

OFFICIAL

Agenda item: 08

Bonfire Period Review 2025

Full Authority

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| Date: | 12 December 2025 |
| Submitted by: | Deputy Chief Fire Officer/Director of Service Delivery |
| Purpose: | To inform Members of the events leading up to and throughout the bonfire period 2025 |
| Recommendations: | That Members note the contents of the report |
| Summary: | The bonfire period is historically a time of increased activity for West Yorkshire Fire and Rescue Service (WYFRS). It is also a period that we know has the potential to see an increase in attacks on firefighters. WYFRS experienced a busy period, resulting in an expected increase of calls and mobilisations |

Local Government (Access to information) Act 1972

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|----------------------------------------------|--------------------------------------------------------------------------------------------|
| Exemption Category: | None |
| Contact Officer: | Area Manager (AM) David Teggart T: 07810 354638 E: dave.teggart@westyorksfire.gov.uk |
| Background papers open to inspection: | None |
| Annexes: | None |

1. Introduction

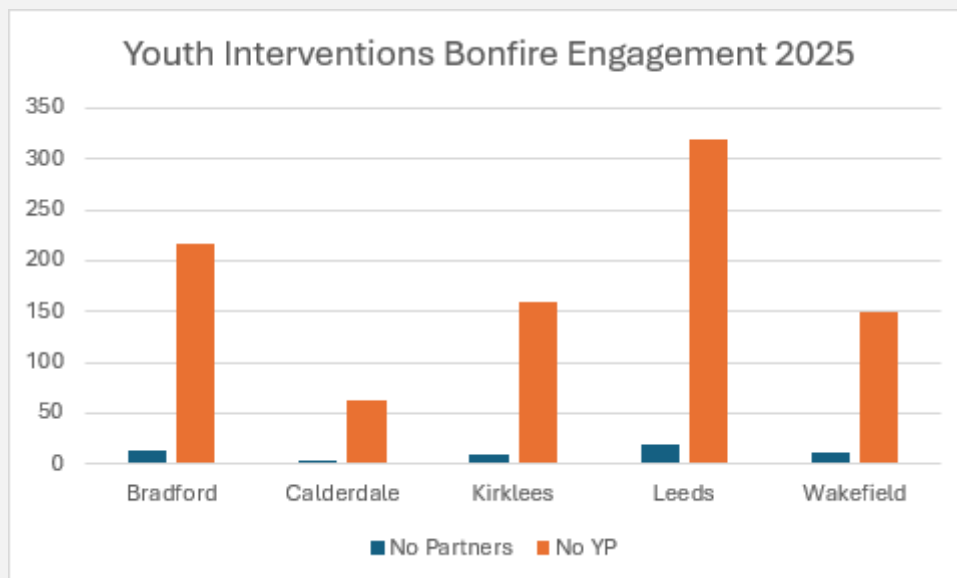
- 1.1 This report provides an overview of the planning and operational response undertaken by West Yorkshire Fire and Rescue Service (WYFRS) in collaboration with West Yorkshire Police (WYP), Yorkshire Ambulance Service (YAS) and a range of other partners from the local authorities and communities, for the Bonfire period 2025 (The bonfire period for the purposes of reporting is the 29th October to the 12th November each year)
- 1.2 Anticipating the seasonal rise in fire-related incidents and anti-social behaviour, the partners developed joint strategies to protect both the public and emergency service personnel. This collaboration was essential in maintaining safety and resilience during a period of heightened demand.
- 1.3 WYFRS's Operational Resilience team produced a response plan that aligned with wider multi-agency strategies. Drawing on historical data, shared intelligence, and lessons from previous years, the plan also accounted for current regional and international tensions. Departments and districts across WYFRS worked together to strengthen operational readiness, integrating prevention, protection, and communications into a unified approach. Joint working groups with partner organisations were established to design interventions that reduced anti-social fires and safeguarded frontline responders, reinforcing the principle of shared responsibility.
- 1.4 Community engagement remained central to the strategy. WYFRS collaborated with schools, youth services, faith groups, community leaders, and local authorities to deliver education programmes and build trust in vulnerable areas. These initiatives were underpinned by established relationships developed through long-standing joint working, ensuring that safety messages were communicated effectively and that communities felt supported.
- 1.5 The co-ordinated response improved efficiency, strengthened public confidence and enhanced protection for emergency service workers. While the approach demonstrated the value of multi-agency collaboration, it also highlighted areas for continued development, including intelligence sharing, rapid deployment, and community liaison capacity. Looking ahead, maintaining strong partnerships and embedding lessons learned will be critical to sustaining resilience during future Bonfire periods.

2. Information

Youth Interventions Team

- 2.1 In the 5 weeks leading up to the bonfire period the Youth Interventions Team worked across all districts to deliver targeted interventions to young people most at risk of instigating a blue light service response or whose behaviours were likely to put themselves or others at risk over the bonfire period.

- 2.2 The team of Youth Interventions Trainers worked closely with district teams to identify areas of concern and contacted partner agencies such as schools, pupil referral units and youth services in order to engage with the young people most in need of the safety information available.
- 2.3 This year the team refined their offer to ensure they engaged specifically with this target audience. The talks, that were delivered to small groups of young people, not only to provide safety advice but challenged the perceptions and behaviours of young people engaging with the talks. Most of the conversations that were generated by the young people this year were around derelict buildings and Anti-Social Behaviour rather than the misuse of fireworks.
- 2.4 In addition to the talks offered this year, Leeds Youth Service commissioned 3 Crackers Targeted Intervention Days (TID). These 3 sessions were delivered over October half term as diversionary activities. These sessions are a one off 5-hour session delivered on an operational fire station. TIDs are a combination of education and practical firefighting activity. The Crackers TID aims to challenge young people to consider the effects of ASB and playing with fireworks. During these sessions the YIT also trialled some new material on around derelict buildings in response to the conversations that were raised through the talks. This material was well received by the young people, and the YIT will continue to refine this material so that it can form part of their Risk Reduction package and be incorporated into next year's talks.
- 2.5 In total the Youth Intervention Team engaged with 909 young people across West Yorkshire. 884 young people engaged with the talks offered and 25 young people engaged with the 3 Targeted Intervention Days.



WYFRS Firework Licencing

- 2.6 West Yorkshire Fire & Rescue Authority are the licencing authority for the storage of explosives under the Explosives Regulations 2014. The enforcement powers of

officers within WYFRS relate to licencing requirements and concerns relating to inappropriate or unlicensed storage.

2.7 WYFRS do not have any powers to deal with the anti-social use of fireworks, this lies with West Yorkshire Police who have specific powers under the Anti-social Behaviour, Crime and Policing Act 2014.

2.8 Unfortunately, the Explosives Regulations 2014, which govern the licensing and storage of fireworks, only permit the licencing authority to refuse a licence application under two specific conditions:

- The applicant is not deemed a fit and proper person.
- The premises are unsuitable for the intended storage arrangements.

2.9 These limitations make it challenging for our officers to refuse applications. Nevertheless, WYFRS have introduced measures to ensure that fireworks are stored appropriately and to deter individuals who may be inclined to test the boundaries of the law.

2.10 Over the past 12 months, we have implemented several significant changes:

- Enhanced checks with the Police to ensure all applicants meet the 'fit and proper person' criteria.
- Extended application processing times to reduce the volume of last-minute submissions ahead of the bonfire period.
- A new online application system with built-in validation checks.
- More rigorous inspections of premises during the application stage.
- Targeted inspections of individual retailers, rather than focusing solely on larger supermarket chains.
- Involvement in multi-agency visits to targeted premises.

2.11 These measures have had a notable impact on the number of applications received and licences issued.

2.12 In the previous year leading up to the 2024 bonfire season:

- 25 new applications were received.
- 11 refused or not progressed.
- 14 licences issued.

2.13 The figures for this year up to 10 November 2025:

- 9 new applications were received.
- 6 refused or not progressed.
- 3 licences issued.

2.14 This represents a reduction of 36% in applications received and a reduction of 79% in licences issued.

- 2.15 WYFRS wrote to 6 licence holders to advise them that WYFRS are minded to revoke their licence due to either improper storage or new information to suggest they are no longer considered a fit and proper person.
- 2.16 During the 2 weeks leading up to 10 November 2025 WYFRS officers had seized over 1200 packs of fireworks with a retail value in excess of £50,000.
- 2.17 Some of the fireworks seized had been modified to incorporate handles allowing them to be used in a similar manner to a weapon.
- 2.18 Recognising the changes we have made as a positive first step, we have now extended these more stringent requirements to renewal applications. This is a recent development, and we anticipate similar positive outcomes in the coming months.
- 2.19 While our enforcement powers are limited under the Explosives Regulations 2014 and the Fireworks Regulations 2004, which do not place a duty on West Yorkshire Fire & Rescue Authority to address offences related to the setting off of fireworks in public places, WYFRS remain committed to supporting our partners in this area.
- 2.20 The measures we have introduced will contribute to a broader effort to reduce nuisance firework use and the fire protection team continue to support and participate in wider initiatives addressing this issue.

Prevention / Community Awareness Initiatives

- 2.21 Each district carried out a range of prevention activities with the aim to reduce bonfire related activity and anti-social behaviour (ASB), prior to and during the bonfire period, some of which were supported through partnerships and others WYFRS led.
- 2.22 Engagement with the local community was a key factor and different activities were directed towards the higher risk areas. These areas which experienced higher levels of attacks and ASB in 2024 were further resourced this year.
- 2.23 Environmental Visual Audits (EVAs)
- 2.24 All districts had multi-agency, intelligence led partnership meetings, which identified areas of fly tipping concern and potential nuisance fires. Crews undertook EVAs as part of a daily routine in the lead up to the bonfire period in known areas where fly tipping occurred. Council Waste Management Teams removed waste and minimised the opportunity for unwanted fires ahead of the Bonfire period. Staff proactively monitored vulnerable empty properties and where necessary, arranged the securing of the property.

WYFRS Corporate Communications

- 2.25 The Corporate Communications campaign for Bonfire Night 2025 looked slightly different to previous years, adopting a more 'business as usual' stance for the period.

2.26 In line with the Community Risk Reduction Group, the communications assets and key public messaging focussed on clear, simple safety messaging that could be shared in our communities, with bespoke engagement targeting anti-social behaviour messaging within schools and through youth intervention programmes.

2.27 Resources

2.28 To support public messaging, graphic design work was completed with a focus on safety linked to bonfires and fireworks, seeking to develop timeless, clear, concise graphic information to share with colleagues, stakeholders and communities. All assets can be viewed on the WYFRS website.

2.29 Outdoor banners and posters were positioned in clear locations within communities by operational crews, who also distributed leaflet information during proactive engagements. Digital assets were shared across our social media platforms, and supported by our partners, including Bradford College and Together Housing who displayed the graphics on their digital screens around their various properties.

2.30 Social Media



(Social media overview #BonfireSafe and #FireworkSafe between 25th October and 5th November 2025)

2.31 Commencing on 25 October, ahead of Halloween weekend, assets were published across our platforms. These included both the #WYFRSBonfireSafe and #WYFRSFireworkSafe visuals, supported by safety advice and a call-to-action linking back to our Celebrate Safely toolkit on the website.

2.32 Content was posted across Facebook and Instagram using both feed posts and stories. On Facebook, we also updated our cover photo to feature the #WYFRSBonfireSafe header asset, highlighting our core safety messaging to reach and engage all audience groups.

2.33 To extend our reach, we shared the content through our On-Call station pages and posted within local community groups, helping us connect with a wider audience and reinforce our safety messages at a local level.

2.34 Media & Public Relations

- 2.35 In the run up to the bonfire period we met with our communication counterparts at West Yorkshire Police (WYP) and West Yorkshire Trading Standards (WYTS) to discuss our strategy, as the organisations were taking part in a joint initiative. It saw the three agencies team up in the run-up to Bonfire Night to tackle those selling fireworks illegally, or retailers using unsafe/illegal practices in their shops.
- 2.36 We decided to make the most impact over various pieces of news and information, we would release a joint Halloween safety release (led by WYP), followed by a general bonfire safety release (led by WYFRS). This would then be followed by a joint release looking at the success of Operation Odiham and featuring the stats of how many fireworks were now off our streets. Then to conclude the period we would do a round-up thanking communities for celebrating safely.
- 2.37 These were supported by interviews with the media, including BBC Breakfast news, Greatest Hits Radio and ITV Calendar. We also submitted an article into the Together Housing newsletter which went to all residents advising them on how to celebrate Bonfire Night safely.
- 2.38 Over the bonfire period Corporate Communications operated our 'business as usual' On-Call system, as a team with one colleague available 24/7 to respond to any serious activity. We also attended Fire Control on Bonfire Night itself with additional resources, keeping in touch with operational command and police counterparts throughout the evening, in case any messaging was needed. For the third consecutive year, it was not required due to low-level disorder.
- ## 2.39 Conclusion/Learning
- 2.40 This was a successful bonfire campaign with good coverage, social media shares and partnership working all established.
- 2.41 The key messages were concise and simple, but the promotion around Operation Odiham also showcased the diverse work carried out by our teams and partners.
- 2.42 Creative assets were well received and can be used independently on the bonfire season (firework safety messaging, being relevant to other celebrations such as New Year) for a considerable time – having a clear, simple message that ensures longevity.
- 2.43 The Corporate Communications Team responded well to last-minute media requests and worked flexibly to promote the messaging to as wide an audience as possible.
- 2.44 Considerations for the future include resourcing on or around the 5th November in Fire Control; with an established BAU Communications On-Call process operating successfully throughout the year; an intelligence led approach to Communications Team in person staffing may be more effective than legacy processes.

Operational Response

2.45 The multi-agency operational response began months in advance of the Bonfire period, with strategic and tactical planning focused on information sharing and effective resource allocation. Pre-planning began in February, initially considering the feedback from the 2024 Bonfire Period debriefs. WYFRS's Operational Resilience team then integrated data from previous years with intelligence provided by WYP and other partners. This combined information was reviewed in multi-agency tactical and strategic meetings which shaped the response plan.

2.46 The plan was tested through a multi-agency tabletop exercise led by WYP. The exercise provided opportunity to assess partnership plans against realistic scenarios and identify any gaps in preparedness.

2.47 The WYFRS response plan incorporated several key elements:

- A strengthened command structure to ensure that the organisations normal staffing is able to handle business as usual, while bonfire operations are managed from the Tactical Command Room, enhancing situational awareness throughout the period.
- Joint police and fire resources, known as Fire Cars, are deployed with a WYP Officer and a WYFRS Watch Commander working together.
- Additional resilience was provided by Ilkley and Mytholmroyd fire stations, being staffed for immediate response on 5th November, while extra Control staff were assigned to support the Control Room and wider operations.
- WYFRS staff are kept informed of any safety concerns through the Safety Critical Information Point.
- Resilience Direct mapping is used to highlight historic firefighter attacks and high-risk areas, updated in real time on the 5th November and shared across WYFRS, WYP, and YAS.
- Special Operations Rooms were established in Leeds, Bradford, Kirklees and Calderdale, functioning as mobilisation and command centres for WYP and supported by WYFRS officers to provide real-time situational awareness to the Bonfire Command Team.

2.48 Fire Cars

2.49 Fire Cars played a central role in the response:

- In Bradford, three vehicles were deployed across Fairweather Green, Bradford, and Keighley.
- In Leeds, two were stationed at Killingbeck and Leeds.
- In Calderdale, one was based in Halifax.

2.50 Each vehicle was driven by a WYP Driver and the WYFRS Watch Commander was accompanied by a WYP Officer in order to provide a joint response. The officers were selected for their knowledge of local communities and high-risk areas.

2.51 Their primary function was to conduct on-scene assessments to determine whether a fire appliance was required. Where fires presented no risk of spreading to property or endangering the public, they were either allowed to burn out or left under supervision, reducing the exposure of emergency personnel in potentially hazardous areas. This approach minimises the risk of attacks on firefighters, officers, and equipment, while Police Sergeants retain authority to manage individuals causing disturbances. By adopting this strategy, operational fire appliances remained available for other emergency calls.

2.52 West Yorkshire Police Support

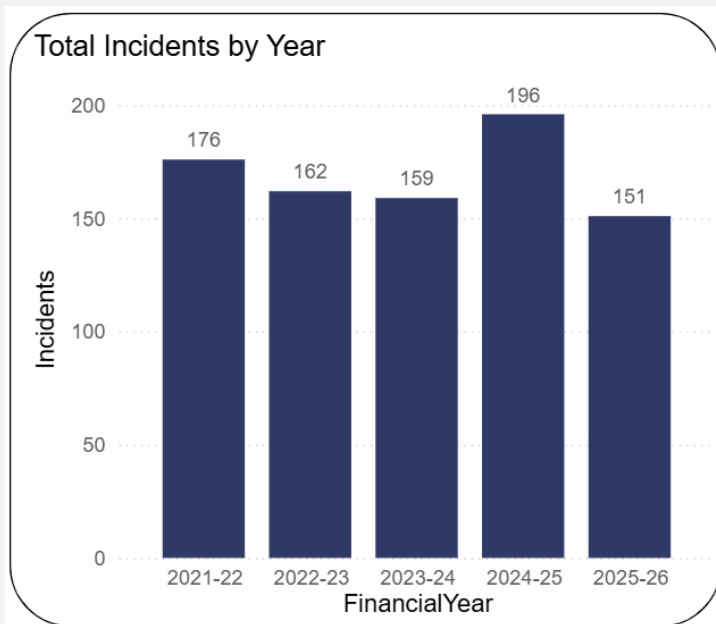
2.53 WYP's response options include increased staff availability, district-based Special Operations Rooms, and the provision of Police Support Units coordinated from the strategic operations room. These units can be requested by WYFRS where aggression or attacks on firefighters or appliances occur, ensuring that appropriate support is available to protect personnel and maintain operational resilience.

2.54 Incident Analysis

2.55 November the 5th 2025 fell on a Wednesday, which is similar to last year when it also fell on a mid-week day.

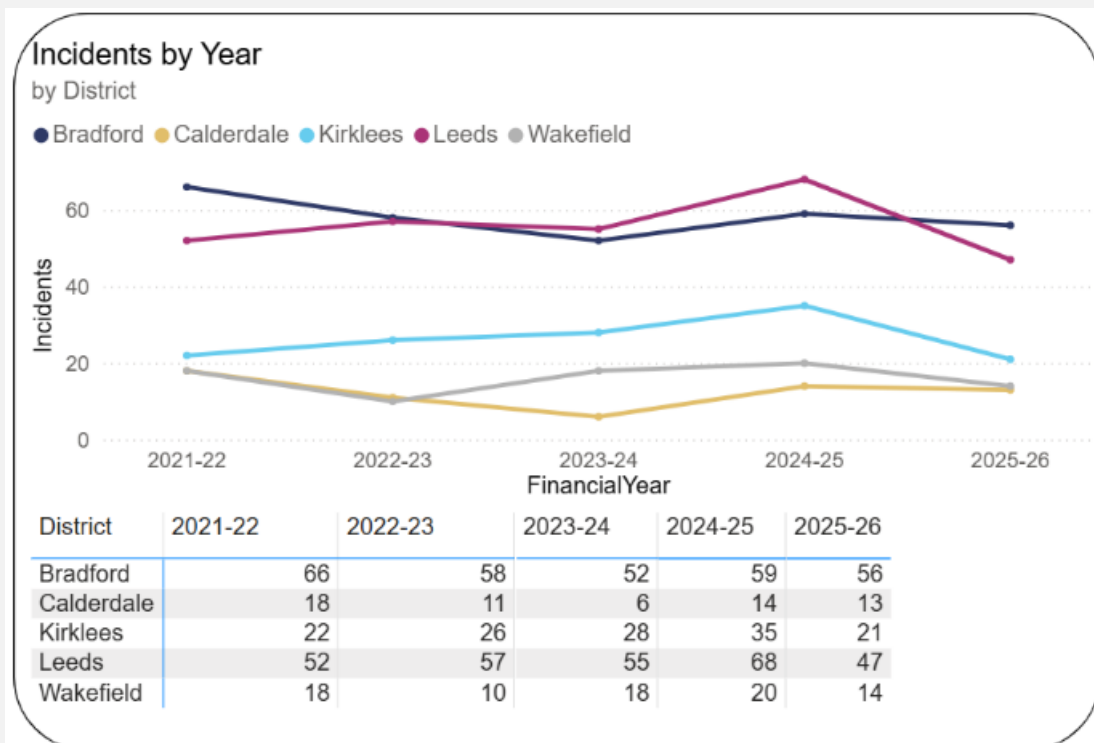
| DayName | Financial Year |
|-----------|----------------|
| Friday | 2021-22 |
| Saturday | 2022-23 |
| Sunday | 2023-24 |
| Tuesday | 2024-25 |
| Wednesday | 2025-26 |

2.56 This spreads out the activity over the two weekends as well as the day itself, in comparison to years where Bonfire night falls on a Friday or Saturday night, and activities are seen to be concentrated over one weekend; however with regard to the whole bonfire period it is generally recognised that the activity is reliably consistent each year.



(Table: Number of Incidents during the period 29th Oct – 12th Nov for each of the last five years)

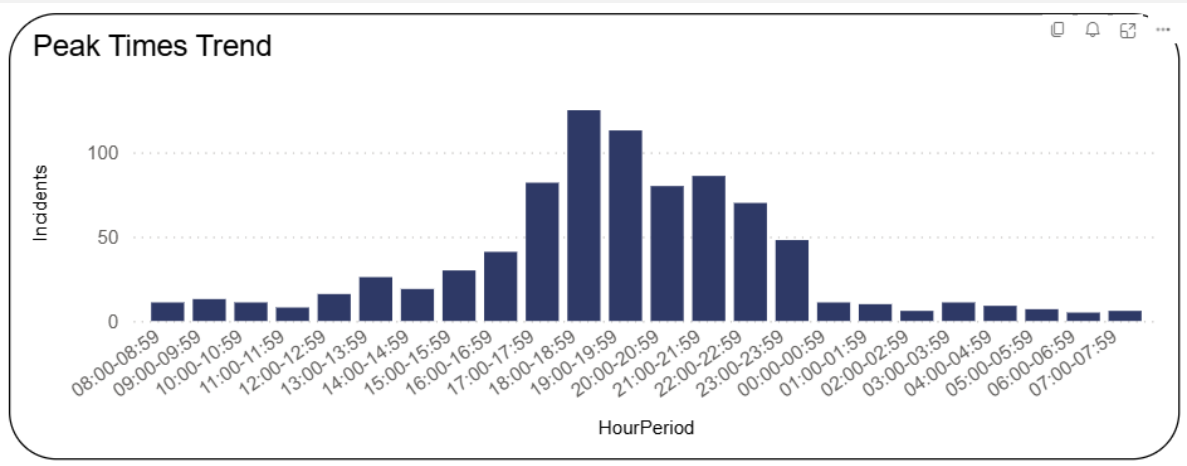
- 2.57 The number of incidents in each district on the 5th November are reasonably consistent. In 2024 each district saw a small increase compared to previous years, this year a decrease was seen across all districts, with significant decreases in Leeds and Kirklees.



