



West Yorkshire
Fire & Rescue Service

Productivity and Efficiency Plan 2026-27



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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
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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 2025/26, as well as their plans for continuing these efforts into 2026/27 and beyond.

This Productivity and Efficiency Plan outlines how the West Yorkshire Fire and Rescue Authority intend to achieve efficiencies and boost productivity in line with national targets. Through Phase 2 of the spending review 2025 (SR25), the government has finalised departmental settlements for the full SR25 period. Budgets have now been set until 2028/29 for day-to-day resource spending and until 2029/30 for capital spending.

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 SR25 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	2026	Reduction
Firefighters (Wholetime)	1,490	962	528
Firefighters (On-Call)	199	145	54
Control Staff	56	44	12
Fire and Rescue Staff	383	352	31
Fire Stations	48	41	7
Fire Appliances	62	42	20

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, although there has been a decline since 2023/24.

Since 2015, the number of incidents per wholetime firefighter has consistently grown; a trend which aligns with other Metropolitan FRSs, although there has been a reduction in WYFRS over the last year. Figure 1 illustrates this pattern clearly.

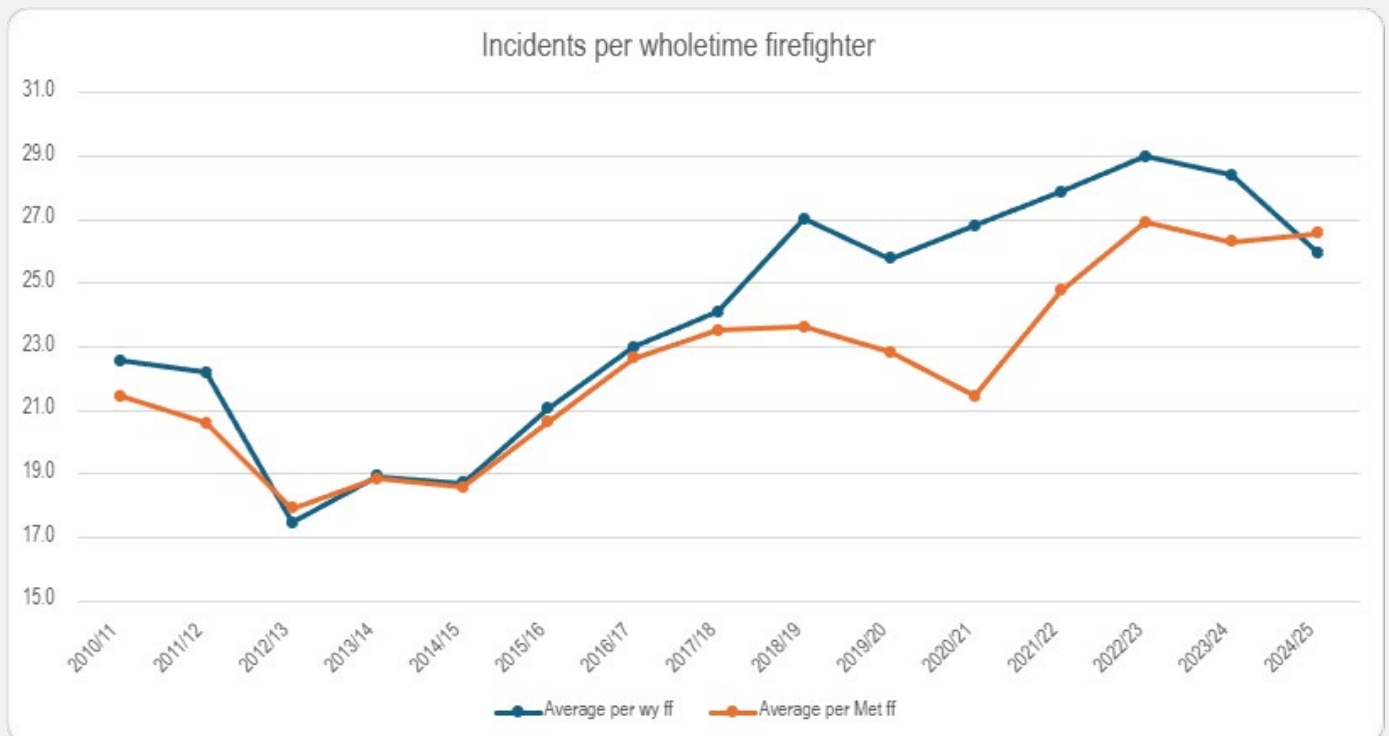


Figure 1: Number of incidents per wholetime firefighter per year.

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 2024/25, 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.

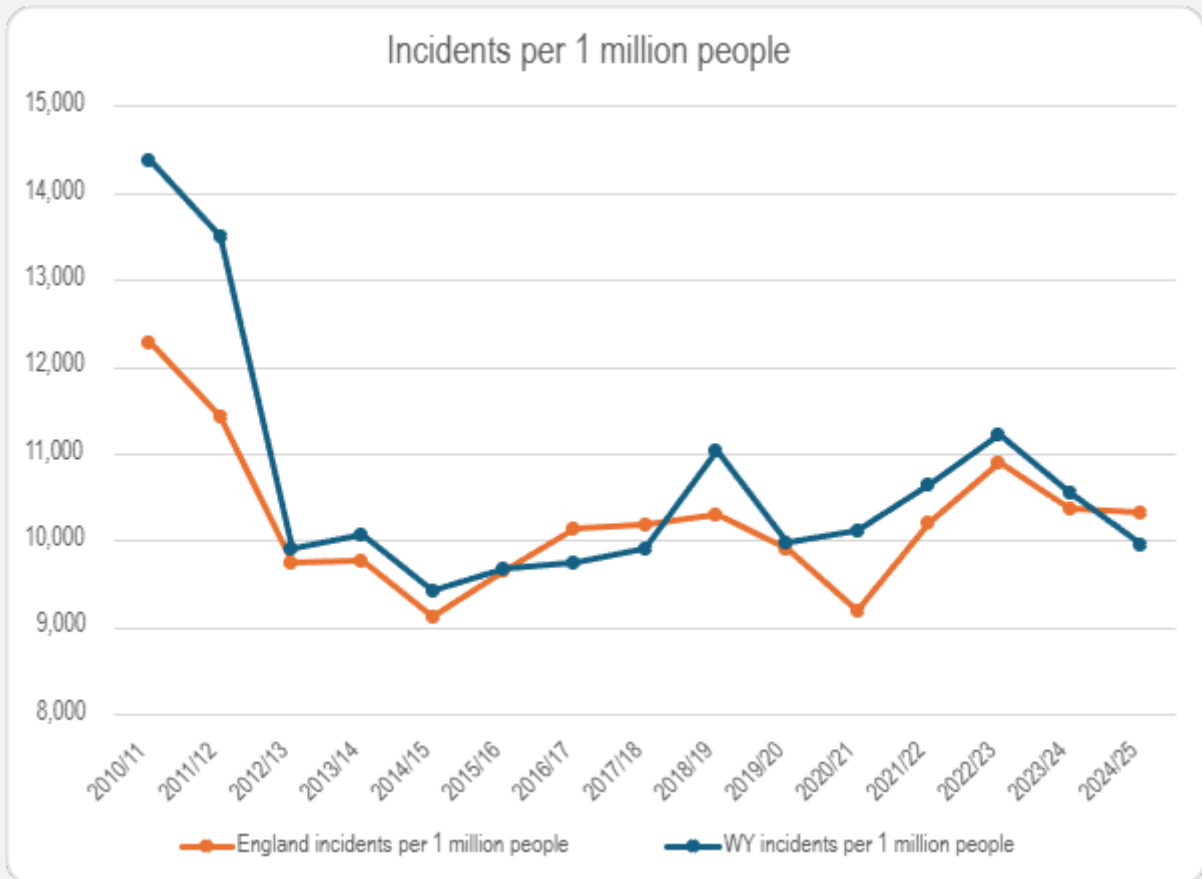


Figure 2: Number of incidents per million of population per year.

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. This emphasises the effectiveness of our Safer Communities Prevention Strategy.

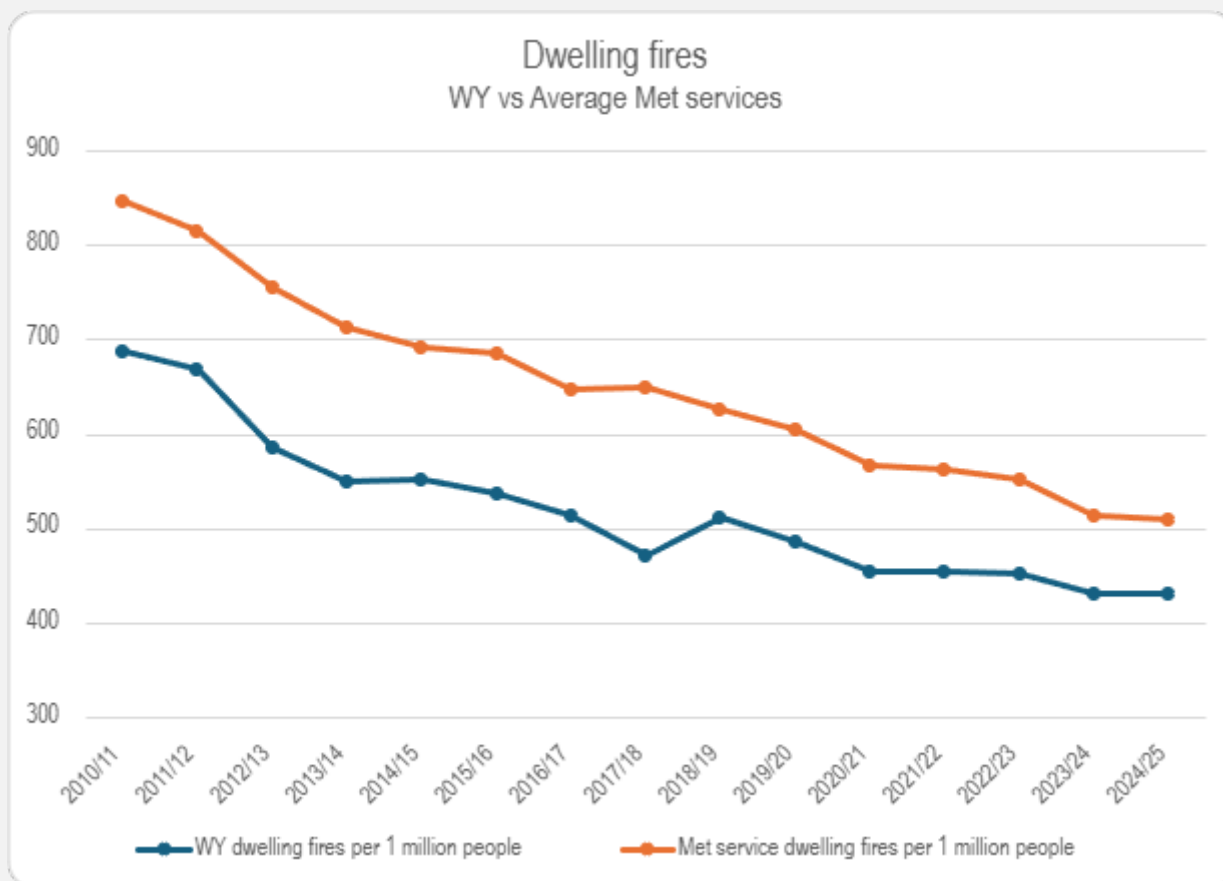


Figure 3: Number of dwelling fires per million of population per year.

