



West Yorkshire
Fire & Rescue Service

Productivity and Efficiency Plan 2025-26



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Equality Impact Assessment

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

([EIA template and guidance](#))

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

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1 Introduction

The Fire and Rescue National Framework (2018) mandates that Fire and Rescue Authorities (FRAs) create and publish annual efficiency plans. The Minister of State for Crime, Policing and Fire has specifically requested that FRAs outline their productivity and efficiency initiatives for 2024/25, as well as their plans for continuing these efforts into 2025/26 and beyond.

This Productivity and Efficiency Plan outlines how the West Yorkshire Fire and Rescue Authority intends to achieve efficiencies and boost productivity in line with national targets set for the 2021/22 - 2025/26 spending review period.

According to the 2021/22 Spending Review, the National Fire Chiefs' Council (NFCC) and the Local Government Association suggested that Fire and Rescue Services (FRSs) in England could achieve 2% non-pay efficiencies and a 3% increase in productivity by 2024/25.

The West Yorkshire Fire and Rescue Authority is dedicated to enhancing productivity and will continuously monitor performance and assess progress in accordance with the national targets for the 2021/22 - 2024/25 spending review period.

The ambition of West Yorkshire Fire and Rescue Service (WYFRS) is to enhance safety across West Yorkshire. This plan outlines how the Service generates social and economic value through its response to fire and non-fire emergencies, as well as its continuous risk reduction efforts.

2 Background

2.1 Government Funding

From 2010/11 to the end of the 2019/20 spending review period, the Authority experienced a total reduction of £26.1 million in central government funding. To address this funding gap, the Authority restructured emergency response coverage based on risk, implemented a station rationalisation programme, and conducted a comprehensive review of support services. Some of the interventions that were implemented can be seen in table 1 below.

	2010	2025	Reduction
Firefighters (Wholetime)	1,490	953	537
Control Staff	56	47	9
Fire and Rescue Staff	383	340	42
Fire Stations	48	40	8
Fire Appliances	62	46	16

Table 1: Reduction in staff and resources from 2010 to date.

2.2 Operational Activity

From 2011, the number of incidents in West Yorkshire initially declined, but started to rise slightly from 2012 onwards. As shown in figure 1, WYFRS are now handling more incidents per wholetime firefighter compared to previous years.

Since 2015, the number of incidents per wholetime firefighter has consistently grown, however, this trend aligns with other Metropolitan FRSs. Figure 1 illustrates this pattern clearly.

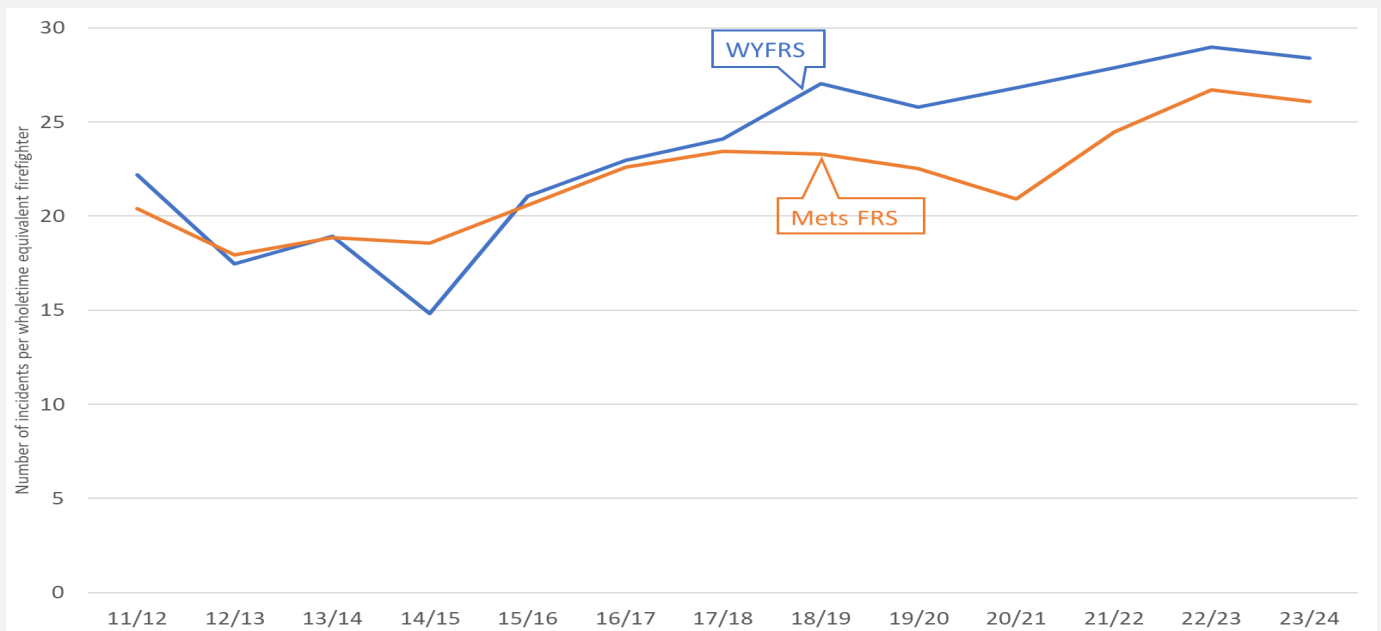


Figure 1: Number of incidents per wholetime firefighter per year.

Over the past decade, the number of incidents per million population in West Yorkshire has been consistently lower than the average across other comparable service areas, as illustrated in figure 2.