(Image: Number of Incidents on the 5th November over the last five years)

- 2.58 The operational response on Bonfire night was established between the hours of 1500 on the 5th November and 0100 on the 6th November. This was based on the

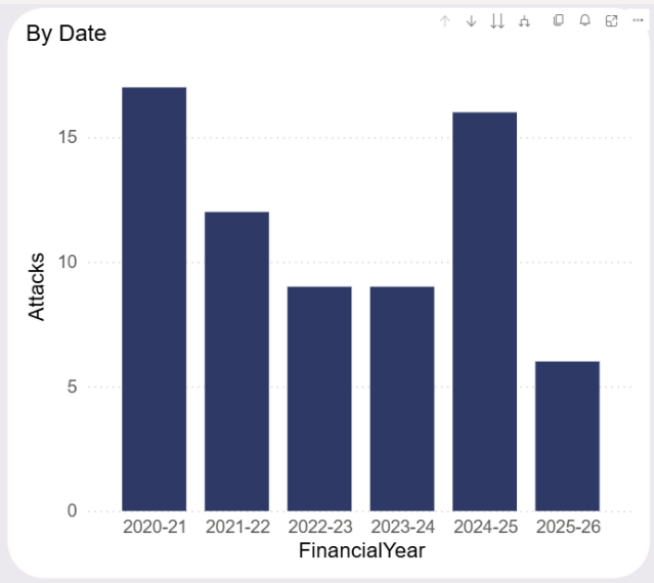
data from the previous years. This years data supports that the decision was sound, with activity increasing from 1500 until 0000.



(Table: Combined data of ‘Time of incident’ on the 5th November over the last five years)

2.59 Attacks on Firefighters

2.60 Over the bonfire period there were six attacks on firefighters in total, which is the lowest number over the last five years. Compared to the previous year there was a 62.5% reduction of attacks on Firefighters (16 in 2024).



(Table: Number of Attacks on Firefighter recorded during the bonfire period for each of the last five years)

2.61 This year also saw a large decline in the percentage of incidents during which an attack occurred. Of the incidents over the Bonfire period 0.55% involved an attack on Firefighters.

| FinancialYear | Attacks | % of incidents with an attack | Number of incidents |
|---------------|---------|-------------------------------|---------------------|
| 2020-21 | 17 | 1.42% | 1196 |
| 2021-22 | 12 | 1.03% | 1165 |
| 2022-23 | 9 | 0.80% | 1127 |
| 2023-24 | 9 | 0.82% | 1098 |
| 2024-25 | 16 | 1.11% | 1443 |
| 2025-26 | 6 | 0.55% | 1089 |

(Table: Data of Attacks occurring during the period 29th Oct – 12th Nov for each of the last five years)

2.62 Data regarding the method by which Firefighters were attacked also reflects that same reduction in occurrences, with a much-reduced number of attacks where objects have been thrown at Firefighters.

| Attack Type | | | |
|---------------|-------------------------------------------|--------------|-----------|
| FinancialYear | Objects thrown at firefighters/appliances | Verbal abuse | Total |
| 2025-26 | 5 | 1 | 6 |
| 2024-25 | 14 | 2 | 16 |
| 2023-24 | 8 | 1 | 9 |
| 2022-23 | 9 | | 9 |
| 2021-22 | 10 | 2 | 12 |
| 2020-21 | 15 | 2 | 17 |
| Total | 61 | 8 | 69 |

(Table: Data of attack types occurring during the period 29th Oct – 12th Nov for each of the last five years)

2.63 There were no injuries to Firefighters as a result of these attacks this year, which continues to be testament to the planning, tactical and strategic approaches each year.

| Severity of Injury | | |
|--------------------|------------------|-----------------|
| FinancialYear | Serious Injuries | Slight Injuries |
| 2025-26 | 0 | 0 |
| 2024-25 | 0 | 1 |
| 2023-24 | 0 | 0 |
| 2022-23 | 0 | 0 |
| 2021-22 | 0 | 0 |
| 2020-21 | 0 | 1 |
| Total | 0 | 2 |

(Table: Data occurring during the period 29th Oct – 12th Nov for each of the last five years)

2.64 Firecars

2.65 Firecars were utilised 39 times on the 5th November, this is reasonably consistent with previous years. With only a noticeable decrease in incidents for the Firecar based at Fairweather Green and an increase in the Firecar at Keighley.

Count of Incidents

by callsign

| Callsign | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | Total |
|--------------|-----------|-----------|-----------|-----------|-----------|------------|
| 20 FIRECAR | | 6 | 13 | 8 | 8 | 35 |
| 25 FIRECAR | 5 | | | | | 5 |
| 32 FIRECAR | 5 | 6 | 12 | 6 | 5 | 34 |
| 40 FIRECAR | 9 | 11 | 11 | 11 | 11 | 53 |
| 42 FIRECAR | 10 | 13 | 12 | 6 | 5 | 46 |
| 46 FIRECAR | 3 | 3 | 3 | 3 | 8 | 20 |
| 64 FIRECAR | 9 | 2 | | 2 | 2 | 15 |
| Total | 41 | 41 | 51 | 36 | 39 | 208 |

(Table: Data of Fire Car use during the 5th Nov for each of the last five years)

2.66 It is worth noting however that an area which Fairweather Green Firecar would normally have attended was impacted following a decision by WYP to restrict Emergency service activity in the area, this was due to ASB and local tensions.

2.67 Where the Firecar attended to assess the situation, WYFRS appliances were only required four times. In the absence of the Firecar these incidents would have been attended by appliances. That would have resulted in at least 35 more mobilisations of Fire appliances, greatly reducing the risk to them alongside other benefits such as reducing the environmental impact of their use.

Count of Incidents

by callsign

| Callsign | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | Total |
|--------------|-----------|-----------|-----------|-----------|-----------|------------|
| 20 FIRECAR | | 6 | 13 | 8 | 8 | 35 |
| 25 FIRECAR | 5 | | | | | 5 |
| 32 FIRECAR | 5 | 6 | 12 | 6 | 5 | 34 |
| 40 FIRECAR | 9 | 11 | 11 | 11 | 11 | 53 |
| 42 FIRECAR | 10 | 13 | 12 | 6 | 5 | 46 |
| 46 FIRECAR | 3 | 3 | 3 | 3 | 8 | 20 |
| 64 FIRECAR | 9 | 2 | | 2 | 2 | 15 |
| Total | 41 | 41 | 51 | 36 | 39 | 208 |

(Table: Fire Cars operating on the 5th Nov for each of the last five years)

3. Financial Implications

3.1 The majority of work undertaken in preparation of the 5th November was business as usual by the WYFRS Operational Support, District, Corporate Communications, Fire Protection and Prevention teams. The following is a summary of the additional resources deployed as part of our operational response.

3.2 The increased operational response on Wednesday 5th November 2025 included:

- 6 x Fire cars.
- 2 x On-Call appliances.
- 1 x Control operator.
- 1 x FF Aerial Appliance Driver.
- 1 x Tactical Commander.
- 5 x Station Managers.

3.3 The total cost for the additional WYFRS staff across the bonfire response was £4,126.80 is consistent with recent years costs

4. Legal Implications

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

5. People and Diversity Implications

5.1 The work carried out as a part of the Bonfire Period plan is covered under existing Equality Impact Assessments which were reviewed and found to be appropriate. EIAs also exist which consider the potential implications on community relations and partner organisations. The findings of these EIAs are factored into the preventative and community engagement work prior to and throughout the bonfire period.

6. Equality Impact Assessment

6.1 All aspects of this plan have been considered as part of our existing EIAs

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

7. Health, Safety and Wellbeing Implications

7.1 The response plan's primary objective is to safeguard firefighters and the public. Building on lessons from past and ongoing events, WYFRS continues to work with partners to reduce risks to emergency personnel and communities.

7.2 This approach focuses on:

- Firefighter Safety: Providing modern PPE, up-to-date equipment and vehicles, and tailored guidance and training to meet operational needs.
- Public Safety: Delivering community education on fire risks and anti-social behaviour, coordinating emergency response with WYP and YAS, and conducting risk assessments in high-risk areas.

- Operational Safety: Using a robust Incident Command System, real-time intelligence tools such as live mapping and drones, and targeted resource deployment to vulnerable locations.
- Continuous Improvement: Reviewing incidents, gathering feedback from crews, partners, and communities, and collaborating to share best practice and refine strategies.

8. Environmental Implications

- 8.1 As a result of this plan there are negligible environmental impacts. Fire appliances have a higher emission (CO₂, NO_x, CO, HC, Particulates etc) than the WYP vehicles that were used as Fire Cars, so the 35 mobilisations of Fire Appliances which we prevented by the use of Fire Cars was beneficial for the environment. There were no other environmental impacts which arose as a result of this plan

9. Risk Management Implications

- 9.1 The strategic planning and operational response for the Bonfire Period 2025 significantly reduced risks to fire service staff, partner agencies and the public. Through multi-agency collaboration, WYFRS implemented interventions, intelligence sharing and enhanced Command structure. Notably the use of Fire Cars which enabled early assessments that reduced unnecessary mobilisations of fire appliances and reduced the exposure of our staff to hazardous situations. This approach, combined with an effective command structure and multi-agency intelligence gathering and sharing, led to a 62.5% reduction in attacks on firefighters compared to the previous year, with no injuries reported.

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

- 10.1 Collaboration between WYFRS, West Yorkshire Police, Yorkshire Ambulance Service, and local authorities was pivotal in enhancing operational resilience and public safety.

11. Your Fire and Rescue Service Priorities

- 11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- Provide a safe, effective and resilient response to local and national emergencies.
- Focus our activities on reducing risk and vulnerability.
- Enhance the health, safety, and well-being of our people.
- Prioritise a people first mindset through ethical and professional leadership and management
- Work with partners and communities to deliver our services.

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

12. Conclusions

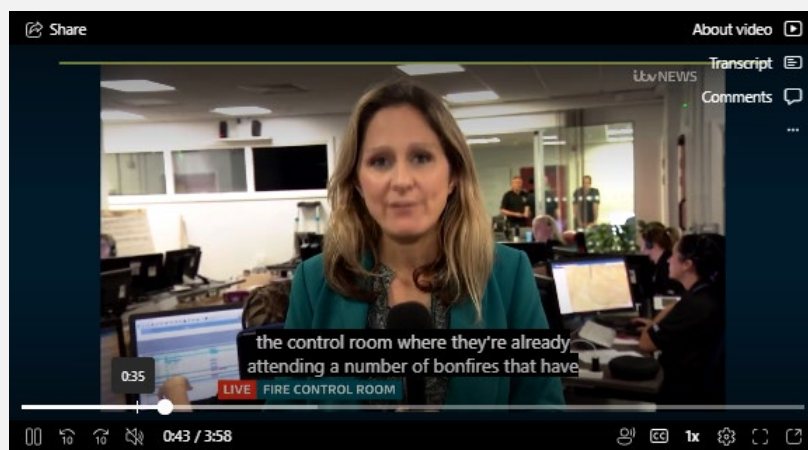
- 12.1 The Bonfire Period 2025 campaign continues the work from previous years to stand as a model of successful multi-agency risk management and collaboration. Through proactive planning, targeted interventions, and joint response operations, WYFRS and its partners achieved notable reductions in incidents and attacks on emergency personnel, while maintaining public safety and operational effectiveness.
- 12.2 It is a real positive that WYFRS have seen no Firefighter injuries and the lowest number of attacks when compared to the same two-week period of the previous five years. Although the mid-week date of the 5th November would have helped to dilute the activity over the neighbouring two weekends, it was still much improved over the previous year which also fell on a mid-weekday.
- 12.3 The establishment of joint working within the Special Operations Rooms allowed WYFRS to have full situational awareness of the WYP activity, and any concerns, across West Yorkshire; further assisting our decision making and joint operations to reduce the risk to staff of all partner agencies and the public, whilst also ensuring that our usual emergency response was still effective and operating as normal to keep West Yorkshire safe.

Appendix: Media

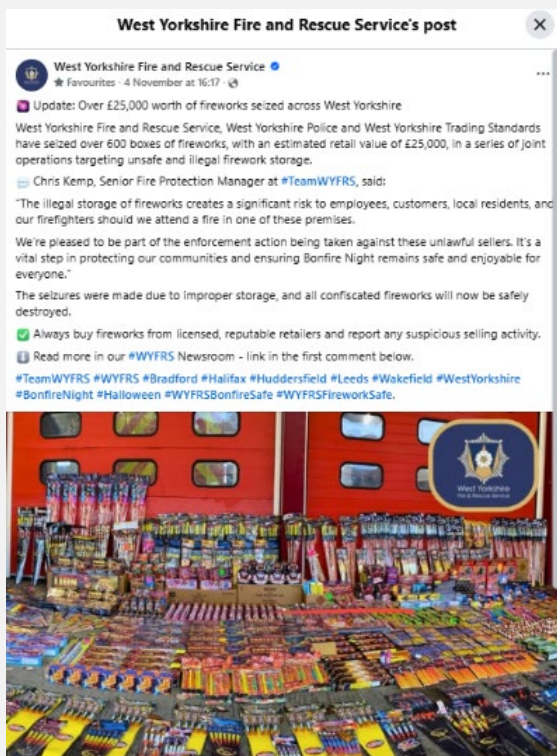
Examples of bonfire assets:



Screenshot from ITV calendar, 5th November 6pm broadcast (Fire Control)



Social media post highlighting Fire Protection, Trading Standards and WYP operation and success.



OFFICIAL

Agenda item: 09

UK International Search & Rescue Team

Full Authority

Date: 12 December 2025

Submitted by: Director of Service Delivery

Purpose: To inform members of the existence of the UK International Search & Rescue team, and to provide an update on the position of West Yorkshire FRS in respect of selecting a number of individuals to be part of the national team.

Recommendations: That members note the contents of the report

Summary: An opportunity has arisen for West Yorkshire FRS to recruit, support and provide a team to be part of the UK ISAR capability. The paper provides members with a background to the UK ISAR team and describes the onboarding process and likely ongoing impact on the service.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Dave Walton, Director of Service Delivery
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Background papers open to inspection: None

Annexes: None

1. Introduction

- 1.1 The United Kingdom International Search and Rescue Team (UK ISAR) is currently made up of representatives from 14 UK Fire & Rescue Services (not currently including WYFRS) as well as support from a number of associated volunteers who provide support to the team by providing medical, structural engineer and veterinary support.
- 1.2 His Majesty's Government has provided additional funding to UK ISAR which allows for expansion of the team. This, in turn, provides an opportunity for WYFRS to select approximately 15 individuals to be a part of the team.
- 1.3 This paper provides a background to the role of the team, briefly describes the process WYFRS will follow to recruit a cohort of new team members, and gives an overview of the ongoing impact of WYFRS employees being a part of the team.

2. Information

- 2.1 UK ISAR was founded in 1992 as a response to a number of humanitarian disasters around the world. In its infancy the team comprised largely of volunteer individuals, broadly from UK FRS, with a skill set commensurate with the type of activity required to rescue trapped individuals from collapsed buildings in scenarios such as earthquake and severe weather events.
- 2.2 Over a period of years the team has evolved to a point where it is now the official UK Government response to such disasters. It is funded and supported by the Foreign, Commonwealth and Development Office (FCDO). The team is classified with the United Nations as a 'Heavy Urban Search and Rescue Team'. The team is also engaged in capacity building in a number of countries in the broad thematic area of disaster resilience.
- 2.3 The team is made up of volunteers who are supported by their host FRS.
- 2.4 In the early stages of the team establishment, over 30 years ago, WYFRS did not provide a cohort of volunteers. The reasons for this are not known, however it has been the case for many years that those personnel who are part of our National Resilience Urban Search and Rescue capability have wanted to be part of the team.
- 2.5 As a consequence of a FCDO funded expansion of the team the opportunity now exists for our staff to volunteer to be part of the team.
- 2.6 In the broadest of terms the UK ISAR team uses the skill set that is used by the Urban Search and Rescue capability team members which is hosted in WYFRS at Spen Valley Fire Station.
- 2.7 The UK ISAR team are deployable at 10 hours notice to any part of the world. Any deployment is requested by the affected country via the FCDO who will then risk

assess and authorise the deployment of the team, or otherwise. Once authorised a deployment is controlled by the UK ISAR team hosted by Merseyside FRS as part of the National Resilience capability.

- 2.8 Countries which have been previous beneficiaries of UK aid include, but are not limited to Turkey, India, Pakistan, Haiti, Indonesia, New Zealand, Japan, Malawi, Turkey and Greece.
- 2.9 A deployed team aims to be self-sufficient for 10 days following arrival in country so as not to place any burden on what is likely to be already under pressure infrastructure. All rescue and communications equipment, food and tented accommodation is centrally stored in the UK and is ordinarily deployed by charter flight.
- 2.10 The team will deploy with medical support, structural engineers and veterinarians to support the canine search capability that is deployed as part of the team. The team will ordinarily fall under the command and control of a United Nations team established in country, but is largely self-sufficient.
- 2.11 WYFRS have been asked to provide 15 volunteers to be part of the expansion of the team. An awareness session has been held, supported by existing UK ISAR team members, prior to the issuing of an expressions of interest and the delivery of a selection process.
- 2.12 As a service we will work with the selected volunteers to support their training both in the initial set up and in the ongoing development of the the team. Membership of the team is a significant personal commitment requiring attendance at around 12 training days per year, some of which may be international. A deployment, sometimes undertaken at 10 hours notice, may last for up to 2 weeks and involve exposure to significant trauma and human suffering.
- 2.13 It is not possible for WYFRS to 'underwrite' the commitment required by way of training, and to allow for all of it to be done without the individual having to use some personal leave. In our discussions with prospective team members we have been clear about this, but have also undertaken to be as flexible as possible and on occasion to support attendance at events where no readily identifiable, and suitable alternative, can be identified. This is an unquantifiable cost but would be covered by the prudent use of overtime to cover vacant shifts.
- 2.14 Were a deployment to occur (one national deployment every two years would be an approximate frequency), and if our team members were on the standby rota at that time, we could lose around 6 employees for the period of the deployment. This has the potential to affect the appliance availability and specialist capability at Spen Valley Fire Station. Any staffing shortfall that arose would be covered using overtime – this would not be recoverable from UK ISAR. All other costs are carried by UK ISAR.

- 2.15 Both the service and UK ISAR would support the families of those deployed during the absence of loved ones.
- 2.16 Membership of the team is a source of immense pride for all of those who have been members in other FRS for a number of years. There are many good news stories which arise from deployments such as individuals rescued from collapsed buildings in earthquake scenarios. As a service we would work with UK ISAR and individuals to promote the team and to recognise the extraordinary commitment and wider benefits to the communities of West Yorkshire from having such a capability based within our service.

3. Financial Implications

- 3.1 Whilst there are costs incurred in the provision of a team for items such as enhanced insurance cover, vaccinations and personal kit, these costs will be reimbursed by UK ISAR.
- 3.2 The FRS may, on occasion, incur some overtime costs in support of either training or deployment. Team members are aware that their participation in the team is predominantly a voluntary activity. In planning for their participation it is recognised that some support from the FRS will be required to ensure the success of the team.

4. Legal Implications

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

5. People and Diversity Implications

- 5.1 There are no People and Diversity implications arising from this report

6. Equality Impact Assessment

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

7. Health, Safety and Wellbeing Implications

- 7.1 There are no Health, Safety and Wellbeing implications arising from this report

8. Environmental Implications

- 8.1 There are no Environmental implications arising from this report.

9. Risk Management Implications

9.1 None identified

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

10.1 None identified

11. Your Fire and Rescue Service Priorities

11.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- Provide a safe, effective and resilient response to local and national emergencies.
 - Enhance the health, safety, and well-being of our people.
 - Prioritise a people first mindset through ethical and professional leadership and management
 - Work with partners and communities to deliver our services.
 - Further develop a culture of excellence, equality, learning, and inclusion.

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Agenda item: 10

Safe and Well Delivery Update

Full Authority

Date: 12 December 2025

Submitted by: Director of Service Delivery

Purpose To inform Members of the changes that have resulted from the HMICFRS inspection in 2024; where WYFRS were graded as 'Requires Improvement' for Preventing fires and other risks

Recommendations: That Members note the contents of the report

Summary: Since October 2025, revised ways of working have been implemented and a reduction in the Safe and Well caseload has been seen.

Internal audit has been undertaken by Kirklees Council which has resulted in a positive opinion of adequate assurance.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Scott Donegan, Area Manager Service Delivery
Scott.Donegan01@westyorksfire.gov.uk

Background papers open to inspection: None

Annexes: Internal Audit: Safe and Well Visits.

1. Introduction

1.1 This report provides an overview of the initiatives and activities undertaken to enhance community safety, aligning with the strategic priorities of the Community Risk Management Plan 2022-25, specifically addressing the changes resulting from the 2024 HMICFRS inspection, where WYFRS was graded as 'Requires Improvement' for 'preventing fires and other risks.' The Areas for Improvement highlighted by HMICFRS were:

- The service should make sure it delivers safe and well visits in a timely manner
- The service should make sure it puts effective measures in place to address the backlog of safe and well visits.

2. Information

2.1 Legacy ways of working, outdated ICT systems, staff vacancies and district understaffing have meant that the service has not been able to meet the demand for Safe and Well Visits. Although operational crews have increased their output by 10% over the last three years improvements are still required to reduce the outstanding backlog of cases requiring a visit.

2.2 Over the last twelve months the service has prioritised improvements to staffing, infrastructure and ways of working to enhance the quality of service provided to vulnerable individuals across West Yorkshire.

