

OFFICIAL

Agenda item: 15

# Calendar of Meetings 2026/27 Amendment

Full Authority

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<b>Date:</b>	19 June 2026
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To consider an amendment to the approved calendar of meetings for 2026/27
<b>Recommendations:</b>	That the revised calendar of meetings 2026/27 be approved as detailed in Annex A to this report
<b>Summary:</b>	The annual calendar of meetings was agreed at the February meeting of the Full Authority. It is now proposed to amend the date of the July committees due to annual leave.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson Committee Services and Governance Officer Jik.townson@westyorkfire.gov.uk
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	Proposed Calendar of Meetings 2026/27

## **1. Introduction**

- 1.1 The programme of meetings for the 2026/27 municipal year was originally approved at the February 2026 meeting of the Full Authority

## **2. Information**

- 2.1 Consideration has been given to annual leave booked and it is proposed to swap the dates of the Community Safety Committee and the Finance and Resources Committee to accommodate this.

## **3. Financial Implications**

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

## **4. Legal Implications**

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

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

- 5.1 There are no direct human resource or diversity implications arising from this report.

## **6. Equality Impact Assessment**

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

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

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

## **8. Environmental Implications**

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

## **9. Risk Management Implications**

- 9.1 There are no Risk Management Implications arising from this report

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

- 10.1 There are no duties to collaborate identified in this report

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

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

- Enhance the health, safety, and well-being of our people.
- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

## **12. Conclusions**

12.1 It is recommended that members approve the amendment to the Committee Calendar 2026/27

## West Yorkshire Fire And Rescue Authority

### Programme of Meetings 2026 / 2027

Friday 10.30AM Audit Committee	Friday 10.30AM Community Safety Committee	Friday 10.30AM Finance and Resources Committee	Friday 10.30AM People and Culture Committee	Friday 12:00 Local Pension Board (Upon Rising Of P&C)	Friday 10.30AM Authority
31 July 2026	24 July 2026	17 July 2026	3 July 2026	3 July 2026	Friday 25 September 2026
27 November 2026	9 October 2026	16 October 2026	2 October 2026		Friday 11 December 2026
12 February 2027	22 January 2027	29 January 2027	5 February 2027	5 February 2027	Thursday 25 February 2027
23 April 2027	9 April 2027	16 April 2027	2 April 2027		Friday 18 June 2027 (AGM)

Bank hols Mon 31 Aug 2026, Xmas Fri 25 Dec 2026, Mon 28 Dec 2026, Fri 1 Jan 2026, Eid al Fitr Tues/Wed 9/10 Mar 2027, Good Fri 26 Mar 2027, Easter Mon 29 Mar 2027, Mon 3 May 2027, Mon 31 May 2027, Eid al-Adha Mon-Thur 17-20 May 2027, Mon 30 Aug 2027

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Agenda item: 16

## Constitution Review

Full Authority

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<b>Date:</b>	19 June 2026
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To provide an annual review of the Authority Constitution
<b>Recommendations:</b>	That Members note the report.
<b>Summary:</b>	There are no amendments to the Authority Constitution which require Member approval at this time.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer <a href="mailto:Jik.Townson@Westyorkshire.gov.uk">Jik.Townson@Westyorkshire.gov.uk</a> 01274 682311
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	None

## **1. Introduction**

- 1.1 The Authority has a formal Constitution. Article 14 of the Constitution requires the Monitoring Officer to monitor and review the operation of the Constitution and make recommendations for changes as necessary to maintain its relevance and effectiveness.

## **2. Information**

- 2.1 There are no amendments to the Authority Constitution which require Member approval at this time.

## **3. Financial Implications**

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

## **4. Legal Implications**

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

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

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

## **6. Equality Impact Assessment**

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

[\(EIA template and guidance\)](#)

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

- 7.1 There are no Health Safety or Wellbeing implications arising from this report.

## **8. Environmental Implications**

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

## **9. Risk Management Implications**

- 9.1 There are no Risk Management Implications arising from this report

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

10.1 There are no duties to collaborate identified in this report

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

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

- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.



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Agenda item: 17

## Member Strategic Briefings 2026/27

Full Authority

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<b>Date:</b>	19 June 2026
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To agree the schedule of Member Strategic Briefings for 2026/27
<b>Recommendations:</b>	That Members approve the schedule of Member Strategic Briefings
<b>Summary:</b>	To formalise the quarterly Member Strategic Briefing Schedule for the 2026/27 Municipal Year.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer <a href="mailto:Jik.Townson@Westyorksfire.gov.uk">Jik.Townson@Westyorksfire.gov.uk</a> 01274 682311 X 671340
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	Member Strategic Briefing Schedule 2026/27

## **1. Introduction**

- 1.1 Internal audit suggested that the Member Strategic Briefing schedule for each municipal year is formalised at the Authority AGM. Briefings will be held as hybrid meetings, with Members able to attend either on Teams or in person at FSHQ

## **2. Information**

- 2.1 The AGM on 19 June 2026 marks the start of the WYFRA municipal year and strategic briefings are proposed to be held on:

- Tuesday 8 September 2026
- Tuesday 24 November 2026
- Tuesday 9 February 2027
- Tuesday 13 April 2027

The subject matter for each briefing will be publicised in advance of the briefings.

## **3. Financial Implications**

- 3.1 There are no financial implications arising from this report

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

- 5.1 There are no people and diversity implications arising from this report

## **6. Equality Impact Assessment**

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

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

- 7.1 There are no health and safety implications arising directly from this report

## **8. Environmental Implications**

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

## **9. Risk Management Implications**

9.1 There are no Risk Management Implications arising from this report

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

10.1 There are no duties to collaborate identified in this report

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

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

- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

## **12. Conclusions**

12.1 It is recommended that members approve the member Strategic Briefing schedule for the 2026/27 municipal year

## Strategic Briefings 2026/27

10am

- Tuesday 15 September 2026 –
- Tuesday 1 December 2026 –
- Tuesday 9 February 2027 – Budget Briefing
- Tuesday 13 April 2027 -

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Agenda item: 18

# Member Training and Development Schedule 2026/27

Full Authority

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<b>Date:</b>	19 June 2026
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To agree the schedule of member development and training for 2026/27
<b>Recommendations:</b>	That Members approve the schedule of member development and training
<b>Summary:</b>	To formalise the Member Development and Training Schedule for the 2026/27 Municipal Year.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson, Committee Services and Governance Officer <a href="mailto:Jik.Townson@Westyorksfire.gov.uk">Jik.Townson@Westyorksfire.gov.uk</a> 01274 682311 X 671340
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	Member Development and Training Schedule 2026/27

## **1. Introduction**

- 1.1 Internal audit suggested that the member development and training schedule for each municipal year is formalised at the Authority AGM.

## **2. Information**

- 2.1 The AGM on 19 June 2026 marks the start of the WYFRA municipal year and Member Development and Training starts with the New Member Induction Session. Further sessions and events are held regularly throughout the year as set out in the Annex to this report.
- 2.2 Members are requested to let the Committee Services and Governance Officer know if there are further sessions not listed that they would like to be included.

## **3. Financial Implications**

- 3.1 There are no financial implications arising from this report

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

- 5.1 There are no people and diversity implications arising from this report

## **6. Equality Impact Assessment**

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

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

- 7.1 There are no health and safety implications arising directly from this report

## **8. Environmental Implications**

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

## **9. Risk Management Implications**

- 9.1 There are no Risk Management Implications arising from this report

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

10.1 There are no duties to collaborate identified in this report

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

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

- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

## **12. Conclusions**

12.1 It is recommended that members approve the member development and training schedule for the 2026/27 municipal year

Member Development and Training Schedule 2026/27

Month	26/27 Date	Learning and Development event
May	throughout May	Elections and District AGMs take place
June	TBC	New Members to Visit Stations/Meet District Commanders
July	02.07.26	New Member Induction
	02.07.26	Grant Thornton Training for Audit Committee Members
	07.07.26	LPB Member Training by LGA
	7- 9 July 2026	LGA Annual Conference - Bournemouth
	10.07.26	Pass Out Parade
	TBC	LGA Fire Diversity and Inclusion Champions Network meeting
August		HOLIDAYS!
September	TBC	Chair and Vice Chair Training for any new Chairs and Vice Chairs if required.
	TBC	Visit to Control
	08.09.26	All Member Strategic Briefing
	19.09.26	Long Service Ceremony
October	TBC	Risk Management Workshop
	TBC	Inclusive Language training
	09.10.26	LPB Member Training by LGA
	13.10.26	Audit Training with On Board Consultancy for any new members of Audit Committee
	29-30 October 2026	LGA Audit Leadership Essentials - offer to Audit members
November	TBC	Treasury Management Training
	24.11.26	All Member Strategic Briefing
December	TBC	AFSA Winter Conference
	08.12.26	Audit Training with On Board Consultancy - offer to Audit members
January	16-17 January 2027	LGA Audit Leadership Essentials - offer to Audit members
	28-29 January 2027	LPB Member Training by LGA
February	09.02.27	All Member Strategic Briefing - Budget Training
	TBC	Budget Briefings for Political Groups
March	TBC	LGA Annual Fire Conference
April	13.04.27	All Member Strategic Briefing
<b>Dates to be agreed</b>		
Pass out parades		Various Youth Intervention celebration dates circulated
DRRTS		Various dates organised by station/District Commanders
Cyber Security Training		
Operational Training		IEC (Immediate Emergency Care)/RTCs/new recruits - Steve Rose / Spencer Green
Information Security Training		John T investigating

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Agenda item: 19

## Corporate Health Report 2025/26

Full Authority

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<b>Date:</b>	19 June 2026
<b>Submitted by:</b>	Head of Corporate Services
<b>Purpose:</b>	To provide Members with an annual update relating to the corporate health of the Authority.
<b>Recommendations:</b>	That Members note the Corporate Health Report.
<b>Summary:</b>	In accordance with the Authority's Code of Corporate Governance and pursuant to the corporate performance monitoring processes, this report provides an annual corporate health update.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Alison Davey, Head of Corporate Services Tel 01274 682311 Email: <a href="mailto:alison.davey@westyorksfire.gov.uk">alison.davey@westyorksfire.gov.uk</a>
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	

# 1. Introduction

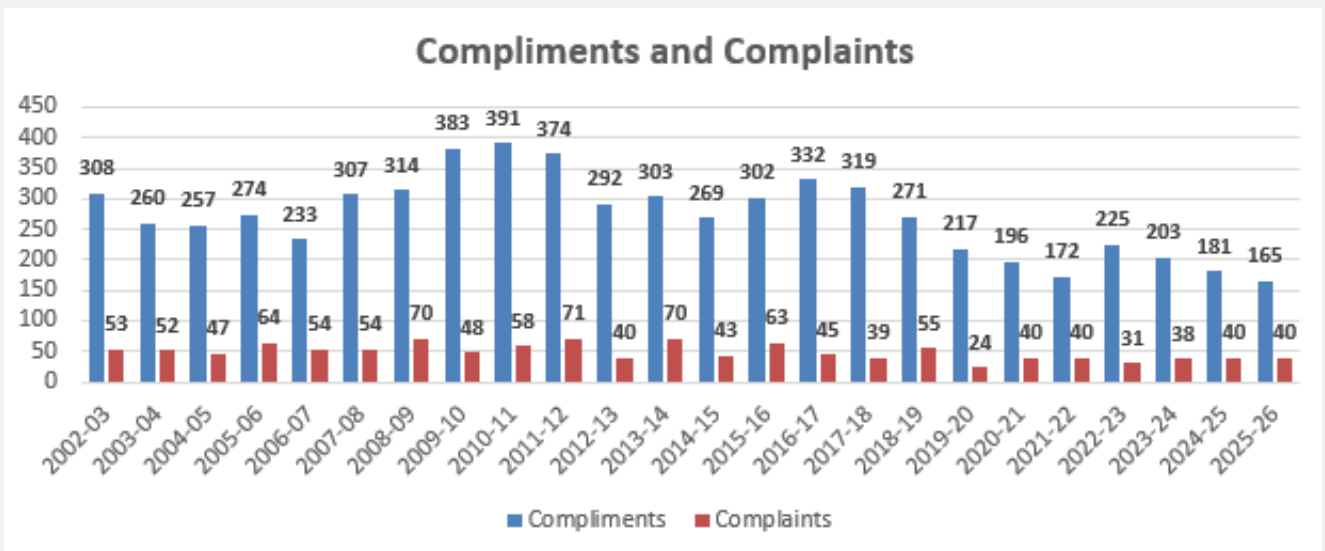
- 1.1 The Authority adopted a Code of Corporate Governance in 2003 and pursuant to the corporate performance monitoring processes an annual ‘corporate health’ report is submitted to the Annual General Meeting of the Authority.
- 1.2 In April 2005 the Authority adopted a new formal Constitution which, along with a range of existing policies and standing orders, also incorporated new provisions relating to citizens’ rights and the role and responsibilities of Members. The Constitution is a voluntary commitment to seeking to achieve best practice standards of corporate governance as the LGA 2000 statutory requirement to adopt a formal constitution does not apply to fire and rescue authorities.

## 2. Corporate Health

### 2.1 Compliments and Complaints

The graph below summarises West Yorkshire Fire and Rescue Service (WYFRS) performance compared to previous years’ figures. During the period 1 April 2025 to 31 March 2026 WYFRS received 165 compliments, which is lower than the 193 received during the previous year.