3 Primary information

3.1 Budget

BUDGET (£000)					
Revenue Expenditure	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Direct Employee	82,915	91,450	95,560	98,628	101,789
Indirect Employee	4,016	4,117	4,184	4,154	4,205
Premises	6,115	6,589	6,106	6,052	6,173
Transport	2,377	2,208	2,452	2,332	2,379
Supplies and Services	7,549	7,525	8,609	8,005	8,166
Capital Financing	9,022	7,367	8,286	8,374	8,747
Other	4,053	830	870	878	886
Total	116,047	120,086	126,067	128,423	132,345
Income	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Actual Received from Precept	54,389	58,584	62,848	67,023	71,275
Local Government Finance Settlement	39,282	39,840	46,473	47,469	48,359
Other Grants	19,233	18,585	13,847	14,130	14,195
Income Raised Locally	3,143	2,889	2,899	2,918	2,955
Total	116,047	119,898	126,067	131,540	136,784

Table 2: Sources of income and planned spending.

On the 26th of February 2026, the Authority approved a Band D precept of £89.49, which is a £5 increase for Band D properties from the previous year. Despite this increase, West Yorkshire continues to be the fourth lowest precepting Fire Authority in England. The £5 precept increase has generated an additional £4.264m of precept income from that in 2025/26 and has enabled the Authority to once again deliver a balanced budget.

3.2 Reserves

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

RESERVES (£000)					
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
General Reserves	5,700	5,700	5,700	5,700	5,700
Earmarked Revenue Reserves	11,675	11,616	10,276	7,433	6,279
of which MRP reserve					
Earmarked Capital Reserves	15,164	13,058	5,858	2,671	0
Other Reserves					
of which revenue					
of which capital					
Total	32,539	30,374	21,834	15,804	11,979

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 4.63% of the revenue budget, in accordance with the National Fire Framework guidance on balance levels. The earmarked capital reserve is used for the major redevelopment of the Authority's estate, some £31.0m of this reserve has been used to fund the recent 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. This strategy alone, has saved the

revenue budget an estimated £2m per annum through the savings on capital repayments and loan interest charges.

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 2026/27 to 2028/29.

EFFICIENCY DATA (£000)

West Yorkshire	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Opening Revenue Expenditure Budget (Net)	112,904		116,883		123,168		128,623		133,830	
Less Total Direct Employee Costs	87,595		87,601		96,256		100,227		103,389	
Non Pay Budget	25,309		29,282		26,912		28,396		30,441	
Efficiency Savings										
Direct Employee										
Reduction in Prevention/Protection/Response Staff	50	-								
Reduction in Support Staff	-	-			1450					
Indirect Employee (e.g. training, travel etc.)										
All Indirect Employee Costs	0	27	0	200	300					
Premises										
Utilities	0	0		357	2105					
Rent/Rates	0	0		143						
Other Premises Costs	41	0	400				100			100
Shared Premises	0	0								
Transport										
Fleet	48	0								
Fuel	0	0								
Other Transport Costs	0	0								
Supplies and Services										
National Procurement Savings	456	0	138			150		150		150
Local Procurement Savings	1811	54		299		350		350		350
Other Technology Improvements	21	0		168				100		100
Decreased Usage	0	0								
Capital Financing										
Revenue Expenditure Charged to Capital	0	0								
Net Borrowing Costs	0	0				560		560		560
Other										
Insurance	285	0		485		571		600		630
Emergency Services Network	0	0		510	1,509					
Monitoring Officer	0	0	20							
Total Efficiency Savings (excluding direct employee saving)	2,743		2,720		5,545		1,860		1,890	
Efficiency Savings as a Percentage of Non-Payroll Budgets	10.84%		9.29%		20.60%		6.55%		6.21%	

Table 4: Efficiency Date

4.2 Income

INCOME										
£000										
	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Income generated from charging policies	208	380	235	228	207	215	207	215	207	215
Income generated from trading operations	442	408	532	509	571	475	571	475	571	475
Income generated from shared premises	96	0	97	0	95	0	95	0	95	0
Income generated from interest on investments	807	777	501	684	564	550	564	550	564	550
Income generated from other sources	155	63	130	215	132	113	132	113	132	113
Total	1708	1628	1495	1636	1569	1353	1569	1353	1569	1353

Table 5: Income

5 Efficiency Narrative

5.1 Indirect Employee

Over the last 18 months, the Authority has introduced new apprenticeship-based pathways for Business Fire Safety Advisors and Fire Protection Inspectors. The development of these was in response to long standing workforce challenges within Protection, including recruitment difficulties, limited external training provision, and the need to build sustainable internal capability.

The programme was designed collaboratively across Protection with external training partners to create a structured, supported route into highly specialist fire safety roles. Rather than relying on a shrinking pool of experienced external candidates, WYFRS invested in developing people from entry level through nationally recognised apprenticeship standards, aligned to the NFCC competence requirements and regulatory expectations.

Financially, the programme represents strong value for money for WYFRS. By utilising the apprenticeship levy, the Authority has been able to fund training and development costs that would otherwise have incurred charges in the region of £0.200m. This has reduced overall recruitment and training costs, improved return on investment, and ensured levy funds are used productively to meet strategic workforce needs rather than expiring unused.

5.2 Premises

Following an increase in electricity costs in 2023/24 for which the base budget was increased by £0.879m, there has been a decrease in the cost of electricity. This is a combination in a reduction in usage and the unit cost of electricity; this has resulted in budget savings of £0.357m in 2025/26.

The Authority has entered a new contract for property maintenance which will result in savings of £0.100m per annum over the next four years.

In addition, following an assessment by the Valuation Office Agency on the rateable value of the Birkenshaw HQ site following the redevelopment, the authority has received a one-off reduction in the rates bill of £0.143m in 2025/26.

5.3 Supplies and Services

The Authority has achieved annual procurement savings of £0.437m by utilising national procurement frameworks and local procurement processes. For recurrent procurement contracts, these savings are recorded in full in the first year the contract is live, all savings are reinvested back into the service.

There are some ICT contracts that have not been renewed due to changes in the way of working, for example the contract to support the link between expenses claims and payroll is no longer required due to the introduction of PowerApps for the payment of expenses. In addition, there are also some ICT contract costs that have reduced in cost at contract renewal. This has resulted in a budget reduction of £0.168m in 2025/26.

5.4 Other

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 generated a saving of £0.485m in 2025/26 compared to the cost of sourcing insurance through the open market. Additionally, membership of FRIC provides valuable non-financial benefits such as collaboration with fellow members, data sharing, and improved understanding of the fire insurance industry.

Following the successful challenge by the Competition and Markets Authority into the charging by Motorola for the emergency services network, the authority has seen an annual reduction of £0.510m in the charges for the airwave radio network in 2025/26, this equates to a 50% reduction in the annual fee.

In 2025/26, the Authority's monitoring officer has provided support to South Yorkshire Fire and Rescue Service on a part time basis. This will generate income of £0.020m over the course of two years until South Yorkshire's governance arrangements are transferred to the South Yorkshire Combined Authority.

5.5 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 has demonstrated its value, delivered tangible benefits such as time and resource savings while enhancing productivity. It 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.

5.6 Continuous Budget Review

Due to prudent provision of pay awards in the budget, the Authority has been able to undertake a mid-year budget review exercise whereby savings on the pay award provision can be reinvested into the service. The over provision of 0.8% for the pay award in 2025/26 enabled budget holders to submit revenue bids to the value of £0.524m.

5.7 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. In 2025/26, the Authority entered a new contract for the purchase of smoke and heat alarms from a framework managed by West Midlands Fire and Rescue.

5.8 Assessment of Efficiencies

The Authority remains committed to achieving ongoing efficiency savings, prioritising value for money in all its activities. For 2026/27, these efficiencies are projected to reach 18.48% of non-

pay budgets. Budget reviews are carried out during the year to identify areas of efficiency; these savings are either then reallocated to new areas of growth or transferred to contingencies for future investment.

5.9 Productivity and Efficiency Log

To support ongoing transformation, WYFRS is introducing benefits management, tracking outcomes from change initiatives and aligning with strategic priorities. This sits under the change management board and will roll out as business as usual (BAU) in 2026. 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.

6 Productivity

6.1 Collaboration

6.1.1 Shared Premises

At present, we share and co-locate at five of our premises with West Yorkshire Police (WYP), six with Yorkshire Ambulance Service (YAS) and two with local authorities, which generates approximately £0.1m per annum. Sharing premises improves utilisation of the estate and reduces the overall cost of providing facilities by spreading running costs across multiple partners. Annual rental reviews linked to CPI ensure income remains aligned with market conditions. This work continues into 26–27 and will remain an ongoing requirement in future years.

6.1.2 Co-responding and Partnerships

Co-responding with other FRS

West Yorkshire currently has a remote buddy arrangement and memorandum of understanding (MoU) 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. Section 13:16 arrangements are in place with neighbouring services. These arrangements make better use of existing capacity and systems. Benefits include cashable savings, cost avoidance, and non-cashable productivity gains through reduced duplication and

manual activity. WYFRS has gone live with MAIT (Multi Agency Incident Transfer) in March 2026 which increases efficiency in transferring calls between Emergency Service Control Rooms.

Collaboration with Northwest Fire Control and Frequentis is planned for 2026/27, as both FRS services will operate on the same mobilising system, enhancing interoperability and resilience further.

Partnerships with other local organisations

WYFRS has boosted operational productivity by supporting police and ambulance services with emergency access under a formal protocol, fostering efficiency and enhanced community safety. In 2025/26, crews attended 1320 such gaining entry incidents in collaboration with partner agencies.

We work in partnership to identify and refer vulnerable people for Safe and Well visits. This includes 39 formal partnership agreements with larger organisations such as the Police and Local Authorities, alongside over 100 referral partnerships with smaller organisations.

Partners identify individuals who would benefit most from our services, while we also make referrals for people at risk due to factors such as crime, smoking, social isolation, limited mobility, and mental health needs.

This approach ensures vulnerable members of the community can access the appropriate support and enables the proactive identification of people at higher risk from fire.

Ongoing Fire Protection Partnership with Leeds City Council (LCC), has enabled both WYFRS and LCC to focus the use of staff time more appropriately.

Ongoing partnership, working with the Building Safety Regulator (nationally and locally) to support delivery of safer buildings through multidisciplinary team assessments of new and occupied high-rise residential buildings.

Fire Protection Partnership, started in 2025 and will be ongoing, working with the West Yorkshire Combined Authority (WYCA) to accelerate building remediation across West Yorkshire. The partnership supports targeted use of resources beyond WYFRS, recognising Local Authorities' responsibilities under the Housing Act, and improves outcomes through a more streamlined, collaborative approach that reduces duplication and overlap between WYFRS, WYCA and Local Authorities, streamlining decision making and delivers value.