In 2023/24, West Yorkshire responded to fewer incidents, indicating a slight reduction in the number of incidents attended per million population. This decline may plausibly be attributed to the increased implementation of Safer Communities Prevention Strategies over the same period.

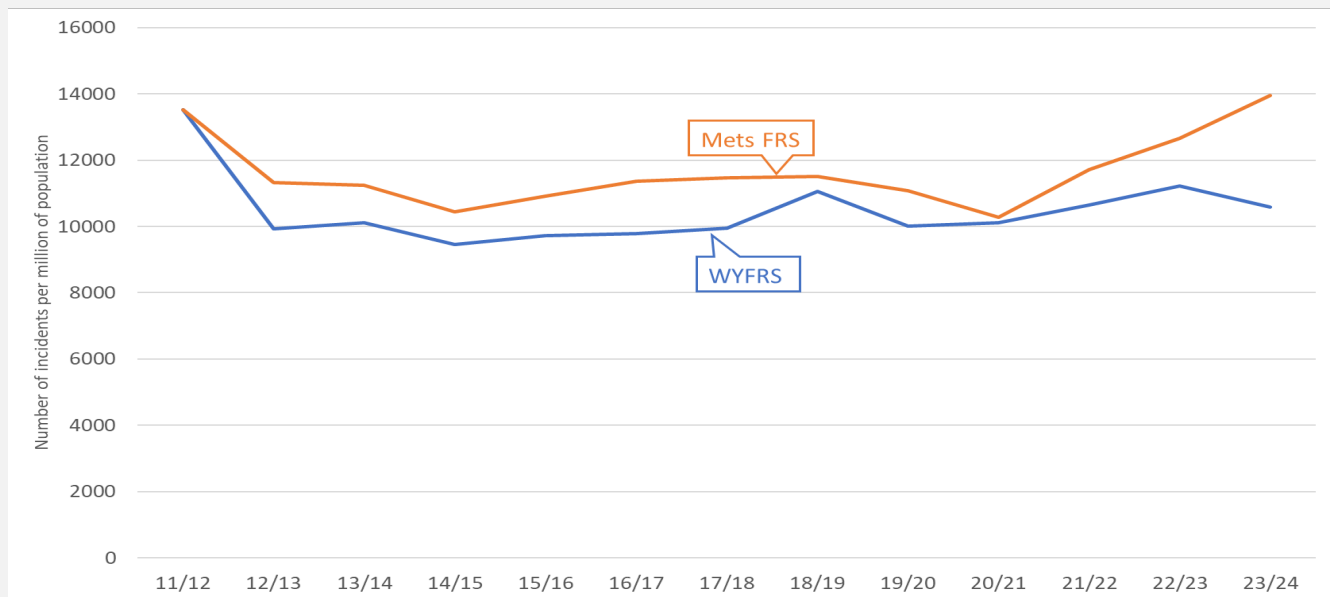


Figure 2: Number of incidents per million of population per year.

The number of dwelling fires and fires in other buildings has steadily declined, as shown in figure 3. WYFRS consistently reports a lower rate of dwelling fires compared to other metropolitan fire and rescue services, which saw a slight rise between 2023/24. This emphasises the effectiveness of our Safer Communities Prevention Strategy.