2.3 This includes

- Growth in prevention teams
- Accelerated training programme for new starters
- Improved threat of arson management
- New Prevention Database
- Case triaging by Service Delivery Admin Hub

2.4 The impact of revised ways of working and growth in staffing can be seen in chart below.

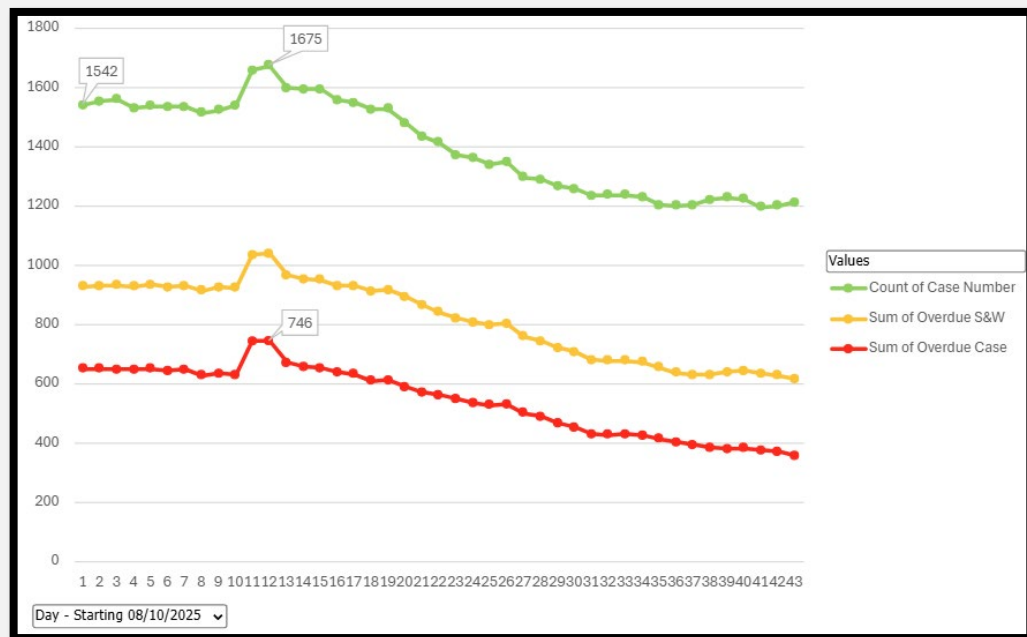


Figure 1 Safe and Well Caseload (x axis days - since 8th October)

2.5 In October 2025 an audit was undertaken by Kirklees Audit with an opinion of adequate assurance. The full audit is provided as an annex to this report.

3. Financial Implications

3.1 The majority of changes implemented have been met from existing budgets through reprioritisation of work or through the reallocation of existing revenue funding.

3.2 Members are not asked to approve any additional expenditure as part of this report.

4. Legal Implications

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

5. People and Diversity Implications

5.1 The process to identify and employ four additional prevention officers is aligned to safer recruitment and vetting procedures appropriate to the role.

6. Equality Impact Assessment

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

7. Health, Safety and Wellbeing Implications

- 7.1 Changes resulting from this process have led to a faster response to those at threat of arson.
- 7.2 A reduction in excess of 50% has been seen for cases recorded as overdue cases. This reduction demonstrates that vulnerable members of our community are more likely to receive a time Self and Well visit.

8. Environmental Implications

- 8.1 There are no environmental implications resulting from this report.

9. Risk Management Implications

- 9.1 Failure or significant delay in responding to requests and referrals for prevention home visits that have been assessed as 'High Risk' is recorded on the WYFRS Risk Management Matrix.

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

- 10.1 No implications resulting from this report.

11. Your Fire and Rescue Service Priorities

- 11.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:
 - Improve the safety and effectiveness of our firefighters.
 - Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
 - Focus our prevention and protection activities on reducing risk and vulnerability.
 - Provide ethical governance and value for money.
 - Collaborate with partners to improve all of our services.
 - Work in a sustainable and environmentally friendly way.
 - Achieve a more inclusive workforce, which reflects the diverse communities we serve.
 - Continuously improve using digital and data platforms to innovate and work smarter.
 - Plan and deploy our resources based on risk.

12. Conclusions

- 12.1 A significant amount development has been undertaken to improve how WYFRS delivers fire prevention services. Several significant changes have been made which will not only address the areas for improvement highlighted by HMICFRS but also provides for a more consistent, evidence-based delivery of prevention activities across the service.
- 12.2 Since October 2025, revised ways of working have been implemented and a significant reduction in the Safe and Well caseload has been seen.
- 12.3 Internal audit has been undertaken by Kirklees Council which has resulted in a positive opinion of adequate assurance.

Appendix One – Kirklees Audit Action Plan

| No | Recommendations | Auditee Response | Owner | Completion Date |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------|
| 1 | <p>To improve the timeliness, any cases where visits have been completed should be closed in a timely manner to ensure compliance with the 56-day policy standard.</p> <p>Merits Attention</p> | <p>Refresher training will be provided to all prevention officer to reiterate the importance of good closure discipline. Customer standards policy will be updated to allow cases to remain open with District Prevention Manager (DPM) approval.</p> | Prevention Manager | <p>30th November 2025</p> <p>Complete</p> |
| 2 | <p>Cases identified for re-opening should be revisited and closed by the end of October 2025.</p> <p>Significant</p> | Complete | Prevention Assurance and Improvement Team (PAIT) Manager | <p>08/10/2025</p> <p>Complete</p> |
| 3 | <p>Consistent and good quality record keeping should be maintained by both operational fire crew and prevention officers. Policy and service expectations should be</p> | <p>QA framework will be implemented by the end of December 2025. Quality of recording will continue to be delivered through Prevention Station Assurance Visits (SAVs) and</p> | Prevention Manager / District Prevention Managers | QA framework to be implemented in December for delivery through 2026. |

| | | | | |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------|
| | <p>reiterated to all through training and feedback. The formal launch of the Quality Assurance Framework by the end of December 2025 and introduction of quality controls measures and a Referral Framework will ensure future improvement.</p> <p>Significant</p> | Prevention Officer Continuous Professional Development (CPD) sessions. | | |
| 4 | <p>Management should consider if there is a need to amend the 56-day policy case timings in the event of any improvement initiative delays (Appendix B) e.g. potential to reset case timings when a case is reassigned/passed between fire crew and prevention officers for completion.</p> <p>Merits Attention</p> | <p>Customer service policy is being updated to allow Prevention Officer to keep cases open past 56 days where partnership interventions / support is required.</p> <p>A case evaluation will be undertaken to improve understanding of the impact of resetting the 56 day case closure target following reallocation of cases. This will remain a consideration and will not impact on the quality of service provided to our communities.</p> | Prevention Assurance and Improvement Team (PAIT) Manager | <p>19th Nov 2025</p> <p>Complete</p> |
| 5 | <p>Management should include the 56-day safe and well visit policy to be</p> | Safe and Well Policy will be updated to reflect recommendation. | Prevention Manager | <p>31st October 2025</p> <p>Complete</p> |

| | | | | |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | defined in the 'Safe and Well Visit' policy documentation. Merits Attention | | | |
| 6 | Management should consider an annual policy refresh for all staff to sign off each year for Safe and Well Visits policy and standards compliance. Merits Attention | Already in place for prevention officers. A summarised prevention policy document will be produced for station-based colleagues to balance the need to share key prevention points with operational training. | Prevention Manager | 31 st December 2025 to be in place for 2026 competencies. |
| 7 | Management must implement the remaining 4 areas for improvement before the 2025/26 financial year end and ahead of the next HMICFRS inspection to ensure effective measures are in place to address the current backlog of visits. Significant | From 24 th October 2025 – interim measures will be established. These are: <ul style="list-style-type: none"> • The provision of intensive training to the 5 new starters to ensure they are delivering visits independently and to a high standard by the end of the year (supports improvement 5). • PAIT will take all 'crew to prevention officer' referrals (circa 450) and complete by the end of 2025. • Local working arrangements will be suspended to enable all existing prevention officers to | Scott Donegan (SD) | Reviewed on a monthly basis with performance updated provided to DCs and AM Service Delivery. Update meetings start 19 th November 2025 Initial period of 3 months. Ongoing |

| | | | | |
|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| | | <p>undertake visits across all districts.</p> <ul style="list-style-type: none"> • 2 x DPMs will take responsibility for triaging and booking all overdue cases for all prevention officers. • A review of partnerships will be undertaken to reduce the number of lower risk referrals received by partners. • Further advert to recruit into recent prevention officer vacancies to be published Oct 25. • PAIT will take responsibility for the training of the new prevention officers with the aim of reducing the time required to demonstrate competence by half. | | |
|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|

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Agenda item: 11

Programme of Change Update

Full Authority

| | |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date: | 12 December 2025 |
| Submitted by: | Director of Corporate Services |
| Purpose: | To provide an update on the Programme of Change 2025/26, including progress since the last meeting and the strategic focus for the coming period. |
| Recommendations: | That Members note the report and endorse the continued focus on high-impact, high-priority projects as identified by Change Management Board. |
| Summary: | The Programme of Change remains central to delivering strategic priorities. Most projects are on track, with targeted oversight on those requiring intervention. The refreshed governance approach ensures resources are directed to initiatives that deliver the greatest organisational benefit. |

Local Government (Access to information) Act 1972

| | |
|----------------------------------------------|---------------------------------------------------------------------------------|
| Exemption Category: | None |
| Contact Officer: | Laura Boocock, Strategic Development GM Laura.Boocock01@westyorkshire.gov.uk |
| Background papers open to inspection: | None |
| Annexes: | Annex 1 – Key Projects from Programme of Change 25/26 |

1. Introduction

- 1.1 The Programme of Change is a core element of the strategic planning cycle, ensuring that projects and initiatives deliver measurable benefits aligned with organisational priorities.
- 1.2 This report provides an update on progress since the last meeting and outlines the strategic focus for the coming period.
- 1.3 Oversight is provided through the refreshed Change Management Board (CMB), which strengthens governance, improves decision-making, and ensures resources are directed to projects that deliver the greatest value.

2. Information

- 2.1 Since the previous update, the Programme of Change has maintained momentum across the majority of projects. Of the 17 projects currently in the portfolio, ten are on track, two are behind schedule, three are in evaluation, one is not started, and one is on hold.
- 2.2 Behind Schedule (2)
 - Supporting Good Attendance – The project was originally scoped for delivery within a six-month timeframe however the programme has progressed, resource constraints and emerging complexities have impacted the ability to maintain this schedule. The target completion date has now been extended to December 2026.
 - Controls Project- The project was reported as behind schedule due to the delays in go live however since CMB the control system has now gone live. The project will now move into the evaluation phase.
- 2.3 Evaluation (3)
 - FSHQ Programme – Project in evaluation and benefits realisation phase.
 - Risk and Capabilities Review – Project completed and submitted to SOT. Closure reports to be finalised and submitted at the next CMB meeting.
 - Culture Review – Closure report to be finalised and submitted at the next CMB meeting.
- 2.4 Not Started (1):
 - The design team for Huddersfield Fire Station has held their initial meeting. Their next goals are to review and refine the current plans and to create a project timeline.
- 2.5 On Hold (1):
 - Command Support Software – paused to avoid duplication with MDT solution; will be reassessed post-MDT implementation.
- 2.6 The Portfolio Impact and Priority Matrix are designed to support decision-making by ensuring that projects with significant organisational impact and strong strategic alignment are prioritised. Examples of high-priority projects include the Organisational Preparedness Programme and the Digital and Data Programme.

- 2.7 CMB focuses on projects identified as high risk, those with downward trends, or those of major strategic importance. By doing so, it enables quick responses and maximises organisational gains. This approach also supports strategic objectives, improves efficiency, and enhances resilience across the service.

3. Financial Implications

- 3.1 Although there are no financial implications arising from this report each project completed a full business case highlighting any financial implications.

4. Legal Implications

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

5. Human Resource and Diversity Implications

- 5.1 There are no Human Resources and Diversity implications arising from this report at the time of submission.
- 5.2 All projects are required to assess the HR implications and undertake an Equality Impact Assessment (EIA) in line with the Public Sector Equality Duty.

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? Yes
- 6.2 Each project/programme is required to complete an individual EIA.
- 6.3 The EIA is available on request from the report author or from diversity.inclusion@westyorksfire.gov.uk

7. Health, Safety and Wellbeing Implications

- 7.1 There are no Health and Safety implications arising from this report at the time of submission.

8. Environmental Implications

- 8.1 There are no Environmental implications arising from this report at the time of submission.

9. Risk Management Implications

- 9.1 There are no Risk Management implications arising from this report at the time of submission.

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

10.1 None.

11. Your Fire and Rescue Service Priorities

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

- Improve the safety and effectiveness of our firefighters.
- Promote the health, safety, and wellbeing of all our people.
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Focus our prevention and protection activities on reducing risk and vulnerability.
- Provide ethical governance and value for money.
- Collaborate with partners to improve all of our services.
- Work in a sustainable and environmentally friendly way.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.
- Continuously improve using digital and data platforms to innovate and work smarter.
- Plan and deploy our resources based on risk.

12. Conclusions

12.1 The Programme of Change is on track, with most projects advancing as planned and extra attention where needed.

12.2 The refreshed Change Management Board governance model ensures that resources remain focused on high-impact and high-priority projects, enabling timely interventions and maximising organisational benefit.

12.3 Benefits management is now embedded throughout the portfolio process, ensuring that projects are not only delivered but also demonstrate measurable value.

13. Annex 1 - Key Projects from the Programme of Change

13.1 This Annex highlights projects that are either high impact or high priority, as identified through the Portfolio Impact and Priority Matrix and dashboard. These projects represent the areas which will realise the greatest organisational benefits and where CMB oversight is most critical. This approach aligns with CMB's governance model, ensuring resources are focused on initiatives that deliver maximum value.

13.2 Project status information is based on reports submitted to the CMB on 03 November 2025.

| Project / Programme | Description | Target Completion | Current Status | Update/Notes |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------|--------------------------------------------------------------------|
| Control Project | Replacement of mobilising system and ICCS for operational resilience | 31/12/2025 | Behind schedule | Now live; benefits realisation underway |
| Special Projects Implementation | Appliance design and operational improvements | 31/03/2026 | On Track | High impact; critical for service delivery |
| Digital and Data Programme | Migration to Power Platform and automation | 31/12/2028 | On Track | Supports digital transformation |
| OneView | Performance management platform for transparent data sharing | 31/12/2026 | On Track | Improves organisational decision-making |
| Grenfell Programme Phase 2 | Implementation of outstanding objectives from Grenfell Programme Phase 1, incorporating recent national-level changes. | 31/12/2026 | On Track | New project to continue work from Phase 1; objectives under review |

| | | | | |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------|
| Keighley Fire Station | Estate modernisation for operational efficiency and firefighter safety | 19/12/2025 | On Track | Nearing completion |
| Supporting Good Attendance <i>(Rebranded from Sickness Absence)</i> | Workforce wellbeing and attendance improvement | 31/12/2026 | Behind Schedule | Power BI sickness dashboard now live; NHS ESR alignment in progress; ongoing stakeholder engagement and process development |
| Organisational Preparedness Programme | Ensuring WYFRS is ready for change and resilient to risk by aligning resources, strengthening governance, and embedding continuous improvement to maintain service delivery | Tbc | Early Stage | Transformational; aligns with sector expectations |

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Agenda item: 12

Performance Management Report

Full Authority

Date: 12 December 2025

Submitted by: Director of Corporate Services

Purpose: To inform Members of the Authority's performance against key performance indicators.

Recommendations: That Members note the report.

Summary: 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.

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Alison Davey – Head of Corporate Services

Email: alison.davey@westyorksfire.gov.uk

Tel: 01274 682311

Background papers open to inspection: None

Annex: Performance Management Report from 1 April 2025 to 30 November 2025.

Introduction

- 1.1 The attached Performance Management Report outlines the Authority's performance against key performance indicators thereby enabling the Authority to measure, monitor and evaluate performance.

2. Information

- 2.1 The report shows a summary of the cumulative performance for the period 1 April 2025 to 30 November 2025 against each of the indicators.
- 2.2 The Performance Management Report is monitored at each Full Authority meeting.
- 2.3 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.

3. Financial Implications

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

4. Legal Implications

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

5. People and Diversity Implications

- 5.1 There are no People and Diversity implications arising from this report.

6. Equality Impact Assessment

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

7. Health, Safety and Wellbeing Implications

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

8. Environmental Implications

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

9. Your Fire and Rescue Service Priorities

9.1 This report links with the Community Risk Management Plan 2025-28 strategic priorities below:

- Further develop a culture of excellence, equality, learning and inclusion
- Provide a safe, effective and resilient response to local and national emergencies
- Focus our activities on reducing risk and vulnerability
- Enhance the health, safety and wellbeing of our people
- Prioritise a people first mindset through ethical and professional leadership and management
- Work with partners and communities to deliver our services
- Use resources in an innovative, sustainable and efficient manner to maximise value for money

10. Conclusions

10.1 That Members note the report.



Performance Management Report Fire Authority

Period Covered:

01 April 2025

30 November 2025



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| Deliberate Fires |
| Non-domestic Fires |
| False Alarms |
| Non-fires |
| Fire Related Fatalities |
| Fire Related Injuries |
| Attacks on Firefighters |
| Response Times |
| Safe and Wells |
| SSRI |

This report provides a summary of our progress across the Service based on the date ranges below.

Period Covered:

| | | |
|----------------|---------------|------------------|
| Financial Year | 2025-26 | |
| Date Range | 01 April 2025 | 30 November 2025 |

IMPORTANT: The data provided 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.

Data may change due to incident reports that have been updated due to amendment. The data is accurate at time of creation of the report.

This report is comparing the date range above against:

| | | |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| Previous Year Comparison Date Range | 01 April 2024 | 30 November 2024 |
| 3 Year Average Comparison Period | 01 April 2024 01 April 2023 01 April 2022 | 30 November 2024 30 November 2023 30 November 2022 |
| Colour Key | <div> <div>Positive Arrows</div> <div>Negative Arrows</div> <div>Positive Charts</div> <div>Negative Charts</div> </div> <p>*When doing a comparison the key above is used. In all other cases graphs, charts and visuals are using contrasting colours to support accessibility.</p> | |

Due to seasonality **Previous Year** and **3 Year Average** comparison are based on selected range and not the whole of the previous year.

Performance Summary

Arrows display percentage(%) increase/decrease on previous year to current financial year.
The comparison range is based on selected date range.

This report is comparing:01 April 202530 November 2025

Against:01 April 202430 November 2024

Total Incidentstotal19094↑11%

Firesfires8734↑33%

False Alarmsfalse alarms7165↓-3%

Non-firesnon-fires3195↓-0%

Fire Related Fatalitiesfatalities7↓-59%

Fire Related Injuriesinjuries91↓-8%

Malicious False Alarmsmalicious false alarms146↓-23%

Road Traffic Collisionsroad traffic collisions362↓-6%

Accidental Dwelling Firesaccidental dwelling fires610↓-4%

Deliberate Firesdeliberate fires5276↑35%

Non-domestic Building Firesnon-domestic building fires265↑5%

Response Times Metresponse times met89%↓-3.7 %

Safe and Well Visitsvisits1125↓-44%

Incident Demand by Time of Day

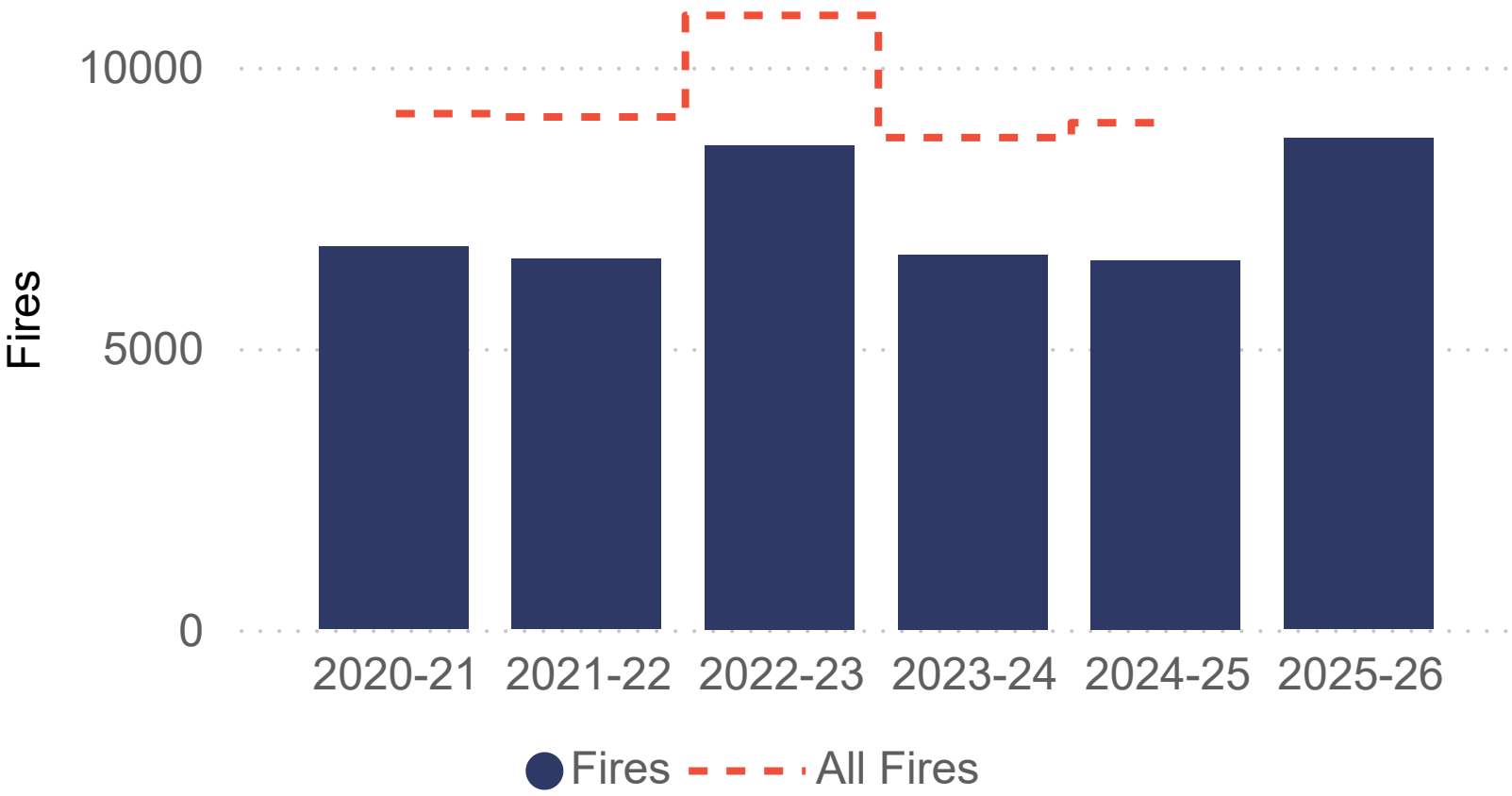
| Day | 08:00-08:59 | 09:00-09:59 | 10:00-10:59 | 11:00-11:59 | 12:00-12:59 | 13:00-13:59 | 14:00-14:59 | 15:00-15:59 | 16:00-16:59 | 17:00-17:59 | 18:00-18:59 | 19:00-19:59 | 20:00-20:59 | 21:00-21:59 | 22:00-22:59 | 23:00-23:59 | 00:00-00:59 | 01:00-01:59 | 02:00-02:59 | 03:00-03:59 | 04:00-04:59 | 05:00-05:59 | 06:00-06:59 | 07:00-07:59 |
|-----|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Mon | 71 | 85 | 95 | 107 | 101 | 110 | 142 | 129 | 184 | 220 | 201 | 216 | 214 | 135 | 129 | 67 | 62 | 56 | 42 | 39 | 35 | 26 | 37 | 48 |
| Tue | 67 | 90 | 84 | 96 | 105 | 115 | 139 | 143 | 193 | 196 | 194 | 240 | 192 | 159 | 141 | 102 | 80 | 51 | 57 | 46 | 26 | 37 | 49 | 55 |
| Wed | 61 | 72 | 93 | 97 | 116 | 114 | 128 | 159 | 185 | 223 | 213 | 229 | 231 | 176 | 136 | 91 | 70 | 58 | 51 | 37 | 39 | 35 | 33 | 56 |
| Thu | 68 | 80 | 95 | 107 | 116 | 110 | 128 | 147 | 179 | 217 | 224 | 238 | 229 | 174 | 131 | 112 | 73 | 59 | 46 | 40 | 34 | 32 | 35 | 49 |
| Fri | 89 | 76 | 86 | 100 | 125 | 136 | 136 | 148 | 174 | 189 | 226 | 235 | 212 | 186 | 136 | 116 | 80 | 56 | 54 | 53 | 46 | 29 | 39 | 61 |
| Sat | 64 | 95 | 95 | 111 | 124 | 114 | 171 | 158 | 188 | 201 | 194 | 216 | 212 | 175 | 159 | 116 | 80 | 79 | 65 | 71 | 56 | 37 | 42 | 49 |
| Sun | 63 | 58 | 90 | 119 | 134 | 139 | 158 | 185 | 202 | 206 | 176 | 200 | 216 | 167 | 120 | 97 | 93 | 76 | 56 | 63 | 43 | 53 | 46 | 40 |

Fires

01 April 2025

30 November 2025

Fires by Financial Year



All Fires (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Fires Previous Year To Date Comparison

| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 43% | ↑ |
| Calderdale | 50% | ↑ |
| Kirklees | 35% | ↑ |
| Leeds | 27% | ↑ |
| Wakefield | 18% | ↑ |

3 Year average indicator shows if current number of Fires this financial year is an increase/decrease of fires against the 3 year average. Looking at only the comparison range.