Partnership working with West Yorkshire Trading Standards and West Yorkshire Police to address improper fireworks storage (2025–ongoing), enabling a greater number of premises

across West Yorkshire to be assessed, improving identification of non-compliance and expanding WYFRS capacity to inspect storage conditions beyond normal levels.

Local Resilience Forum

WYFRS provides strategic leadership within the Local Resilience Forum, including Co-Chairing the LRF and Management Board and Chairing the Interoperability, Training, Exercising & Development (TED), and Risk & Capabilities subgroups. WYFRS hosts a shared Communications Officer for the LRF (West Yorkshire Prepared) and holds the Government Core Funding LRF grant on behalf of partners. Through this grant, WYFRS employs a Training & Exercise Officer, a Community Resilience Officer, and a Project Support Officer,

The LRF model remains active through 2026/27, fostering collaboration on training programmes, events, and coordinated communications (warn and inform), and efficiency in responding to major incidents, strengthens emergency risk assessment and pre-planning, and enhances business continuity arrangements across West Yorkshire.

National Fire Fleet Standard Development

A two-year project (from 2025) developing a national fleet standard for Fire and Rescue Services in collaboration with NPCC and TRL. The project updates national guidance to align Fire and Police fleet standards, promoting best practice, compliance, and effective risk management.

Establishing a common standard across all FRS improves safety, efficiency, and productivity, and provides clarity and consistency—particularly benefiting services operating joint Fire and Police workshops through strengthened NPCC/NFCC collaboration. Project to extend into 26-27 and 27-28 with an expected outcome of a national fleet standard for fire fleets which is aligned with NPCC and owned / updated by TRL.

Tri-Service Collaboration Board

A Tri service collaboration board brings together Police, Fire and Ambulance services to share data, risk information and resources, supporting a coordinated approach to community safety and prevention. New terms of reference are strengthening the forum's strategic focus, aligning district level community safety meetings with the wider Tri service approach, while continued collaboration including through the Violence Reduction Hub ensures data led targeting of resources where they will have the greatest impact.

Secondments to national bodies

WYFRS has ongoing secondments to national bodies, including the NRAT, ESMCP, and the Emergency Services Network (ESN) NFCC programme. Two officers are seconded to the NRAT

team supporting command and control functions, with an additional officer contributing to national ESN workstreams.

6.1.3 Shared Services and Resources

National Resilience (NR) Assets

WYFRS hosts all NR assets (from 2001), avoiding the need for multiple Fire and Rescue Services to separately procure, maintain and store specialist equipment. Assets include USAR (Urban Search & Rescue), DIM (Detection, Identification & Monitoring), HVP (High Volume Pumps), ELS (Enhanced Logistic Support), MDU (Mass Decontamination Unit), DBB (Decontamination of Body Bags), and EBF (Enhanced Briefing Facility). In addition, Memoranda of Understanding are in place with Yorkshire & Humber Fire and Rescue Services to share equipment, resources, and staff. This is supported by shared training and national exercising, making use of specialist skills and facilities across the country. Shared national assets reduce duplication, improve utilisation, enable workforce flexibility, lower costs, and strengthen resilience

Training

In 2025 and into 2026, WYFRS undertook training at Merseyside FRS, using different specialist facilities to enhance operational competencies across multiple disciplines, including command, breathing apparatus and fireground skills. This collaboration increased firefighter capability and will continue, with ongoing use of Merseyside facilities and exploration of further regional training opportunities.

IT Services

Participation in national working groups has improved productivity by enabling collaboration with experts across the fire sector, sharing best practice, and reducing duplication of effort. Early involvement in developing national standards (such as the Data Fire Standard with the NFCC) has ensured WYFRS is well prepared for emerging requirements. The work has led to more streamlined workflows, improved communication, and automation of previously manual reporting. Outputs from the OneView team have been recognised locally and nationally, with data now actively used to better target prevention and safety campaigns. Ongoing knowledge-sharing across services continues to save time and improve outcomes by making better use of collective skills and expertise.

Insurance Services

WYFRS are a member of the Fire and Rescue Indemnity Company (FRIC), who are a member-owned hybrid discretionary mutual that combines insurance with shared risk and

financial pooling. By collaborating on best practice and shared learning, member authorities improve risk management and achieve ongoing savings through economies of scale and fire-specific insurance cover, reducing costs and reliance on multiple suppliers.

HR Services

Reciprocal arrangements are in place with South Yorkshire and Humberside Fire and Rescue Services to provide support on employee relations, mediation, and HR policies. This is an ongoing activity which shares best practice, reduces duplication of effort, saves consultancy costs, and enables peer review and constructive challenge.

The WYFRS Director of Corporate Services/Clerk and Monitoring Officer also undertakes the Clerk and Monitoring Officer role for South Yorkshire Fire and Rescue'. The interim arrangement has been in place for just over a year and will stay in place until SYFRS transition under the South Yorkshire Combined Authority on 1 April 2027 as part of the Government's Devolution Local Reform proposals.

Regional Training Capability

WYFRS is hosting a secondee from Humberside FRS to support the development of a new operational competence system. A WYFRS-led regional training capability review is underway to explore future regional training models. The work aims to share regional training assets, enable cross-service course delivery (e.g. WBAI), and implement a unified competence system that standardises course, qualification, and competency management in line with national occupational guidance. This will reduce duplication of assets, improve consistency of training outcomes, and align data with national competency frameworks. Work has started in 2026 and will run to 2027/28

WYFRS also chairs key national groups, including OPRR and OTEG, and is a leading contributor to the Yorkshire & Humber Operational Preparedness, Response and Resilience Committee (YHOPRR), which has been established for many years.

At a regional level, WYFRS chairs YHOTEG and delivers training to other Fire and Rescue Services, including WBIA courses for Humberside FRS. The Service also undertakes joint and external training with Greater Manchester FRS and Merseyside FRS.

Regular regional meetings support collaborative procurement projects and the management of shared contracts (e.g. fire kit and laundry). This approach reduces duplication by replacing multiple tender processes with a single regional one, improves cross-boundary resilience through standardised equipment, and enables shared contract management and expertise. Governance is provided through reporting into regional Chief Officers' meetings, chaired by John Roberts.

Regional Procurement Group

Embedded since 2021 and ongoing, enables collaborative procurement across regional fire services by allowing a single partner to lead shared procurements, reducing duplication. This approach delivers economies of scale, lowers procurement team costs, standardises terms and conditions, and supports knowledge sharing. Examples include regional coordination on fire kit supply issues and the DIM Scientific Support contract led by WYFRS. The group continues to identify collaboration opportunities, with reporting to the NFCC Regional Fire Chiefs Group, and has a planned collaborative procurement for Breathing Apparatus and associated kit starting mid-2026.

6.2 Asset Management and IT Investment

6.2.1 Digitalisation

Digitalisation of incident process

The incident process has been significantly digitalised, improving the sharing and resilience of incident and risk information through systems such as Frequentis Fire Control, Evam MDTs, the ORH Dynamic Cover Tool, and internal tools including Risk Map, MDT Portal, and OSARIS.

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

Throughout 2025 WYFRS has continued its adoption of the Microsoft Power Platform to modernise and automate its processes. PowerApps now support compliant and enhanced data capture for audits, inspections, equality and data protection impact assessments, and project documentation, replacing legacy InfoPath forms. The Prevention PowerApp streamlines audit and inspection reporting, improving data analysis and decision-making. Integration with Power BI strengthens reporting and insight, while use of pre-built templates boosts productivity and reduces development effort. This approach will continue, with further apps and software migrated to the Power Platform.

Prevention, home fire safety and audit processes

WYFRS has carried out digitising prevention, safe and well and audit processes by replacing the existing Prevention Database with a Power Platform solution. This consolidated licensing and

removed additional software (CRM) costs while creating a single, consistent process for collecting live and validated data. Launched in 2025, this has reduced administrative effort, improved data accuracy, and minimised errors by replacing free-text entries with predefined responses. The system is now live and will continue to be enhanced as part of business-as-usual activity.

6.2.2 IT Systems

Incident Command System

From 2024 WYFRS has introduced the Evam MDT's Command application, digital Command Support packs via MS Teams and OneNote, and the ORH Dynamic Cover Tool (DCT). The introduction has improved the sharing of incident and risk information, strengthened the resilience of our digital systems, speeded up information sharing, improved decision-making, optimised deployment and reduced duplication.

Dynamic Cover Tool (DCT)

From 2025, the introduction of the DCT supports a more consistent approach to standby moves by helping maintain appropriate fire cover levels. The tool enables control operators to assess the impact of standby moves, deploy resources efficiently, minimise risk, and monitor coverage. It provides a real-time visual display of appliance locations (resource tracking) and highlights when fire cover is stretched, using previous operational demand to inform decision-making for faster decisions, reducing unnecessary movements and maintaining effective fire cover.

Command and Control System

The Service has migrated to the UK's first fully cloud-based digital mobilising system, delivering a streamlined process, robust and resilient platform for confident, professional call handling and dispatch. The three-year project went live in November 2025. The new system reduces unplanned downtime, lessens reliance on external services for resilience, and is fully ESN-compliant.

On-call Availability and Recruitment Software

Through the People Digital Programme, a data-driven system to support recruitment, diversity, and workforce planning by improving understanding of local demographics and on-call availability. This will equip local managers with robust evidence to make informed decisions about recruitment needs and station-specific attribute requirements, improves targeted recruitment, optimises workforce planning, reduces time, and increases on-call availability through data insight. Started in 2025 with a delivery target of 2026.

Operational Risk and Building Safety Information Systems

Development and delivery of the Building Risk Database, which will provide a single data source with tailored access and views for both Operational and Fire Protection teams. The new system will embed different risk methodologies, supporting both the Risk Based Intervention Programme and the operational risk visit programme. This will improve data quality, streamline processes, enhance reporting, and remove significant manual work and the need for separate reports.

Workforce planning system (availability, competencies, training etc)

The Absence and Sickness app within OneView provides real-time dashboards drawing directly from AccessHR, offering a single source of truth for sickness absence data across the Service. Managers can monitor short and long-term absence patterns, identify emerging issues, and prepare for welfare and return to work conversations, while role-based security ensures access is proportionate and appropriate. The dashboards support proactive attendance management and regular performance reporting through management and leadership forums.

OneView also brings together qualifications, training and operational competence data through the Qualifications and Competencies app, integrating AccessHR records, the Competency Dashboard and eLearning data. The Competency Dashboard provides clear visibility of mandatory competence requirements, evidence of ongoing activity, and emerging gaps at individual, team and service level, supporting both statutory assurance and personal development

Appliance Tracking / Telematics

The project expands the use of vehicle telematics across all WYFRS vehicles, including those used by FDS Officers, to enable effective fleet monitoring between March 2025 and March 2026. It supports bi-annual fleet reviews using reliable vehicle usage data, helping maintain fleet efficiency and manage road risk. The introduction of centrally downloadable data removes the need for manual logbook checks, delivering significant efficiency gains. Compared to the previous process, where each annual logbook entry took around 30 minutes to review across more than 425 vehicles. The project delivers an estimated saving of approximately 200 hours of labour time.