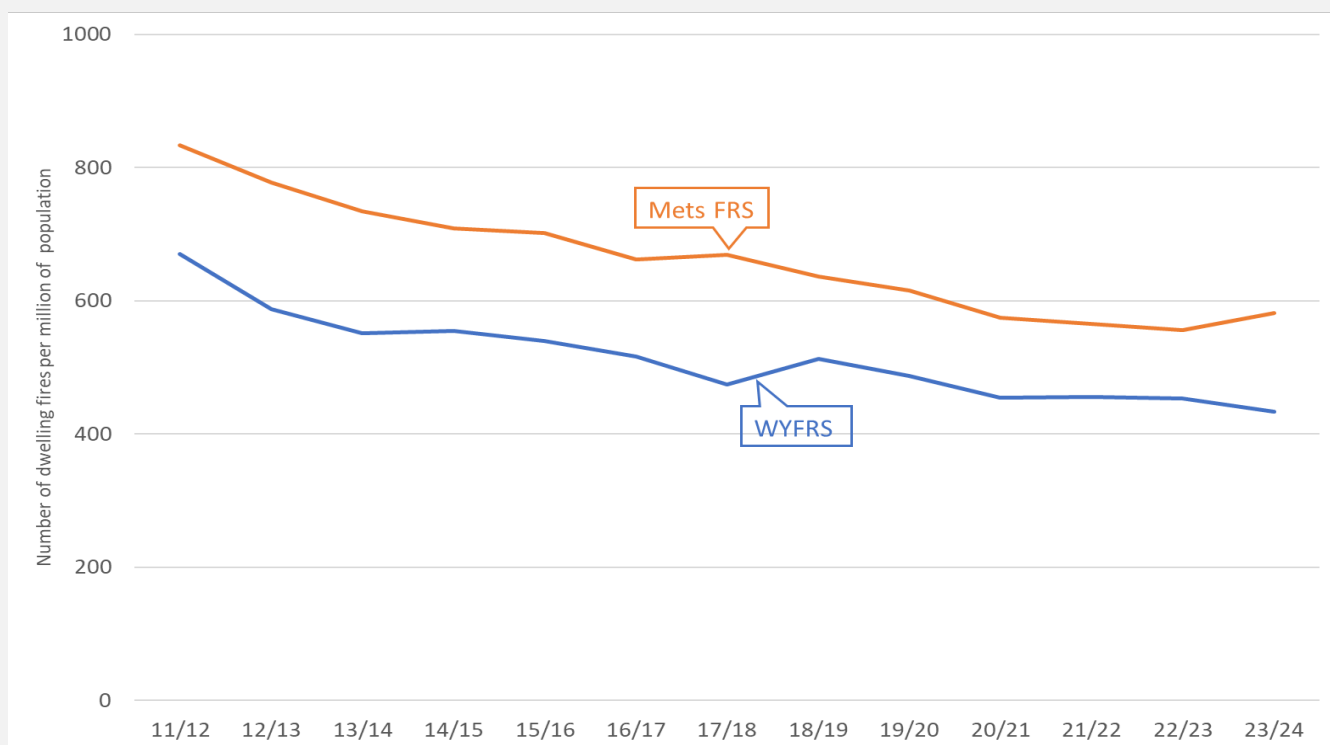


Figure 3: Number of dwelling fires per million of population per year.

3 Primary information

3.1 Budget

BUDGET (£000)			
Revenue Expenditure	2023-2024	2024-2025	2025-2026
Direct Employee	80,060	87,595	92,862
Indirect Employee	2,155	2,372	2,517
Premises	6,339	6,183	6,589
Transport	2,506	2,704	2,208
Supplies and Services	6,550	7,229	7,525
Capital Financing	8,055	8,908	7,367
Other	1,120	877	831
Total	106,785	115,868	119,899
Income	2023-2024	2024-2025	2025-2026
Actual Received from Precept	-52,111	-54,389	-58,584
Local Government Finance Settlement	-33,209	-39,282	-39,840
Other Grants	-18,980	-19,233	-18,585
Income Raised Locally	-2,485	-2,964	-2,890
Total	-106,785	-115,868	-119,899

Table 2: Sources of income and planned spending.

On February 27th, 2025, the Authority approved a Band D equivalent precept of £84.49, marking a £5 increase for Band D properties compared to the previous year. Despite this adjustment, West Yorkshire remains the fourth lowest precepting Authority in England.

3.2 Reserves

Table 3 below shows the forecast for usable reserves over the life of the Medium-Term Financial Plan.

RESERVES (£000)					
	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
General Reserves	-5,700	-5,700	-5,700	-5,700	-5,700
Earmarked Revenue Reserves	-1,722	-1,738	-1,698	-1,558	-1,445
of which MRP reserve	0	0	0	0	0
Earmarked Capital Reserves	-15,022	-5,671	-142	0	0
Other Reserves					
of which revenue	-9,242	-9,904	-9,854	-9,516	-6,472
of which capital	0	0	0	0	0
Total	-31,686	-23,013	-17,394	-16,774	-13,617

Table 3: Reserves

There are two types of reserves: the General Fund and Earmarked Reserves.

- **General Fund:** This reserve is essential for managing day-to-day cash flow requirements and serves as a contingency for unexpected events or emergencies.
- **Earmarked Reserves:** These reserves are set aside for specific purposes to address known or anticipated future liabilities. By allocating funds in this way, the expenditure profile is stabilised, and liabilities are not funded through Council Tax in the year payments are made.

The Authority maintains a General Fund reserve of £5.7 million, representing 5% of the revenue budget, in accordance with the National Fire Framework guidance on balance levels. Meanwhile, the earmarked capital reserve has been fully utilised for the redevelopment of the FSHQ site at Birkenshaw. Using reserves for capital projects eliminates the need to account for debt repayment in the revenue budget over the asset's lifespan.

4 Efficiency

4.1 Efficiency Data

Table 4 provides an overview of the cashable efficiency savings achieved by the Authority over the past two financial years, along with a forecast for 2025-26.

EFFICIENCY DATA (£000)

	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
Opening Revenue Expenditure Budget (Net)	104,300		112,904		117,009	
Less Total Direct Employee Costs	-80,060		-87,595		-92,862	
Non Pay Budget	24,240		25,309		24,147	
Efficiency Target (2% of non-pay budget)	485		506		483	
Efficiency Savings	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
<u>Direct Employee</u>						
Reduction in Prevention/Protection/Response Staff	50		50		50	
<u>Indirect Employee (e.g. training, travel etc.)</u>						
All Indirect Employee Costs				27		
<u>Premises</u>						
Utilities					114	
Rent/Rates					36	
Other Premises Costs	41		41		65	
<u>Transport</u>						
Fleet			48		48	
<u>Supplies and Services</u>						
National Procurement Savings	520		456		400	
Local Procurement Savings	164	13	1811	54	1450	
Other Technology Improvements			21		21	
<u>Other</u>						
FRIC Membership	285		285		285	
Total Efficiency Savings	1,073		2,793		2,469	
Efficiency Savings as a Percentage of Non-Payroll Budgets	4.43%		11.04%		10.22%	
Efficiency Savings Target	2.00%		2.00%		2.00%	
Over/(Under)	2.43%		9.04%		8.22%	

Table 4: Efficiency Data

4.2 Income

INCOME						
£000						
	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Income generated from charging policies	-139		-361		-329	
Income generated from trading operations	0		0		0	
Income generated from shared premises	-98		-86		-95	
Income generated from interest on investments	-1,903		-1,400		-750	
Total	-2,140		-1,848		-1,174	

Table 5: Income

5 Efficiency Narrative

5.1 Direct Employee

The Authority has ceased the Operational Resources Pool in 2022/23 which has resulted in ongoing efficiencies in the payment of allowances totalling £0.050m.

5.2 Indirect Employee

Initially, Fire Protection had planned to recruit two cohorts of seven Fire Protection Officers during 2024/25. However, after evaluating the cost of conducting two separate training courses, it was determined that combining the recruits into a single cohort of fourteen would reduce expenses. This adjustment would require only one training course and result in a saving of £0.027 million.