Fires by Property Type

| | |
|-------------------------|------|
| Outdoor | 6646 |
| Building | 1314 |
| Road Vehicle | 758 |
| Other transport vehicle | 2 |

Fires by Category

| Fire Classification | Accidental | Deliberate |
|---------------------|------------|------------|
| | 0.01% | |
| Chimney Fire | 0.21% | |
| Primary Fire | 15.66% | |
| Secondary Fire | 23.63% | 5.1% |

Fires by Building Property Type

| | |
|-------------------|-----|
| Dwelling | 724 |
| Non Residential | 575 |
| Other Residential | 15 |

Fires by Outdoor Property Type

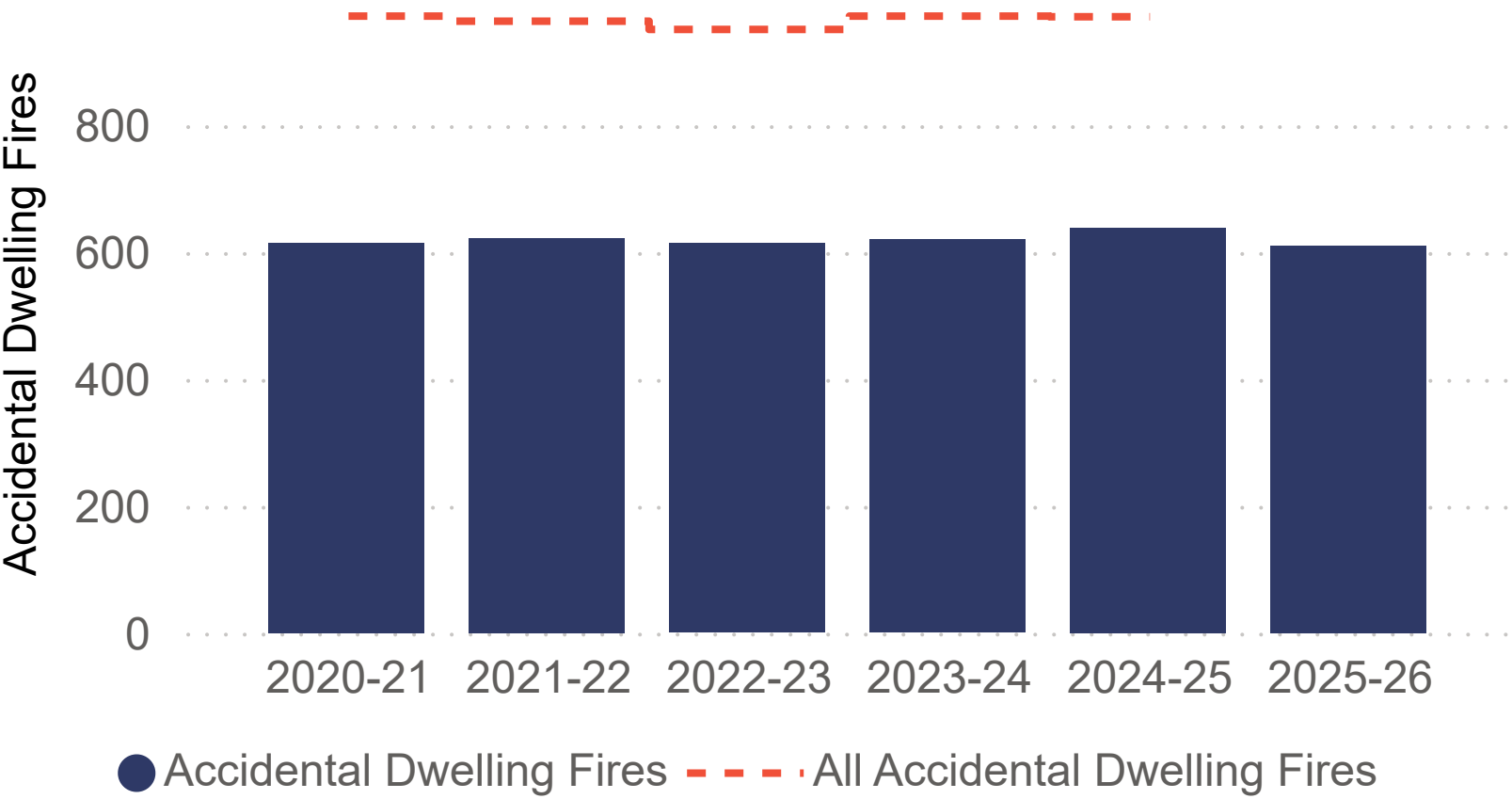
| | |
|---------------------------------|------|
| Other outdoors (including land) | 2617 |
| Grassland, woodland and crops | 2607 |
| Outdoor structures | 1346 |
| Outdoor equipment and machinery | 76 |

Accidental Dwelling Fires

01 April 2025

30 November 2025

Accidental Dwelling Fires by Financial Year



All ADF (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Accidental Dwelling Fires Previous Year To Date Comparison

| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | -1% | ↑ |
| Calderdale | -4% | ↓ |
| Kirklees | 8% | ↑ |
| Leeds | -10% | ↓ |
| Wakefield | -16% | ↓ |

3 Year average indicator shows if current number of ADF this financial year is an increase/decrease of ADF against the 3 year average. Looking at only the comparison range.

Accidental Dwelling Fires by Property Type

| | |
|----------------------------------------------------|-----|
| House - single occupancy | 391 |
| Purpose Built Flat/Maisonette - multiple occupancy | 101 |
| Converted Flat/Maisonette - multiple occupancy | 41 |
| Bungalow - single occupancy | 32 |
| Self contained Sheltered Housing | 31 |
| Licensed HMO | 9 |
| Other Dwelling | 2 |
| Unknown if licensed HMO | 2 |
| caravan/mobile home (permanent dwelling) | 1 |

Top Fire Cause

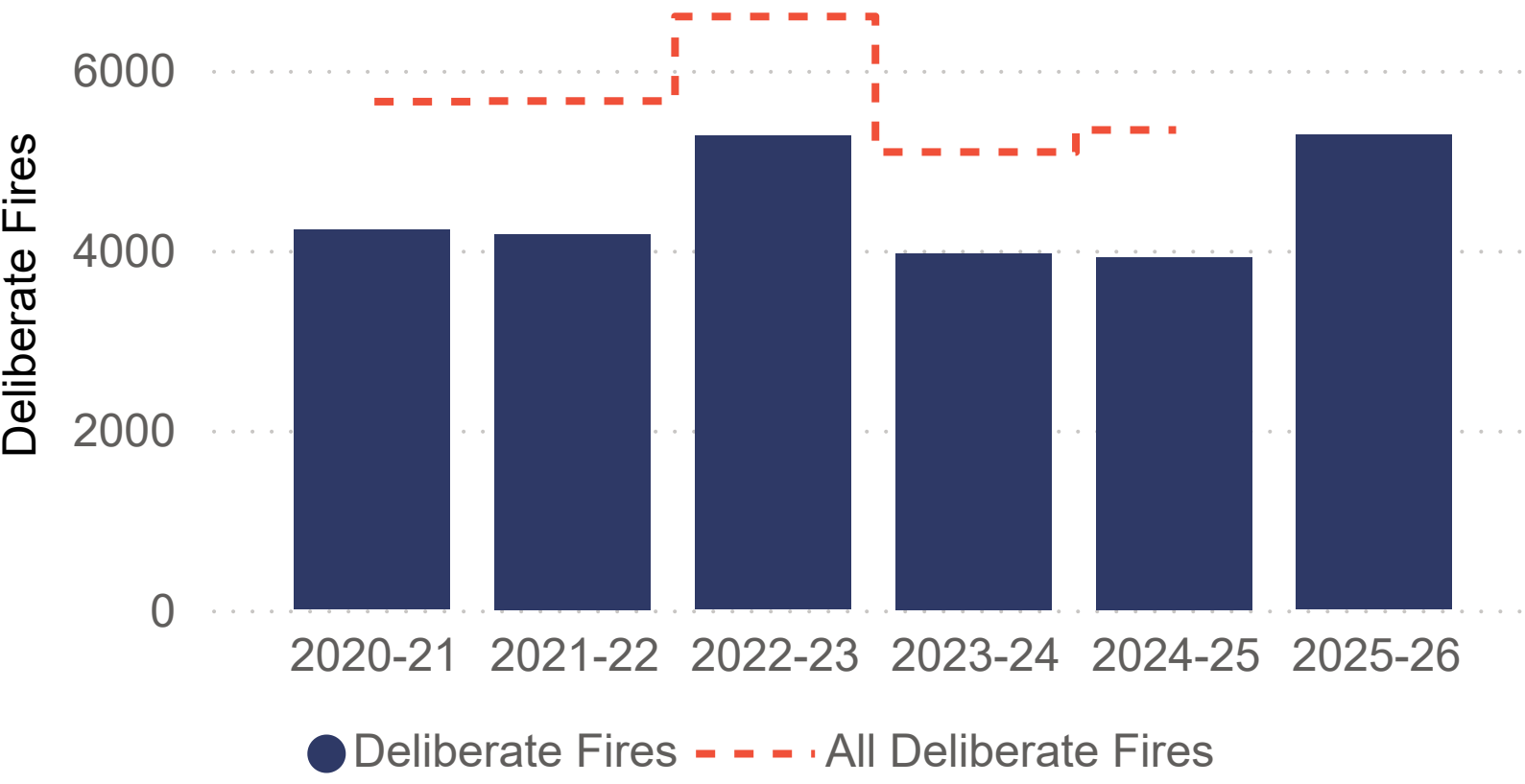
Accidental - Cooking - other cooking

Deliberate Fires

01 April 2025

30 November 2025

Deliberate Fires by Financial Year



All Deliberate Fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Deliberate Fires Previous Year To Date Comparison

| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 44% | ↑ |
| Calderdale | 47% | ↑ |
| Kirklees | 36% | ↑ |
| Leeds | 28% | ↑ |
| Wakefield | 19% | ↑ |

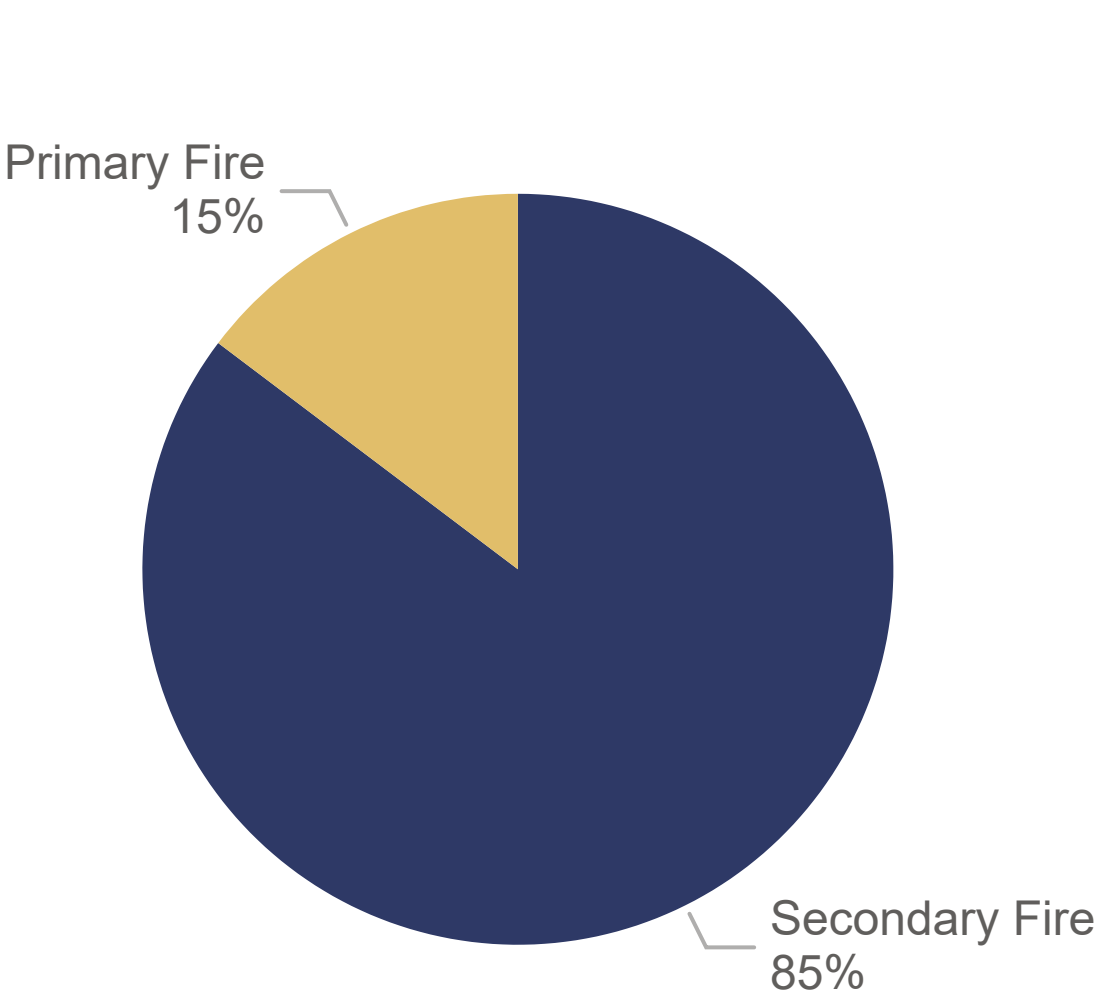
3 Year average indicator shows if current number of Deliberate Fires this financial year is an increase/decrease of Deliberate Fires against the 3 year average. Looking at only the comparison range.

Top 10 Property Types

Deliberate Fires

| | |
|---------------------------------|------|
| Other outdoors (including land) | 1968 |
| Grassland, woodland and crops | 1614 |
| Outdoor structures | 867 |
| Non Residential | 283 |
| Car | 257 |
| Dwelling | 114 |
| Motorcycle | 44 |
| Van | 40 |
| Outdoor equipment and machinery | 28 |
| Multiple Vehicles | 22 |

Deliberate Fires by Primary or Secondary



Top 5 Fire Causes

Deliberate Fires

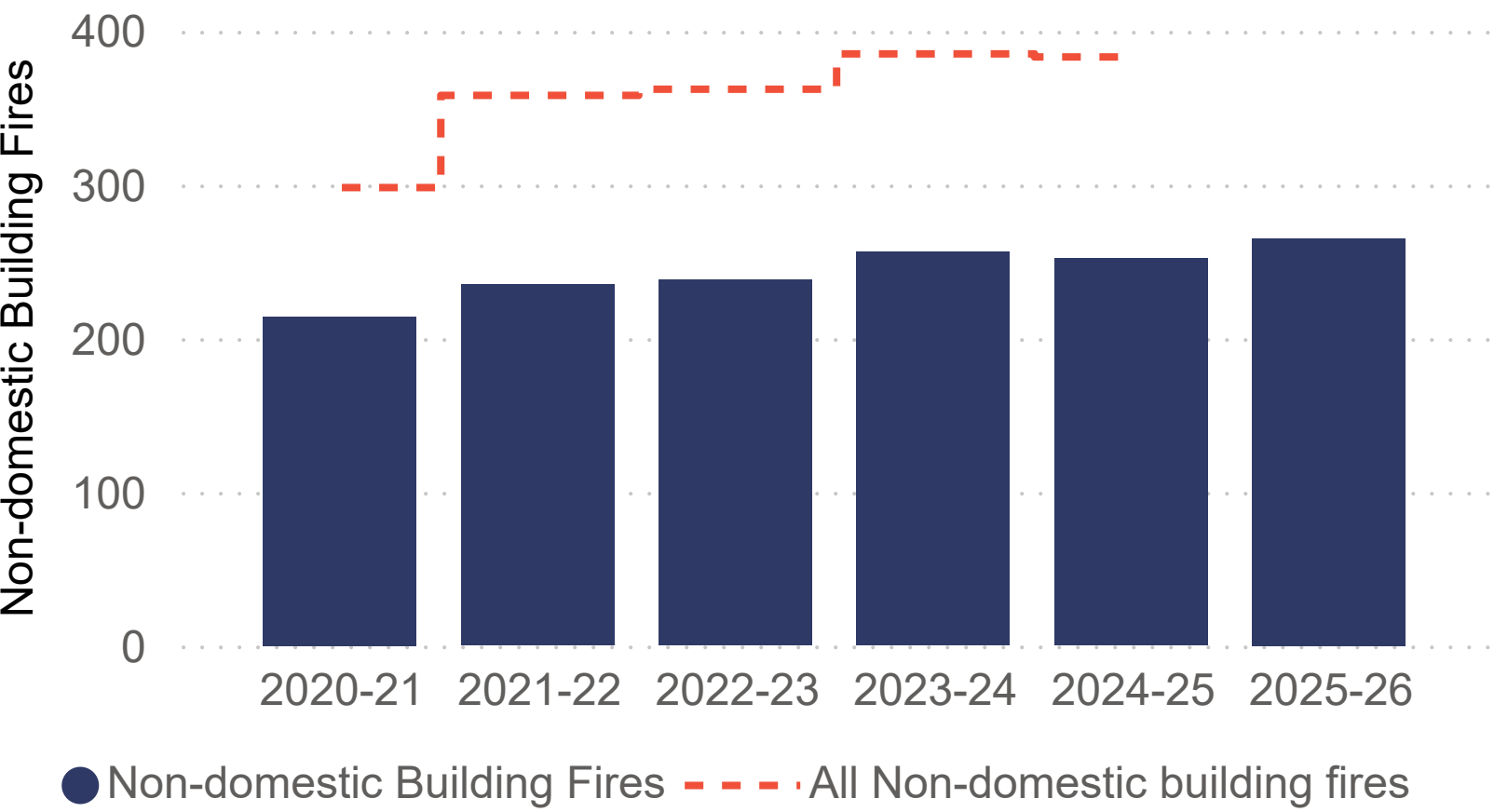
| | |
|-------------------------------------------------------------------------------------------|------|
| Deliberate - unknown owner | 2317 |
| Deliberate - others property | 1664 |
| Deliberate - own property | 517 |
| Deliberate - others property - Heat source and combustibles brought together deliberately | 440 |
| Deliberate - unknown owner - Heat source and combustibles brought together deliberately | 255 |

Non-domestic Fires

01 April 2025

30 November 2025

Non-domestic Building Fires by Financial Year



All Non-domestic Building Fires (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Non-domestic Building Fires Previous Year To Date Comparison

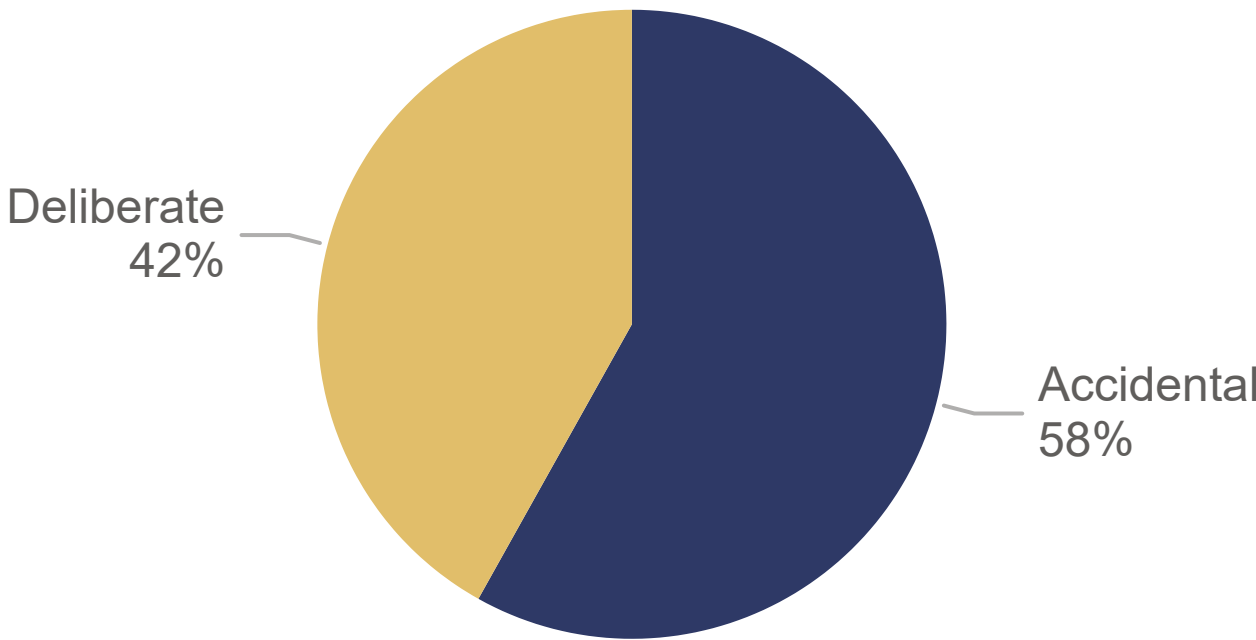
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 0% | ↓ |
| Calderdale | 24% | ↑ |
| Kirklees | 43% | ↑ |
| Leeds | -1% | ↑ |
| Wakefield | 3% | ↓ |

3 Year average indicator shows if current number of Non-domestic Building Fires this financial year is an increase/decrease of Non-domestic Building fires against the 3 year average. Looking at only the comparison range.