6.2.3 IT (Other)

Mobile apps/laptops/radio comms

The five-year programme launched in 2024 is upgrading WYFRS's laptops, desktops, mobile devices, and radio communications. New, cost-effective technology is being deployed, including

mobile data-enabled laptops, station desktops, and centrally managed Android and Apple devices. Apple devices enhance connectivity on fire engines, and radio communications remain via Airwave until the move to the Emergency Services Network. These improvements boost productivity and efficiency, providing secure mobile working, streamlining device management, and supporting faster, more effective operational decisions.

Broadband Installation

WYFRS operates a centrally managed, secure, and resilient broadband and network infrastructure connecting headquarters, fire stations, and operational sites through a Wide Area Network. Segmented wired and wireless networks protect critical systems, while centrally provided internet access separates corporate, guest, and non-corporate use to maintain security. Defined governance, monitoring, and cyber controls underpin availability and resilience and run to 2029. This approach supports productivity by ensuring reliable, consistent access to systems across all locations, reducing downtime, service disruption, and reliance on local workarounds. It also drives efficiency through central monitoring and management, enabling proactive issue resolution, clearer performance visibility, and more effective use of network resources to support operational and corporate activity.

Software (Cloud/365/PowerBI, etc)

WYFRS have standardised on Microsoft cloud technologies (M365, Azure, Power BI, OneView) to improve interoperability, resilience and user experience. Using a single integrated platform enables data to flow between systems, reduces complexity for users through familiar interfaces, and supports scalable, secure cloud storage without reliance on physical hardware. Cloud-based, low/no-code solutions reduce dependency on specialist legacy skills and enable electronic, mobile-accessible forms available 24/7, reduce complexity, increase resilience and mobility. Microsoft's continued investment and learning resources further support capability growth, with plans to adopt emerging technologies such as Microsoft Fabric.

Links in with Fire Control mobilising system and provides 24/7 access to appliance availability, staff rostering and sickness data, removing reliance on weekly spreadsheets and reducing delays caused by annual leave. Reporting time has reduced significantly (e.g. Fire Authority reports from 3 days to 2 minutes), with faster data interrogation such as narrative log searches completed in seconds. Cloud-based reporting improves interoperability between systems, supports performance-focused insights (RBPA, risk reduction, qualifications), and enables proactive risk management. The solution reduces administrative burden, freeing staff to focus on analysis and delivery, while laying foundations for future machine-learning predictions.

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.

Fire Investigation App

The Fire Investigation App previously required an external MS Dynamics support contract costing £8,229 per annum. By moving the app to an in-house PowerApps solution, the support contract was discontinued, releasing £8,229 from December 2024 with no ongoing costs into 2025–26. The new digital form replaces paper-based proformas, allowing Fire Investigators to enter and upload investigation information directly into the system. This removes the need to re-write information, saving officers a significant amount of time and improving efficiency. PowerApps also integrates seamlessly with other Microsoft tools, further streamlining processes.

Use of AI (Co-Pilot)

WYFRS has made significant ongoing investment in Microsoft Co-Pilot licences to enable the secure, governed use of AI and ensure organisational information is not shared with non-secure AI tools. Co-Pilot is actively used as a supportive tool, complementing (not replacing) human input. Users have reported significant time savings and improved quality across routine and administrative tasks, including meeting transcription and action capture, summarising email threads, drafting responses, and policy development.

Online training/meetings

Bitesize training videos hosted on a dedicated SharePoint page make guidance easier to find and understand, helping staff use technology more efficiently through accessible, varied online training formats.

To further support efficiency and productivity, WYFRS has introduced hybrid options for most meetings. By enabling staff to join meetings either in person or remotely, the organisation reduces the need for travel between sites, saving valuable time and minimising disruption to daily routines. This approach not only increases accessibility and flexibility for participants but also supports a better work–life balance and more sustainable working practices. The use of hybrid meetings complements ongoing digital initiatives, ensuring that collaboration and decision-making remain effective regardless of location.

CCTV installed on vehicles

The system has reduced 50/50 insurance claims by providing clear evidence, speeding up claims handling and contributing to lower insurance premiums. It has also reduced administrative workload, freeing up Transport Administrator time for other tasks.

Remote Working

WYFRS supports remote working through a secure, centrally managed network using VPN access. The migration to Global Protect as part of a new firewall solution has enhanced cyber security while maintaining reliable remote access to corporate systems. Implemented from January 2026 over a four-month period, the initiative improves productivity by providing a more stable and resilient network with central monitoring, enabling proactive issue resolution. Overall, it delivers improved service continuity, reduced disruption, and secure access for both on-site and remote users, with implementation completed.

Training staff in digital skills

A programme of OneView training, ICT CPD sessions and the Change Ambassador Network has been delivered to improve digital confidence across the organisation. In-person ICT CPD sessions, supported by senior management, provide practical system hints, identify common issues and inform future training needs. Short videos and user guides have been created to suit different learning styles. The initiative has increased confidence in using FireHub and understanding organisational system changes and will continue through 2026/27, with further guidance hosted on SharePoint.

Secure email functionality

Within Microsoft 365 replaced the need for a third-party encryption product, delivering ongoing savings of £12,836 per year. The integrated solution streamlined secure communication by enabling users to send encrypted emails directly within Office 365, improving efficiency and supporting seamless collaboration, with no further work required beyond 2024.

6.2.4 Asset Purchase, Maintenance and Contracts

Purchase of petrol appliances/vehicles

Use of the Devon and Somerset FRS procurement framework has delivered economies of scale since 2023, avoiding the need for a full tender process and reducing effort and duplication. Ongoing activity includes small additions to the fleet and the purchase of petrol appliances and vehicles. To date, £21.2m has been invested in replacing 52 fire appliances, introducing clean-cab practices to reduce firefighter exposure to contaminants. The aerial fleet has been modernised, reducing platforms from five to four, delivering £0.75m in capital savings and £0.02m per year in servicing costs. Resources were reallocated to better address wildfire risk, providing two Argo Cat all-terrain vehicles into service, improving alignment with community needs.

Review and purchase of Equipment

The Operational Equipment Team has introduced an improved project management framework to standardise how equipment is reviewed and procured. This has streamlined processes, improved governance, and supported more consistent and effective purchasing decisions. Ongoing work to develop a multi-year equipment strategy will further enhance efficiency, enabling better forward planning, improved value for money, and stronger productivity outcomes across operational equipment procurement.

Site/fleet decarbonisation/transition to green energies

WYFRS is progressing site and fleet decarbonisation by integrating low-carbon technologies into station refurbishments and new builds, including solar PV, air-source heat pumps, upgraded mechanical and electrical systems, and improved building fabric. These improvements reduce energy consumption, lower running costs, and enhance overall building efficiency. Enhanced building management systems enable better monitoring, remote control and optimisation of energy use across the estate, supporting more efficient operations and stronger productivity through improved reliability, resilience and comfort for operational crews. This work is ongoing through 2026–27 and beyond, with all new stations designed to be fully electric and sustainable by default.

Redevelopment of Birkenshaw headquarters

In 2025, WYFRS completed the redevelopment of its Birkenshaw headquarters, integrating Fire Control, a modern Training Centre, and relocating Cleckheaton Fire Station, renamed Spen Valley Fire Station. In 2025, teams from the Bramley Service Delivery Centre moved 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.

Extending asset life

Started in 2022, WYFRS has been extending the life of key assets and optimising fleet management. Investment in a £19.8m fire appliance replacement programme introduced modern “clean cab” designs across 58 appliances, improving firefighter safety while making better use of innovative technologies. Capital scheme reviews ensured spending was prioritised, extending appliance lifespans from 10 to 15 years and saving £9m, alongside extending specialist vehicle lifespans and reducing numbers, saving a further £0.8m. A comprehensive fleet review removed 40 underutilised vehicles, generating £0.137m in annual savings and enabling reinvestment in operational vehicles. Ongoing collaboration with regional partners and future fleet reviews will

further enhance productivity and efficiency by maximising asset value and redirecting savings into specialist operational capability.

Review of Contracts

WYFRS has strengthened contract management through updated standard terms and conditions, a centrally managed Contracts Register, and full compliance with the Procurement Act 2023 (PA23).

Standardised contract terms improve efficiency by reducing duplication, providing a consistent legal framework, and enabling quicker adaptation for specific contract types. Regional adoption supports productive collaborative procurement.

The Contracts Register improves planning and productivity by providing accurate, monitored data on contract lifecycles and renewal dates. This prevents contracts expiring without replacements, reduces reactive procurement, and supports effective workload planning for procurement staff, category leads and suppliers.

Ongoing compliance with PA23 reduces legal and financial risk, avoids costly challenges, and improves governance and reporting. This rolling activity ensures sustained compliance, better data quality and more efficient use of procurement resources through 2026–27 and beyond.

Review of maintenance

The relocation of maintenance and service delivery teams from the Service Delivery Centre (SDC) in Bramley to the main headquarters at Birkenshaw is delivering significant savings of approximately £0.365m, with full benefits expected during 2026–27. Productivity has improved through reduced utility and operating costs from closing the SDC site, alongside stronger coordination and oversight resulting from co-locating teams at HQ. Centralising functions has enabled clearer communication, quicker decision-making, and more effective monitoring of maintenance demand, contractor performance, and estate-related expenditure. The ongoing removal of key services, including the data centre, will support the sale of the SDC site in 2026, fully realising savings and removing an under-utilised asset from the estate portfolio.

6.3 Resourcing

6.3.1 Employee

Adjustment to staffing model (duty shifts, roles, contracts)

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.

Phase 2 of the Operational Staffing Project improves productivity by devolving wholetime staffing control to Districts, enabling quicker, better-informed decisions aligned to operational demand. Efficiency is strengthened through an enhanced Employee Resources Team, reducing management time spent on workforce planning, leave and absence management. Improved local planning and the introduction of short-term flexibility contracts reduce reliance on overtime and pre-arranged detached duties, delivering financial efficiencies. Transitioning to a crew-based training model minimises abstraction and disruption, ensuring training time is used more effectively while maintaining competence. A review of duty systems and organisational attribute requirements ensures staffing models remain proportionate, streamlined and fit for purpose, reducing time spent planning staff moves and absence cover.

Review of Recruitment Process

The ongoing review of the WT recruitment process (2024–present) has improved productivity and efficiency by simplifying applicant tracking, removing barriers for under-represented groups, and introducing a cumulative scoring system. These changes are expected to improve the quality of applicants while reducing delays and rework in decision-making. The creation of a dedicated Recruitment Manager role will further streamline and standardise recruitment activity, ensuring consistency, better oversight, and closer alignment with workforce planning needs.

Service Delivery Administration Hub (SDAH)

The SDAH was established (2024 – ongoing) to centralise station administration, improve resilience, and provide a single point of contact for service delivery activities. By removing routine customer contact from operational crews and consolidating enquiries into a central hub, productivity has increased and frontline capacity has been protected.