5.3 Premises

The relocation of the Control Centre from Bramley to FSHQ at Birkenshaw has led to savings of £0.174 million in rates and utility costs. Furthermore, a review of the Authority's property maintenance contracts resulted in a revised provision, generating ongoing efficiency savings of £0.041 million.

5.4 Transport

In 2024/25, the Authority upgraded its entire front-line fleet of fire appliances to include clean cab technology. The modernity of the fleet has resulted in annual revenue savings of £0.048 million, covering maintenance, tyres, and repair costs.

5.5 Supplies and Services

The Authority has achieved annual procurement savings exceeding £2.2 million by utilising national procurement frameworks and local procurement processes. These savings are recorded in full in the first year the contract is live, and all savings are reinvested back into the service.

Additionally, the Authority has realised cost reductions of £0.021 million in technology through the adoption of Power Apps and Microsoft 365, eliminating the need for third-party suppliers. As the Authority continues to advance technologically, these efficiencies are expected to grow further.

5.6 Others

In April 2023, the Authority joined the Fire and Rescue Indemnity Company (FRIC), an insurance pool comprising fourteen Fire and Rescue Services. This initiative was designed as an alternative to traditional insurance, offering member fire and rescue authorities enhanced control over coverage, claim management, and settlement processes. Unlike external insurers, FRIC is a non-profit entity, which means member contributions are lower as they exclude the profit margins typically embedded in insurance premiums. Membership in FRIC generates ongoing annual efficiencies of £0.285 million. Additionally, it provides valuable non-financial benefits such as collaboration with fellow members, data sharing, and improved understanding of the fire insurance industry.

5.7 Future Efficiencies

The Authority employs a dedicated continuous improvement and benefits realisation manager to collaborate with teams in identifying ways to improve efficiency and help generate both cashable and non-cashable benefits.

Recognising the significance of ongoing transformation, WYFRS has implemented a Smarter Working Programme. This initiative promotes a Corporate 'lean' methodology that drives continuous improvement - a foundational principle aligned with the strategic priorities set out in the Community Risk Management Plan.

The Smarter Working Programme highlights the Authority's commitment to achieving maximum efficiency and effectiveness as a Service. By encouraging departments and teams to embrace innovation and streamline their processes, the programme empowers them to initiate positive changes.

Numerous smarter working projects have already been implemented and are documented within this plan. Additionally, any new initiatives are recorded in the productivity and efficiency log, providing a comprehensive account of progress.

6 Collaboration

The Authority has established numerous agreements for sharing premises with partners, including five shared with West Yorkshire Police, six with Yorkshire Ambulance Service, and two with local authorities. These arrangements generate an annual income of £0.100 million.

Collaboration is a key focus for the Procurement Team, which is actively involved in various joint procurement initiatives. The use of national frameworks for purchasing goods and services simplifies processes and eliminates the need for full tender exercises. This approach not only enhances efficiency but also achieves savings through economies of scale. Using national frameworks has realised savings of £0.456m in 2024/25. Examples of items procured via frameworks include mobile phones, laptops, servers, and vehicle telematics.

6.1 Assessment of Efficiencies

The Authority remains committed to achieving ongoing efficiency savings, prioritising value for money in all its activities. For 2025/26, these efficiencies are projected to reach 10.22% of non-pay budgets, significantly exceeding the 2% target. The Authority has effectively utilised its earmarked reserves, particularly by allocating the capital reserve to fund the development of Fire Service Headquarters. This approach has eliminated any revenue costs both now, and in the future, resulting in annual savings of £2 million in capital and interest payments over the lifespan of the asset.

6.2 Productivity and Efficiency Log

A 2024 review identified smarter working opportunities, including streamlining invoice verification, eliminating paper processes, and automating payments, saving 432 hours annually. An Explosives E-Form was also developed to modernise procedures and enhance customer experience.

To support ongoing transformation, WYFRS is introducing benefits management, tracking outcomes from change initiatives and aligning with strategic priorities. This commitment will drive innovation, evidence-led decision-making, and real-time improvements. Smarter working projects are documented, with new initiatives recorded in an efficiency and productivity log to track progress and adaptability.

7 Productivity

7.1 Collaboration

Shared Premises

We have established a series of agreements to share premises with our partners, fostering collaboration and improving productivity. At present, we co-locate across five sites with West Yorkshire Police (WYP), six with Yorkshire Ambulance Service (YAS), and two with local authorities, facilitating faster information exchange. Additionally, we are actively exploring further opportunities to expand estate-sharing arrangements with WYP. These agreements generate an annual income of approximately £0.1 million, with terms reviewed annually in line with the Consumer Price Index.

Co-responding and Partnerships

Co-responding with other FRS

Throughout 2024, WYFRS Control had contingency agreements in place with South Yorkshire Fire & Service to provide mutual support during emergencies or periods of high demand.

West Yorkshire currently has a remote buddy arrangement with Cambridgeshire Fire & Rescue Service. This arrangement enables Cambridgeshire to handle 999 calls for West Yorkshire, and vice versa, alleviating call volumes during busy periods. Life risk calls are promptly transferred back to the home Control via a dedicated line, while non-life risk calls are returned through email or once implemented, via multi-agency incident transfer. This step adds resilience and can be used before initiating Operation Willow Beck, which is a process designed to manage increased emergency call volumes during extreme conditions.

Looking ahead, future collaboration with North West Fire Control is planned for 2026, as both services will operate on the same mobilising system, enhancing interoperability and resilience further.