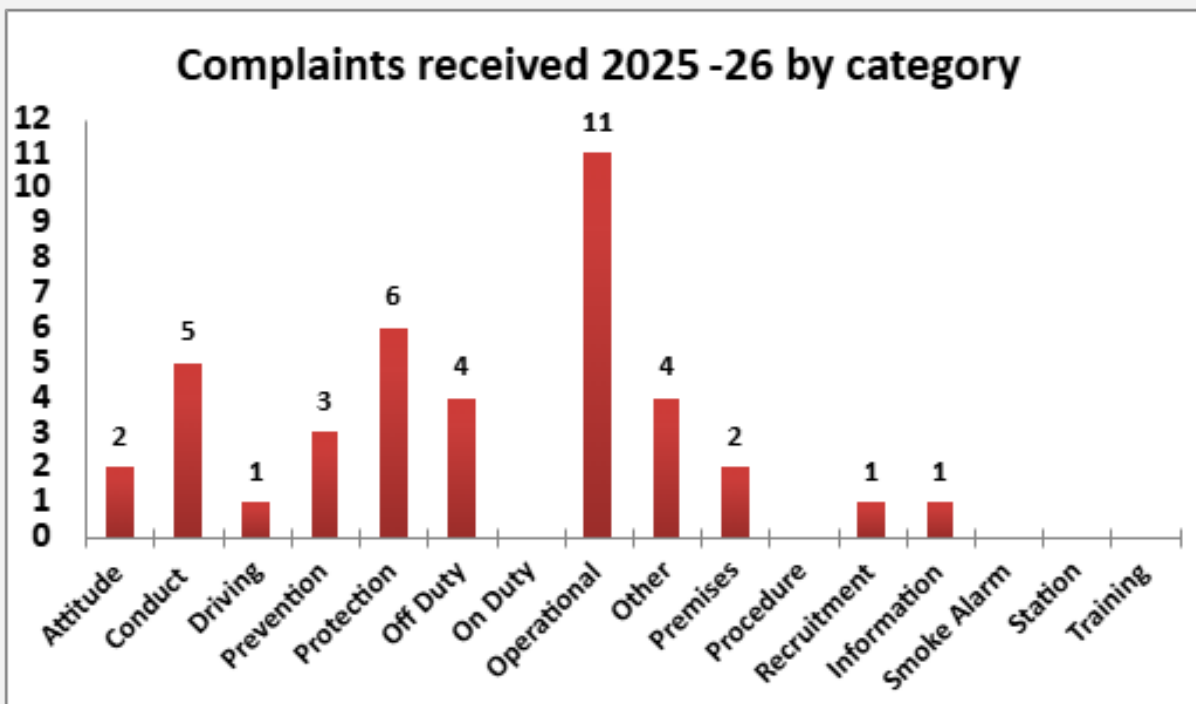
WYFRS received 40 complaints during the 12-month period 2025/26 compared with the 40 complaints received during 2024/25.



## 3. Complaints

- 3.1 The receipt of a complaint either by telephone, email or letter is, if possible, to be resolved at the point of contact. The Corporate Services department is advised via the compliments/complaints website, by telephone, or email, giving details of the complaint and subsequent action taken.

- 3.2 If the complaint cannot be resolved quickly Corporate Services will monitor progress and, if necessary, prompt the investigating officer for updated information ensuring the complainant is contacted regularly to advise of progress being made; as detailed in the Compliments and Complaints Policy. This Policy is reviewed on a three yearly basis but in the interim, if it is highlighted a change in the procedure needs to be made the Policy will be updated immediately.
- 3.3 If a complaint is received directly by Corporate Services, the information will be passed on to an appropriate officer to undertake an investigation. Should a complaint proceed to Stage II Corporate Services will arrange to have a Group Manager/Commander or more senior officer investigate.
- 3.4 Of the 40 complaints received in 2025/26, 37 complaints were resolved at Stage I, 2 at Stage 2 and 1 escalated to Stage 3. Of these complaints 5 were upheld. All complaints are dealt with in a consistent manner, being fully investigated with appropriate remedial action taken where necessary. A breakdown of complaints by type is given below:

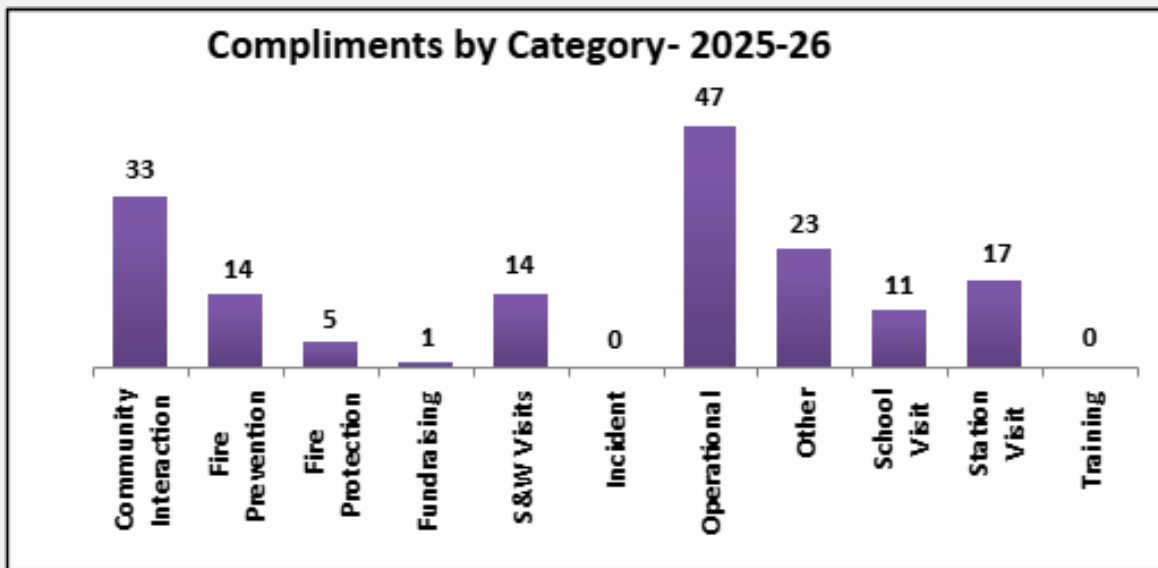


- 3.5 Although 40 complaints were received, WYFRS have attended 26,008 incidents, carried out 2,667 Site Specific Risk Inspections and delivered 10,752 Safe & Well visits in the same period.
- 3.6 A depersonalised register of the complaints log is available for Members to view at this meeting.

## 4. Compliments

- 4.1 The majority of the 165 compliments received have arisen directly as a result of daily interaction with the public and local communities.

4.2 A breakdown of the areas the compliments referred to is given below:



## 5. Performance Indicators (PI)

5.1 The overall purpose of Performance Indicators is to contribute to and facilitate the continuous improvement in efficiency and effectiveness of services. The outturn figures for each of the PIs for 2025/26 are shown in the table below along with the figures for 2024/25.

<b>Corporate Health Indicators</b>			
<b>Ref</b>	<b>Description of Indicators</b>	<b>2024/25 Outturn</b>	<b>2025/26 Outturn</b>
CH1	The level (if any) of the Fire and Rescue Service Equality Framework to which the Authority conforms	Achieving	Achieving
CH4	Average number of working days / shifts lost to sickness (short-term and long-term).	10.94	8.32
	Average number of working days / shifts lost to long term sickness	7.27	5.09
CH5	Health and Safety – Total Injuries to staff		
	<3 days Injuries	15	23
	3 + days	30	29
	RIDDOR Major Injury/Disease	2	1
	Total	47	53
CH9	Forecast Budget Variance (% Variance against overall budget)	0.78%	0.65%
CH11	Forecast Capital Payments (Actual figures £s)	£25.457m	£11.802m
CH13	Debtors – Value of debt outstanding which is over 60 days old	£111,772	£74,587

CH14	Customer Satisfaction - % Overall Satisfaction with the service provided.		
	Quality of Service: Domestic	98%	99%
	Quality of Service: Non-Domestic	100%	95%
	Safe & Well Visits	99%	98%

## 6. Customer Service Excellence

- 6.1 WYFRS undertakes an annual assessment against the Government's Customer Service Excellence (CSE) standard, which is a widely recognised accreditation that assesses an organisation's commitment to providing excellent customer service. It tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism, and staff attitude. It also places emphasis on the development of customer insight, understanding user's experience, and robust measurement of service satisfaction.
- 6.2 WYFRS has achieved full compliance in all criteria following the last review assessment, which was undertaken on 15 December 2025, concentrating on the following criteria:
- Criterion 1 Customer Insight
  - Criterion 2 The Culture of the Organisation
  - Criterion 3 Information and Access
  - Criterion 4 Delivery
  - Criterion 5 Timeliness and Quality of Service
- 6.3 The assessment resulted in maintaining full compliance against all 57 Customer Service Excellence criteria along with a further five 'Compliance Plus' thereby totalling 40 'Compliance Plus' awards. The additional 'Compliance Plus' awards are for the following elements:
- We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.
  - We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access and the quality of customer service, as well as specific questions which are informed by customer insight.
  - We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.
  - We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.

- We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.

6.4 Highlights from the Assessor's Summary report include:

6.5 Community safety and reducing the dangers of fire is vital to this service. Managers are aware of the increasing risks associated with West Yorkshire's diverse community and environment, including many high-rise commercial and residential buildings. Fire prevention is also high priority.

6.6 Proactive work ensures that people understand the importance of keeping safe. Working with the local community on the dangers of fire is a strength. There are successful initiatives raising awareness of fire danger amongst young people. The number of incidents is falling and fires are down by 20%, deliberate fires down by 23%, malicious false alarms are down by 14%. Fire risk management is a priority.

6.7 Visits are made to households, businesses and public buildings, to examine fire safety. There are successful initiatives raising awareness of fire danger amongst young people. The number of incidents is falling and fires are down by 20%, deliberate fires down by 23%, malicious false alarms are down by 14%.

6.8 The assessment was attended by the Head of Corporate Services, her assistant, and a Corporate Services Officer. The assessor interviewed a partner from Calderdale Youth Justice Service, a Youth Justice Service Training and Employment coordinator from Wakefield Council, 2 Assistant District Commanders responsible for strategic direction including risk, a Watch Manager and six crew members from Spen Valley Fire Station, three members of the admin. staff, and service users representing action within the community".

6.9 The assessment has been very well-presented with 77 items of new evidence and over 200 items of active evidence, updated. Use of Morphus has been professional. Good data supports performance which helps benchmark provision with similar services. Evidence is relevant to CSE element requirements. Overall, there is excellent customer service.

6.10 The assessor summarised the overall assessment of each criteria as follows:

**Customer Insight:** - This Criterion is fully compliant and covers customer insight, engagement and consultation, and customer satisfaction. Compliance Plus is retained in element 1.1.3 because its work alongside the hard to reach and disadvantaged groups within the community and in particular, the role of WYFRS personnel in supporting younger people. The Safe Spot Guidance at fire stations continues to maintain a safe comfortable environment for those in desperate need. Element 1.2.3 is now a new Compliance Plus because of the coordinated way that the community is consulted and engaged with the service developments. Element 1.3.3. is a further Compliance Plus because of the drive

to seek and develop measures of customer satisfaction tailored to meet the needs of customer groups, whose needs and approaches to support may be different.

Elements 1.1.1, 1.1.2, 1.2.1, 1.2.2, 1.3.1, 1.3.2, and 1.3.5 are also retained as Compliance Plus, as nothing has arisen to indicate otherwise.

**The Culture of the Organisation:** This Criterion is fully compliant and covers leadership, staff professionalism and attitudes, and how these contribute to improved services. Compliance Plus is retained in element 2.1.3 because of the consistent quality of policies and procedures that support the right of customers to expect excellent levels of service. Compliance Plus is also retained in element 2.1.6 because of the determined effort at all levels across the service to promote and participate in a customer-focused culture. This is now a quality that is sought after when recruiting new staff. The customer focused culture is also evident when performance is evaluated both at team and individual level, across the organisation, especially during staff appraisal, resulting the retention of Compliance Plus in element 2.2.3. Although efforts are made to ensure that the insight and experience of customer facing staff is incorporated into policy development and planning, more consistent effort is still needed and therefore Element 2.2.4 changes from Compliance Plus to compliance.

Elements 2.1.1, 2.1.2, 2.1.5, 2.2.1, 2.2.2, and 2.2.5 are also retained as Compliance Plus, as nothing has arisen to indicate otherwise.

**Information and Access:** This Criterion is fully compliant and covers the quality of information for customers, access to services and partnership arrangements to improve services. Compliance Plus is retained in element 3.2.3 because of continued effort to improve the quality of verbal, published and web-based information. Considerable effort has been made to make web-based information more accessible, resulting from careful analysis about how the public makes use of its content. The development of the new headquarters is now complete and to a high standard, resulting in the personal facilities available to customers and visitors being clean and comfortable and providing an excellent environment for staff to work. This merits a new Compliance Plus in element 3.3.3. Compliance Plus is also retained in element 3.4.3 because of efforts made to interact with the wider community and to offer support where needed using the experience, skills and qualities of all staff.

Elements 3.1.1, 3.2.2, 3.3.2, 3.4.1, and 3.4.2 are also retained as Compliance Plus, as nothing has arisen to indicate otherwise.

**Delivery:** This Criterion is fully compliant and covers main service delivery standards, achievements and outcomes and how problems are dealt with. WYFRS continues to make efforts to consult and involve customers, partners and staff when reviewing local working practices. There is scope to develop this by showing more clearly, the links between consultation and changes in working practices. Benchmarking of performance against other organisations is now stronger and good examples illustrate how this has helped improve the service. As a result, element

4.2.3 is now Compliance Plus. There is acknowledged best practice across the service, particularly from operational staff and this is celebrated with best practice identified at other fire and rescue services. Developments have resulted in Compliance Plus being retained in element 4.2.4. Management and training in the handling of complaints continues to be a strong feature, resulting in the retention of Compliance Plus in element 4.3.3. Steps are taken to identify if outcomes from upheld complaints are seen to be satisfactory by customers concerned.

Elements 4.1.1, 4.1.2, 4.2.1, 4.2.2, 4.3.2, and 4.3.4 are also retained as Compliance Plus, as nothing has arisen to indicate otherwise.

**Timeliness and Quality of Service:** This Criterion is fully compliant and covers standards for timeliness and quality of service, how these are monitored and met, and steps taken to make further improvements. There remains vigilant attention to ensuring customer needs are accurately identified at the first point of contact. This is an important feature of any emergency service. Therefore, Compliance Plus is retained in element 5.2.2. Where customer information needs to be shared with others, particularly within the service and amongst partners, the arrangements for this are carefully documented so that due attention is paid to privacy and therefore reducing the need for unnecessary contact by customers, resulting in a new Compliance Plus in element 5.2.3. There are good procedures set out to ensure that where a service cannot be completed at the first point of contact next steps are clearly identified. The benchmarking of performance in relation to timeliness and quality of customer service is evident, but there is scope to develop comparisons in the quality of customer service further.

Elements 5.2.1 and 5.2.5 are retained, as Compliance Plus as nothing has arisen to indicate otherwise.