The SDAH has also enabled more effective service delivery outcomes, including engagement with all West Yorkshire primary schools and the booking of 303 Year 5 school talks. Since go-live, the expanded team remit has further improved organisational efficiency by supporting

transport insurance reporting, finance invoicing, and undertaking quality assurance following Safe and Well visits—maximising value from a single, resilient administrative function, 526 customer service satisfaction (CSS) calls were attempted with 304 being connected and 216 were completed, a success rate of 41%.

Adjustment to working day schedule/activities (inc. changes to start/finish times)

Working day routines were restructured in 2024 to increase productivity across wholetime stations, delivering an additional hour of service activity each day without increasing staffing. This has generated significant additional capacity—over 7,600 service hours annually across stations and nearly 10,000 hours across pumps—improving community accessibility, supporting risk reduction and strengthening operational readiness. Protected time has enhanced training, preparedness and multi-pump exercises while maintaining competency levels, and a further review is underway to better align activity with local risk profiles and station action plans to maximise impact.

Flexible/hybrid working

West Yorkshire Fire and Rescue Service has embedded flexible and hybrid working across all suitable roles, with assessments completed to ensure roles align with this model. Line managers are empowered to agree the most effective working arrangements for their teams within a clear hybrid framework.

The new headquarters, completed in 2025, has been purpose-built to support hybrid working and improve operational effectiveness, sustainability, and agility. By planning for only 80% on-site occupancy, the building is around 20% smaller than its predecessor, reducing costs while maximising space utilisation. Overall, this approach enables a more adaptable workforce, better use of assets, and improved efficiency without compromising service delivery.

Amendments to absence management

Delivered through the Supporting Good Attendance project, involving a full review of absence and attendance processes to identify key causes, themes and solutions. The project aims to improve overall attendance, reduce the operational impact on stations, and increase productivity by cutting the time crews spend managing absence. Efficiency will be improved through revised management approaches for long-term sickness and modified duties, with implementation beginning in 2026.

Active Transfer Process

Enables competent staff at all levels to move into roles through promotion or lateral transfer (2024 – ongoing). By recruiting experienced personnel from within and outside the service, the organisation reduces initial training costs and shortens time to competence, replacing full training programmes with targeted training gap analysis. This approach improves workforce productivity, ensures roles are filled more quickly, and enhances operational efficiency while also bringing greater diversity of experience and thinking into the organisation. All promotion processes remain open to external transfers at equivalent or promotional rank, supporting a flexible and efficient workforce model.

Apprenticeship scheme

WYFRS has developed a range of apprenticeship schemes to strengthen workforce capability and improve productivity. Since 2018, Level 3 and 5 Leadership and Management apprenticeships have supported supervisory and line managers, embedding leadership development and improving accountability, performance management, and consistency in managing absence and conduct. Although government funding for these programmes has ended, WYFRS will introduce an equivalent non-levy programme to sustain leadership capability.

Fire Protection apprenticeships, delivered with external providers, have increased capacity in specialist roles such as Business Fire Safety Advisors and Fire Protection Inspectors, addressing long-standing recruitment challenges. This has improved resilience, reduced vacancies, and increased consistency and assurance across Fire Protection training and development.

From August 2026, a full Firefighter apprenticeship will replace the existing trainee and NVQ routes, streamlining development and standardising training. This will deliver competent, qualified firefighters who meet both national End Point Assessment and WYFRS-specific requirements, improving efficiency, consistency, and workforce sustainability.

Training staff in new skills

A comprehensive soft-skills training programme has been offered to all staff, covering areas such as motivational conversations, project and change management, accessible documentation, dementia awareness, difficult conversations, and report writing. The training is designed to empower individuals, support local decision-making by managers, and enable staff to develop within their roles.

By largely insourcing training (e.g. recruitment and interviewing, time management, assertiveness, coaching and difficult conversations), the approach improves cost efficiency while building internal capability. Anticipated benefits include reduced grievances and disciplinary

cases, lower management time demands for ADCs and departmental managers, improved staff engagement and retention, and more effective, confident managers. Exploration of NFCC-aligned manager development, potentially delivered internally, further supports sustainable workforce development and organisational efficiency.

Review of Training

The review of training identified the need to modernise core training pathways, including the Initial Recruits Course, role-specific development for Crew and Watch Managers, and specialist firefighter safety training. To improve productivity, it highlighted the importance of aligning facilities, instructor capacity, and delivery models with future operational demands and a seven-day service model. Moving the Training Centre from a traditional five-day to a flexible seven-day operating pattern will reduce operational abstraction, increase training capacity and flexibility, and better reflect the 24/7 nature of service delivery. This approach is designed to enhance operational readiness, workforce productivity, and overall training efficiency across WYFRS, with development and rollout planned through 2026/27.

Access to mental healthcare – Employee Assistance Programme (EAP)

During 2025–26, the EAP recorded 242 helpline calls, with the majority (216) requiring immediate counselling support, 26 seeking advice (e.g. financial, legal, work-related), and 25 progressing to structured counselling (e.g. six-session model). This level of engagement indicates clear demand for early intervention mental health support, which is likely to help staff manage issues before they escalate and potentially reduce presenteeism and longer-term absence. A change of EAP supplier in 2023 aims to improve accessibility and quality of support, supporting workforce wellbeing and, indirectly, productivity. Overall, the EAP contributes to productivity by supporting staff resilience and capacity to remain in or return to work, but improved data integration would strengthen the ability to demonstrate measurable efficiency gains.

Access to physical Physiotherapy support

Contributes to workforce wellbeing and operational efficiency. During the 2025/26 fiscal year, 207 referrals were received. Of these, 155 cases were successfully closed following treatment or support, 49 cases remain active, and 3 were triage-only cases where staff did not progress or were not eligible for the service. While individual-level absence data is not available to directly evidence faster returns to work, the volume of completed cases indicates effective demand management and timely intervention, which is likely to support reduced sickness duration and improved workforce productivity overall.

6.3.2 Resourcing Systems

Operational demand forecasting

The development of work-allocation area risk profiles and station action plans gives stations clear ownership of local risk and how it is managed. Using consistent, data-led risk profiles enables stations to prioritise prevention, protection, training and operational activity based on actual local risk rather than routine or historic practice. This improves productivity by directing limited capacity toward activities with the greatest impact on risk reduction and operational outcomes, while reducing low-value or duplicated work. Station action plans convert these priorities into clear, locally owned delivery plans, improving clarity, coordination across watches, and planning around response. Overall, this approach strengthens alignment with CRMP priorities, reduces inefficiency, and ensures firefighter time and skills are used more effectively to reduce demand and improve community safety.

Changes to Automatic Fire Alarm policies

The AFA policy review aimed to rationalise WYFRS responses to automatic fire alarms, reducing unnecessary mobilisations while improving appliance availability, road safety, and workforce productivity. Implemented in 2024, the changes significantly reduced attendance at false and low-risk AFAs, particularly in commercial premises. As a result, there was a 49% reduction in commercial AFA attendance, with overall activity falling from approximately 10,000 to 8,000 incidents, including fewer multi-pump mobilisations. Between March and August 2024 alone, this released 1,226 operational hours. In 2024/25 WYFRS attended 8,628 false alarms due to apparatus and AFA nondomestic detection actuation. In 2025/26 this figure was 8,236; a difference of 392. Given an average false alarm duration of 45 minutes, this represents a 4.5% reduction.

6.3.3 Fleet and Equipment

Changes in type of equipment used

WYFRS replaced 13.5 m SR2 ladders with lighter 12 m ladders, supported by a power beam gantry, as part of a two-year project aligned with the Appliance Replacement Programme. The reduced weight improves manual handling, crew safety, and manoeuvrability—particularly in confined spaces—enabling faster, safer deployment at incidents. This completed project (closed 2025/26) enhances operational efficiency by reducing physical strain on crews while maintaining effective operational capability.

Review of fleet model

WYFRS has completed the rollout of a new clean-cab fire engine design, improving productivity, efficiency, and firefighter wellbeing. Increased water capacity from 1,000 to 2,500 litres enhances initial incident capability and reduces early resource demand. Segregated PPE storage lowers long-term exposure to contaminants, supporting workforce sustainability. Automated vehicle systems and assistive technology reduce cognitive load, enabling crews to focus on operational decision-making. Productivity is further improved through reduced manual handling, power beam gantries, lighter ladders, and enhanced crew comfort via dual air conditioning and hot/cold water. Back-up PTO systems strengthen resilience and operational reliability.

Fleet Investment

During 2025-26, focus was on strengthening frontline response, improving specialist capability, and supporting the transition to a more efficient and lower-carbon fleet:

Roll out of 52 Scania Frontline Appliances and 6 MAN rural appliances.

Wildfire response capability was significantly strengthened with the addition of two Argo all-terrain vehicles for Slaithwaite and Halifax, increasing the fleet to five Argos and one Polaris, improving access to challenging terrain and reducing reliance on external support.

Environmental efficiency and running cost reduction were supported through the introduction of two leased electric courier vans, contributing to lower fuel costs and progress towards carbon neutrality.

6.4 Income Generation

6.4.1 Charging Policies

The Authority has established mechanisms to generate revenue by charging for various services, such as special service calls and lift rescues, automatic false alarm call outs, COMAH, the Youth Intervention Team, fire investigation reports and fireworks licensing. In the fiscal year 2025/26, these efforts resulted in an income of approximately £0.749 million. Further information can be found in table 6 below.

Income Area	Income Generation (£)
Special services (lock outs, domestic flooding, lift rescues, etc)	62,236
Fire Reports and Fire Investigation Reports	16,074
Automatic Fire Alarm call outs	154,850
Rents and telecom licences	247,245
Fireworks licensing visits	22,977
COMAH response	161,971
Youth intervention programmes	83,513
Total	748,866

Table 6: Charging policy income generation

6.4.2 Other Income Sources

Income Area	Income Generation (£)
Leasing agreements	82,288
Third party accident cost recover	6,868
National Resilience training	1,136
Sale of old vehicles and equipment	10,174
Total	100,466

Table 7: Other income generation

7 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' Ambition of 'Making West Yorkshire Safer.'

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

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.

Safe & Wells

Over the last twelve months, the Service has prioritised improvements to staffing, infrastructure and ways of working to enhance the quality and targeting of Safe and Well activity for vulnerable people across West Yorkshire. Key changes included growth in Prevention teams, accelerated training for new starters, strengthened arson threat management, implementation of a new Prevention database, and the introduction of case triaging via the Service Delivery Administration Hub (SDAH). Together, these changes were designed to move the Service towards a more consistent, risk led and evidence-based prevention model.

Revised ways of working were implemented from October 2025. Safe and Well visits now follow a structured and quality assured timeline:

Initial contact within 7 days.

Visit completed within 28 days.

Case closure within 56 days.

This approach has improved prioritisation of higher risk cases and reduced the overall Safe and Well caseload while maintaining service quality.

The total number of Safe and Wells completed within Service last was 10,741.