Top 5 Property Types

| Property Type | Non-domestic Building Fires |
|-----------------------------------|-----------------------------|
| Public admin, security and safety | 94 |
| Industrial Manufacturing | 32 |
| Food and Drink | 30 |
| Retail | 24 |
| Education | 16 |

Non-domestic Building Fires by Accidental or Deliberate Fires



Top 5 Fire Causes

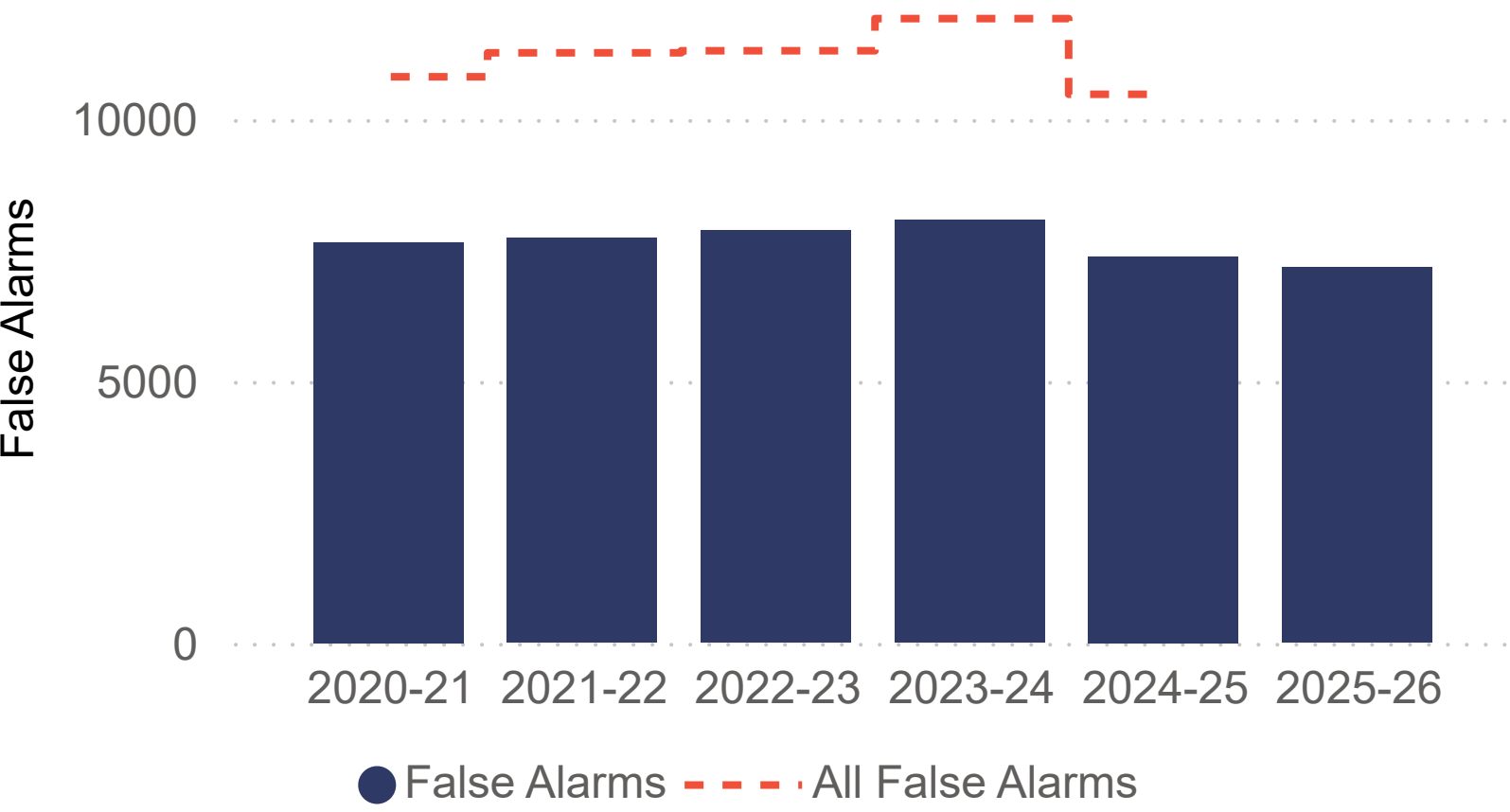
| Fire Cause | Non-domestic Building Fires |
|-------------------------------------------------------------------------------------------|-----------------------------|
| Deliberate - others property - Heat source and combustibles brought together deliberately | 58 |
| Deliberate - own property - Heat source and combustibles brought together deliberately | 29 |
| Accidental - Fault in equipment or appliance | 25 |
| Accidental - Faulty fuel supply - electricity | 14 |
| Accidental - Combustible articles too close to heat source (or fire) | 11 |

False Alarms

01 April 2025

30 November 2025

False Alarms by Financial Year



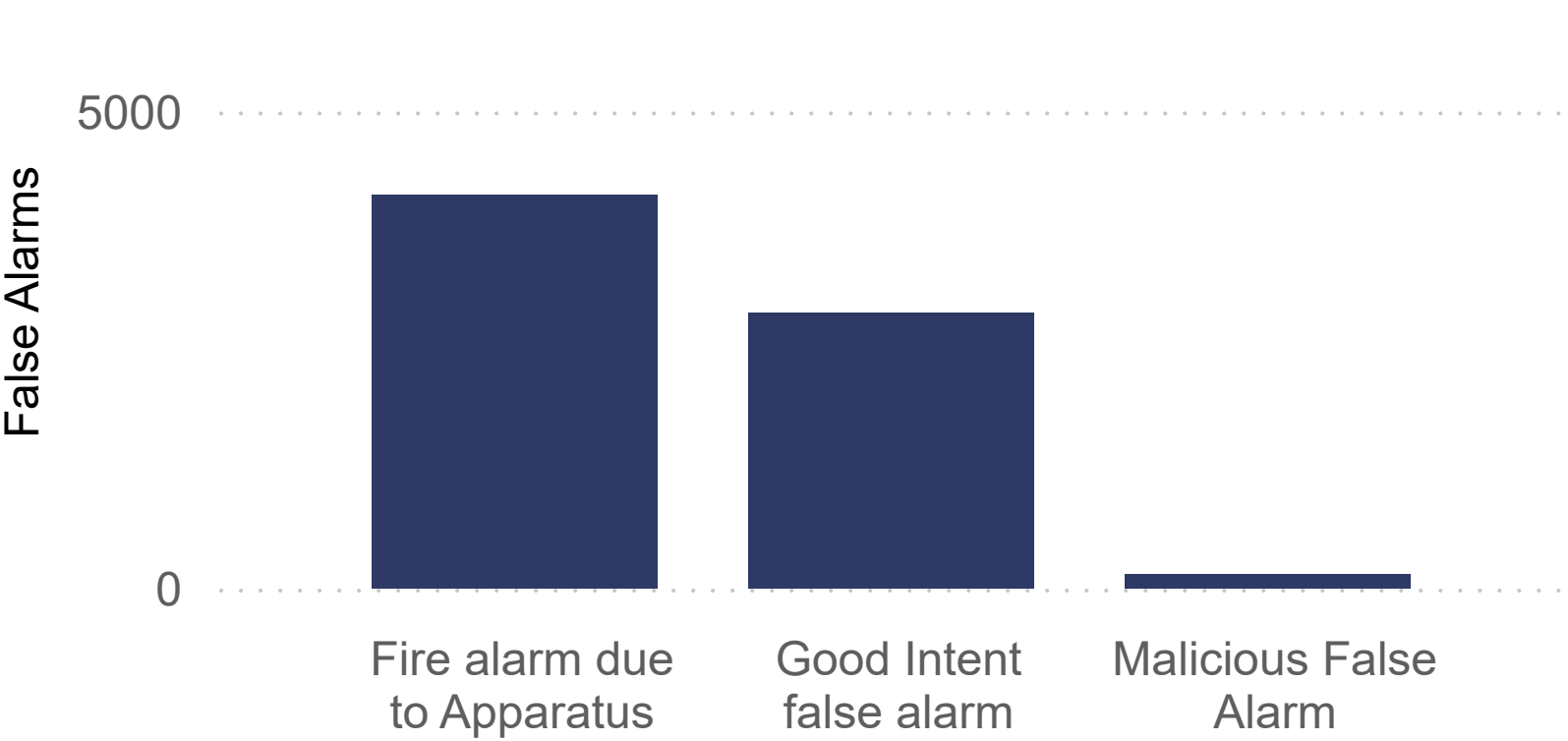
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

False Alarms Previous Year To Date Comparison

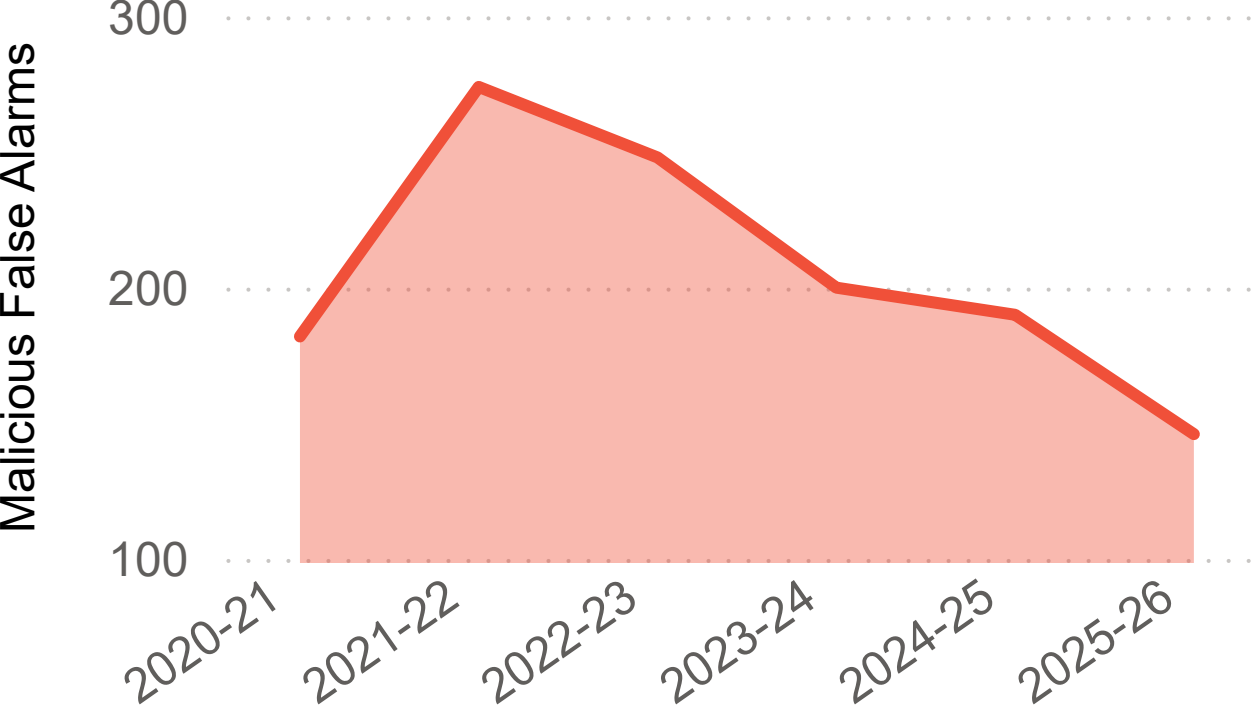
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | -15% | ↓ |
| Calderdale | 8% | ↑ |
| Kirklees | -9% | ↓ |
| Leeds | 2% | ↓ |
| Wakefield | 11% | ↓ |

3 year average indicator shows if current number of False Alarms this financial year is an increase/decrease of False Alarms against the 3 year average. Looking at only the comparison range.

False Alarm by Reason



Malicious False Alarms by Financial Year



Top Dwelling Properties

Purpose Built
Flat/Maisonette - multiple occupancy

Top Other Residential Buildings Properties

Residential Home

Top Non-Residential Building

Education

Top Dwelling Reason

Faulty

Top Other Residential Building Reason

Faulty

Top Non-Residential Reason

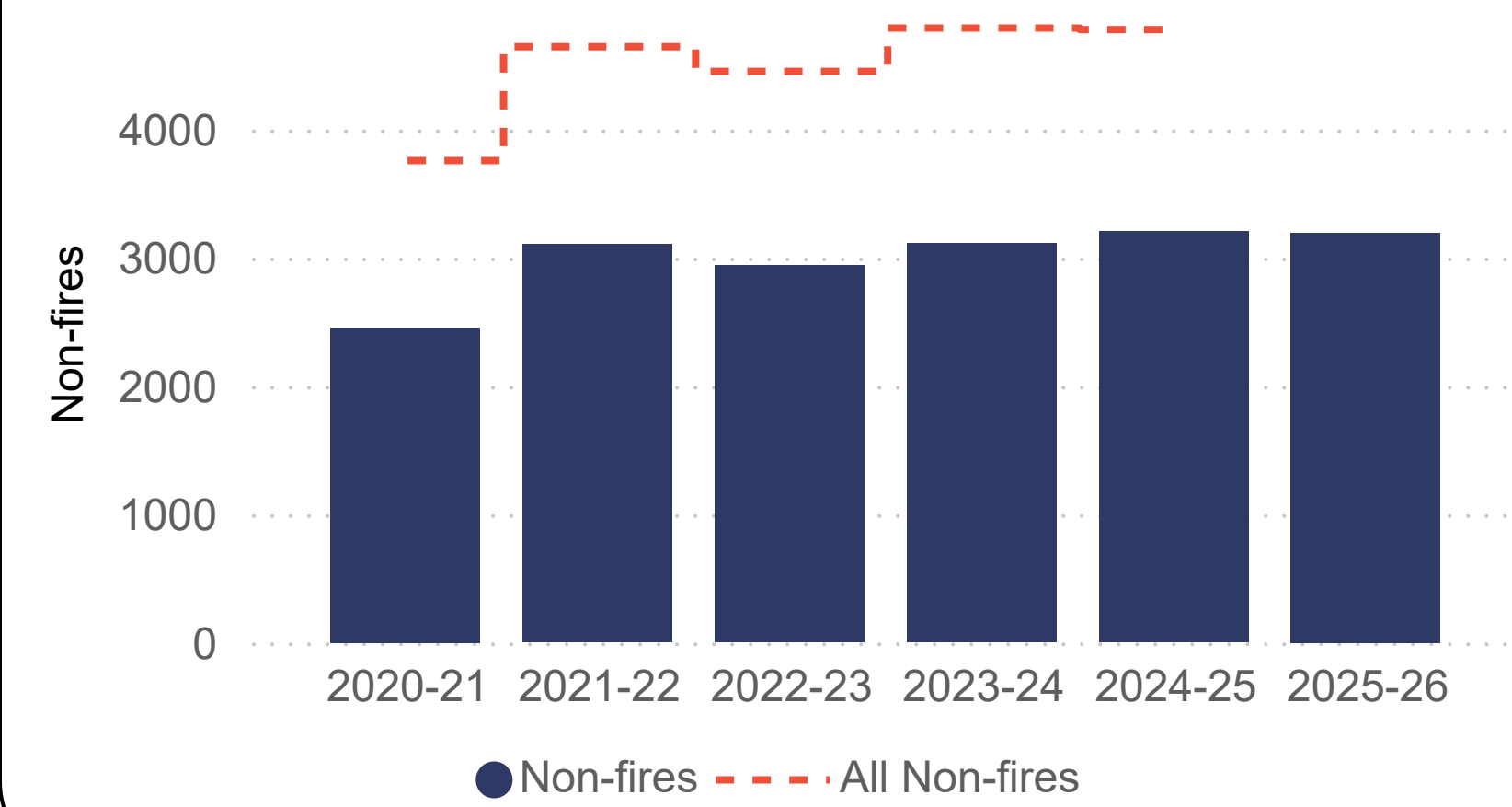
Faulty

Non-fires

01 April 2025

30 November 2025

Non-fires by Financial Year



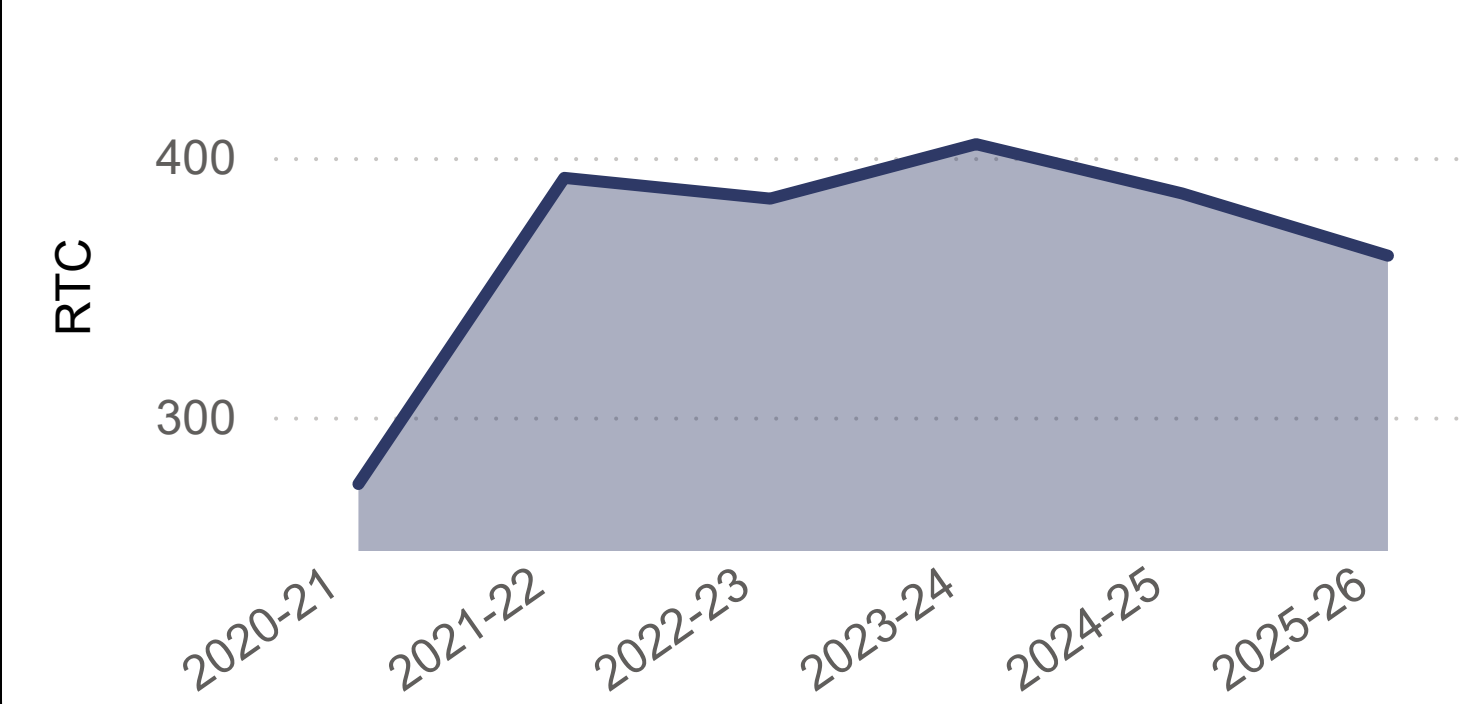
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Non-fires Previous Year To Date Comparison

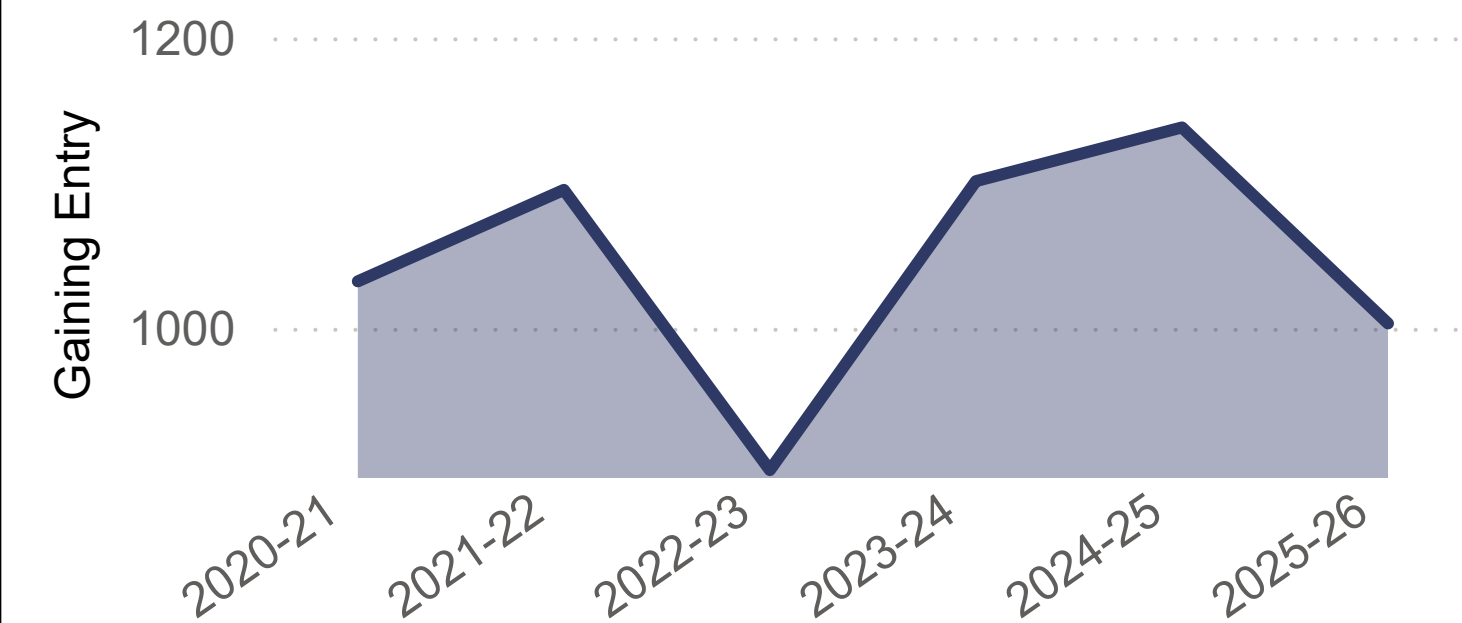
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | -7% | ↓ |
| Calderdale | -11% | ↓ |
| Kirklees | 7% | ↑ |
| Leeds | 5% | ↑ |
| Wakefield | -4% | ↑ |

3 Year average indicator shows if current number of Non-fires this financial year is an increase/decrease of Non-fires against the 3 year average. Looking at only the comparison range.