## 7. Say So Concerns

Say So is a reporting tool for employees to report workplace issues and concerns anonymously.

The reporting tool allows WYFRS to look at reported issues, policy, procedure, and behaviours impacting employees and how they can be resolved. Reporting matters via Say So go directly to the Deputy Chief Fire Officer and the Director of People and Culture to deal with the concern and no other individuals have access to this information.

There were 29 Say So concerns reported anonymously by employees through the platform during the year 2025/26.

## 8. Complaints to the Local Government Ombudsman

No complaints received during the year ending 31 March 2026 were referred to the Local Government Ombudsman.

## 9. Whistleblowing Complaints

No complaints were received in the year ending 31 March 2026.

## 10. Corporate Governance Policies

The following policies are implemented in a systematic approach to Corporate Governance.

Compliments and Complaints Policy	Corporate Health and Safety Policy
Diversity and Inclusion Policy	Records Management Policy
Information Security Policy	Freedom of Information Policy
Customer Care Policy	Whistleblowing Policy
Data Protection Policy	Code of Conduct for Members

## 11. Financial Implications

11.1 There are no significant financial implications associated with this report.

## 12. Legal Implications

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

## 13. People and Diversity Implications

13.1 There are no people and diversity implications associated with this report.

## 14. Equality Impact Assessment

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

(EIA Template and Guidance)

Date EIA Completed: N/A

Date EIA Approved: N/A

14.2 The EIA is available on request from the report author or from [diversity.inclusion@westyorksfire.gov.uk](mailto:diversity.inclusion@westyorksfire.gov.uk)

## 15. Health, Safety and Wellbeing Implications

15.1 There are no health, safety and wellbeing implications associated with this report.

## 16. Environmental Implications

16.1 There are no health, safety and wellbeing implications associated with this report.

## 17. Your Fire and Rescue Service Priorities

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

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

## 18. Conclusions

That members note the Corporate Health Report.

OFFICIAL

Agenda item: 20

## Committee Schedule 2026/27

Full Authority

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<b>Date:</b>	19 June 2026
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To note the Committee Schedule for 2026/27
<b>Recommendations:</b>	That the revised calendar of meetings 2026/27 be noted as detailed in Annex A to this report
<b>Summary:</b>	The plan of agendas for committees during the upcoming municipal year is presented for noting..

---

Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Jik Townson Committee Services and Governance Officer Jik.townson@westyorksfire.gov.uk
<b>Background papers open to inspection:</b>	None
<b>Annexes:</b>	Proposed Committee Schedule 2026/27

## **1. Introduction**

- 1.1 The programme of meetings for the 2026/27 municipal year has been agreed and this report introduces the standard agenda items for each committee

## **2. Information**

- 2.1 In the interests of transparency the suggested reporting schedule for committee agendas is detailed on the Annex A.

## **3. Financial Implications**

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

## **4. Legal Implications**

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

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

- 5.1 There are no direct human resource or diversity implications arising from this report.

## **6. Equality Impact Assessment**

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

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

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

## **8. Environmental Implications**

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

## **9. Risk Management Implications**

- 9.1 There are no Risk Management Implications arising from this report

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

- 10.1 There are no duties to collaborate identified in this report

## 11. Your Fire and Rescue Service Priorities

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

- Enhance the health, safety, and well-being of our people.
- Prioritise a people first mindset through ethical and professional leadership and management
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.



Terms of Reference Area	Jun/Jul 25	Oct/Dec 25	Jan/Feb 26	Apr-26	Jun/Jul 26	Oct/Dec 26	Jan/Feb 27	Apr-27	Report coordinated by
<b>Committee Arrangements:</b>									
Committee Work Programme					FA				MM/JT
Committee's Annual Membership Report	FA				FA				MM/JT
Constitution Annual Review	FA				FA				MM/JT
Cycle/Calendar of Committee Meetings			FA				FA		MM/JT
Review of Standing List of Member Attended Conferences - Every 3 years due Oct 2028									MM/JT
Budget Report			FA				FA		AW
Corporate Health Report - Compliments and Complaints/Performance Indicators/Customer Service	FA				FA				AD
Customer Service Excellence Annual Report	FA				FA				AD
Efficiency and Productivity Plan	FA				FA				GA/LB/MM
Environmental Working Group Annual Update	FR				FA				AD
Member Development and Training	FA				FA				MM/JT
PMR Report	FA	FA	FA	FA	FA	FA	FA	FA	AD
Statement of Assurance		FA				FA			AW
Treasury Management Strategy			FA				FA		AW
<b>Operations</b>									
Bonfire Period Review		FA				FA			DW/DT
UK International Search and Rescue Team Annual Report if Deployed		FA				FA			DW

AUDIT

Terms of Reference Area	Jun/Jul 25	Oct/Dec 25	Jan/Feb 26	Apr-26	Jun/Jul 26	Oct/Dec 26	Jan/Feb 27	Apr-27	Report coordinated by
<b>Committee Arrangements:</b>									
Audit and Governance Committee's Self-Assessment Exercise CIPFA SOLACE					A				JTideswell
<b>Internal Audit:</b>									
Internal Audit Quarterly Report - Reports Issued / Progress Report / Outstanding Recommendations	A	A	A	A	A	A	A	A	AW/SS
Internal Audit Annual Report, current year progress and following year plan				A				A	AW/SS
<b>External Audit:</b>									
External Audit Annual Report			A				A		AW/GT
External Audit Planning Report				A				A	AW/GT
External Audit Quarterly Update	A	A	A	A	A	A	A	A	AW/GT
ISA 260 - Report to those charged with Governance			A				A		AW/GT
<b>Governance and Internal Control Framework:</b>									
Abridged PMR Report	A	A	A	A	A	A	A	A	AD
Annual Governance Statement			A				A		AW
Fraud Risk Assessment (New)			A		A		A		JTideswell
RMSG Annual Report		A				A			AD
RMSG Quarterly Report	A		A	A	A		A	A	AD
SIAT Update - to Include HMI				A				A	JH
<b>Accounts:</b>									
Accounting Policies				A				A	AW
Approve the Audited Statement of Accounts 2024/25			A						AW/GT
Receive Draft Unaudited Statement of Accounts 2024/25			A						AW/GT
Revenue Outturn	A				A				AW

<b>Terms of Reference Area</b>	<b>Jun/Jul 25</b>	<b>Oct/Dec 25</b>	<b>Jan/Feb 26</b>	<b>Apr-26</b>	<b>Jun/Jul 26</b>	<b>Oct/Dec 26</b>	<b>Jan/Feb 27</b>	<b>Apr-27</b>	<b>Report coordina ted by</b>
<b>Committee Arrangements:</b>									
Information Governance Annual Report		FR				FR			AD
<b>Annual Reporting:</b>									
Insurance Renewals Annual Report				FR				FR	AW
Procurement Annual Report	FR				FR				KL
Property Capital Plan Annual Report				FR				FR	DR
Vehicle Replacement Programme Annual Report				FR				FR	GR
<b>Accounts:</b>									
Financial Review - Quarterly	FR	FR	FR		FR	FR	FR		AW
Reserves Strategy		FR				FR			AW
Treasury Management Strategy - Draft			FR				FR		AW
Treasury Management Mid Year Review			FR				FR		AW
Treasury Management Outturn	FR				FR				AW

PEOPLE AND CULTURE

Terms of Reference Area	Jul-25	Oct/Dec 25	Jan/Feb 26	Apr-26	Jul-26	Oct/Dec 26	Jan/Feb 27	Apr-27	Report Author
<b>People and Culture</b>									
2025-28 People Strategy - Quarterly Update	PC	PC	PC	PC	PC	PC	PC	PC	SP
Accident Analysis Annual report		PC				PC			MD
AFSA Winter Conference Annual Report			PC				PC		GC
Diversity and Inclusion Strategy 2023-2028 Quarterly Update	PC		PC		PC		PC		GC
Equality Data Monitoring Annual Report	PC				PC				GC
Gender Pay Gap Annual Report				PC				PC	IS
LPB Annual Report		PC				PC			JT
P&C Activity Report	PC	PC	PC	PC	PC	PC	PC	PC	JH/SP
Pay Policy Statement			PC				PC		SP
Spotlight Ons - DIB & Positive Action	PC	PC	PC	PC	PC	PC	PC	PC	GC/IS/SP
Yorkshire and Humberside Employers Association (YHEA) minutes	PC	PC	PC	PC	PC	PC	PC	PC	JT

Comm Safety

<b>Terms of Reference Area</b>	<b>Jun/Jul 25</b>	<b>Oct/Dec 25</b>	<b>Jan/Feb 26</b>	<b>Apr-26</b>	<b>Jun/Jul 26</b>	<b>Oct/Dec 26</b>	<b>Jan/Feb 27</b>	<b>Apr-27</b>	<b>Report coordina ted by</b>
<b>Operations</b>									
Convictions Annual Report				CS				CS	CK
Performance Against PMIs	CS	CS	CS	CS	CS	CS	CS	CS	SD
Quality of Service Surveys Annual Report		CS				CS			AD
Risk Based Inspection Programme Annual Update	CS			CS				CS	CK
Safeguarding Annual Report				CS				CS	SD
Safer Communities Prevention Strategy 2022 -2025 Evaluation				CS				CS	SD
Spotlight Ons	CS	CS	CS	CS	CS	CS	CS	CS	SD
Youth Interventions Annual Report	CS				CS				SD/CW

<b>Terms of Reference Area</b>	<b>Jul-25</b>	<b>Jan-26</b>	<b>Jul-26</b>	<b>Feb-27</b>	<b>Report coordinated by</b>
Annual Membership Report	LPB		LPB		JT
TOR Annual Review	LPB		LPB		JT
LPB Annual Report	LPB		LPB		JT
LPB Activity Report	LPB	LPB	LPB	LPB	JC
Scrutiny and Review	LPB	LPB	LPB	LPB	JC
Pension Ombudsman	LPB	LPB	LPB	LPB	JC
Legislative Update	LPB	LPB	LPB	LPB	JC
Age Discrimination Remedy	LPB	LPB	LPB	LPB	JC
Matthews Remedy	LPB	LPB	LPB	LPB	JC
SAB Minutes	LPB	LPB	LPB	LPB	JT
WYPF - KPIs	LPB	LPB	LPB	LPB	JT
FF Pension Scheme Bulletins	LPB	LPB	LPB	LPB	JT

OFFICIAL

Agenda item: 21

# Performance Management Report

## Full Authority

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<b>Date:</b>	19 June 2026
<b>Submitted by:</b>	Director of Corporate Services
<b>Purpose:</b>	To inform Members of the Authority's performance against key performance indicators.
<b>Recommendations:</b>	That Members note the report.
<b>Summary:</b>	This report provides Members with information regarding the performance of West Yorkshire Fire and Rescue Service against targets to enable the Authority to measure, monitor and evaluate performance.

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Local Government (Access to information) Act 1972

<b>Exemption Category:</b>	None
<b>Contact Officer:</b>	Alison Davey – Head of Corporate Services Email: <a href="mailto:alison.davey@westyorkshire.gov.uk">alison.davey@westyorkshire.gov.uk</a> Tel: 01274 682311
<b>Background papers open to inspection:</b>	None
<b>Annex:</b>	2025-26 Full Year Performance Management Report.  Performance Management Report from 1 April 2026 to 7 June 2026.

## **1. Introduction**

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

## **2. Information**

- 2.1 The reports show a summary of the cumulative performance for the full year 1 April 2025 to 31 March 2026 and the period 1 April 2026 to 7 June 2026 against each of the indicators.
- 2.2 The Performance Management Report is monitored at each Full Authority meeting.
- 2.3 An abridged version of the Performance Management Report is presented quarterly to the Audit Committee highlighting where targets are not being achieved.

## **3. Financial Implications**

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

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

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

## **6. Equality Impact Assessment**

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

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

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

## **8. Environmental Implications**

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

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

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

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

## **10. Conclusions**

10.1 That Members note the report.





# Performance Management Report

Fire Authority



**Table of contents:**

Cover
Contents
Report Details
Performance Summary
Fires
Accidental Dwelling Fires
Deliberate Fires
Non-domestic Fires
False Alarms
Non-fires
Fire Related Fatalities
Fire Related Injuries
Attacks on Firefighters
Response Times
Safe and Wells
SSRI

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

**Period Covered:**

Financial Year	2025-26	
Date Range	01 April 2025	31 March 2026

**IMPORTANT:** The data provided is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed. Data may change due to incident reports that have been updated due to amendment. The data is accurate at time of creation of the report.