WT and On-Call firefighters, over the last four years completed;

- 2022/23: 8,274 visits
- 2023/24: 9,050 visits (+9.4% compared to 2022/23)
- 2024/25: 9,853 visits (+8.9% compared to 2023/24)
- 2025/26: 8,415 visits (-14.6% compared to 2024/25)

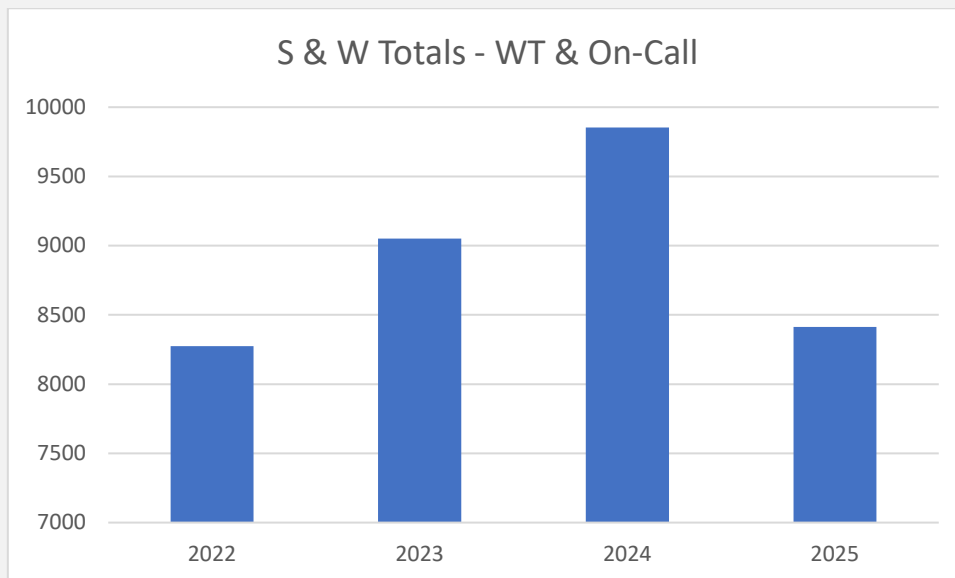


Figure 3 Table showing number of S & W over four years

Between 2022/23 and 2024/25, this achieved a 19.1% increase in Safe and Well activity, demonstrating sustained improvements in productivity and prevention delivery.

The reduction in total visits during 2025/26 reflects a planned and positive shift in operating model, moving away from volume-led activity toward a targeted, risk-based approach. Enhanced triaging, improved use of risk intelligence and stronger prioritisation ensured that prevention activity was focused on households and individuals at highest risk of fire, rather than maximising visit numbers alone.

As a result, productivity improved in terms of impact, effectiveness and value, with firefighter time deployed more efficiently and prevention activity better aligned to Service risk profiles. This approach supports better outcomes for communities while ensuring resources are used where they have the greatest effect.

Overall, the 2025/26 position represents a qualitative improvement in productivity, underpinned by smarter targeting, improved decision-making and a more mature prevention operating model.

Site Specific Risk Inspections (SSRIs)

The number of completed Site Specific Risk Inspections (SSRIs) decreased as the organisation shifted to a more targeted, risk-based strategy, focusing on higher-risk and complex premises rather than volume. This approach improved community safety by concentrating efforts where interventions would be most effective and ensured thorough compliance checks. Operational factors, such as an unusually long dry spell and a busy spring/summer, led to crews spending an additional 4,750 hours on incidents, reducing capacity for non-incident tasks. Total SSRI hours fell by 1,858 (13.7%), allowing resources to be redirected to higher-priority activities like

enforcement, business engagement, and emerging risks. Enhanced post-incident welfare practices also increased operational time but supported long-term workforce resilience. Overall, productivity was maintained through consistent inspection effort, while efficiency improved by better aligning SSRI volumes with organisational risk and operational priorities.

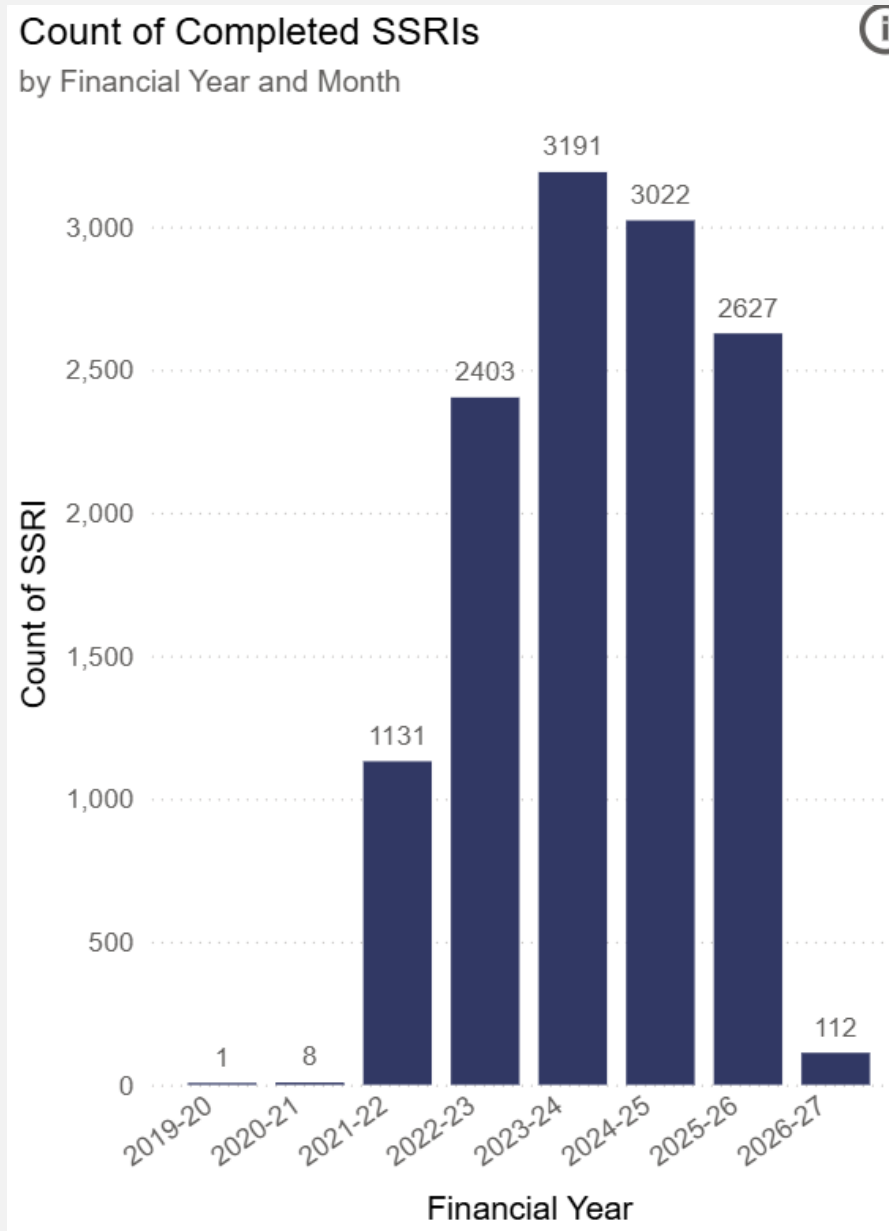


Figure 4 Completed SSRI over 5 years

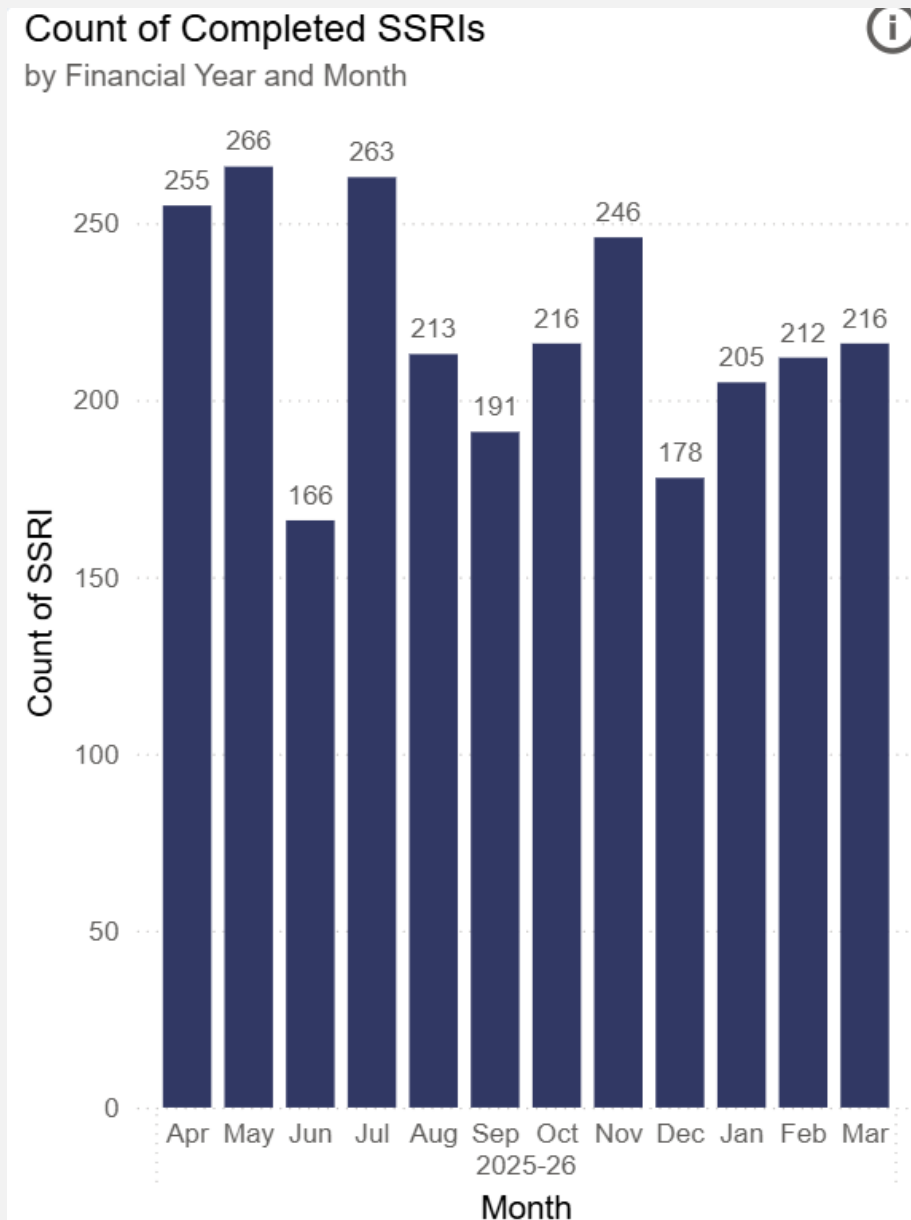


Figure 5 Completed SSRI for 2025-2026

Risk Reduction Logs: 2025–26 Summary

During 2025–26, 161 Risk Reduction Logs (RRLs) were completed, a 15.8% increase from the previous year. The average time taken per log rose by 13.5% to 10.6 hours, reflecting added complexity and deeper engagement with partners and communities. Total hours spent on RRLs increased by 31.5%, largely due to enhanced recording processes and more robust quality assurance. These changes indicate a strategic shift towards higher-quality, evidence-led interventions, resulting in improved productivity and effectiveness despite greater time requirements per log. The data shows stronger risk reduction outcomes and supports long-term prevention objectives.