Partnerships with other local organisations

Since 2019, we have worked to enhance the productivity of our operational resources while adapting to the declining incidence of fires by taking on additional responsibilities. This includes assisting the police and ambulance services in gaining access during medical emergencies. This collaborative approach among the blue light services not only improves efficiency across all three

organisations but also strengthens community safety, health, and wellbeing across West Yorkshire. In 2024/25 alone, crews responded to 1,720 gaining entry incidents.

WYFRS has a proud and enduring tradition of partnership working, with the ongoing Tri-Service Collaboration Board serving as a key driver in turning collaboration into a practical reality. Through this initiative, WYFRS demonstrates a deep understanding of the transformative impact that working alongside others can have. The commitment to collaboration has unlocked a multitude of benefits, such as the co-location of services, the delivery of joint training programmes for staff, and the sharing of incident data across blue light services.

Local Resilience Forum

WYFRS currently serves as Co-Chair of the Local Resilience Forum (LRF) and hosts shared resources, including a Communications Officer. WYFRS also manages the Government Core Funding LRF grant on behalf of the LRF, employing a Training & Exercise Officer, Community Resilience Officer, and Projects Support Officer. These grant-supported roles have steadily increased since the initial funding award in 2021.

The LRF model remains active through 2025-26, fostering collaboration on training programmes, events, and coordinated communications responses to major incidents, ensuring effective and cohesive support during significant emergencies.

Secondments to national bodies

Currently, three officers have been seconded to the National Resilience Assurance Team, focusing on command and control and Marauding Terrorist Attack operations. Another has joined the Emergency Services Network programme. These secondments enhance integration with national level workstreams, fostering collaboration and alignment with broader emergency service initiatives.

Shared Services and Resources

Shared Resources

WYFRS serves as a hub for all national resilience assets, which encompass specialised equipment and personnel. These resources can be swiftly deployed across the country to support other fire and rescue services in managing major incidents. Whether responding to large-scale emergencies, natural disasters, or complex rescue operations, WYFRS plays a critical role in ensuring coordinated and effective assistance wherever it's needed most.

Shared IT Services

Since 2022, members of National Working Groups have been actively collaborating to enhance efficiency and innovation within ICT. Engaging with these groups allows ICT staff to work alongside experts from various fields, facilitating the exchange of best practices and forward-thinking ideas.

By participating in National Working Groups, WYFRS stays ahead of emerging best practices. For instance, its involvement in writing and reviewing the Data Fire Standard for the NFCC has ensured a deep understanding of evolving standards.

The contributions of our new OneView system to national working groups has received national-level recognition from the NFCC, as well as acknowledgment from partner agencies and councillors. The data gathered is now instrumental and moving forward, it will direct prevention efforts and safety campaigns, leading to more effective outcomes.

Other

WYFRS collaborates with West Yorkshire Police and Yorkshire Ambulance Service through the Violence Reduction Hub, facilitating the sharing of critical data to support community safety initiatives, ensuring that resources are directed where they are most needed.

7.2 Asset Management and IT Investment

Digitalisation

Digitalisation of operational process

Operationally, we have equipped tablets with in-house applications for community use and enhanced command support technology and connectivity in our support vehicles. Fixed phones in appliances have been replaced with smart mobile phones featuring corporate applications and accessible data.

Digitalisation of non-operational process

In 2024, West Yorkshire Fire and Rescue Service (WYFRS) embraced Microsoft Power Platform technology to modernise and automate its processes. The Prevention PowerApp streamlines audit and inspection reporting, enhancing data analysis and informed decision-making. This initiative replaces InfoPath forms with PowerApps and introduces new applications for equality impact assessments, performance inspections, and project documentation.

Other

Between April and June 2024, WYFRS reviewed the AllStar Fuel Card process, and following a successful trial, adopted Automated Invoice Payments, ensuring invoices are automatically processed if all items match the purchase order. Other benefits include:

- **Eliminated Paperwork:** End-users no longer need to forward receipts to Finance, enhancing efficiency.
- **Detailed Reporting & Fraud Prevention:** Transaction fuel spend reports and in-house fraud team services provided by AllStar strengthen financial oversight.
- **Significant Time Savings:** The automation has saved over 36 hours per month, equating to more than 432 hours annually - allowing teams to focus on operational priorities.

ICT Systems

Looking ahead, the focus is on fostering a self-service culture through digital enablement, empowering staff to create low-level solutions, automate manual processes, and utilise business intelligence to enhance services and efficiency.

Mobilisation system

The Authority is moving to the Frequentis mobilising system which will go live in June 2025. This enhances incident management by integrating communication and data-sharing across emergency services, improving coordination and response efficiency. This advanced solution empowers WYFRS to optimise service delivery, adapt to future demands, and better support the community.

With its cloud-based mobilising capabilities, the system seamlessly facilitates communication and incident management, ensuring swift and effective emergency response.

Appliance Tracking/Telematics

From March 2025 to March 2026, WYFRS is rolling out vehicle telematics across its entire fleet, including FDS Officers' vehicles, to improve monitoring and efficiency.

Bi-annual reviews using telematics data will optimise fleet utilisation while supporting road risk management. Additionally, the automation of mileage tracking, which was previously a manual process requiring over 200 hours annually across 425 vehicles has significantly streamlined operations.

Other

WYFRS' OneView system provides intuitive dashboards tracking progress on strategic priorities. Recent updates include operational training, prevention, and protection data, with future expansion covering appliance availability, staff rostering, and sickness data.