**This report is comparing the date range above against:**

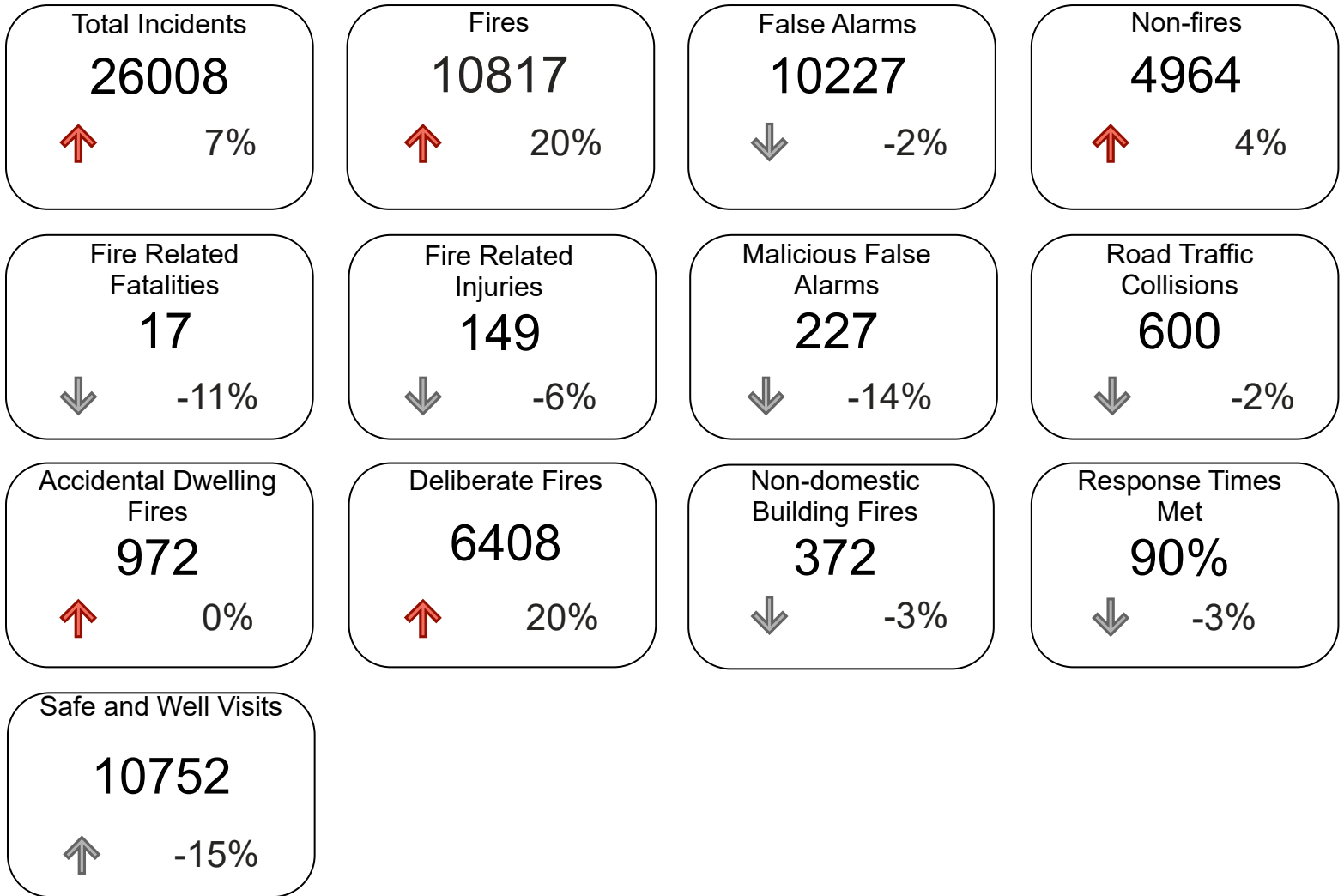
Previous Year Comparison Date Range	01 April 2024	31 March 2025
3 Year Average Comparison Period	01 April 2024 01 April 2023 01 April 2022	31 March 2025 31 March 2024 31 March 2023
Colour Key	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; background-color: #cccccc; padding: 2px 5px;">Positive Arrows</div> <div style="border: 1px solid black; background-color: #ff0000; color: white; padding: 2px 5px;">Negative Arrows</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <div style="border: 1px solid black; background-color: #0000ff; color: white; padding: 2px 5px;">Positive Charts</div> <div style="border: 1px solid black; background-color: #ff0000; color: white; padding: 2px 5px;">Negative Charts</div> </div> <p style="font-size: small; margin-top: 10px;">*When doing a comparison the key above is used. In all other cases graphs, charts and visuals are using contrasting colours to support accessibility.</p>	

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

# Performance Summary

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

This report is comparing: **01 April 2025** **31 March 2026**  
Against: **01 April 2024** **31 March 2025**



## Incident Demand by Time of Day

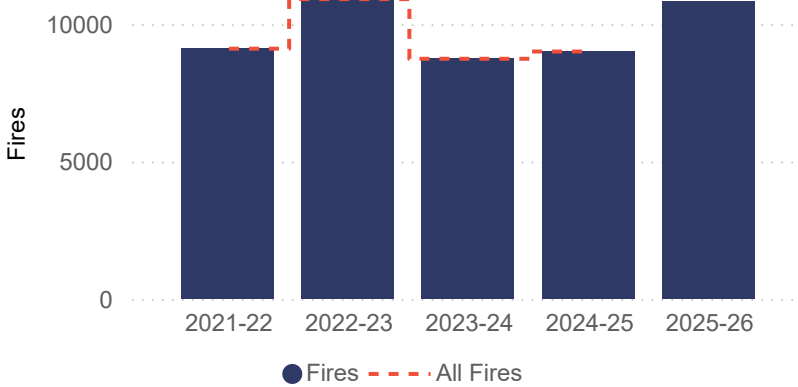
Day	08:00-08:59	09:00-09:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59	22:00-22:59	23:00-23:59	00:00-00:59	01:00-01:59	02:00-02:59	03:00-03:59	04:00-04:59	05:00-05:59	06:00-06:59	07:00-07:59
Mon	105	123	128	143	144	162	195	171	252	307	258	289	267	177	171	97	88	80	63	61	50	43	57	66
Tue	89	133	129	141	155	159	187	196	269	268	273	331	260	202	192	140	107	77	81	62	55	52	62	90
Wed	91	102	132	138	174	165	192	223	248	295	281	300	296	214	181	126	101	79	76	51	54	49	52	77
Thu	104	116	134	150	165	165	172	199	247	288	296	298	289	211	162	139	128	88	73	59	59	49	55	75
Fri	118	107	121	149	170	183	185	200	223	247	287	300	270	243	183	164	113	75	70	80	59	46	54	75
Sat	84	132	135	166	174	159	236	215	254	275	265	290	274	247	203	146	105	105	98	84	80	48	56	73
Sun	88	90	125	160	177	183	213	241	263	275	250	266	271	203	158	138	126	103	94	83	72	66	58	54

# Fires

01 April 2025

31 March 2026

## Fires by Financial Year



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

## Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	25%	↑
Calderdale	42%	↑
Kirklees	24%	↑
Leeds	14%	↑
Wakefield	8%	↑

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

## Fires by Property Type

Outdoor	7788
Building	1921
Road Vehicle	1091
Other transport vehicle	2

## Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.40%	
Primary Fire	18.48%	9.99%
Secondary Fire	21.81%	49.33%

## Fires by Building Property Type

Dwelling	1134
Non Residential	751
Other Residential	36

## Fires by Outdoor Property Type

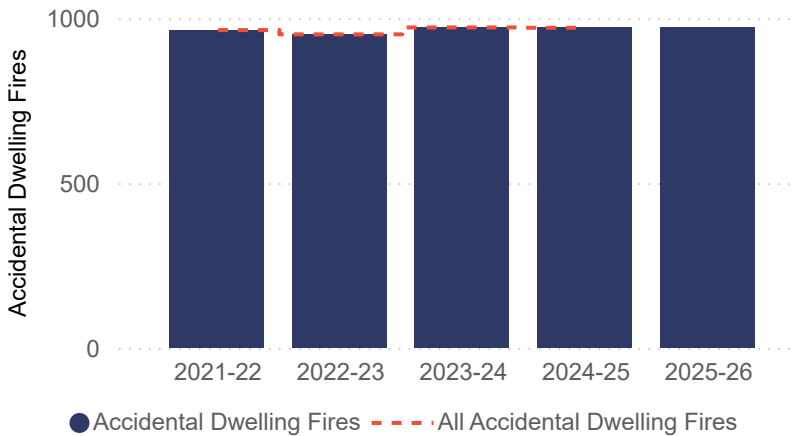
Other outdoors (including land)	3197
Grassland, woodland and crops	276
Outdoor structures	1733
Outdoor equipment and machinery	95

# Accidental Dwelling Fires

01 April 2025

31 March 2026

## Accidental Dwelling Fires by Financial Year



## Accidental Dwelling Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	12%	↑
Calderdale	3%	↓
Kirklees	13%	↑
Leeds	-14%	↓
Wakefield	-2%	↑

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

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

## Accidental Dwelling Fires by Property Type

House - single occupancy	618
Purpose Built Flat/Maisonette - multiple occupancy	168
Converted Flat/Maisonette - multiple occupancy	63
Bungalow - single occupancy	50
Self contained Sheltered Housing	50
Licensed HMO	13
Unknown if licensed HMO	5
Houseboat (permanent dwelling)	2
Other Dwelling	2
caravan/mobile home (permanent dwelling)	1

## Top Fire Cause

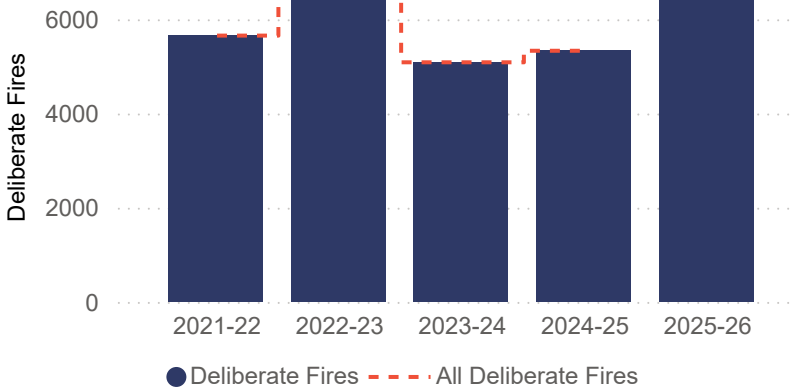
Accidental - Cooking - other cooking

# Deliberate Fires

01 April 2025

31 March 2026

## Deliberate Fires by Financial Year



## Deliberate Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	23%	↑
Calderdale	45%	↑
Kirklees	26%	↑
Leeds	15%	↑
Wakefield	7%	↓

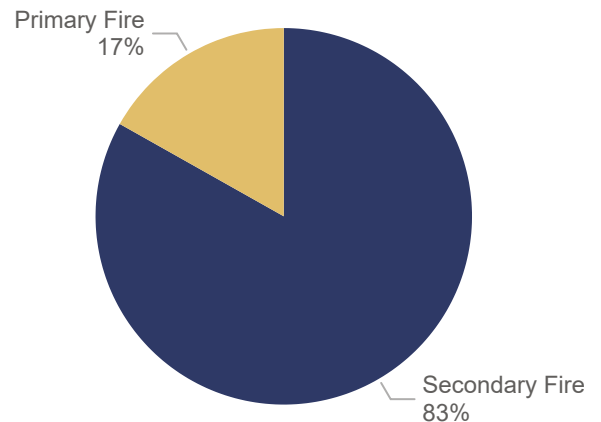
All Deliberate Fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

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

## Top 10 Property Types

Property Type	Deliberate Fires
Other outdoors (including land)	2434
Grassland, woodland and crops	1723
Outdoor structures	1115
Car	381
Non Residential	357
Dwelling	162
Van	57
Motorcycle	53
Outdoor equipment and machinery	38
Multiple Vehicles	32

## Deliberate Fires by Primary or Secondary



## Top 5 Fire Causes

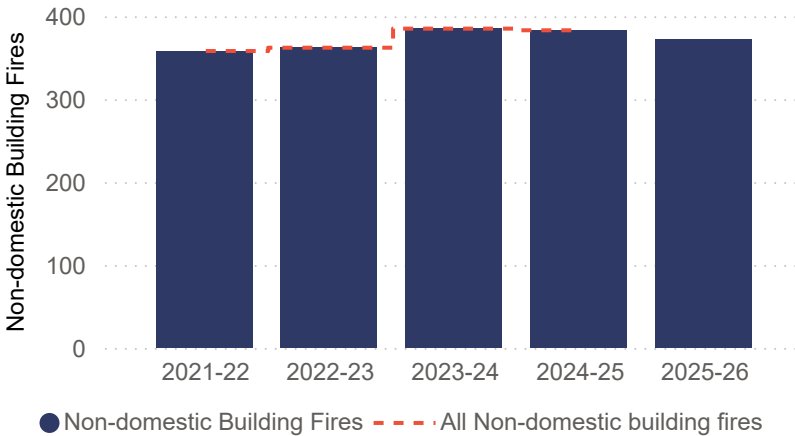
Fire Cause	Deliberate Fires
Deliberate - unknown owner	2763
Deliberate - others property	1917
Deliberate - own property	649
Deliberate - others property - Heat source and combustibles brought together deliberately	601
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	340

# Non-domestic Fires

01 April 2025

31 March 2026

## Non-domestic Building Fires by Financial Year



All Non-domestic Building Fires (red dotted line) shows the total figure for the financial year.

The bars show the value for selected date range.

## Non-domestic Building Fires Previous Year To Date Comparison

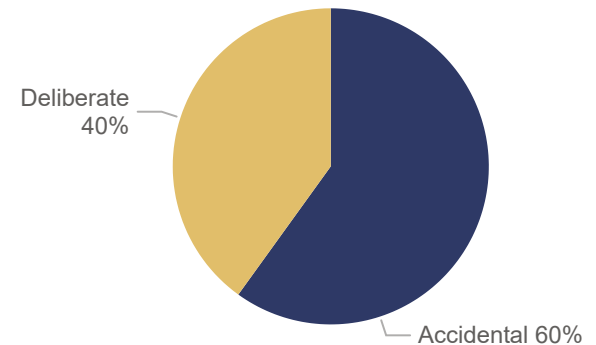
District	% increase/decrease on previous year	3 Year Average
Bradford	-7%	↓
Calderdale	3%	↑
Kirklees	39%	↑
Leeds	-14%	↑
Wakefield	12%	↓

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

## Top 5 Property Types

Property Type	Non-domestic Building Fires
Public admin, security and safety	116
Food and Drink	46
Industrial Manufacturing	45
Retail	29
Education	21

## Non-domestic Building Fires by Accidental or Deliberate Fires



## Top 5 Fire Causes

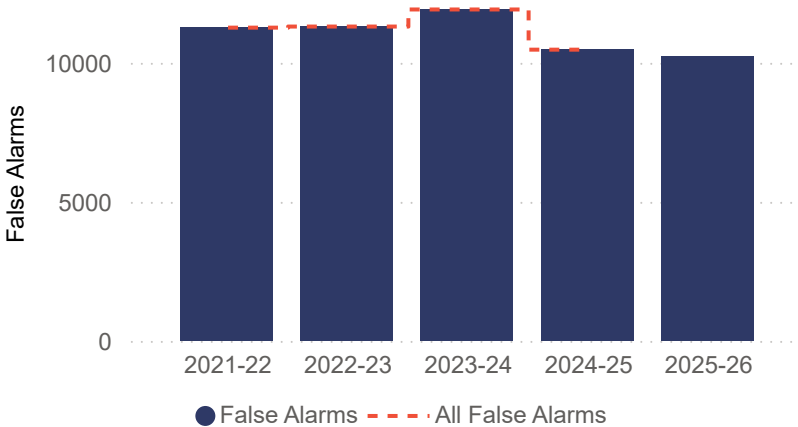
Fire Cause	Non-domestic Building Fires
Deliberate - others property - Heat source and combustibles brought together deliberately	76
Deliberate - own property - Heat source and combustibles brought together deliberately	38
Accidental - Fault in equipment or appliance	34
Accidental - Faulty fuel supply - electricity	25
Accidental - Combustible articles too close to heat source (or fire)	15