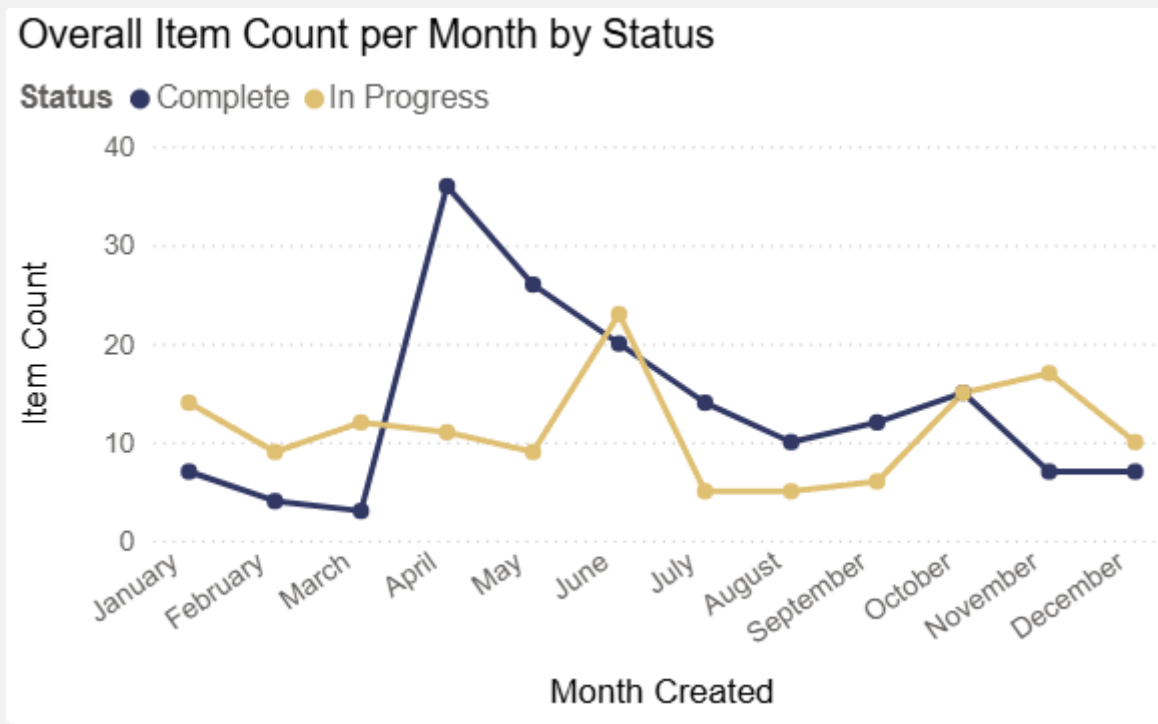


Figure 6 Overall Item Count per Month by Status

Fire Protection Audits

During the fiscal year 25/26, a total of 757 hours was spent on FP audits, building regs consultations, explosive regs inspections, unwanted fire signals, other consultations and activities. The FP team completed 181 fire safety checks (FSCs) in fiscal year 2024/25, increasing to 362 FSCs in 2025/26. This represents a 100% increase in activity, reflecting the uplift in personnel capacity following the apprenticeship intake in September 2024.

Care home visits decreased from 393 in 2024/25 to 301 in 2025/26 (23.4% reduction), demonstrating increased efficiency and prioritisation of highest-risk settings.

Youth Intervention

During 2025–26, the Youth Interventions team engaged 2,512 young people, delivering targeted prevention and early-intervention activity that reduced risk-taking behaviours and supported safer communities. This included 909 young people receiving targeted Bonfire Safety talks, 775 receiving Water Safety interventions, and 159 children and young people completing bespoke fire setting interventions to address concerning behaviours. In addition, 537 young people participated in structured Youth Intervention programmes designed to build safety awareness, social responsibility and life skills, alongside 77 young people engaging in targeted educational and career-inspiration activity focused on reducing anti-social behaviour and supporting those at risk of becoming not in education employment or training (NEET). Further impact was achieved through 51 King’s Trust Get Started programmes, supporting NEET young people aged 16–25 to

develop confidence, skills and positive progression routes. Delivery was underpinned by effective income generation and external funding, securing over £52k to fully recover programme costs, enabling sustained, high-quality prevention activity with no additional burden on core budgets.

Non incident blue light collaboration

West Yorkshire Fire and Rescue Service (WYFRS) deliver clear efficiency and resilience benefits through strong non-incident blue light collaboration. A remote buddy arrangement and MoU with Cambridgeshire FRS enables reciprocal handling of 999 calls during peak demand, supported by Section 13/16 arrangements with neighbouring services. Together, these make better use of existing control room capacity, delivering cashable savings, cost avoidance and productivity gains. The introduction of Multi-Agency Incident Transfer (MAIT) in March 2026 has further streamlined call transfers between emergency service control rooms. Planned collaboration with North West Fire Control and Frequentis in 2026/27, using a shared mobilising system, will further enhance interoperability and resilience.

WYFRS collaborates closely with police and ambulance services through formal protocols, including support with emergency access. Strategic governance through the Tri-Service Collaboration Board and the Local Resilience Forum supports shared data, training, communications and planning, reducing duplication and strengthening system-wide preparedness.

8 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 for WT are now scheduled to avoid rush hour and high incident periods, improving engagement capacity; as such, measured capacity and targets should not be applied to On-Call arrangements.

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.

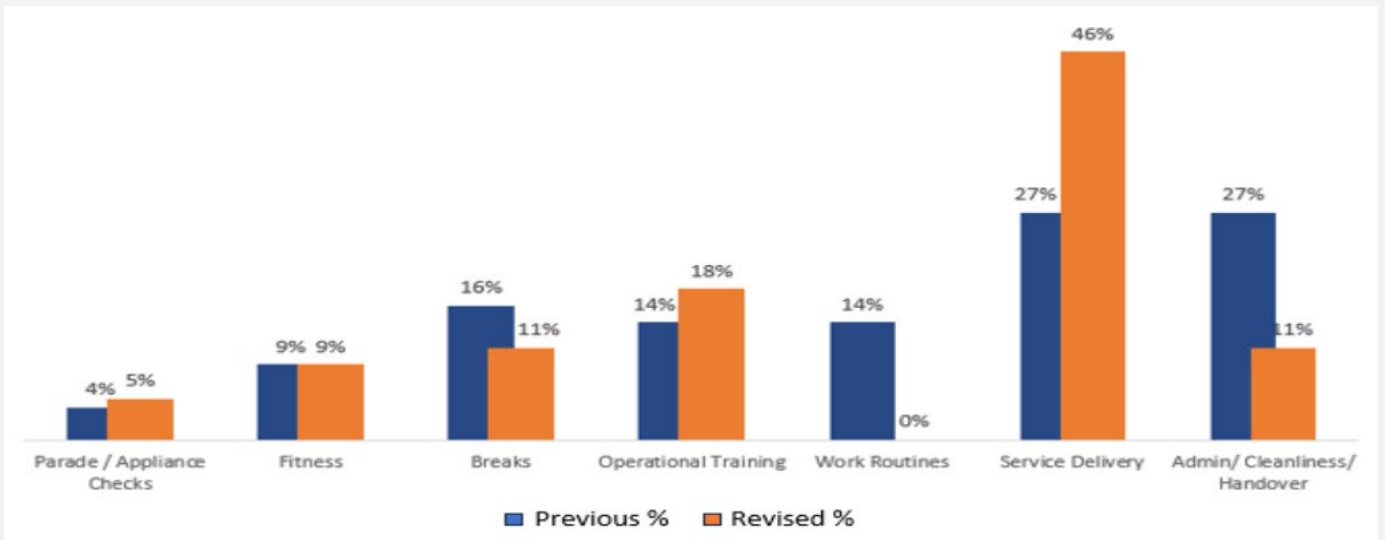


Figure 5: Previous 2-2-4 wholetime day shift work routines compared to revised 2-2-4 wholetime day shift work routines.

On-Call staff are contracted for fixed hours only. Measured capacity and performance targets are not routinely enforced and are flexible to provide additional or increased capacity where required, subject to operational need. This may include supporting community events that fall outside normal paid activity periods (e.g. Bank Holidays) to aid recruitment and reduce risk. The WT working day efficiencies have had a positive knock-on effect on On-Call.

Productivity and efficiency gains are being delivered without staffing reductions. Continued recruitment of On-Call staff improves availability and morale, while delivering natural efficiencies through a higher proportion of WT On-Call personnel.

Technology-enabled working, including the use of Gartan, supports flexible rostering, smarter time management and reduces non-productive activity. Staff can update availability remotely, removing the need to attend stations solely for administrative tasks or wait for shared IT during drill time. While increased recruitment generates additional training and competency maintenance costs, these are offset by improved operational availability and more efficient use of staff time.

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 resulted in a mobilisation reduction of 49% reduction in commercial AFA attendance, with overall activity falling from approximately 10,000 to 8,000 incidents, including fewer multi-pump mobilisations. Between March and August 2024 alone, this released 1,226 operational hours.

In 2024/25 WYFRS attended 8,628 false alarms due to apparatus and AFA nondomestic detection actuation. In 2025/26 this figure was 8,236; a difference of 392. Given an average false alarm duration of 45 minutes, this represents a 4.5% reduction.

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.

Efficiency improvements have strengthened workforce capacity by centralising station administration through the Service Delivery Administration Hub (SDAH). Station clerk availability increased from three to five days per week, with consistent call handling and more efficient booking of station-based resources. Centralisation reduced the number of posts required, releasing £141,000 (£0.141 million) for reinvestment while maintaining strong performance, with 95% of calls answered within working hours. SDAH provides a single countywide contact point, addressing previous inconsistencies in station support. Against a 75% target, 95% of calls were answered in early 2025 (603 of 637). 526 customer service satisfaction (CSS) calls were attempted with 304 being connected and 216 were completed, a success rate of 41%. Savings funded four prevention officers, increasing community safety capacity.

9 Increasing Productivity

Efficiency improvements across West Yorkshire Fire and Rescue Service (WYFRS) have led to substantial gains in productivity and the effective use of resources, enabling the service to dedicate more time to risk reduction and training. One of the most notable changes has been the adjustment to the response protocol for automatic fire alarms (AFAs). By refining mobilisation procedures and prioritising genuine emergencies, WYFRS achieved a mobilisation reduction of 49% in commercial AFA attendance. This resulted in overall incident activity declining from around 10,000 to 8,000 incidents, including fewer multi-pump mobilisations. Between March and August 2024 alone, these operational adjustments released 1,226 hours, and in 2025/26, the service attended 200 fewer false alarms than in 2023/24. With an average false alarm duration of 45 minutes, this equates to approximately 1,500 operational hours, which have been redirected

from attending low-risk false alarms to higher-value activities such as risk reduction initiatives, community engagement projects, and operational preparedness.