PowerBI reports have enhanced data accessibility and efficiency, delivering real-time insights. Staff now have instant 24/7 data access, removing reliance on delayed weekly spreadsheets. The Fire Authority Report, once a three-day task, is generated in two minutes. Narrative logs, previously sorted manually in Excel, can be searched in 30 seconds.

To maximise value, we develop in-house systems tailored to our needs. The firefighter Competency Dashboard alone saves over 3,500 hours annually across all stations.

ICT (Other)

Software

WYFRS has adopted other Microsoft products, including, Azure, and M365. Using a unified ecosystem ensures seamless communication between systems, while familiar interfaces reduce the need for multiple styles and shortcuts, improving user experience.

Moving to the cloud strengthens storage resilience, allowing for scalable expansion beyond physical hardware limitations. Additionally, users can now complete electronic forms 24/7 via mobile devices.

Use of Artificial Intelligence

Since May 2024, WYFRS has invested in CoPilot licences to ensure secure artificial intelligence usage and prevent data exposure to unsecured platforms. WYFRS sees artificial intelligence as a supportive tool rather than a replacement for human input. One user reported saving four weeks per policy while improving quality through artificial intelligence driven analysis of legislation and best practices. CoPilot also automates meeting minutes, email summaries, and drafting responses. Further rollout is under review.

CCTV installed on vehicles

WYFRS has implemented CCTV systems across its vehicle fleet to enhance incident verification and reduce administrative workload. This technology has eliminated 50/50 claims where no footage was available, providing clear evidence and improving claim resolutions.

Currently, CCTV is being installed on new Scania and MAN appliances, covering around 58 vehicles, with plans to expand to all newly procured vehicles.

Training staff in digital skills

WYFRS has focused on training staff in digital skills through OneView Training, ICT CPD sessions, and the Change Ambassador Network (CAN). Of the 220 staff who booked training, 150 attended, with 72 out of 74 participants reporting increased confidence in using systems effectively. The CPD sessions were expanded in 2024 and are continuing into 2025. This ongoing investment ensures staff are equipped with the necessary digital skills to optimise workflow and leverage technology effectively.

Other

From December 2024, WYFRS is transitioning its Fire Investigation App from MS Dynamics to in-house PowerApps, eliminating the £8,229 annual support contract. Removing the support contract allows funds to be reallocated to productivity enhancing projects.

The new digital form enables fire investigators to upload information instantly, eliminating paper-based proformas, while ensuring investigative processes remain robust and well-integrated.

Asset Purchase, Maintenance and Contracts

Purchase of petrol appliances/vehicles

We have currently invested £19.8m in replacing 58 fire appliances, introducing 'clean cab' practices to reduce firefighter exposure to contaminants. In addition, the aerial fleet has been modernised, reducing platforms from five to four, saving £0.75m in capital and £0.02 million annually in servicing costs. In 2024, resources were reallocated to address wildfire risks, improving alignment with community needs.

PPE purchase

In 2024, WYFRS introduced lightweight multi-role PPE, improving health and safety while extending the lifespan of structural kits across various incident types and work systems.

The current PPE regional contract runs until 2029, with a new national framework set to replace it in 2027.

Extending asset life

To reduce capital costs, the lifespan of fire appliances was extended from 10 to 15 years, saving £9m. Furthermore, reducing specialist vehicles from six to five and increasing their lifespan from

15 to 20 years saved £0.800m. A fleet review removed 40 underutilised vehicles, saving £0.137m annually and funding 32 Toyota Hilux vehicles for operational use. A further review in 2024/25 will consider post-redevelopment synergies and hybrid working impacts on fleet needs, enabling savings in leasing, insurance, and fuel costs to be redirected to specialist vehicles.

Review of maintenance

The vehicle workshop has streamlined the maintenance of vehicles and equipment by aligning service intervals, allowing all equipment to be serviced annually in workshops at the same time. This eliminates the need for firefighters to remain on station while workshop staff travel to complete the work.

To support round-the-clock use of the operational vehicle fleet, a system is in place for replacement or repair of defective vehicles and equipment. Additionally, the stores department has transitioned from a paper-based system to an electronic platform (OPEX), enabling faster requisitions and reducing equipment delivery times from three weeks to four days.

Other

West Yorkshire Fire and Rescue Service (WYFRS) began redeveloping its Birkenshaw headquarters in 2022, integrating Fire Control, a modern Training Centre, and relocating Cleckheaton Fire Station. In 2025, teams from the Bramley Service Delivery Centre will move to the new facility, with projected efficiency savings of £0.365 million. Additionally, solar panel investments are expected to pay off within 10 years. All design plans now mitigate the exposure to fire contaminants.

7.3 Resourcing

Employee

Adjustment to staffing model

The Service Delivery Development Project improves operations by standardising fire appliance crews at four personnel, led by a Crew Manager, while Watch Managers travel in a blue-light vehicles. This change boosts Crew Managers' autonomy and enables Watch Managers to focus on prevention, protection, and community collaboration.

Under the revised service delivery development model, each Watch Manager gains 117 hours yearly by avoiding incidents manageable by Crew Managers, allowing time for training, crew

development, district projects and incident assurance. Future role expansion may include specialist duties including hazardous materials and technical rescue.

Operational Staffing Project

A dedicated resource was assigned to evaluate the Organisation's productivity and efficiency within its existing resourcing models. The Operational Staffing project, launched in 2022 is now progressing into phase 2, which focuses on transitioning to locally managed staffing systems, and revising local management structures to further reducing overtime and detached duty costs. To date, the project has successfully achieved savings of approximately £0.245 million.