# False Alarms

01 April 2025

31 March 2026

## False Alarms by Financial Year



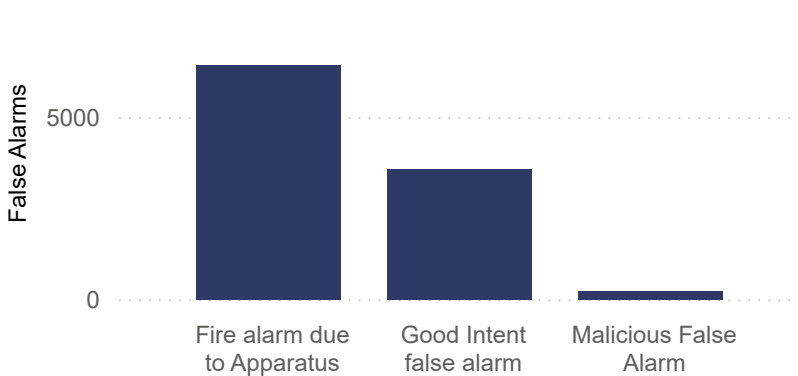
## False Alarms Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	15%	↓
Calderdale	1%	↓
Kirklees	-8%	↓
Leeds	5%	↓
Wakefield	6%	↓

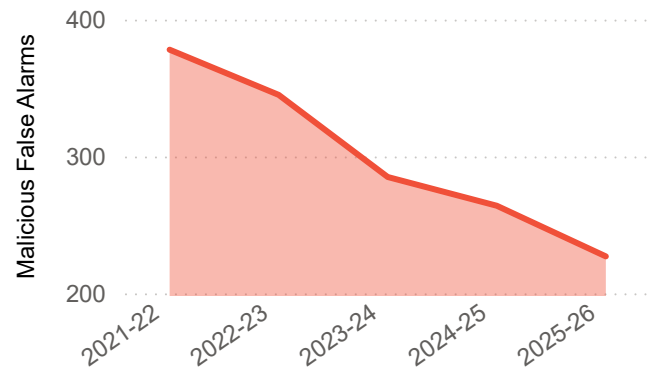
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

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

## False Alarm by Reason



## Malicious False Alarms by Financial Year



### Top Dwelling Properties

Purpose Built  
Flat/Maisonette - multiple occupancy

### Top Other Residential Buildings Properties

Residential Home

### Top Non-Residential Building

Education

### Top Dwelling Reason

Cooking/burnt toast

### Top Other Residential Building Reason

Faulty

### Top Non-Residential Reason

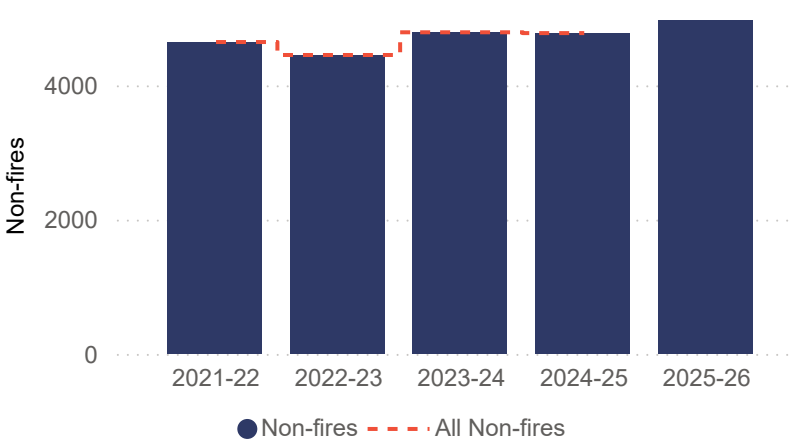
Faulty

# Non-fires

01 April 2025

31 March 2026

## Non-fires by Financial Year



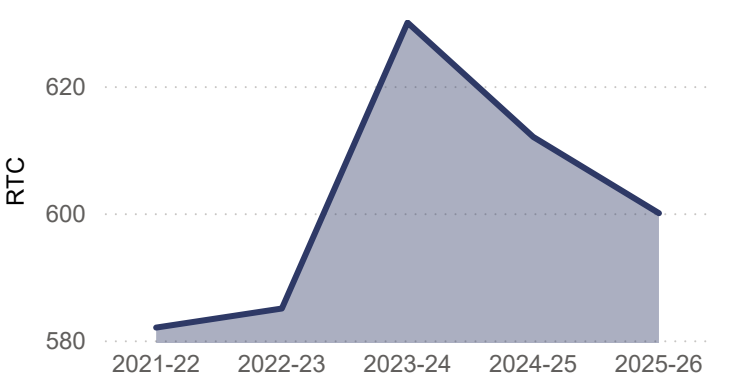
## Non-fires Previous Year To Date Comparison

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

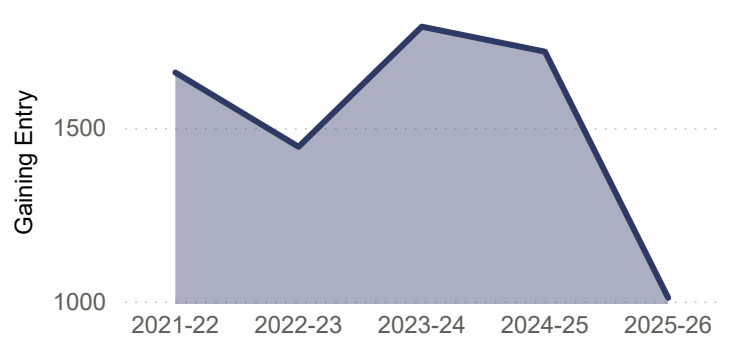
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

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

## Road Traffic Collisions by Financial Year



## Gaining Entry Cause for Concern by Financial Year



## Top 5 Non-fire Types

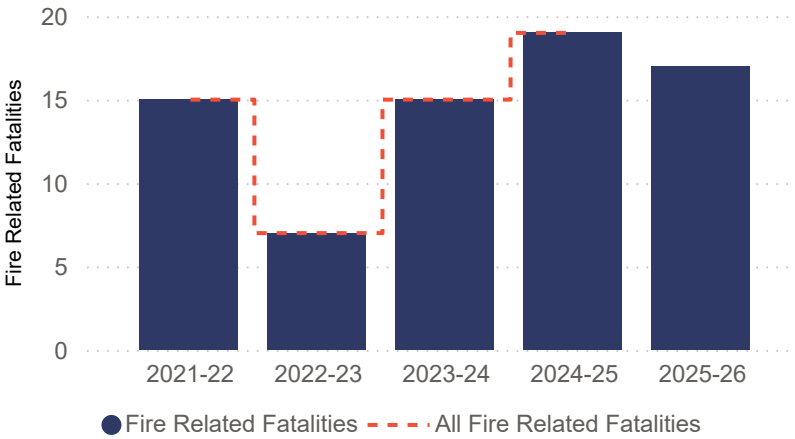
Non-fire Type	Count
Effecting entry/exit	1603
RTC	610
No action (not false alarm)	592
Assist other agencies	381
Lift Release	243

# Fire Related Fatalities

01 April 2025

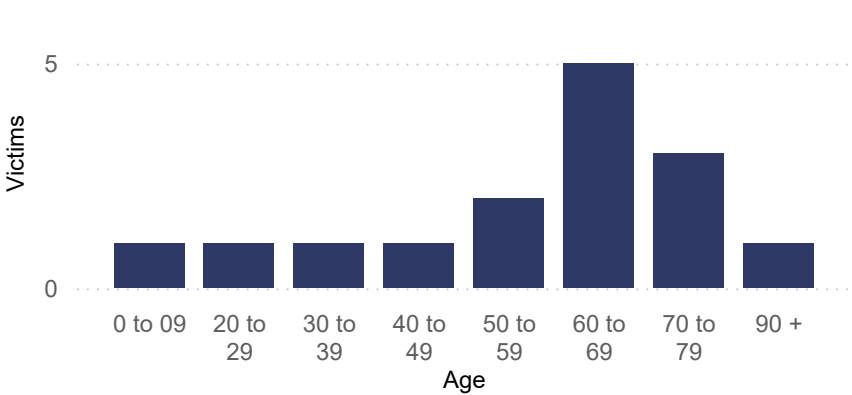
31 March 2026

## Fire Related Fatalities by Financial Year

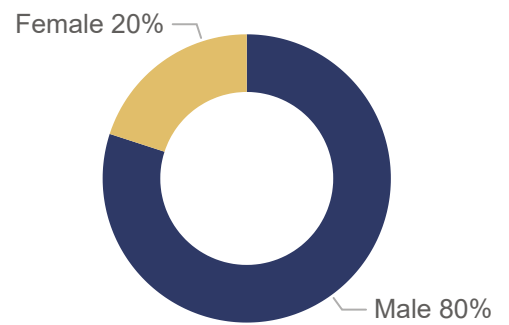


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Fatalities by Age



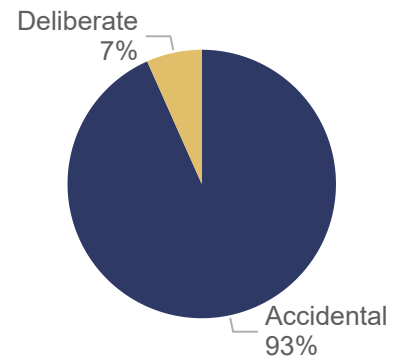
## Fire Related Fatalities by Gender



## Fire Related Fatalities by Property Type

Property Type	Fire Related Fatalities
House - single occupancy	10
Purpose Built Flat/Maisonette - multiple occupancy	2
Bungalow - single occupancy	1
Industrial Processing	1

## Fire Related Fatalities by Accidental or Deliberate Fires

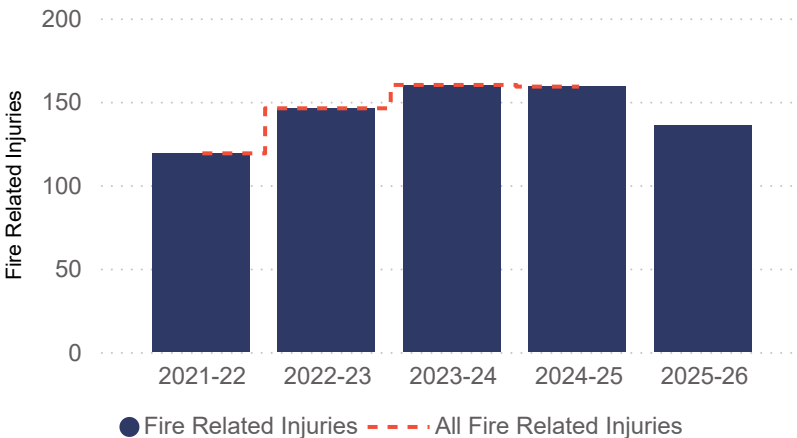


# Fire Related Injuries

01 April 2025

31 March 2026

## Fire Related Injuries by Financial Year



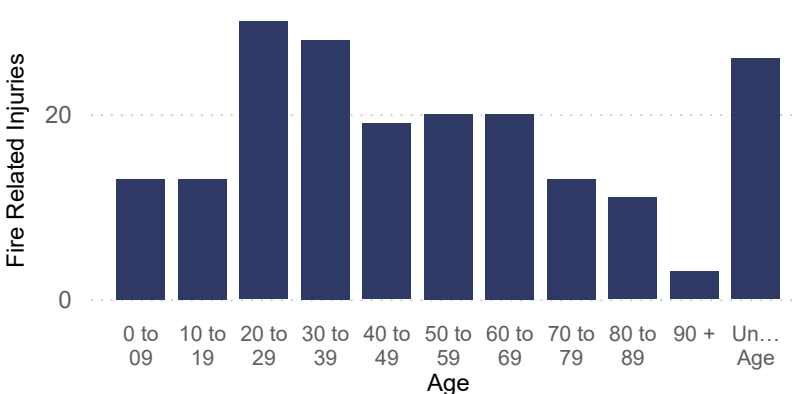
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Injuries Previous Year To Date Comparison

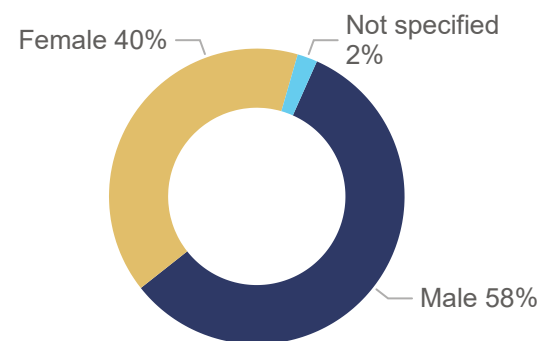
District	% increase/decrease on previous year	3 Year Average
Bradford	9%	↓
Calderdale	10%	↓
Kirklees	-19%	↑
Leeds	-13%	↓
Wakefield	0%	↑

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

## Fire Related Injuries by Age



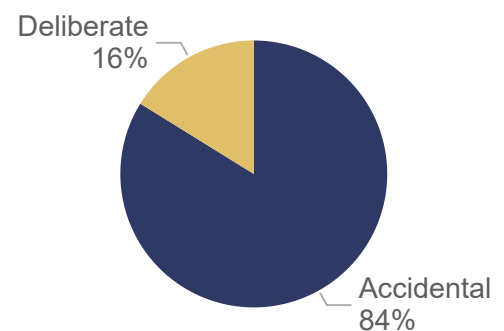
## Fire Related Injuries by Gender



## Fire Related Injuries by Severity

Severity of Injury	Fire Related Injuries
Victim went to hospital, injuries appear to be Slight	112
Victim went to hospital, injuries appear to be Serious	32
Precautionary check recommended	7
First aid given at scene	2