Additionally, the revised working day framework for wholetime stations has introduced an extra hour of service delivery each day. Across 21 stations, this has generated a total of 7,655 additional hours annually. These newly released hours have been strategically deployed to expand the scope and impact of prevention and protection work. For example, between 2022/23 and 2024/25, the Service achieved a 19.1% increase in Safe and Well activity, demonstrating sustained improvements in productivity and prevention delivery.

illustrating a strengthened commitment to community risk reduction. The benefit of these efficiency gains is further evident in training capacity, which has been enhanced by up to 23% through the rescheduling of service delivery activities. This has allowed teams to conduct more frequent and comprehensive training sessions, thereby improving operational readiness and supporting continuous professional development.

A targeted approach to allocating extra capacity has also led to improved engagement with local communities. Firefighters and prevention officers have been able to spend more time on proactive outreach, education, and partnership working, which strengthens relationships and promotes safer behaviours. The integration of robust data collection systems, such as the new prevention database launched in 2025, has facilitated real-time tracking of workloads and trends in prevention activities. Enhanced reporting tools within Microsoft Teams have improved the accuracy and accessibility of documentation, underpinning data-driven decision-making and optimising resource allocation.

Overall, these efficiency improvements have not only increased productivity for wholetime and on-call firefighters but have also supported the service in achieving its key priorities. By maximising the use of released hours for risk reduction, community engagement, and training, WYFRS is better equipped to respond to emerging challenges, maintain high standards of public safety, and ensure that its workforce is prepared and capable. This demonstrates the tangible value of the changes made during the Spending Review period, reinforcing the importance of continual optimisation in service delivery.

10 Service Changes and Achievements

During 2025/26, West Yorkshire Fire and Rescue Service (WYFRS) delivered significant changes to its operating model and strategic priorities, underpinned by sustained investment in people, assets, technology and risk reduction. These changes reflect a deliberate shift towards a

more data led, prevention focused and resilience-based model, ensuring the Service continues to protect communities effectively while responding to financial pressures and emerging risk.

A major focus during the year was modernising operational capability and improving firefighter safety. £21.2 million was invested in a full renewal of the appliance fleet, replacing all 52 fire engines with modern “clean cab” models designed to reduce firefighter exposure to contaminants. This was complemented by a comprehensive ladder rollout aligned to the new appliances, including folding roof ladders, triple and double extension ladders, Little Giant systems and the replacement of 13.5m ladders with 12m triple extensions, ensuring equipment is fit for purpose across a wider range of operational scenarios. Additional investment strengthened wildfire response capability, with six MANN rural appliances and two Argo Cats added during the year, increasing total wildfire assets to five Argo Cats and one Polaris all-terrain vehicle.

Lightweight multirole PPE (£450,000) certified for wildfire use and the replacement of particulate blocking flash hoods (£130,000) further enhanced firefighter health, safety and adaptability in response to changing environmental risk.

Operational resilience was also strengthened through a major mobilising system upgrade, with £8 million invested in a new platform for Fire Control. This modern system has transformed how incidents are received, mobilised and managed, providing a more resilient and information rich environment for control staff and operational crews. The upgrade supports faster decision-making, improved situational awareness and greater system resilience during periods of high demand or major incidents, representing a significant step change in control room capability.

The Service continued to strengthen its prevention, protection and risk reduction activity, with delivery scaled to match community vulnerability and risk. Over the last 12 months, crews and teams engaged more than 87,000 people face-to-face, completing 10,741 Safe and Well visits and reaching over 23,000 residents. Youth engagement remained a priority, with 2,512 young people participating in targeted interventions, including Bonfire Safety and Water Safety talks, helping prevent accidents and reduce avoidable incidents. Crews and district teams delivered a further 299 community risk reduction activities, reinforcing WYFRS’s shift towards prevention and early intervention.

Protection activity was strengthened through both workforce development and operational delivery. New apprenticeship-based pathways were introduced for 20 Fire Protection Inspectors and Business Fire Safety Advisors, supporting workforce sustainability and professionalisation. Operational crews completed 2,609 Site Specific Risk Inspections during the year, spending over 11,700 hours gathering risk intelligence to improve firefighter safety and business resilience. This reflects a growing emphasis on pre-incident planning and intelligence led response.

A significant enabler of change during 2025/26 was investment in data and insight. The OneView programme expanded to include 10 service wide reporting apps, supporting response, prevention, protection, people management, risk reduction and strategic oversight. This was complemented by the introduction of an integrated Strategic Action Plan, which brings together all Service priorities into a single, transparent framework aligned to the CRMP. A central dashboard enables progress to be tracked clearly, strengthening accountability and ensuring leaders can demonstrate how strategic decisions translate into measurable outcomes.

Operational knowledge and assurance were further improved through the development of Ops Hub, providing a single, modern repository for operational guidance, training materials, equipment information and risk intelligence. This ensures consistent access to up-to-date operational information across the Service, reducing duplication and supporting safe, informed decision-making.

Alongside operational and technological improvements, sustained investment in estates and infrastructure supported workforce wellbeing, collaboration and long-term efficiency. £31.7 million was invested in the redevelopment of Service Headquarters, Fire Control, the Training Centre and the new Spen Valley Fire Station, creating modern, fit for purpose facilities. Further station investment included a £6.5 million new build at Keighley, a full refurbishment at Bingley, welfare and accommodation improvements at Bradford and Rawdon, and energy efficiency upgrades at Otley. These improvements support staff wellbeing, modern ways of working and long-term asset resilience.

Collectively, these changes demonstrate a clear evolution in WYFRS's delivery model during 2025/26. The Service has strengthened operational safety and resilience, increased prevention and protection capacity, embedded data led decision-making and invested strategically in assets and infrastructure. Together, these improvements ensure WYFRS remains well-placed to meet current and emerging risks while delivering value for money and tangible benefits to the communities it serves.

11 Why are these changes being made?

The changes introduced during 2025/26 are a direct response to the launch of the Community Risk Management Plan (CRMP) 2025–2028, which went live in July 2025, and the accompanying refresh of internal governance arrangements designed to ensure decision-making, investment and activity across WYFRS are consistently aligned to CRMP priorities and risk rather than historic practice or siloed delivery.

The new CRMP provides a clearer, evidence-based understanding of West Yorkshire’s changing risk profile—covering areas such as firefighter safety, environmental risk (including wildfire), vulnerable communities and organisational resilience—and acts as the strategic anchor for how the Service allocates resources and designs activity. In parallel, WYFRS undertook a comprehensive review and refresh of its Strategic Priorities, reducing them from ten to seven clearer priorities to provide stronger focus, reduce duplication and improve organisational grip. These priorities now underpin all strategies, plans and major investment decisions.

To support this shift, internal governance was redesigned so that action planning, performance monitoring and assurance are aligned through a single Strategic Action Plan, directly linked to the CRMP. This brought together all Service actions— including HMICFRS, Fire Standards, productivity and improvement activity—into one transparent, centrally monitored framework, supported by a live dashboard used by SLT, ELT and the Fire Authority. This governance refresh was explicitly intended to improve clarity, accountability and visibility of how decisions are made and how delivery contributes to managing risk

This alignment between CRMP priorities, governance and delivery has led to tangible, measurable benefits:

- Better targeted investment: Major capital investment—such as £21.2m for clean cab appliances, £8m for a new mobilising system and enhanced wildfire capability—was prioritised in response to clearly identified CRMP risks around firefighter safety, resilience and environmental change, rather than asset age alone.
- Increased delivery without additional staffing: Productivity initiatives aligned to CRMP outcomes generated thousands of additional service hours annually, enabling more prevention, training and risk reduction activity without increasing workforce numbers.
- Improved prevention and protection reach: Over 10,700 Safe and Well visits, 87,000 face-to-face engagements and more than 2,600 Site Specific Risk Inspections demonstrate how operational capacity has been deliberately redirected toward activity that directly supports CRMP prevention and protection priorities.
- Stronger assurance and transparency: The Strategic Action Plan and OneView reporting provide real-time visibility of progress against CRMP priorities, enabling earlier intervention where delivery is off track and clearer evidence of impact for senior leaders and the Fire Authority.
- Improved organisational coherence: Aligning district plans, strategies and investments through CRMP led governance has reduced duplication, strengthened collaboration

across directorates and ensured local activity can clearly demonstrate how it contributes to shared Service priorities

The successes delivered during 2025/26 provide a solid foundation for shaping priorities, investment and delivery during 2026/27, with learning deliberately fed back through the Community Risk Management Plan (CRMP) 2025–2028, refreshed governance arrangements and annual business planning cycles

A key lesson from 2025/26 is the value of CRMP led decision-making, supported by a single Strategic Action Plan and transparent governance. During 26/27, this approach will be embedded further, with all strategic initiatives, capital investments and operational changes assessed explicitly against CRMP priorities and risk evidence. The Strategic Action Plan dashboard will continue to be the primary mechanism used by SLT, ELT and the Fire Authority to monitor delivery, challenge performance and redirect effort where impact is greatest, ensuring that successes achieved are sustained rather than treated as one off improvements.

Operationally, the measurable productivity gains achieved through revised working arrangements and improved use of data during 2025/26 will inform a refined, risk targeted approach to service delivery in 26/27. The additional operational capacity created has demonstrated that smarter use of time can increase prevention, protection and training activity without increasing workforce numbers. Building on this, plans for 26/27 focus on better alignment of activity at station and district level with local risk profiles, ensuring that the additional capacity generated is consistently deployed where it delivers the greatest reduction in risk.

Investment success in 2025/26 will also shape future capital and revenue planning. Evidence from fleet renewal, wildfire capability enhancement and the mobilising system upgrade has shown that targeted investment linked to CRMP risk delivers both safety and productivity benefits. As a result, the 26/27 Fire Plan and supporting investment strategies will prioritise sustaining these gains through continued focus on firefighter health and safety, resilience, digital capability and training assurance, ensuring new assets and systems are fully embedded and delivering expected benefits.

The expanded use of data and evaluation in 2025/26 will play a central role in 26/27 planning. Lessons identified through CRMP evaluation, OneView reporting and productivity analysis will be used to refine prevention and protection activity, further targeting Safe and Well visits, youth interventions and Site-Specific Risk Inspections at communities and premises where evidence shows the greatest potential impact. This marks a continued shift from activity-based measurement to outcome focused planning.

The success of collaborative and governance reforms during 2025/26 will inform a more mature approach to partnership working in 26/27. Shared premises, improved control room resilience arrangements and clearer accountability structures have demonstrated tangible operational and financial benefits. Plans for 26/27 will build on this by strengthening horizon scanning, multiagency planning and alignment between district level activity and Service wide priorities, reinforcing WYFRS's ability to adapt to emerging risks and systemwide pressure.

12 What is the Service's biggest success this year?

Our most significant achievement was the culmination of both effective strategic and financial planning which allowed us to formally open our new headquarters site with linked Training Centre and Fire Control facilities at the same time as completing the delivery of an entirely new fleet of fire engines designed to support the health, safety and wellbeing of our operational crews.

This package of substantial deliverables allows us to improve service to the community by configuring our entire HQ provision to support those who deliver service on the streets of West Yorkshire by empowering them to be their very best by the way that they are trained, supported, resourced, and enabled. This has all been delivered in the context of a challenging financial environment by prudential management of finances leaving us in an excellent place to continue to deliver further service improvement in the years to come in keeping with our 3-year service plan.

Signed



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