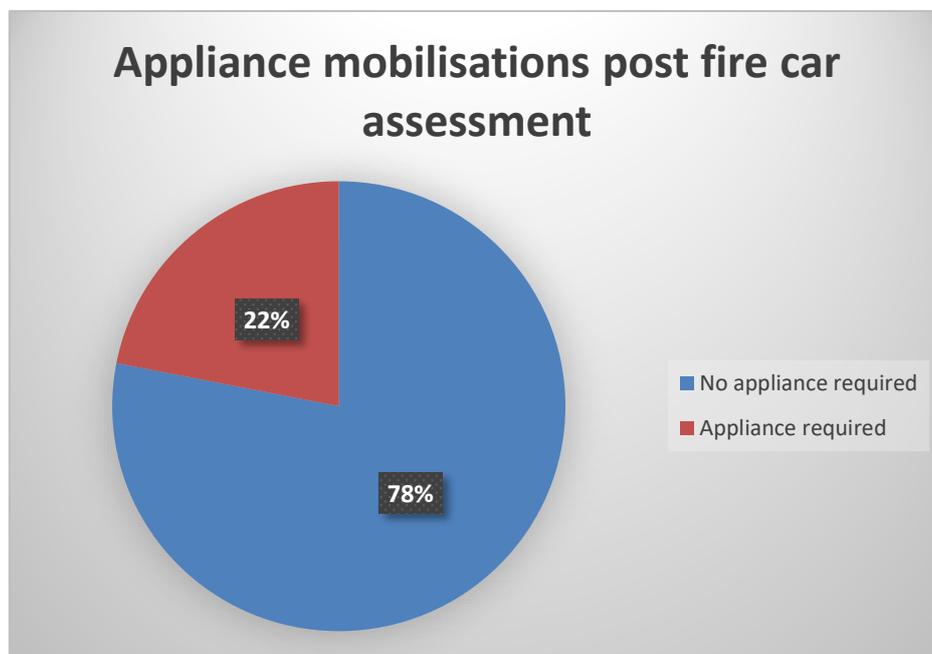
4.4 The hierarchy of risk control is used whilst mobilising resources, with the aim to reduce incident attendance and therefore the potential for firefighter attack and includes:

- Risk assessed call challenging in Control
- Mobilisation of fire car
- Mobilisation of fire appliance with police serial
- Normal fire appliance mobilisation with police resources upon request

4.5 The fire cars are an extremely vital resource, allowing front line appliances to stay available for other emergencies such as life risk, RTCs, property fires

and other priority mobilisations. The chart below highlights the secondary fire assessments by the fire cars.

4.6 There were 114 fire car mobilisations resulting in 25 appliance mobilisations.



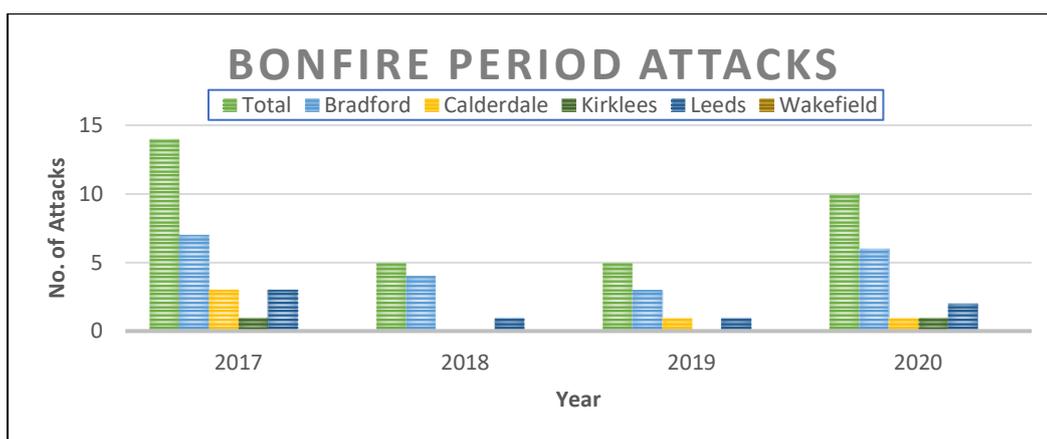
4.7 The fire cars attended 114 incidents compared to 68 in 2019, a 68% increase. In 78% of attendances they did not require a fire appliance to extinguish the fire. Therefore, it prevented an appliance mobilising to 89 smaller incidents allowing them to be available for priority calls.

4.8 WYP will use any CCTV footage which could potentially allow the Local Authority to pursue a prosecution.

## 5. Firefighter/Emergency Service Attacks

5.1 During the course of the bonfire period, there were 10 recorded attacks on firefighters / fire appliances, 2 more than in 2019 and 6 more than in 2018. The attacks were mainly in the Bradford area on 5<sup>th</sup> November. The vast majority of attacks being objects, mostly fireworks thrown at crews whilst dealing with incidents.