## Fire Related Injuries by Accidental or Deliberate Fires



## Top Property Type

House - single occupancy

## Top Fire Cause

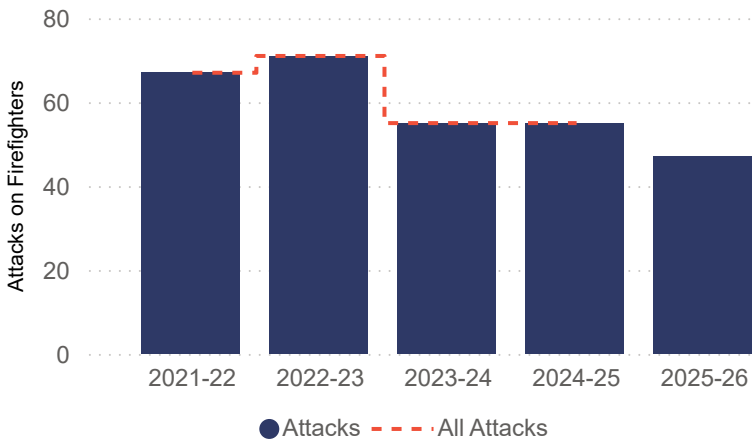
Deliberate - own property - Heat source and combustibles brought together

# Attacks on Firefighters

01 April 2025

31 March 2026

## Attacks on Firefighters by Financial Year



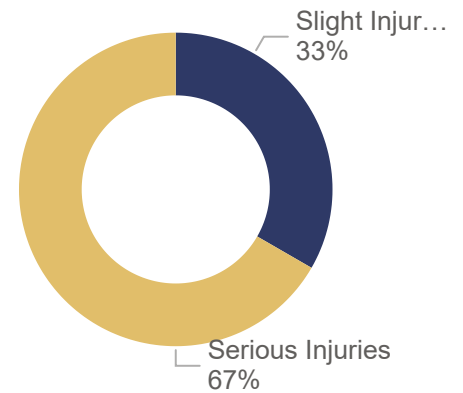
All Attacks on Firefighters (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Attacks on Firefighters Previous Year To Date Comparison

District	Current period	Previous year	% increase/decrease on previous year	3 Year Average
Bradford	19	24	-21%	↓
Calderdale	2	4	-50%	↓
Kirklees	2	9	-78%	↓
Leeds	19	14	36%	↑
Wakefield	5	4	25%	↓

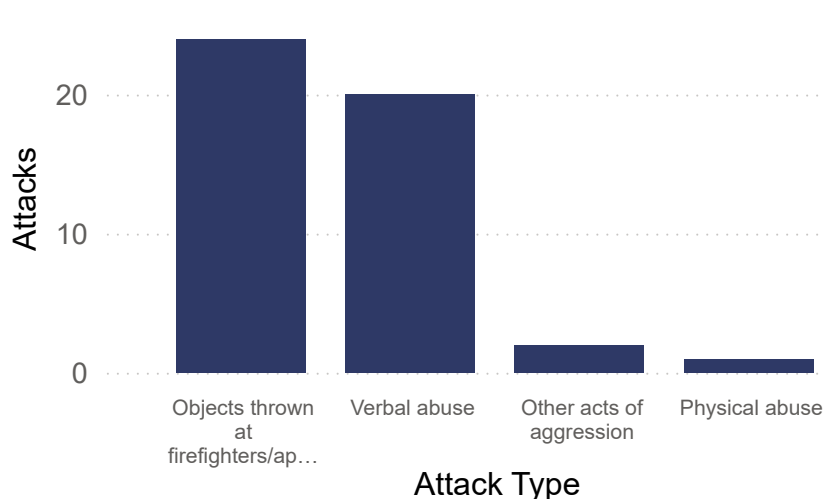
3 Year average indicator shows if current number of Attacks on Firefighters this financial year is an increase/decrease of Attacks on Firefighters against the 3 year average. Looking at only the comparison range.

## Attacks on Firefighters by Severity



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

## Attacks on Firefighters by Attack Type



## Percentage of incidents with an attack

District	% Attacks at district total incidents
Bradford	0.28%
Leeds	0.20%
Wakefield	0.15%
Calderdale	0.08%
Kirklees	0.05%

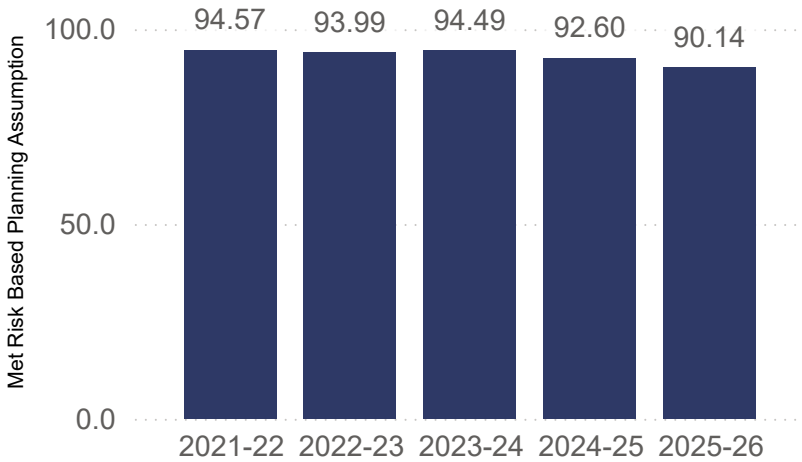
Percentage of attacks based on number of incidents per district.

# Response Times

01 April 2025

31 March 2026

## Percentage of Met Risk Based Planning Assumption Response Times by Financial Year



## Percentage of Met Risk Based Planning Assumption Response Time

District	% Met
Leeds	93.88
Bradford	90.94
Kirklees	86.29
Wakefield	86.13
Calderdale	85.05

## Average Response Time by LSOA Risk Score and Severity

Risk Score	Life	Property
Very High	00:06:00	00:07:11
High	00:06:34	00:07:04
Medium	00:06:53	00:08:00
Low	00:07:55	00:08:51
Very Low	00:08:45	00:10:30
<b>Total</b>	<b>00:07:40</b>	<b>00:08:45</b>

## Average Response Time Targets

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

LSOA: Lower Super Output Area.

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

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

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

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

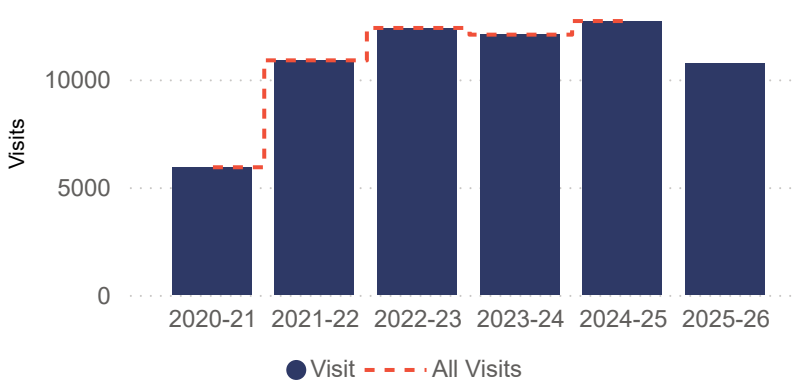
The RBPA's are underpinned by a comprehensive risk assessment for WYFRS.

# Safe and Wells and High Risk Interventions

01 April 2025

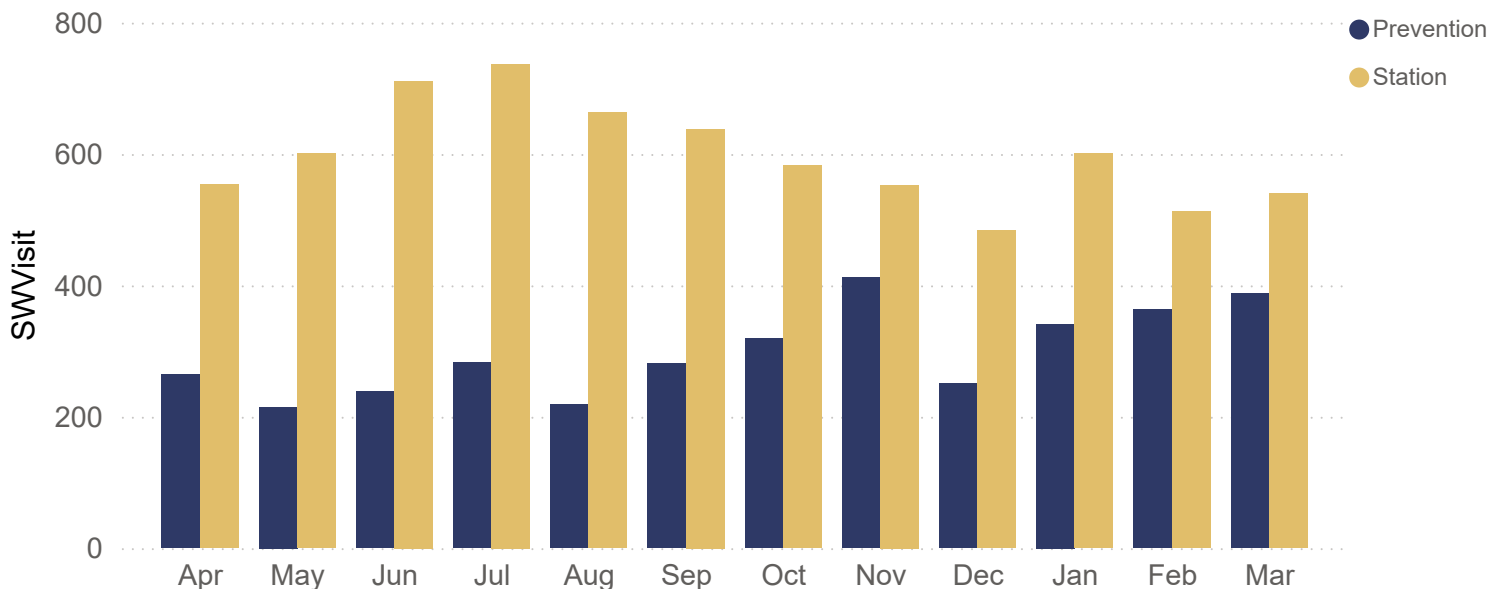
31 March 2026

## Completed Safe and Well and High Risk Intervention Visits by Financial Year



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

## Completed Visits by Month



The Safe and Well programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most.

People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents.

It also covers a broader assessment of vulnerability against a number of other elements, including:

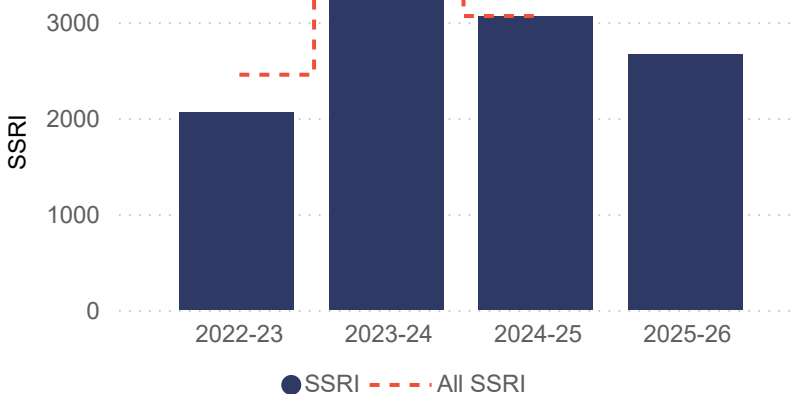
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking

# Site Specific Risk Inspections (SSRI)

01 April 2025

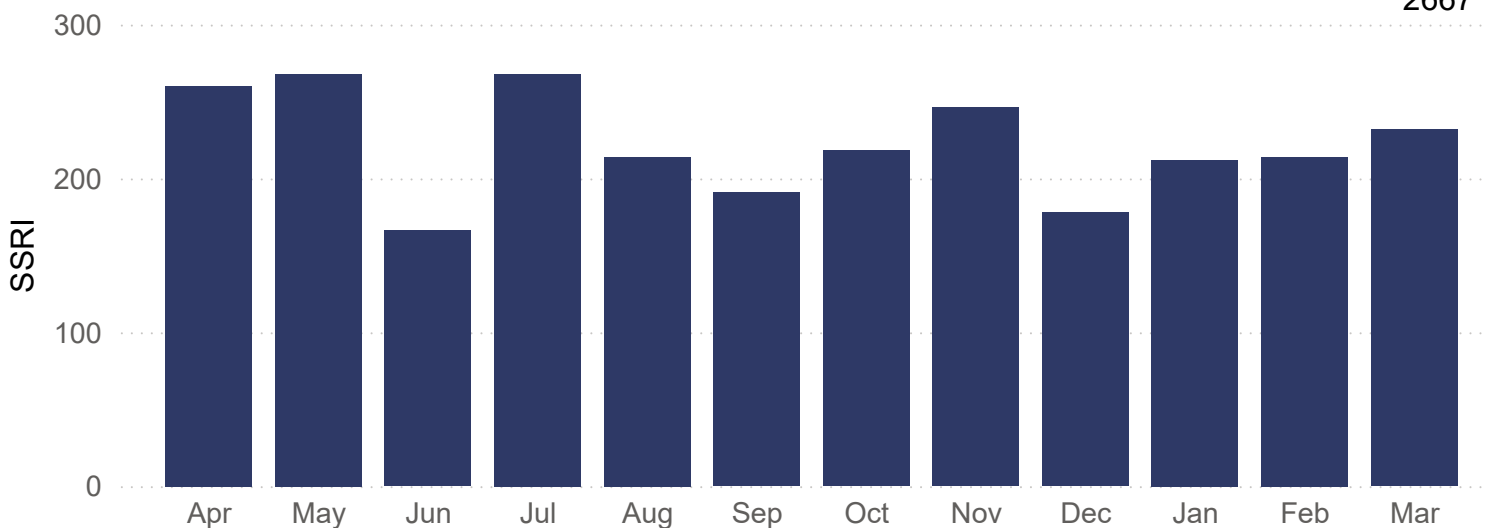
31 March 2026

## SSRI by Financial Year



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

## SSRI by Month



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

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

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



West Yorkshire  
Fire & Rescue Service

# Performance Management Report

Fire Authority



**Making West Yorkshire Safer**  
[www.westyorkshire.gov.uk](http://www.westyorkshire.gov.uk)



**Table of contents:**

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

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

**Period Covered:**

Financial Year	2026-27	
Date Range	01 April 2026	07 June 2026

**IMPORTANT:** The data provided is based on incident reports that have been completed and/or checked but will not include data from incident reports which have not been completed. Data may change due to incident reports that have been updated due to amendment. The data is accurate at time of creation of the report.