Road Traffic Collisions by Financial Year



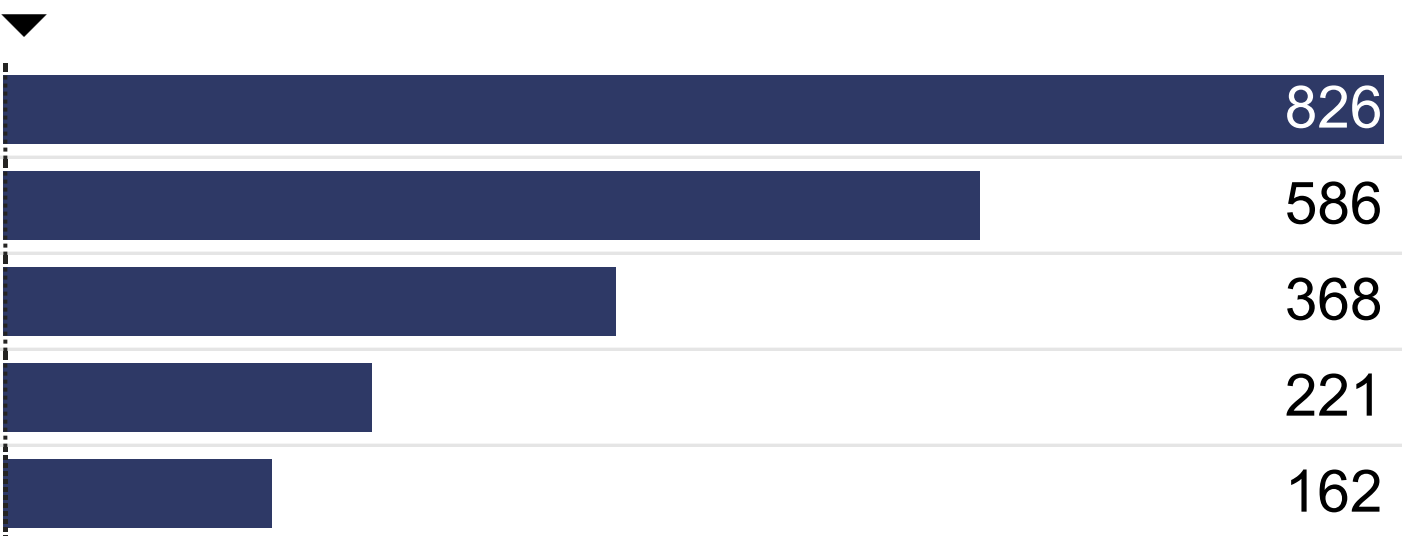
Gaining Entry Cause for Concern by Financial Year



Top 5 Non-fire Types

| | |
|-----------------------------|-----|
| Effecting entry/exit | 826 |
| Assist other agencies | 586 |
| RTC | 368 |
| No action (not false alarm) | 221 |
| Lift Release | 162 |

Non-fires

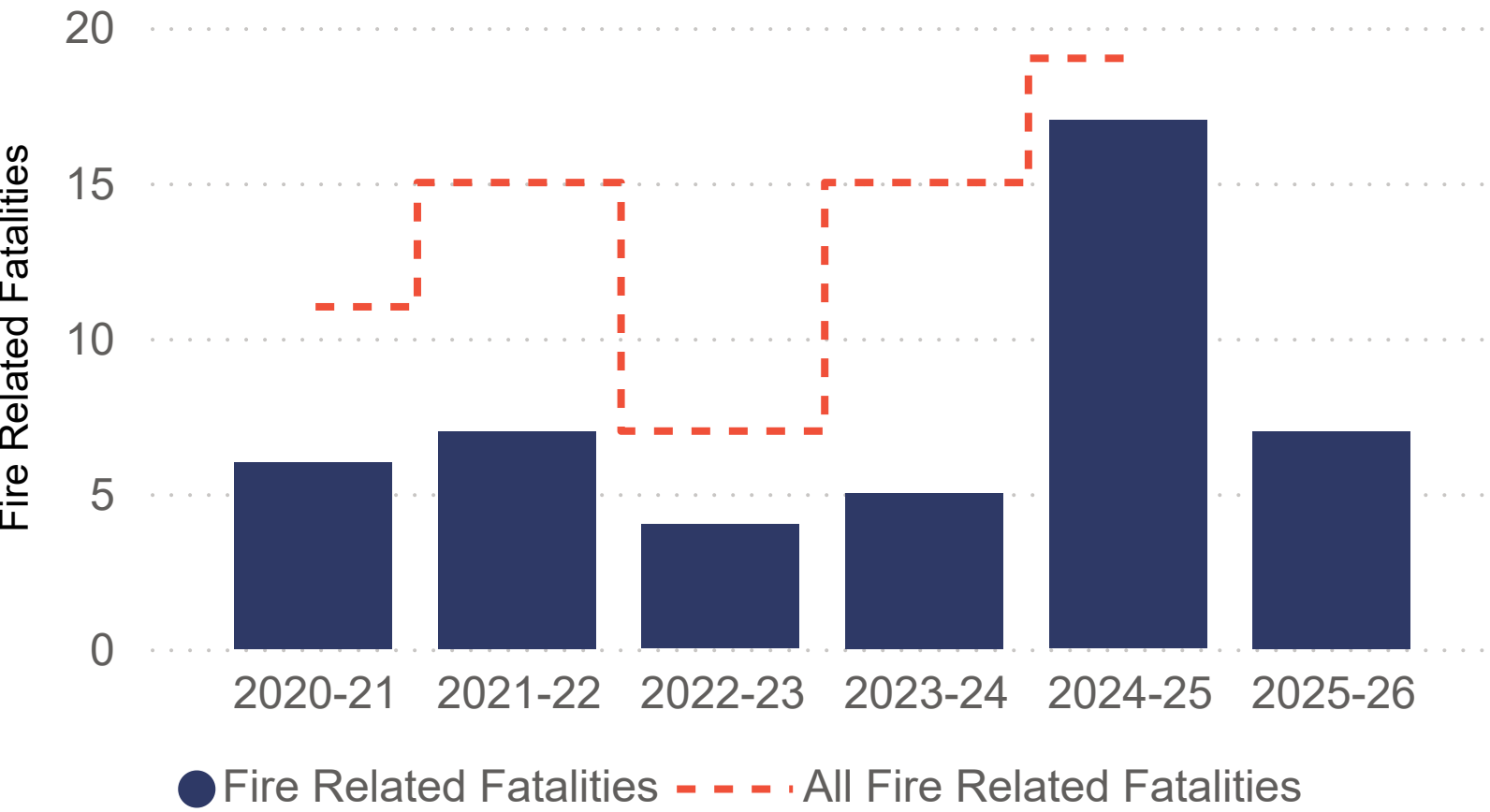


Fire Related Fatalities

01 April 2025

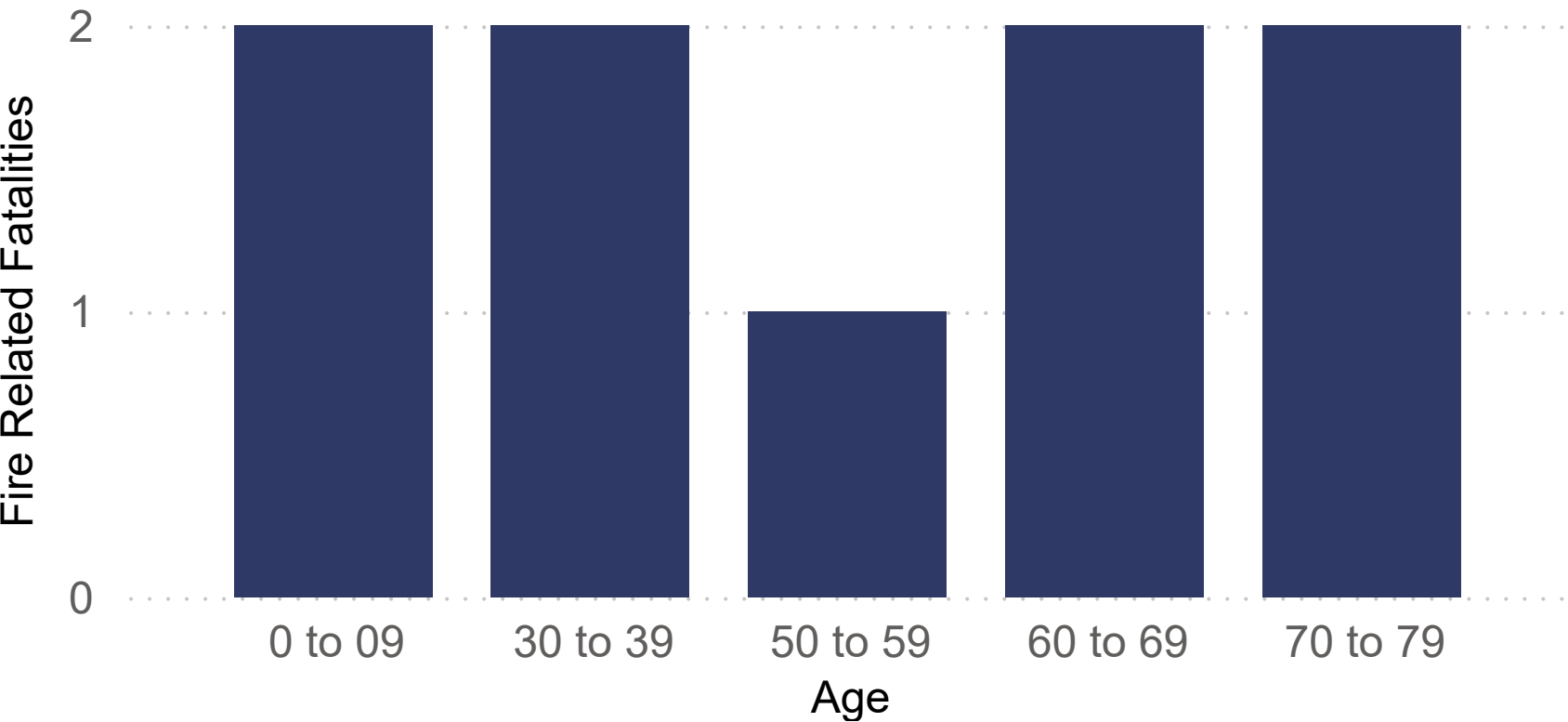
30 November 2025

Fire Related Fatalities by Financial Year

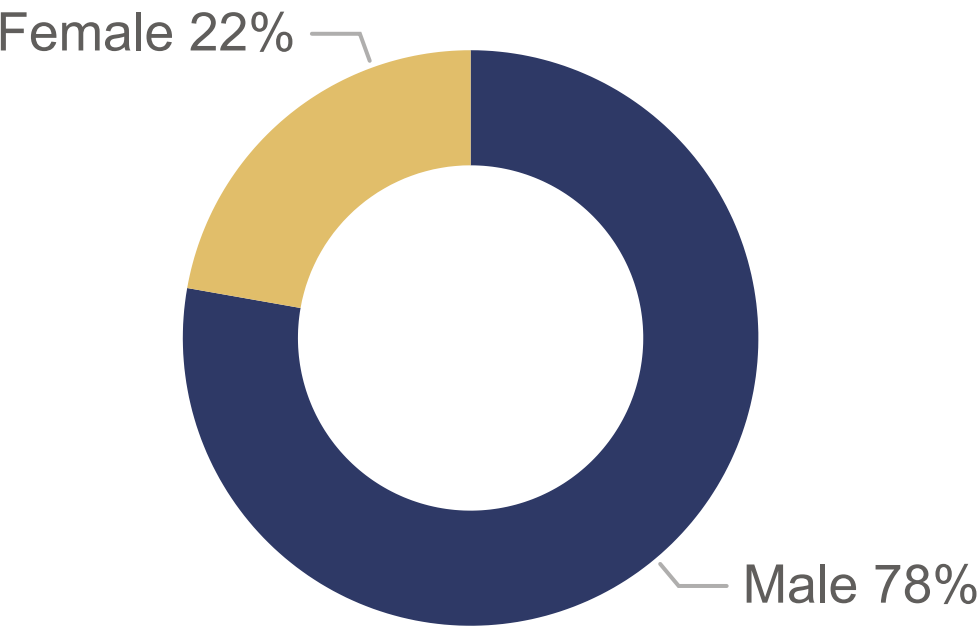


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

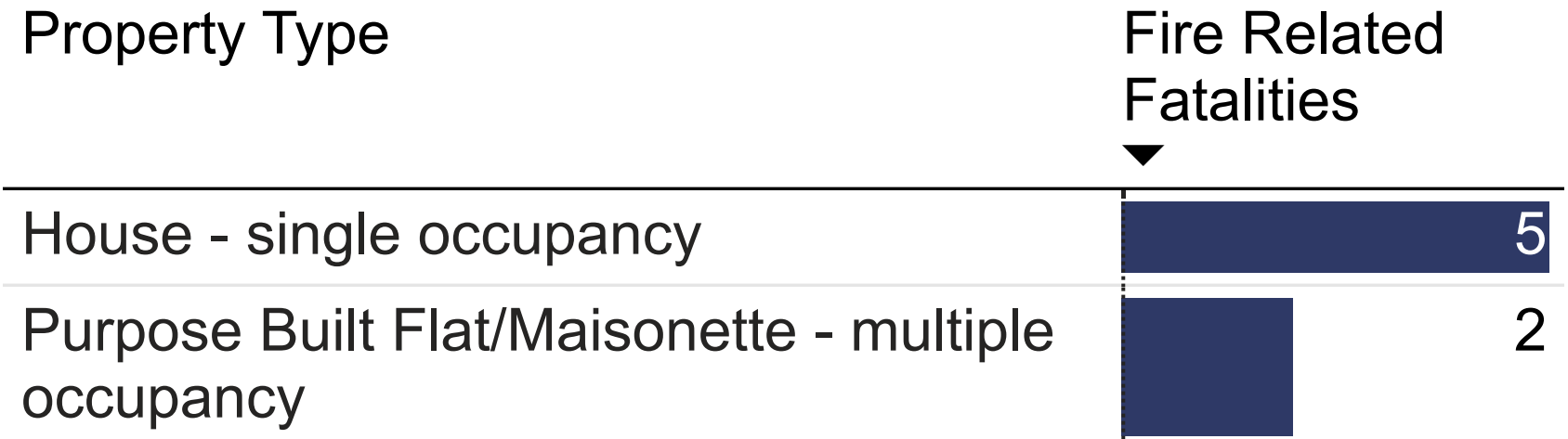
Fire Related Fatalities by Age



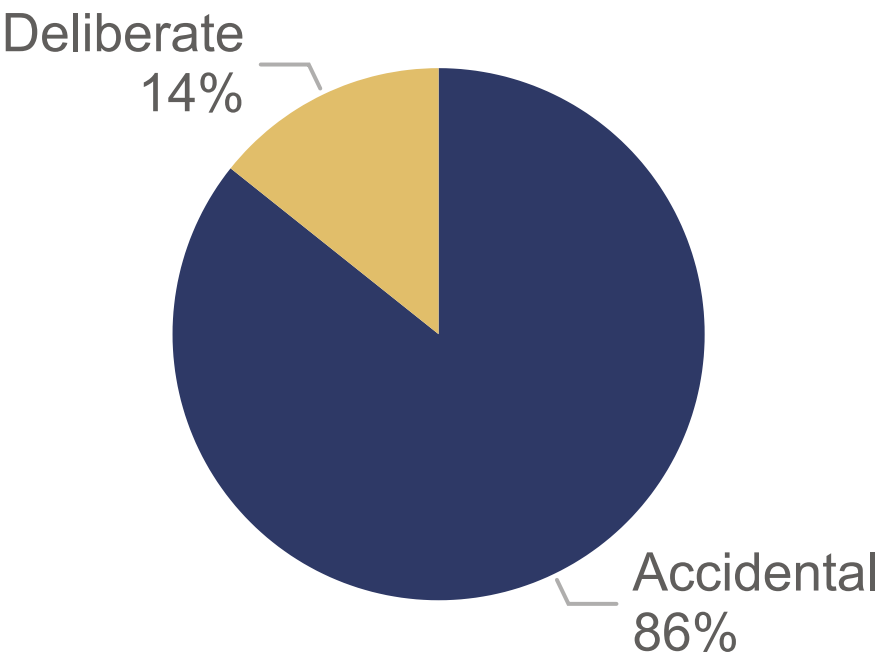
Fire Related Fatalities by Gender



Fire Related Fatalities by Property Type



Fire Related Fatalities by Accidental or Deliberate Fires

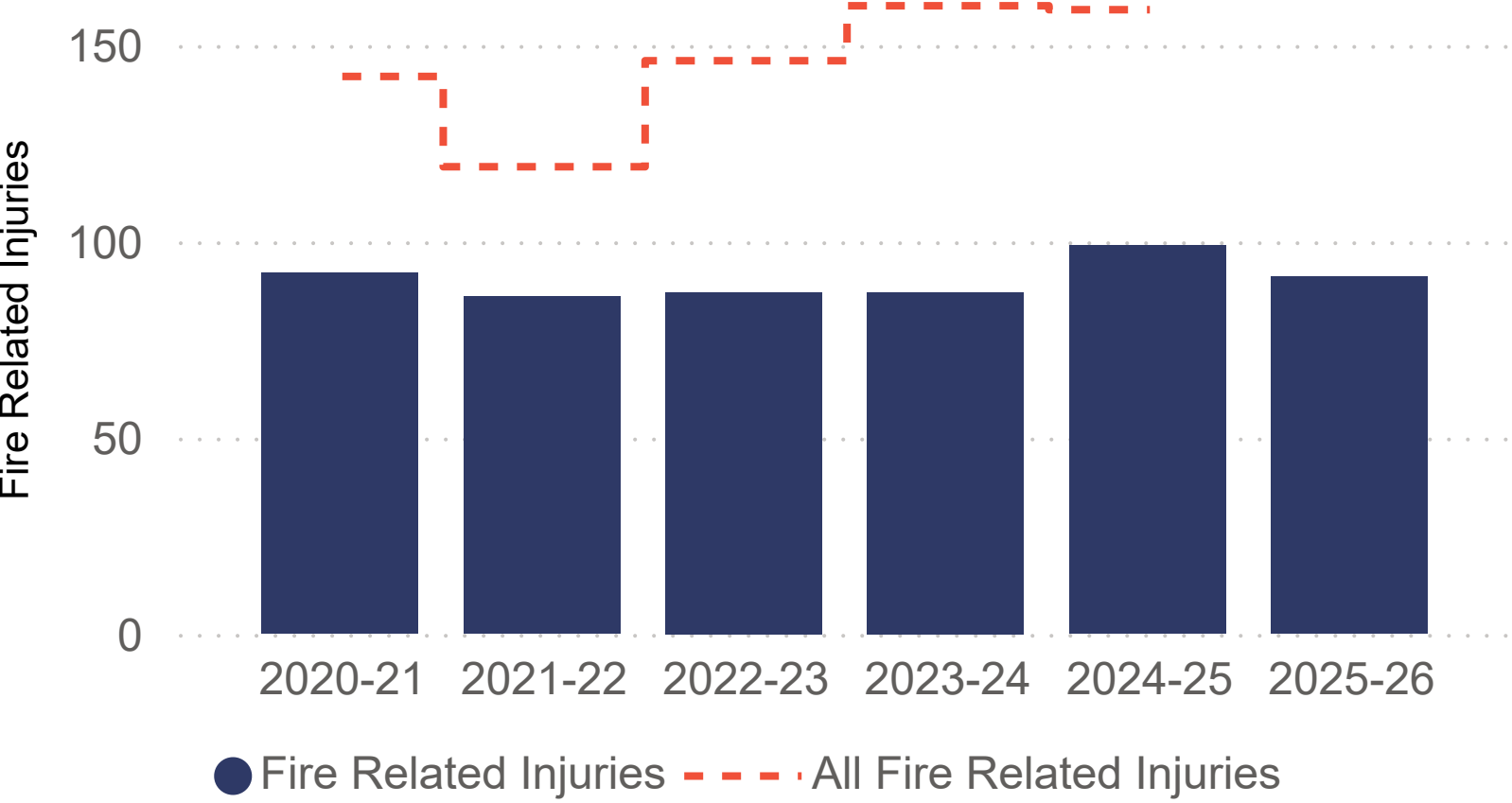


Fire Related Injuries

01 April 2025

30 November 2025

Fire Related Injuries by Financial Year



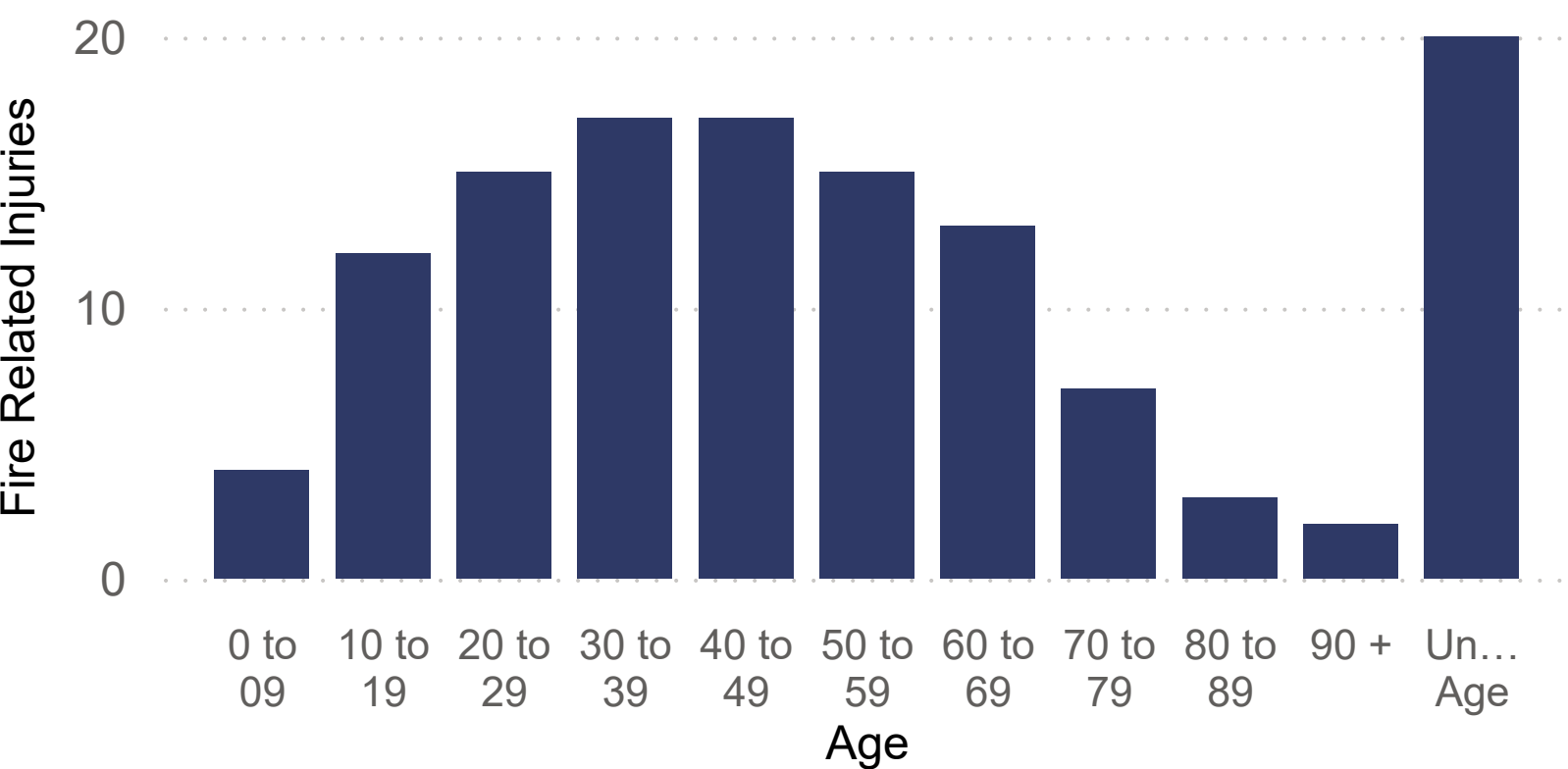
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