5.2 Chart showing **attacks on firefighters** from 4<sup>th</sup> to 7<sup>th</sup> November.



5.3 Table showing three-year comparison of firefighter attacks 4<sup>th</sup> to 7<sup>th</sup> November; **note the fire cars are a police resource and are not a firefighter attack.**

WY/District	Attacks 2 <sup>nd</sup> -5 <sup>th</sup> Nov 2018			Attacks 2 <sup>nd</sup> -5 <sup>th</sup> Nov 2019			Attacks 4 <sup>th</sup> -7 <sup>th</sup> Nov 2020		
	WYFRS attack	Fire Cars	Total	WYFRS attack	Fire Cars	Total	WYFRS	Fire Cars	Total
West Yorkshire	4	10	14	8	1	9	10	11	21
Bradford	3	6	9	6	1	7	6	6	12
Leeds	1	2	3	1	0	1	2	2	4
Calderdale	0	2	2	1	0	1	1	1	2
Kirklees	0	0	0	0	0	0	1	2	3
Wakefield	0	n/a	0	0	n/a	0	0	n/a	0

5.4 In total 11 attacks affected the **fire cars**. These are marked police vehicles with police and fire service personnel in them. In one of these attacks there was also a WYFRS appliance in attendance, which has therefore been added to the 'WYFRS attack column'. In relation to 2019 there was an increase of 10 attacks.

Year	Fire Car Mobilisations	Number of attacks	% Attacked while mobilised
2017	147	7	4.8 %
2018	202	10	4.9%
2019	68	4	5.8%
2020	114	11	10.0%

5.5 Over the Halloween period on the 31<sup>st</sup> October we had five fire cars on as an additional resource. This was police intelligence led and the figures for these resources are not included on this report.

## **6. Financial Implications**

6.1 Summary of extra district resources used throughout the Bonfire period:

- Thursday 31st October - (5 x Fire cars)
- Wednesday 4th November - (10 x Fire cars, 5 x Resilience pumps and on-call resources)
- Thursday 5th November - (10 x Fire cars, 5 x Resilience pumps and on-call resources)
- Friday 6th November – (on call resources)
- Saturday 7th November – (on call resources)
- Extra WYFRS Command Officers in WYFRS Control, WYP TCG at Laburnum Road, Wakefield, and Trafalgar House SOR, Bradford

Note: The planning and debriefing of this operation were picked up by the Operational Resilience Team, attracting no additional cost.

6.2 The total cost for the additional WYFRS staff working overtime was met from the existing overtime budget. The additional cost to staff the bonfire response for WYFRS with overtime was £37,982. In 2019 the total cost was £31,955. This is an increase of 19%, or £6,027. This year more on-call resources (RDS) were utilised across the Districts, adding to the cost. There was an expectation of an increase in localised bonfires, due to there being no organised events because of Covid-19 and the fine weather. This was reflected in the activity, planning and total cost.

## **7. Human Resources and Diversity Implications**

7.1 An Equality Impact Assessment was conducted in October 2018 which highlighted the potential implications on community relations and partner organisations. This EIA will undergo a 3-yearly review with the next one scheduled for 2021. The Community Engagement Strategy is finalised and in place with initiatives and projects happening across the organisation. These have been affected by the pandemic, however crews and prevention staff continue to support their communities and partner organisations appropriately and safely.

## **8. Health, Safety and Wellbeing Implications**

- 8.1 The main aim of the response plan is to ensure firefighter and public safety. As in previous years, we continually look to learn from events and work with our partners to reduce the risk of injury to firefighters, our partners and the public. See **Appendix A and B** Firefighter attacks and WYP Fire car attacks.

## **9. Environmental Implications**

- 9.1 The bonfire period can and does produce large quantities of smoke. Researchers from the University of Leeds, have previously monitored air quality on Bonfire Night in 2016 and 2017.
- 9.2 The research found that soot in the atmosphere around Bonfire Night events was up to 100 times its normal level.

## **10. Your Fire and Rescue Service Priorities**

- We will reduce the risks to the communities of West Yorkshire
- We will continue to develop ways of working which improve the safety & effectiveness of our firefighters
- We will work efficiently to provide value for money and make the best use of reserves to provide an effective service
- We will support, develop and enable our people to be at their best

## **11. Conclusions**

- 11.1 The bonfire period is always a challenging time. With a combination of effective prevention work, close working with partner agencies, and a resilient, briefed and prepared operational response plan, we continue to strive to make our staff and the communities of West Yorkshire safer.
- 11.2 A significant impact of Covid-19 this year has been the cancelation of diversionary activities hosted by third sector and partner organisations, such as organised bonfires. In previous years this provided avenues for community engagement during response. Looking to next year, we would hope to once again see, support and encourage these activities and events.
- 11.3 This year, two of the attacks on fire service personnel resulted in missiles hitting a firefighter. The first was a firework aimed at fire crews which hit a firefighter on the helmet in the Dirkhill Road area, Bradford on the 5<sup>th</sup> November. The second was a stone thrown which struck a firefighter on the knee in the Stirling Crescent area, Bradford on the 7<sup>th</sup> November. The total attacks towards WYFRS resources and personnel increased by 2 compared to 2019. Overall, there was an increase of 129 in the total mobilisations (48%). We attended 399 incidents compared to 270 last year. There was one

police officer hit with a firework in the Cross Flats area in Leeds on the 5<sup>th</sup> November.

- 11.4 Feedback from our police partners is that the plan was well prepared and executed.
- 11.5 999 call challenge in fire control, the use of fire cars and the fire tactical command structure allowed a risk assessed approach to attending secondary fires and bonfire incidents; therefore, reducing the risk to firefighters on fire appliances and the number of mobilisations.
- 11.6 Moving forward, WYFRS will be working with WYP and the Criminal Justice System where prosecutions can be made following attacks on firefighters. This supports the Assaults on Emergency Workers (offences) Act 2018. WYFRS and WYP are actively following up on all logged incidents of attacks on firefighters.