**This report is comparing the date range above against:**

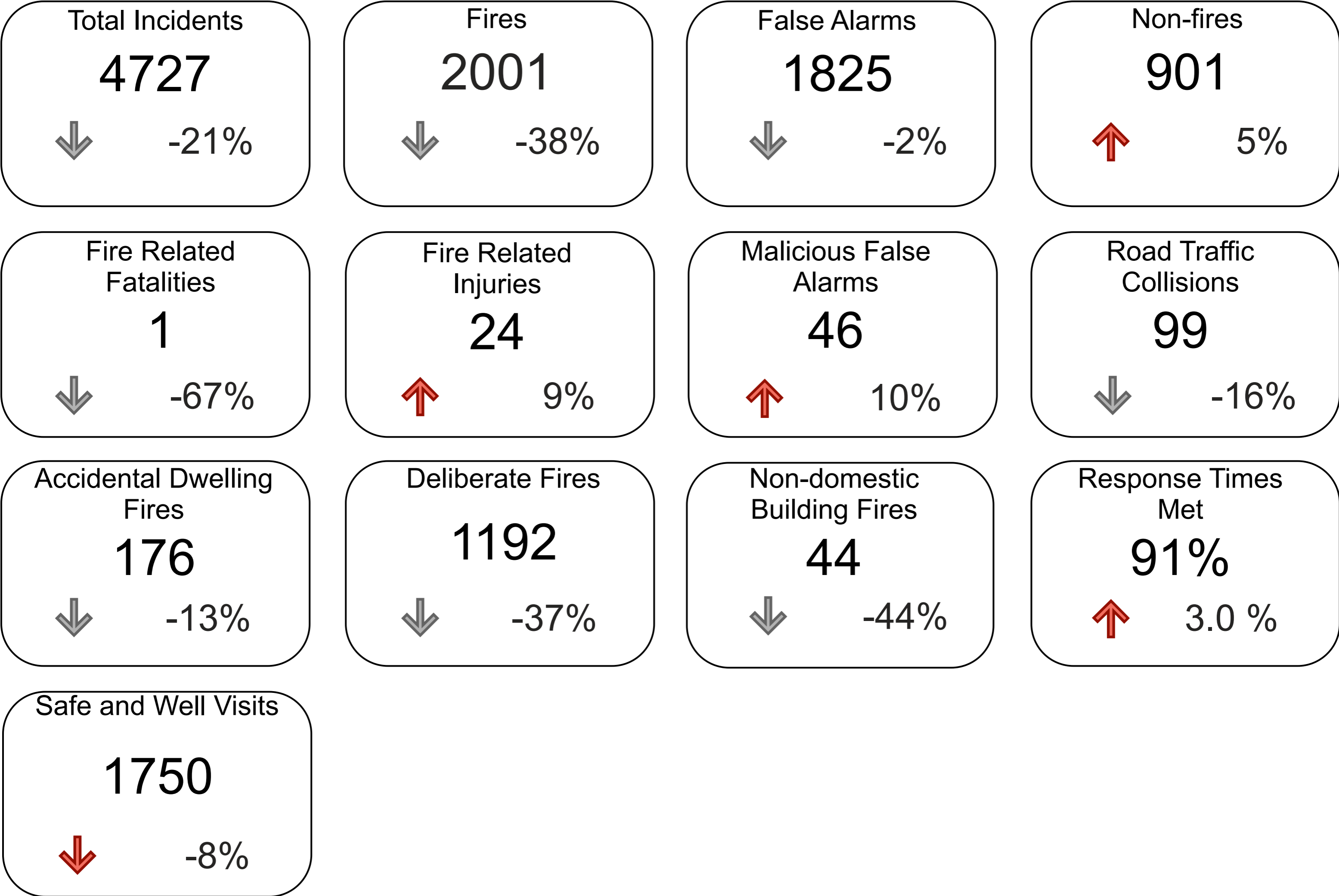
Previous Year Comparison Date Range	01 April 2025	07 June 2025
3 Year Average Comparison Period	01 April 2025 01 April 2024 01 April 2023	07 June 2025 07 June 2024 07 June 2023
Colour Key	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; background-color: #cccccc; padding: 2px 10px;">Positive Arrows</div> <div style="border: 1px solid black; background-color: #ff0000; padding: 2px 10px;">Negative Arrows</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <div style="border: 1px solid black; background-color: #0000ff; padding: 2px 10px;">Positive Charts</div> <div style="border: 1px solid black; background-color: #ff0000; padding: 2px 10px;">Negative Charts</div> </div> <p style="font-size: small; margin-top: 10px;">*When doing a comparison the key above is used. In all other cases graphs, charts and visuals are using contrasting colours to support accessibility.</p>	

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

# Performance Summary

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

This report is comparing: **01 April 2026**                      **07 June 2026**  
Against:                      01 April 2025    07 June 2025



## Incident Demand by Time of Day

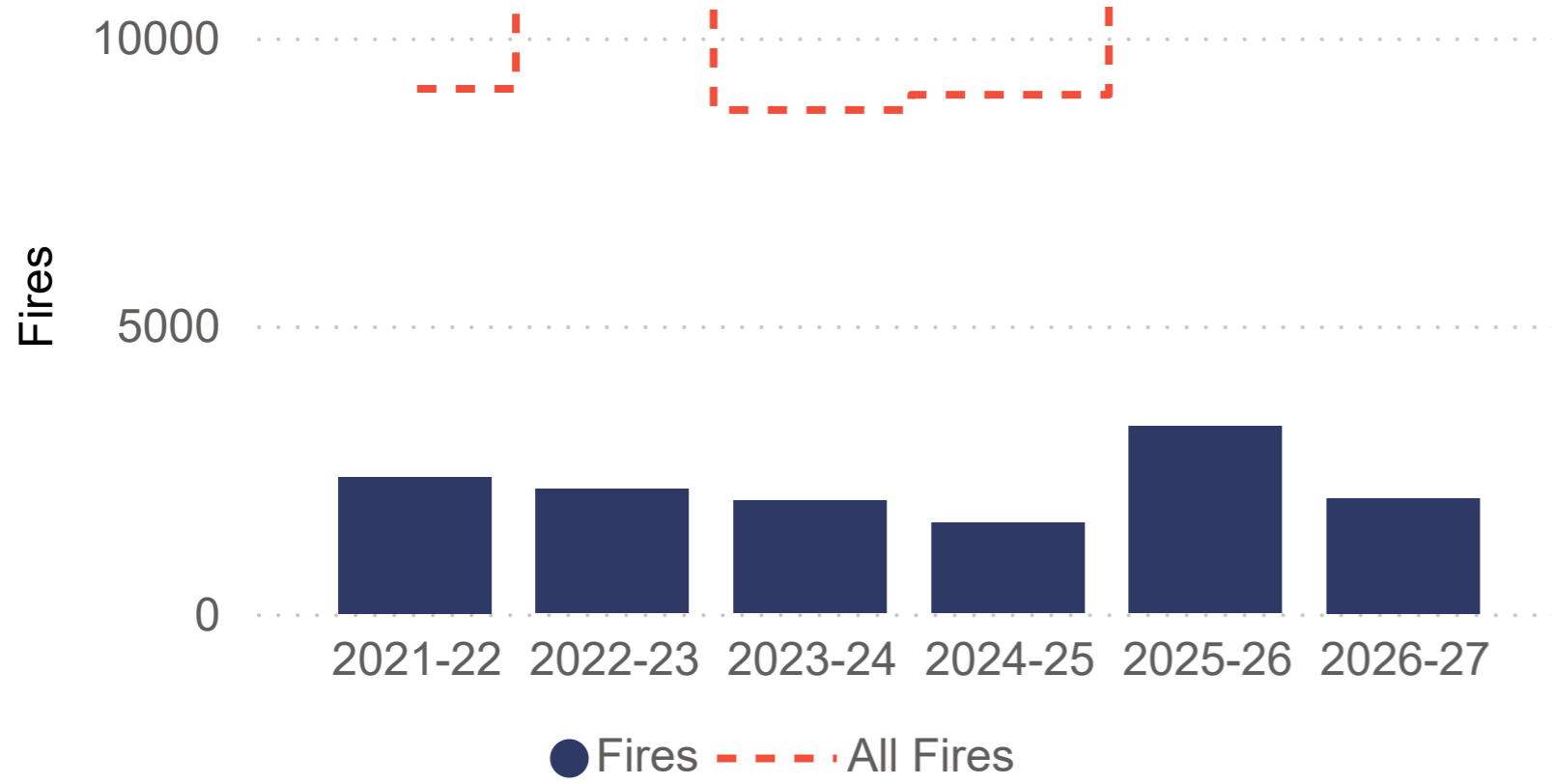
Day	08:00-08:59	09:00-09:59	10:00-10:59	11:00-11:59	12:00-12:59	13:00-13:59	14:00-14:59	15:00-15:59	16:00-16:59	17:00-17:59	18:00-18:59	19:00-19:59	20:00-20:59	21:00-21:59	22:00-22:59	23:00-23:59	00:00-00:59	01:00-01:59	02:00-02:59	03:00-03:59	04:00-04:59	05:00-05:59	06:00-06:59	07:00-07:59
Mon	17	22	29	21	24	32	37	35	39	44	49	49	51	48	30	31	20	13	13	15	17	7	14	9
Tue	20	22	29	30	31	19	30	32	36	41	45	53	55	39	30	22	23	20	10	14	8	4	10	10
Wed	19	15	19	31	32	29	28	38	46	44	61	54	51	37	28	23	25	18	18	12	7	7	11	13
Thu	19	25	30	32	25	29	22	25	43	51	41	45	65	31	37	30	19	23	16	13	7	8	8	13
Fri	16	27	32	25	27	38	27	40	46	51	53	46	62	56	42	22	28	20	11	6	13	16	15	13
Sat	16	22	19	26	24	32	38	39	62	42	43	45	51	39	29	33	27	27	12	14	11	7	5	14
Sun	12	19	30	23	29	37	32	39	45	53	53	52	54	41	31	29	28	17	21	17	6	14	7	7

# Fires

01 April 2026

07 June 2026

## Fires by Financial Year



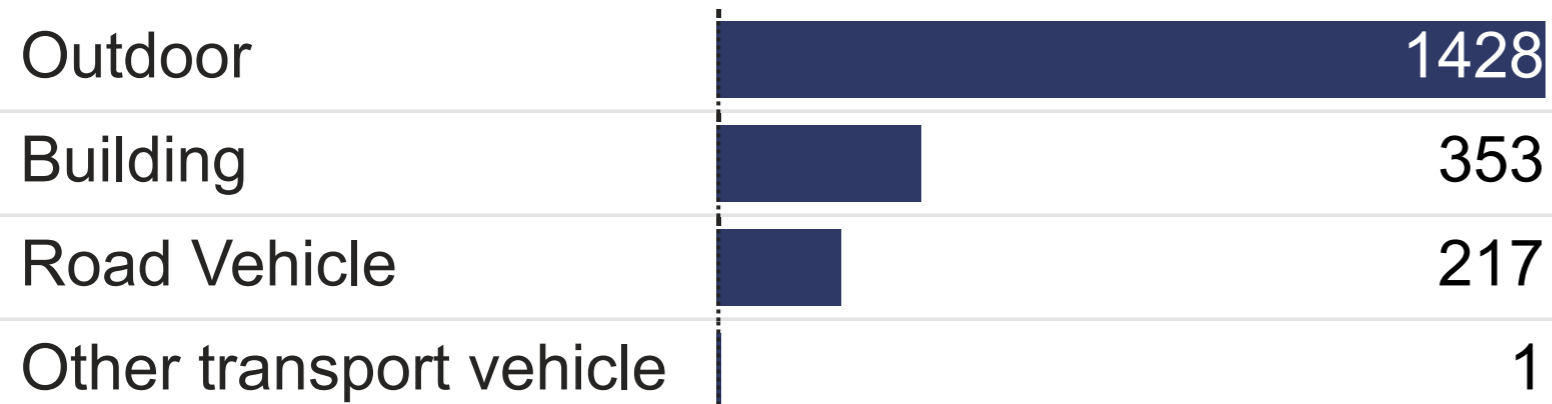
All Fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	-45%	↓
Calderdale	-45%	↓
Kirklees	-41%	↓
Leeds	-31%	↓
Wakefield	-32%	↓