Further refinements to the leave policy, such as rota day training and limitations on pre-arranged detached duties for leave booking, have resulted in cost efficiencies. These measures continue to generate annual savings of approximately £0.38 million.

Flexible/hybrid working

WYFRS assessed all roles for hybrid suitability, promoting a more adaptable and efficient workplace. The headquarters, developed in 2024, is designed to enhance operational effectiveness, sustainability, and agility, seamlessly supporting a dynamic hybrid work model. This optimisation has allowed for a streamlined design, making it approximately 20% smaller than its predecessor while maximising productivity and flexibility.

Apprenticeship scheme

WYFRS has an ongoing apprenticeship scheme for supervisory and line managers at levels 3 and 5, integrating leadership development to enhance managerial effectiveness. Delivered through competitive tendering, the programme strengthens performance management and team development.

Training staff in new skills

Since 2023, WYFRS has delivered comprehensive staff training across key areas, including absence and attendance management, annual reviews, behavioural interviewing, coaching and mentoring, dignity and respect, diversity and inclusion, safer recruitment, motivational and challenging conversations, and project and change management. These initiatives strengthen workplace culture, empowering employees with essential skills to handle challenges effectively. In 2024/25 alone, 520 staff members participated in these training programmes.

Resourcing Systems

Risk and Resource Review

In 2024, WYFRS engaged an external consultant to analyse the profile of risk within West Yorkshire to aid in the development of the Community Risk Management Plan. The consultant gathered 10 years of incident reporting data and conducted a statistical analysis of the most recent five financial years. Collaborating with WYFRS, the consultant identified 15 incident categories to evaluate the risk profile. Additionally, they utilised publicly available data to provide an overview of key risk factors in West Yorkshire. The findings from the profile of risk have now guided further analysis to support the creation of more cost-effective resourcing models. These models aim to maintain fire cover and ensure compliance with risk-based planning assumptions.

This approach will optimise the positioning of response assets to improve coverage and operational efficiency.

Changes to Automatic Fire Alarm policies

Our Automatic Fire Alarm (AFA) policy has been refined to adopt a proportionate risk-based approach, which includes no attendance to commercial AFAs and a reduction to one fire engine for other non-domestic AFAs. This resulted in a mobilisation reduction of 49% to commercial AFAs between March 2024 and August 2024 and resulted in over 1,000 hours of time saved, enabling firefighters to allocate more time to Service Delivery activities and operational training, thereby enhancing efficiency and community-focused outcomes. This evolution highlights our commitment to continually optimising resources to strengthen public safety and service effectiveness.

Fleet and Equipment

Changes in type of equipment used

WYFRS has replaced 13.5m SR2 ladders with 12m ladders, offering a lighter alternative that enhances manual handling and crew safety. This upgrade reduces overall weight, making ladders easier to manoeuvre, particularly in confined spaces during incidents. The improved design supports efficiency, safety, and operational effectiveness for firefighters in demanding environments.

Review of fleet model

WYFRS has enhanced and is currently rolling out a new fire engine design to improve safety, efficiency, and performance. New 2,500-litre water tanks increase firefighting capacity, while segregated PPE storage reduces exposure risks to contaminants. A power beam gantry simplifies ladder access, and dual air conditioning improves crew comfort. Additional upgrades, including back-up power take-off systems and vehicle-assist technology, strengthen response capabilities, ensuring WYFRS remains at the forefront of emergency service innovation.

7.4 Income Generation

Charging Policies

The Authority has established mechanisms to generate revenue by charging for various services, such as special service calls, COMAH, the Youth Intervention Team, and National Resilience Distributed Learning. In the fiscal year 2024/25, these efforts resulted in an income of approximately £0.653 million. Further information can be found in table 6 below.

Income Area	Income Generation (£)
Special services (lock outs, domestic flooding, lift rescues, etc)	5,628
Fire Reports and Fire Investigation Reports	17,729
Automatic Fire Alarm call outs	185,920
Interviews with fire investigation offices/incident commanders	746
Fireworks licensing visits	16,669
COMAH response	133,770
Youth intervention programmes	77,220
Total	437,682

Table 6: Charging policy income generation

Other Income Sources

Income Area	Income Generation (£)
Leasing agreements	102,364
Third party accident cost recover	20,663
National Resilience training	55,300
Sale of old vehicles and equipment	35,215
CCS and YPO agreements	2,315
Total	215,857

Table 7: Other income generation

7.5 Outcome-based Activities

WYFRS created the Service Delivery Effectiveness Plan 2024-2027 to enhance productivity and efficiency while maximising existing resources. The plan examines key areas, including firefighters' daily operations, station administration, automatic fire alarm response, watch role reestablishment, and data utilisation.

By highlighting best practices, achievements, and improvement strategies, the plan strengthens service delivery and supports WYFRS' mission of 'Making West Yorkshire Safer.'

Wholetime firefighter activities, including Safe and Well visits, site-specific risk inspections, and exercises, are measured and recorded. A new database update allows tracking of wider risk reduction activities.

Targets include three site specific risk inspections per watch per month, while Safe and Well visits follow a structured timeline: contact within seven days, visit within 28 days, and case closure within 56 days. Firefighters completed 8,274 visits in 2022/23, 9,050 in 2023/24, and 9,853 in 2024/25, highlighting an increase of 16%.

The OneView data management system enhances reporting, producing PowerBI reviews on a monthly, eight-weekly, and quarterly basis. Outcomes from inspections are recorded and quality-assured at watch, district, and service levels.

Site specific risk inspections visits have increased to an average of three visits per appliance, per watch, per month over the next two years, aiming for a 33% rise in annual service output.