Fire Related Injuries Previous Year To Date Comparison

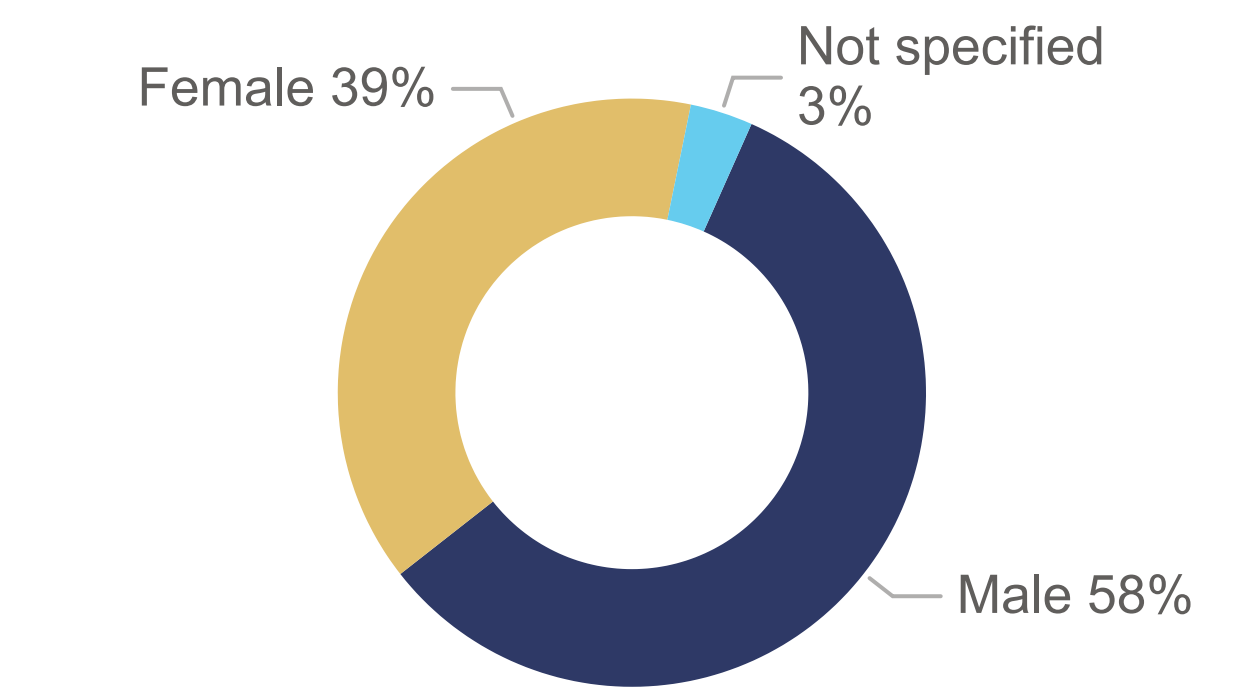
| District | % increase/decrease on previous year | 3 Year Average |
|------------|--------------------------------------|----------------|
| Bradford | 15% | ↑ |
| Calderdale | 40% | ↓ |
| Kirklees | -24% | ↑ |
| Leeds | -7% | ↑ |
| Wakefield | -46% | ↓ |

3 Year average indicator shows if current number of Fire Related Injuries this financial year is an increase/decrease of Fire Related Injuries against the 3 year average. Looking at only the comparison range.

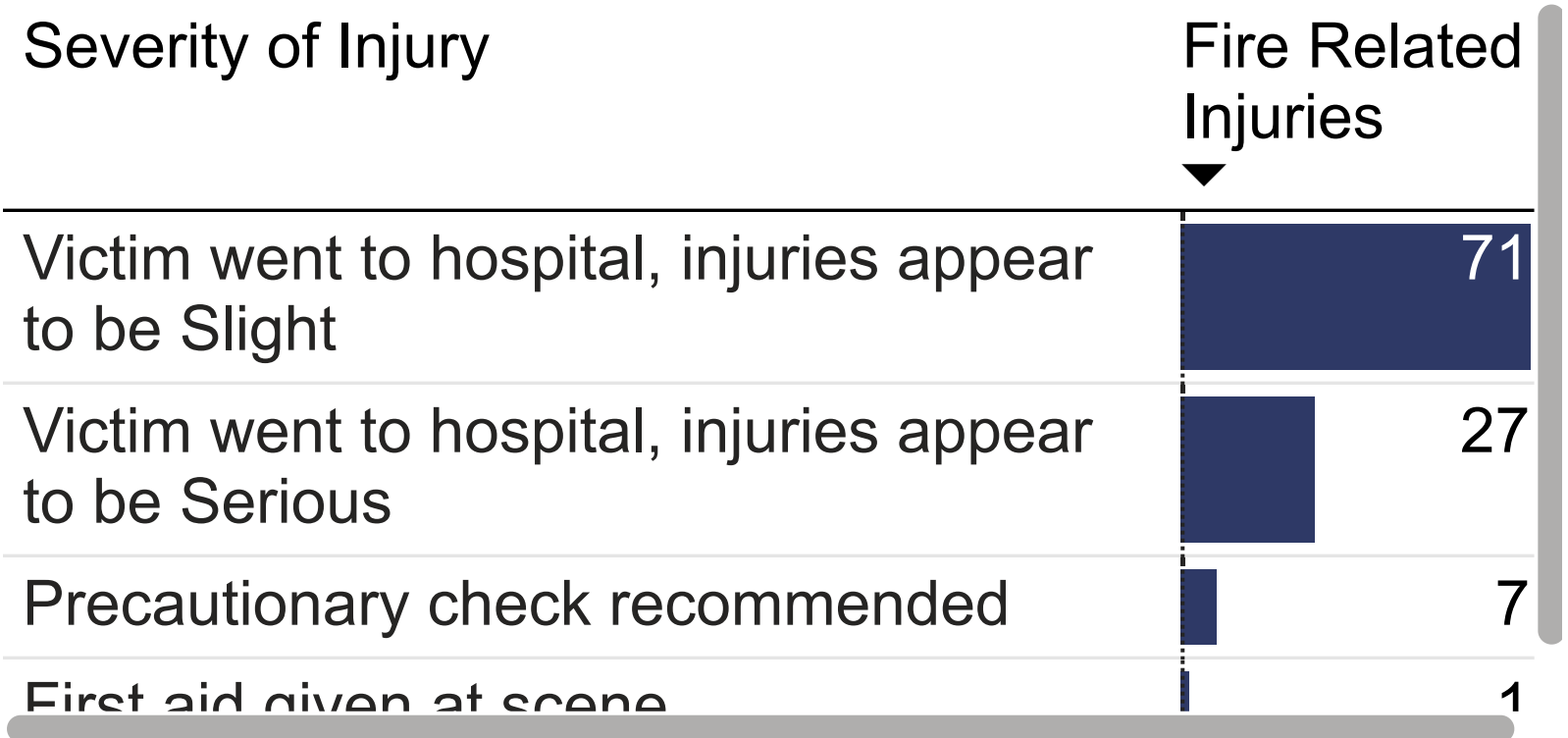
Fire Related Injuries by Age



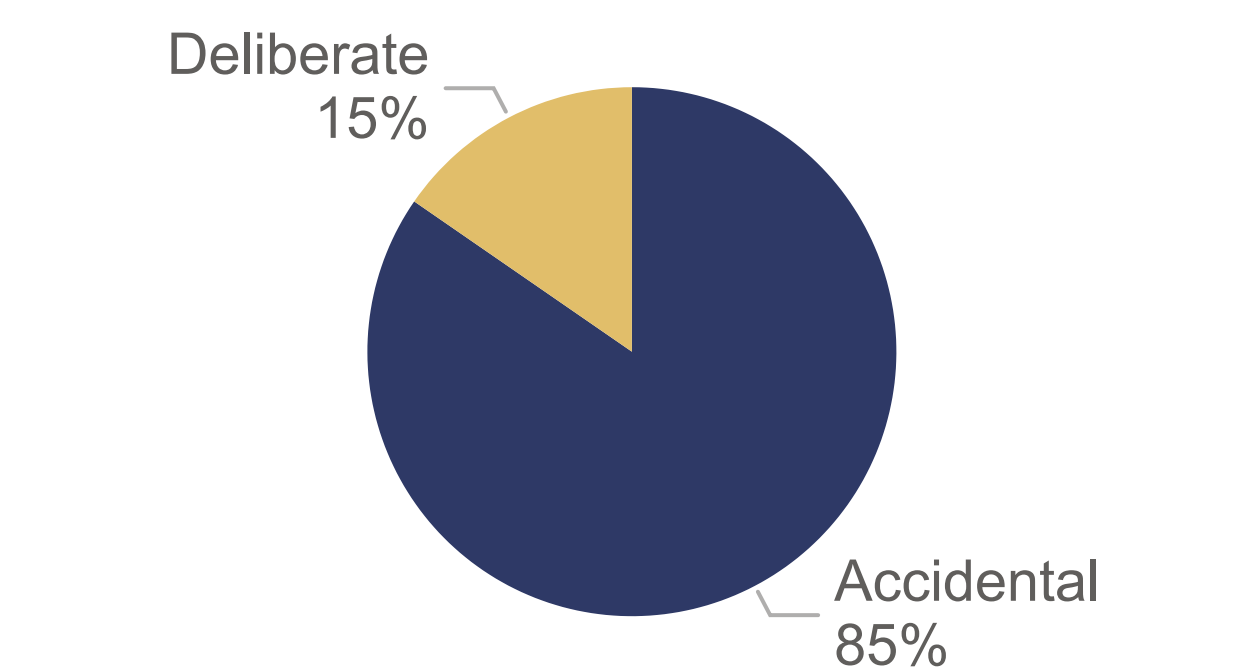
Fire Related Injuries by Gender



Fire Related Injuries by Severity



Fire Related Injuries by Accidental or Deliberate Fires



Top Property Type

House - single occupancy

Top Fire Cause

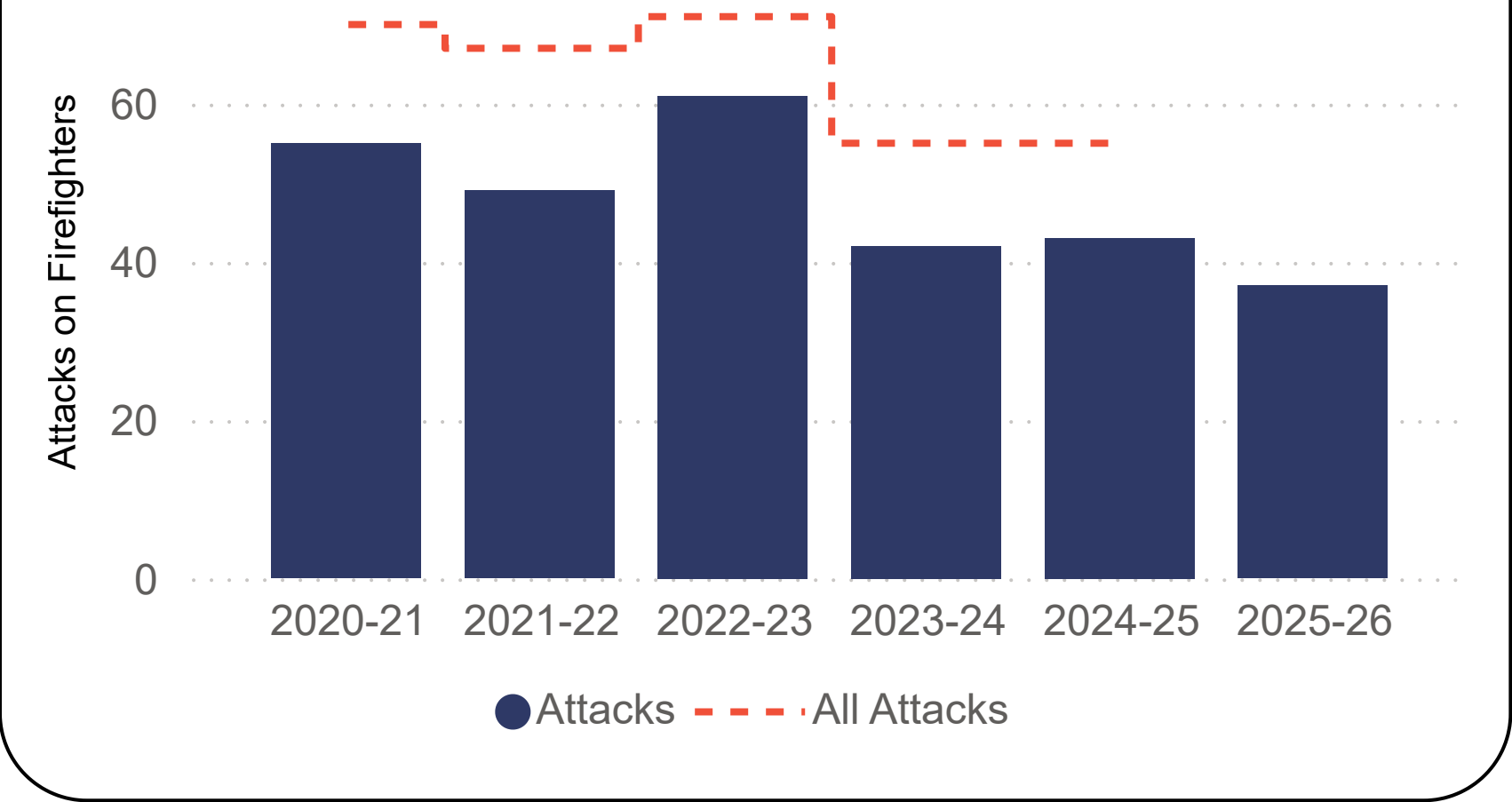
Accidental - Careless handling - due to careless disposal

Attacks on Firefighters

01 April 2025

30 November 2025

Attacks on Firefighters by Financial Year



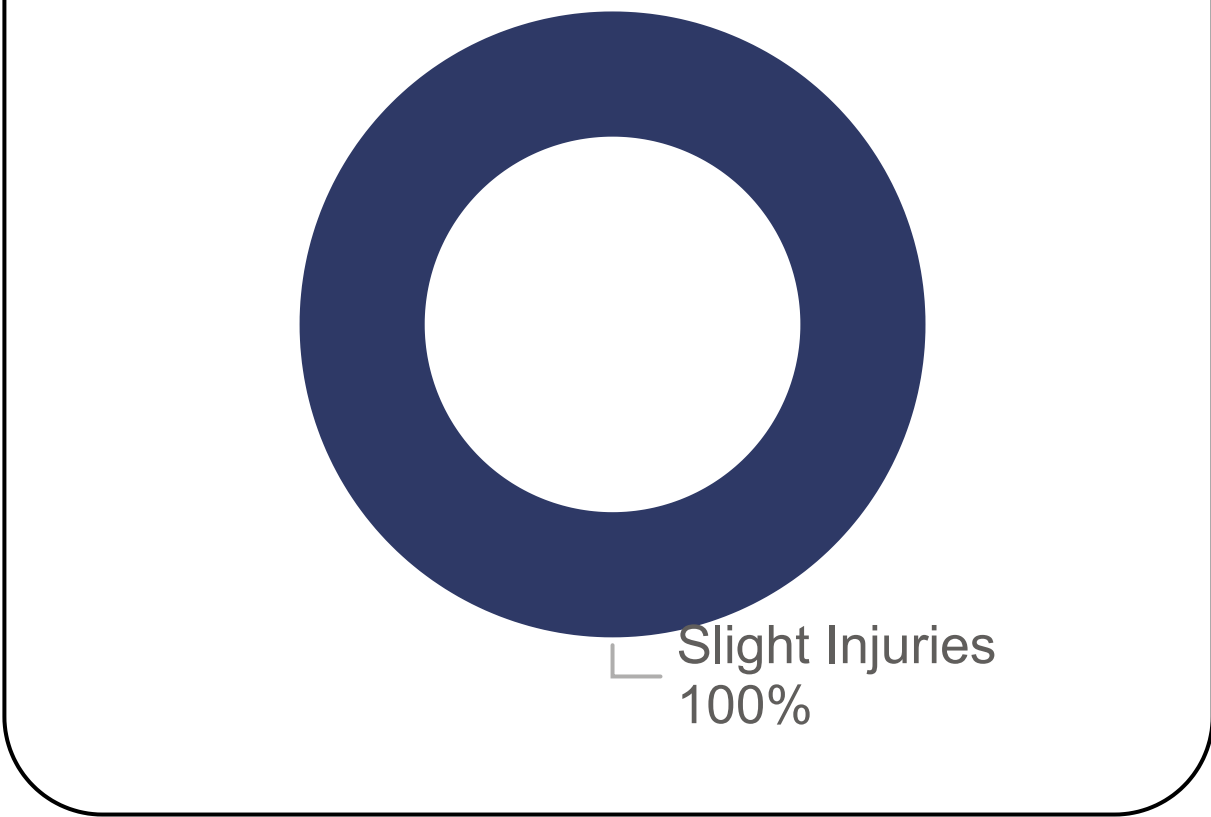
All Attacks on Firefighters (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.

Attacks on Firefighters Previous Year To Date Comparison

| District | Current period | Previous year | % increase/decrease on previous year | 3 Year Average |
|------------|----------------|---------------|--------------------------------------|----------------|
| Bradford | 16 | 23 | -30% | ↓ |
| Calderdale | 2 | 3 | -33% | ↓ |
| Kirklees | 2 | 5 | -60% | ↓ |
| Leeds | 15 | 9 | 67% | ↑ |
| Wakefield | 2 | 3 | -33% | ↓ |

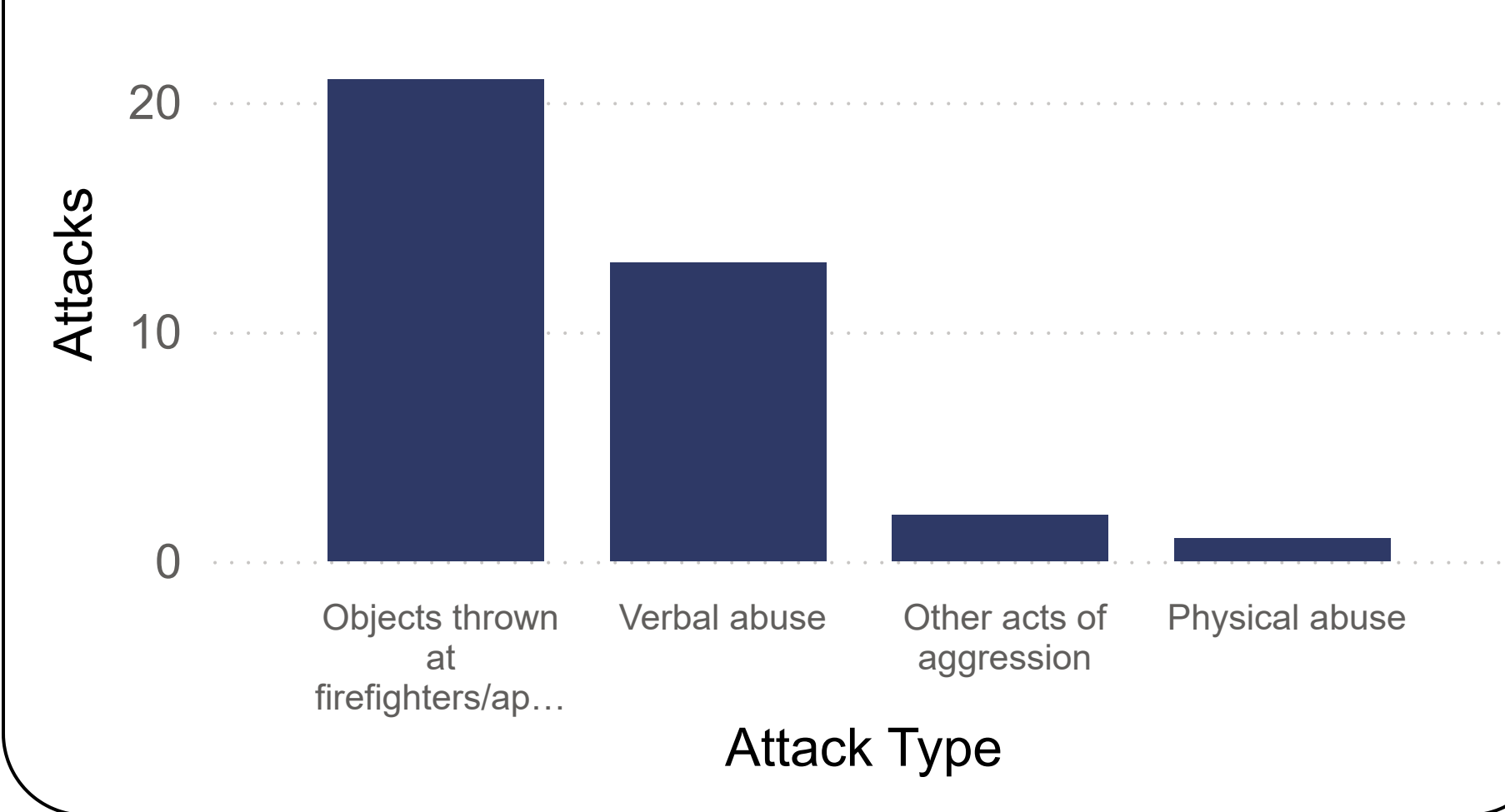
3 Year average indicator shows if current number of Attacks on Firefighters this financial year is an increase/decrease of Attacks on Firefighters against the 3 year average. Looking at only the comparison range.