7.6 Workforce Capacity

The WYFRS Service Delivery Effectiveness Plan enhances workforce capacity measurement for wholetime firefighters through a revised working day framework. This framework helps track time spent on equipment checks, administration, prevention, risk reduction, fitness, and operational training, ensuring optimal resource allocation. The new framework increased service delivery time by one hour, created 7,655 hours per year across 21 wholetime stations and 9,855 hours across the 27 fire engines.

Service Delivery activities are now scheduled to avoid rush hour and high incident periods, improving engagement with businesses and residents. Night shifts focus on administration and station tasks, potentially increasing service delivery and training capacity by up to 23%, depending on operational demands. Furthermore, operational training and preparedness has been enhanced by protecting time allocated to training.

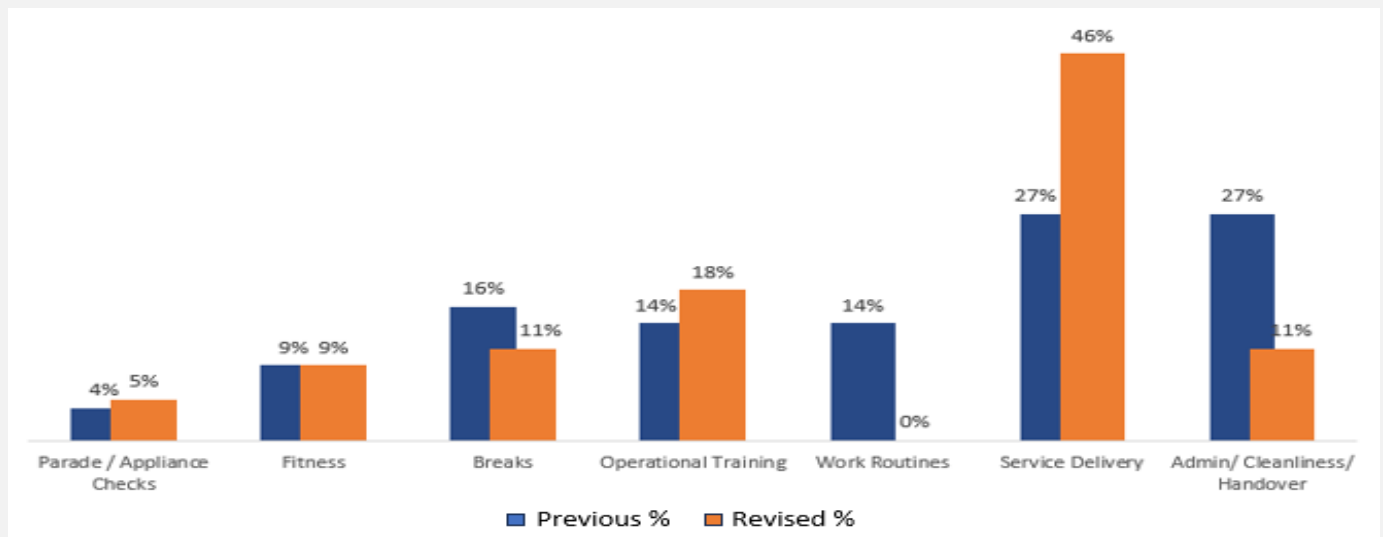


Figure 5: Previous 2-2-4 wholetime day shift work routines compared to revised 2-2-4 wholetime day shift work routines.

The Service Delivery Effectiveness Plan provides insights into incident data and operational demand, supporting informed decision-making. It also redefines roles and responsibilities for operational staff up to the rank of station manager, reinforcing leadership structure and operational efficiency.

In 2025, WYFRS launched a new prevention database, enhancing the recording of additional tasks within Microsoft Teams while ensuring more robust data collection. This system streamlines documentation, improving accuracy and accessibility for prevention activities. The database supports real-time tracking, helping teams manage workloads efficiently and identify trends in prevention efforts. By integrating enhanced reporting tools, it strengthens data-driven

decision-making, optimising service delivery and resource allocation to better serve the community.

Adjusting the response to automatic fire alarms led to a 47% decrease in commercial premises incidents and a 20% overall reduction, saving approximately 1,000 hours annually. This change allows resources to be redirected towards risk reduction, community engagement, and operational preparedness, enhancing service efficiency while maintaining emergency readiness. By prioritising genuine emergencies, the revised approach helps reduce disruption for businesses and improves firefighter availability for high-priority incidents.

The Service Delivery Administration Hub (SDAH) enhances station administration, acts as a single service delivery contact point, improves customer service, and streamlines operations. It ensures consistent service across the county during office hours, addressing prior inconsistencies. SDAH targets a 75% call response rate, achieving 95% in early 2025 (603 of 637 calls). A review of station admin support freed £0.141 million, funding four prevention officers to boost community safety

7.7 Meeting the 3% Productivity Target

The implementation of the Service Delivery Effectiveness Plan has strengthened workforce capacity, allowing firefighters to expand prevention, protection, and training activities.

Optimising the response to automatic fire alarms has saved approximately 1,000 hours annually, enabling personnel to focus on higher-priority tasks. The revised working day framework introduced an additional hour of service delivery time, generating 7,655 extra hours annually across 21 wholetime stations. Additionally, rescheduling service delivery activities has boosted capacity by up to 23%, improving engagement opportunities and operational readiness.

Since 2022/23, Safe and Well visit output has risen by 16%, demonstrating a commitment to community risk reduction. With continued data-driven refinement, WYFRS is further enhancing service delivery efficiency while maintaining high standards of fire safety and prevention.

Signed



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