Attacks on Firefighters by Severity



Visual may be blank if no slight and serious injuries are recorded for the date range.

Attacks on Firefighters by Attack Type



Percentage of incidents with an attack

| District | % Attacks at district total incidents |
|------------|---------------------------------------|
| Bradford | 0.31% |
| Leeds | 0.22% |
| Calderdale | 0.11% |
| Wakefield | 0.08% |
| Kirklees | 0.07% |

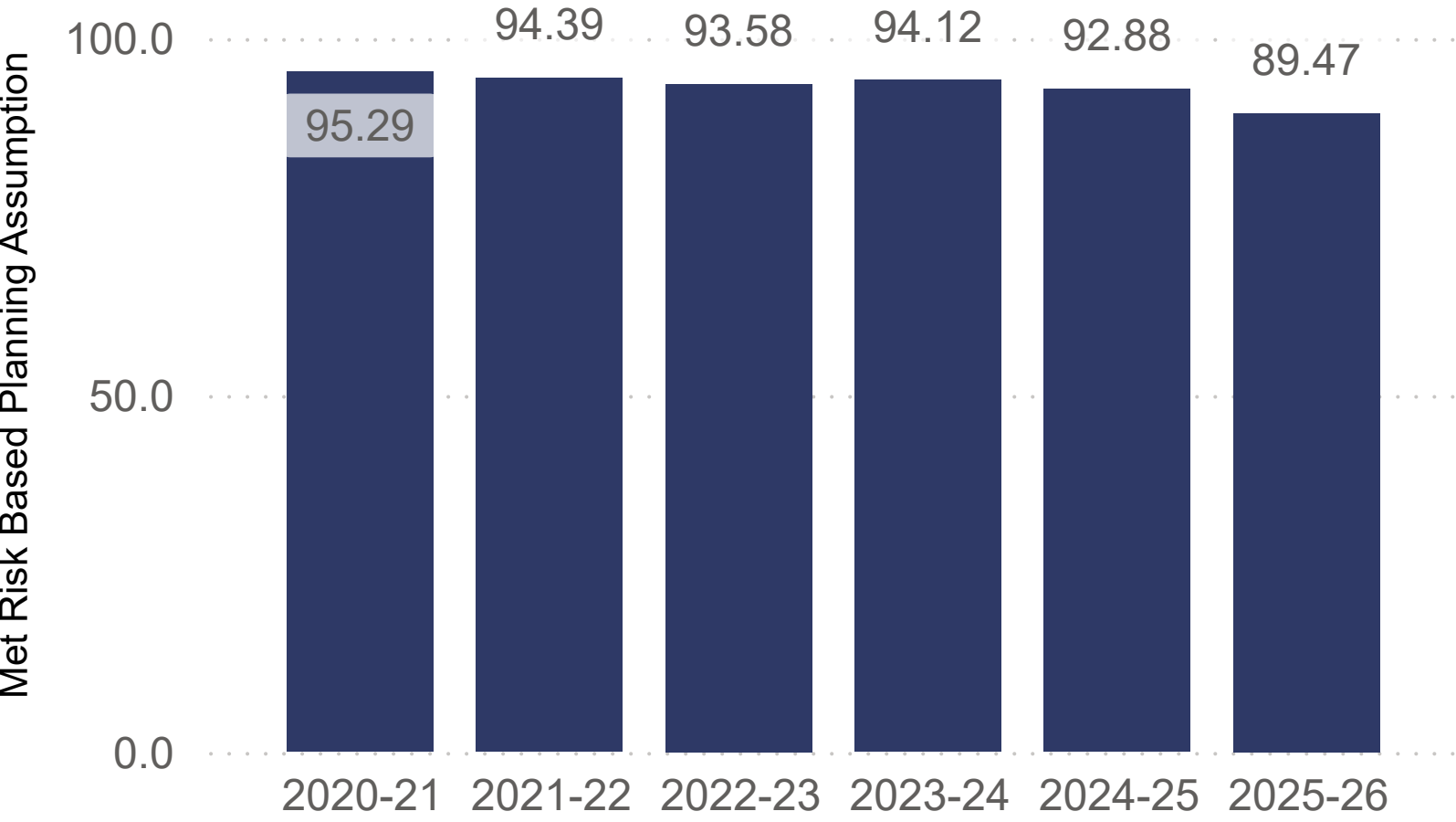
Percentage of attacks based on number of incidents per district.

Response Times

01 April 2025

30 November 2025

Percentage of Met Risk Based Planing Assumption
Response Times by Financial Year



Percentage of Met Risk Based Planning
Assumption Response Time

| District | % Met |
|------------|-------|
| Leeds | 93.52 |
| Bradford | 90.69 |
| Kirklees | 85.33 |
| Wakefield | 85.26 |
| Calderdale | 83.17 |

Average Response Time by LSOA Risk Score and Severity

| Risk Score | Life | Property | Other | Total |
|------------|----------|----------|----------|----------|
| Very High | 00:05:57 | 00:07:07 | 00:07:21 | 00:07:13 |
| High | 00:06:30 | 00:07:24 | 00:07:32 | 00:07:25 |
| Medium | 00:06:56 | 00:08:09 | 00:08:01 | 00:07:55 |
| Low | 00:07:57 | 00:08:59 | 00:08:38 | 00:08:35 |
| Very Low | 00:08:53 | 00:10:54 | 00:09:56 | 00:09:51 |
| Total | 00:07:43 | 00:08:58 | 00:08:30 | 00:08:27 |

Average Response Time Targets

| Risk Score | Life | Property | Other |
|------------|-------|----------|-------|
| Very High | 7.00 | 9.00 | 15.00 |
| High | 8.00 | 10.00 | 15.00 |
| Medium | 9.00 | 11.00 | 15.00 |
| Low | 10.00 | 12.00 | 15.00 |
| Very Low | 11.00 | 13.00 | 15.00 |

LSOA: Lower Super Output Area.

The Risk Based Planning Assumptions (RBPA) utilised by WYFRS place greatest emphasis on the likelihood of incidents occurring where there is a risk to people. Three different classifications of incidents are utilised, these being:

Life – Potential for incidents to involve rescues, injuries or fatalities including private dwellings, or other sleeping risks.

Property – Incidents occurring in properties other than those included within the Life risk.

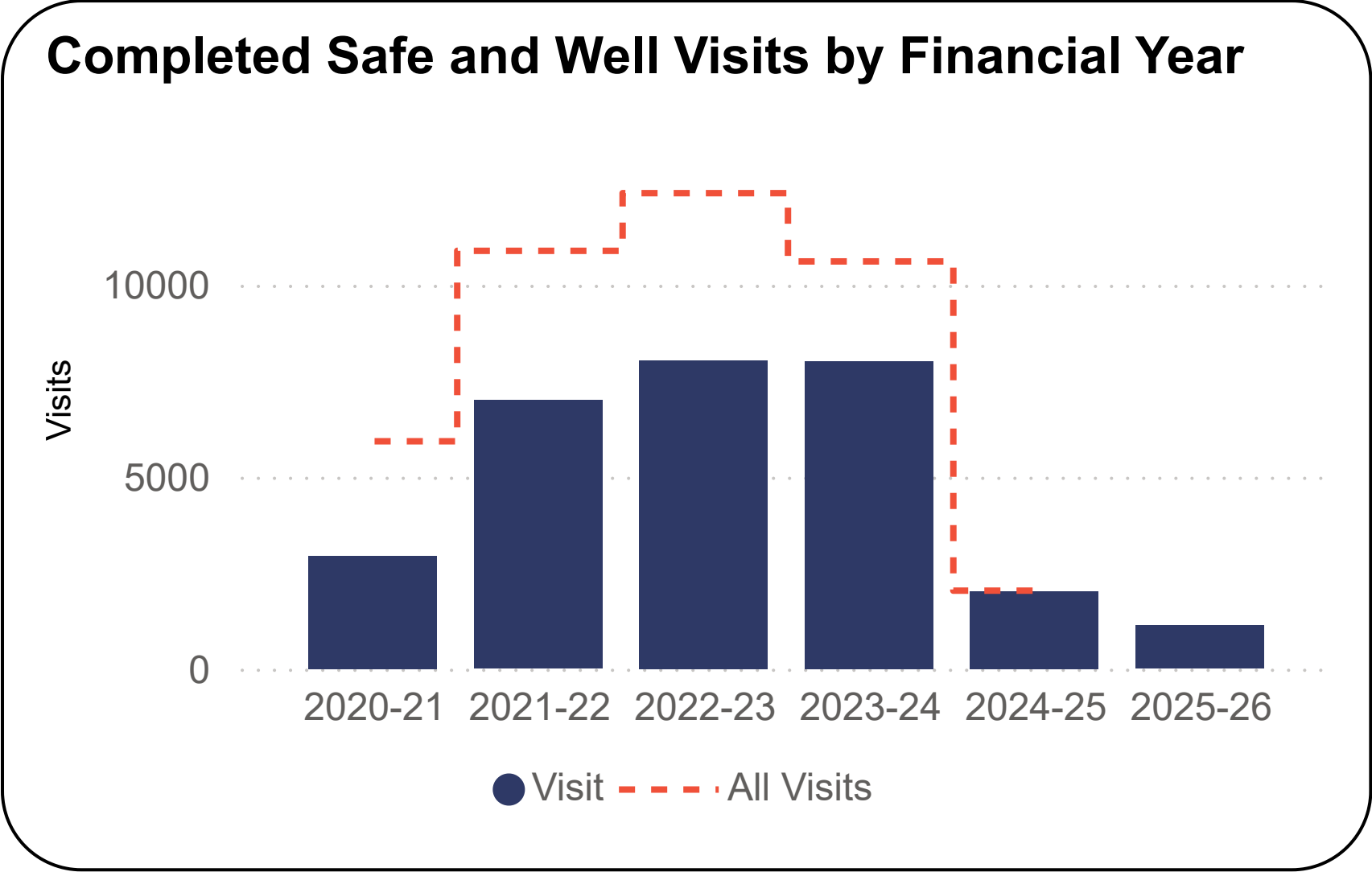
Other – All other incidents not included within the descriptors for Life and Property risk including secondary fires, false alarms and non-fire related incidents where there is no risk to human life.

The RBPA’s are underpinned by a comprehensive risk assessment for WYFRS.

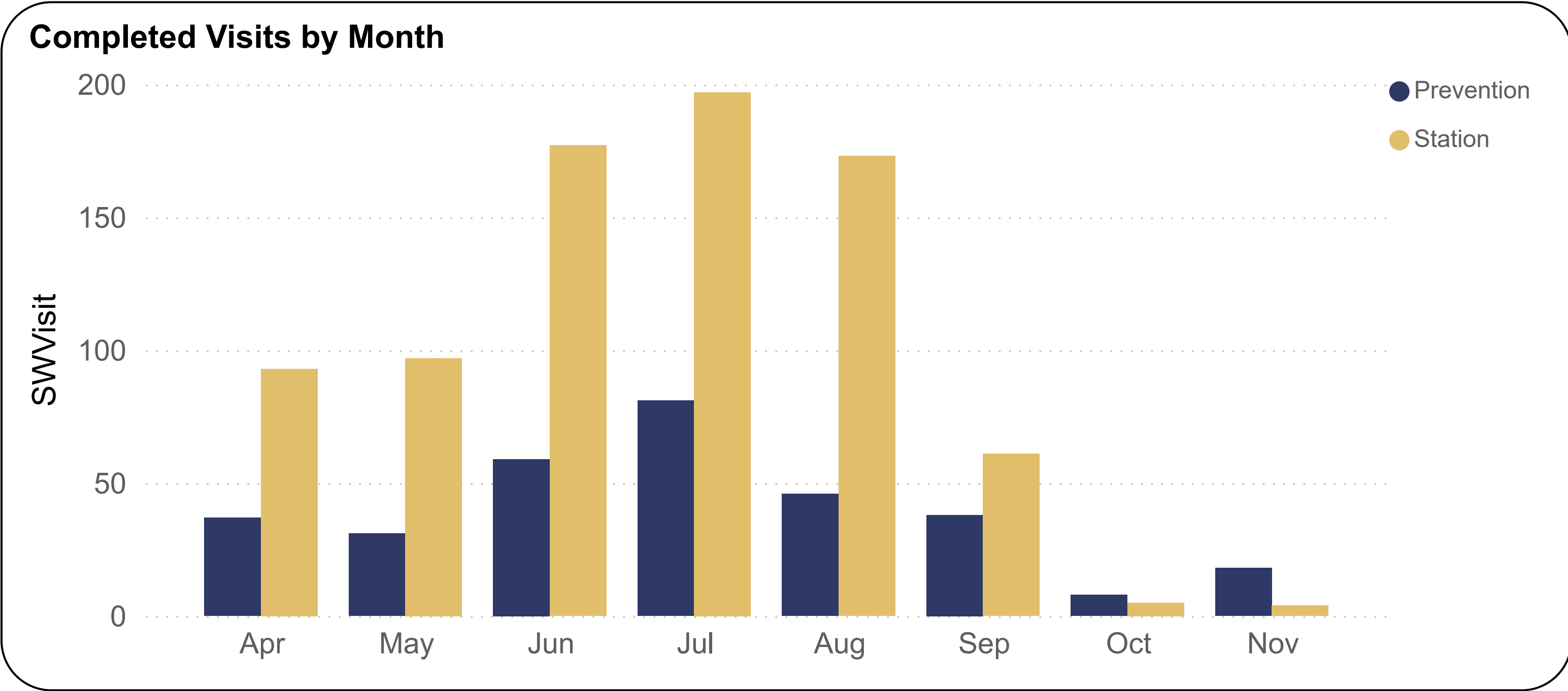
Safe and Well Visits

01 April 2025

30 November 2025



All Visits (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.



The Safe and Well 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.

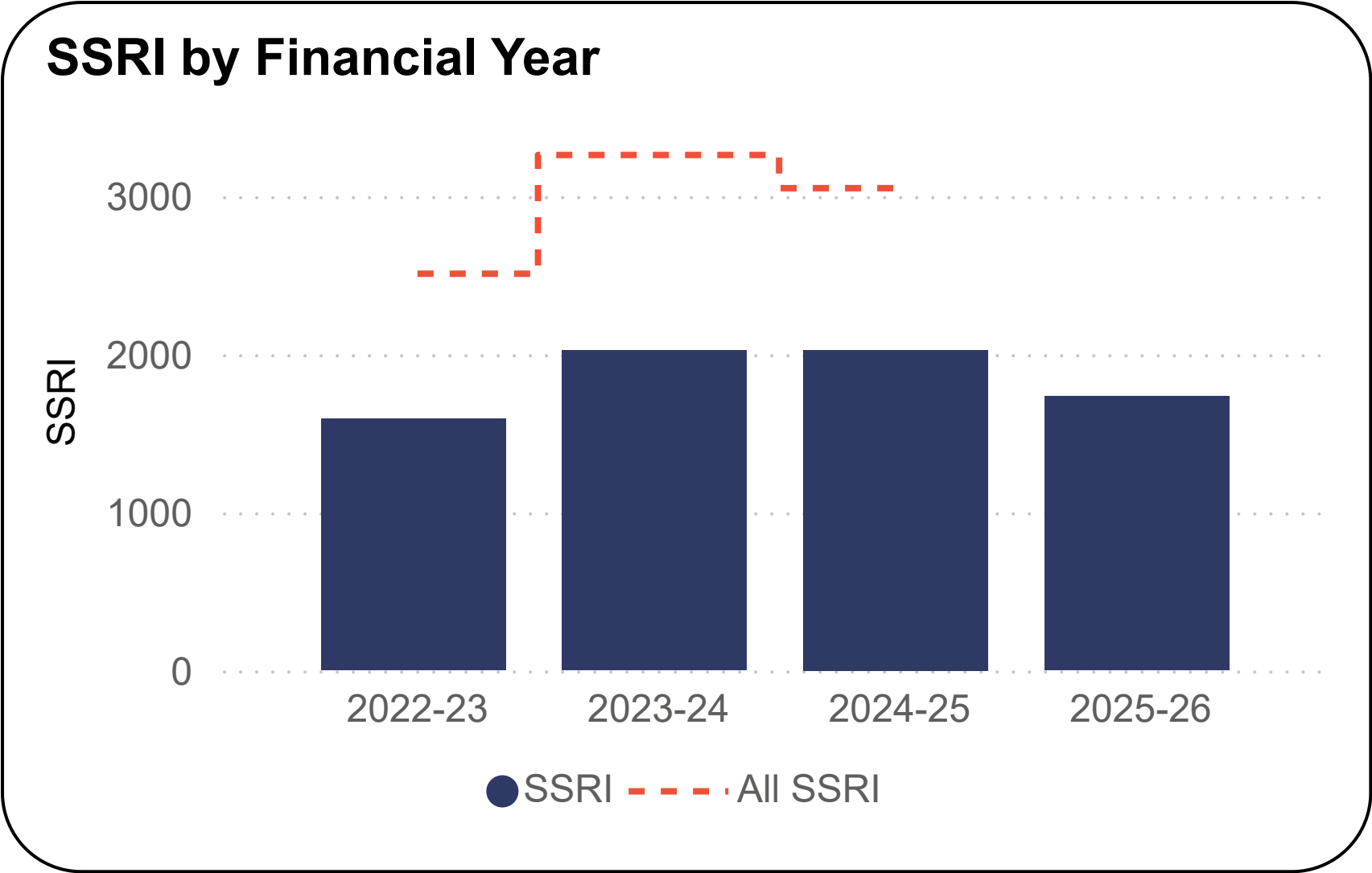
People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents.
It also covers a broader assessment of vulnerability against a number of other elements, including:

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

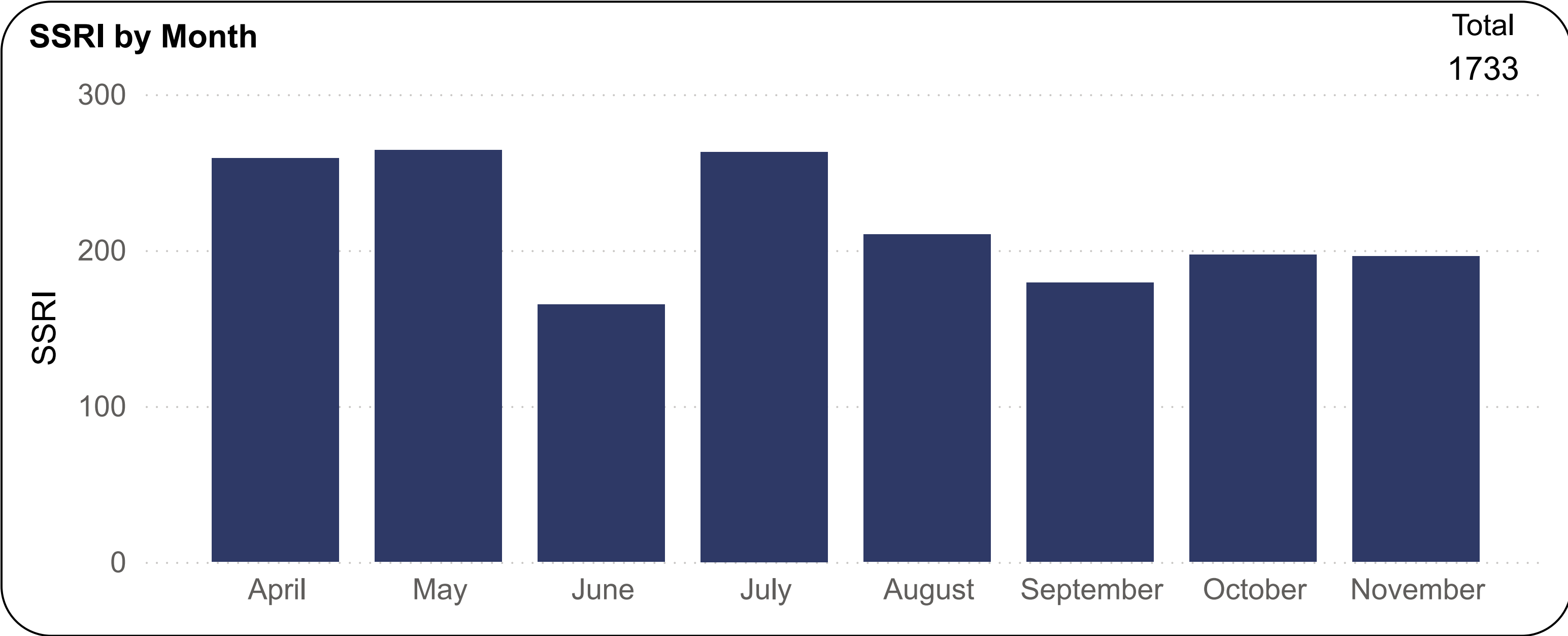
Site Specific Risk Inspections (SSRI)

01 April 2025

30 November 2025



All SSRI (red dotted line) shows the total figure for the financial year.
The bars show the value for selected date range.



SSRIs are generated from operational liaison referrals, post fire visits and what crews identified as perceived risks within their station area.

SSRIs are allocated to each District which are then allocated to stations/watches.

The Operational Risk Management Team centrally audit 100 percent of all SSRIs. This ensures a standard approach to the recording and understanding of risk which in turn underpins the safety of operational crews when responding to premises considered higher risk.