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

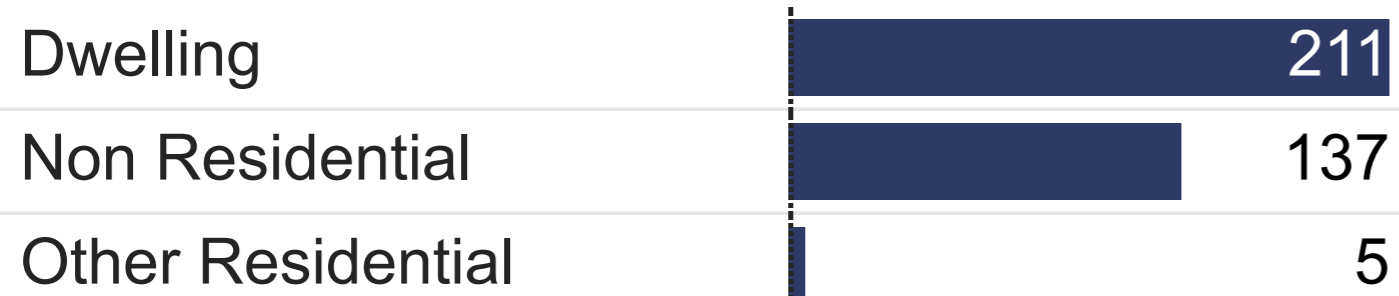
## Fires by Property Type



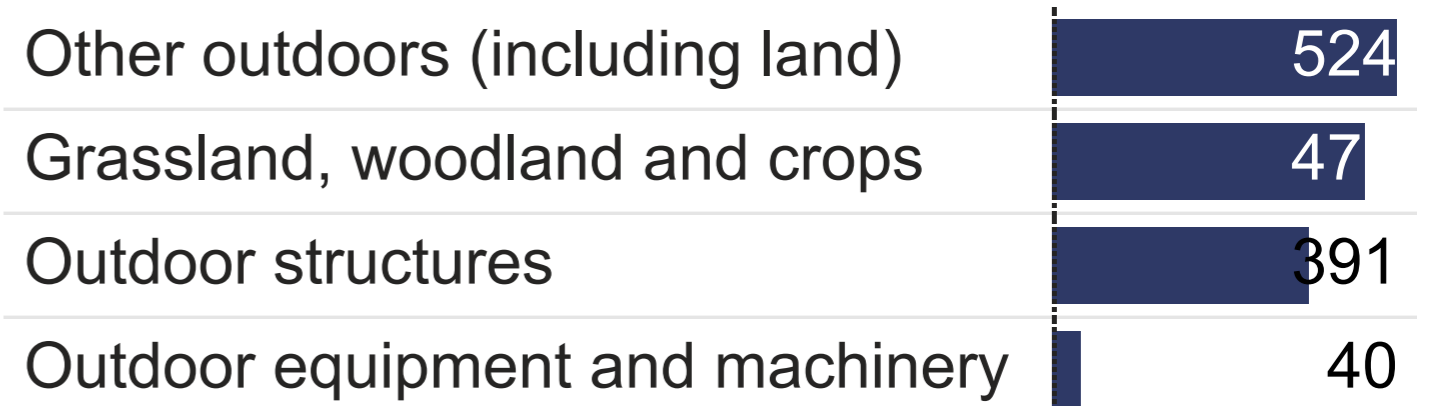
## Fires by Category

Fire Classification	Accidental	Deliberate
Chimney Fire	0.15%	
Primary Fire	18.81%	11.26%
Secondary Fire	21.41%	48.37%

## Fires by Building Property Type



## Fires by Outdoor Property Type

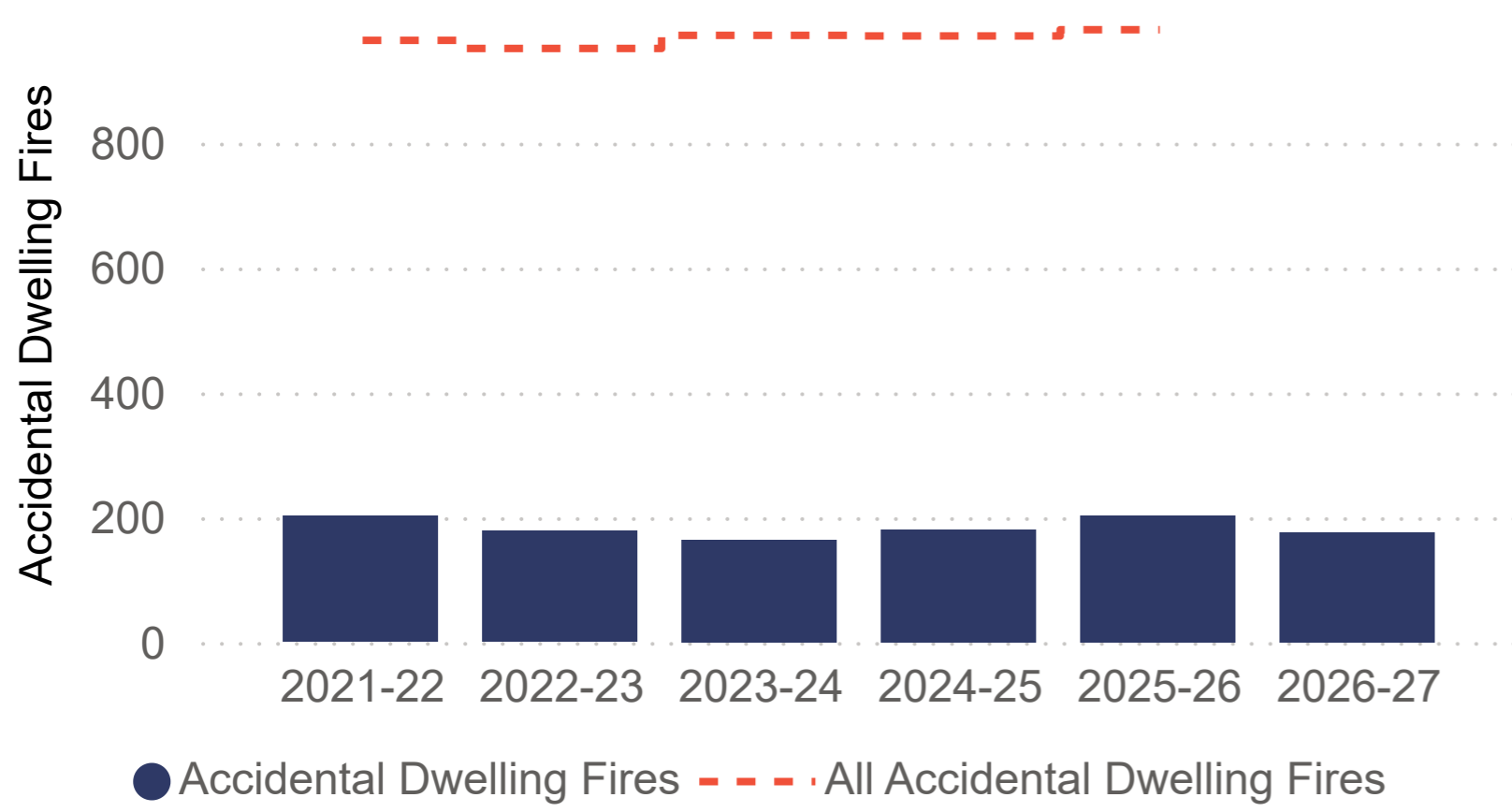


# Accidental Dwelling Fires

01 April 2026

07 June 2026

## Accidental Dwelling Fires by Financial Year



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

## Accidental Dwelling Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	-35%	↓
Calderdale	-4%	↑
Kirklees	-6%	↑
Leeds	-6%	↓
Wakefield	23%	↓

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

## Accidental Dwelling Fires by Property Type

House - single occupancy	110
Purpose Built Flat/Maisonette - multiple occupancy	35
Self contained Sheltered Housing	10
Converted Flat/Maisonette - multiple occupancy	9
Licensed HMO	7
Bungalow - single occupancy	4
Unlicensed HMO	1

## Top Fire Cause

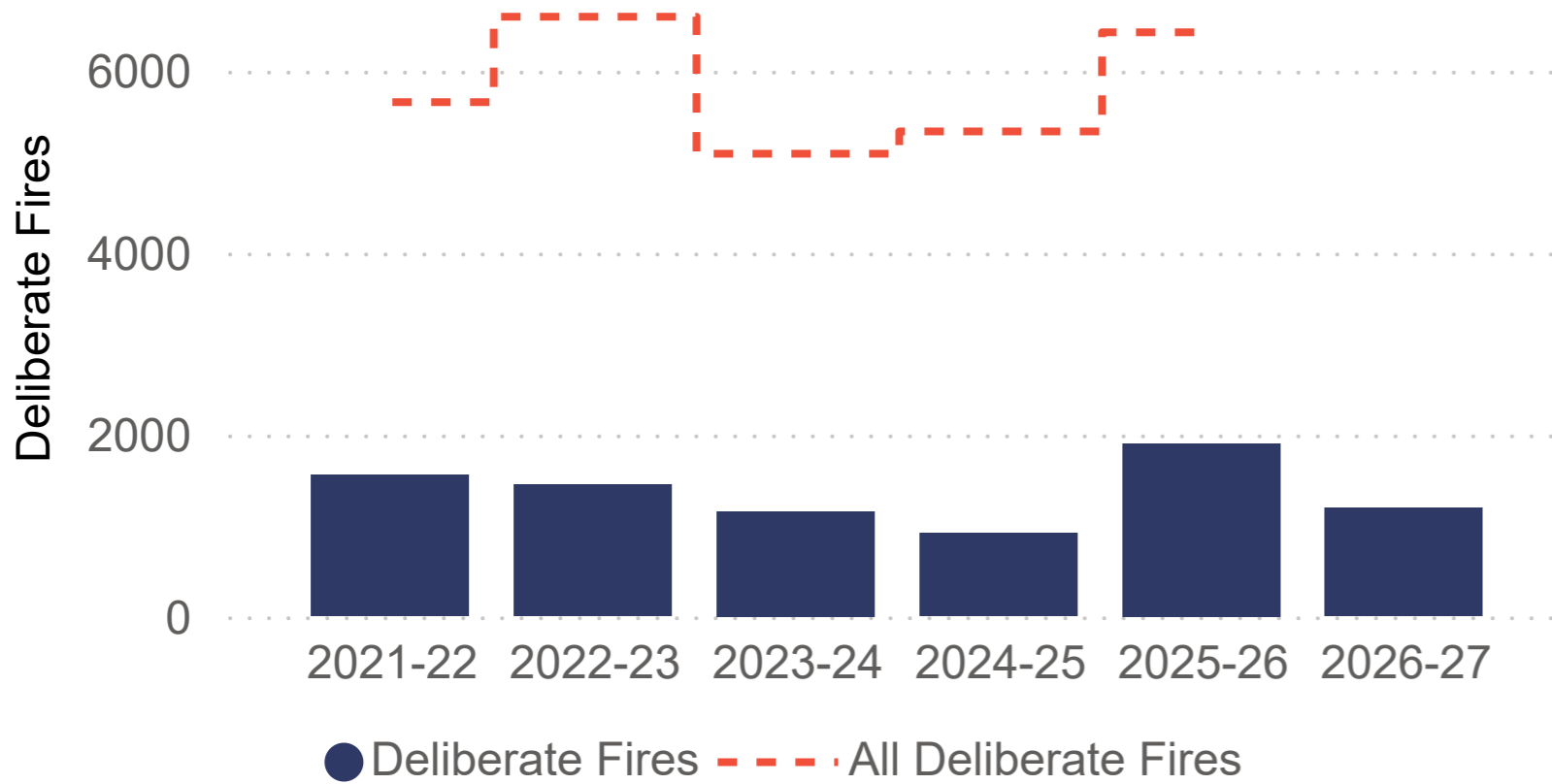
Accidental - Cooking - other cooking

# Deliberate Fires

01 April 2026

07 June 2026

## Deliberate Fires by Financial Year



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

## Deliberate Fires Previous Year To Date Comparison

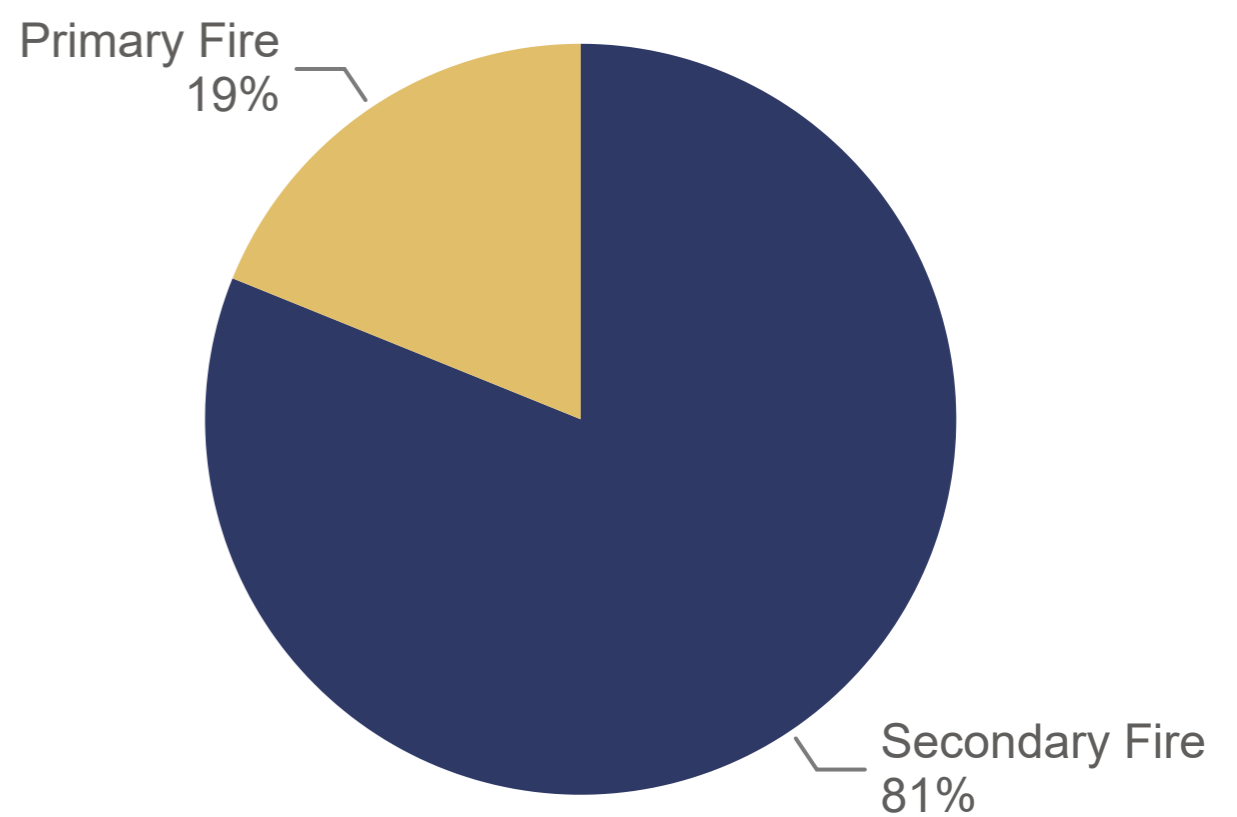
District	% increase/decrease on previous year	3 Year Average
Bradford	-45%	↓
Calderdale	-34%	↑
Kirklees	-48%	↓
Leeds	-33%	↓
Wakefield	-11%	↑

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

## Top 10 Property Types

Property Type	Deliberate Fires
Other outdoors (including land)	412
Grassland, woodland and crops	299
Outdoor structures	239
Car	72
Non Residential	58
Dwelling	35
Outdoor equipment and machinery	26
Motorcycle	17
Multiple Vehicles	11
Van	9

## Deliberate Fires by Primary or Secondary



## Top 5 Fire Causes

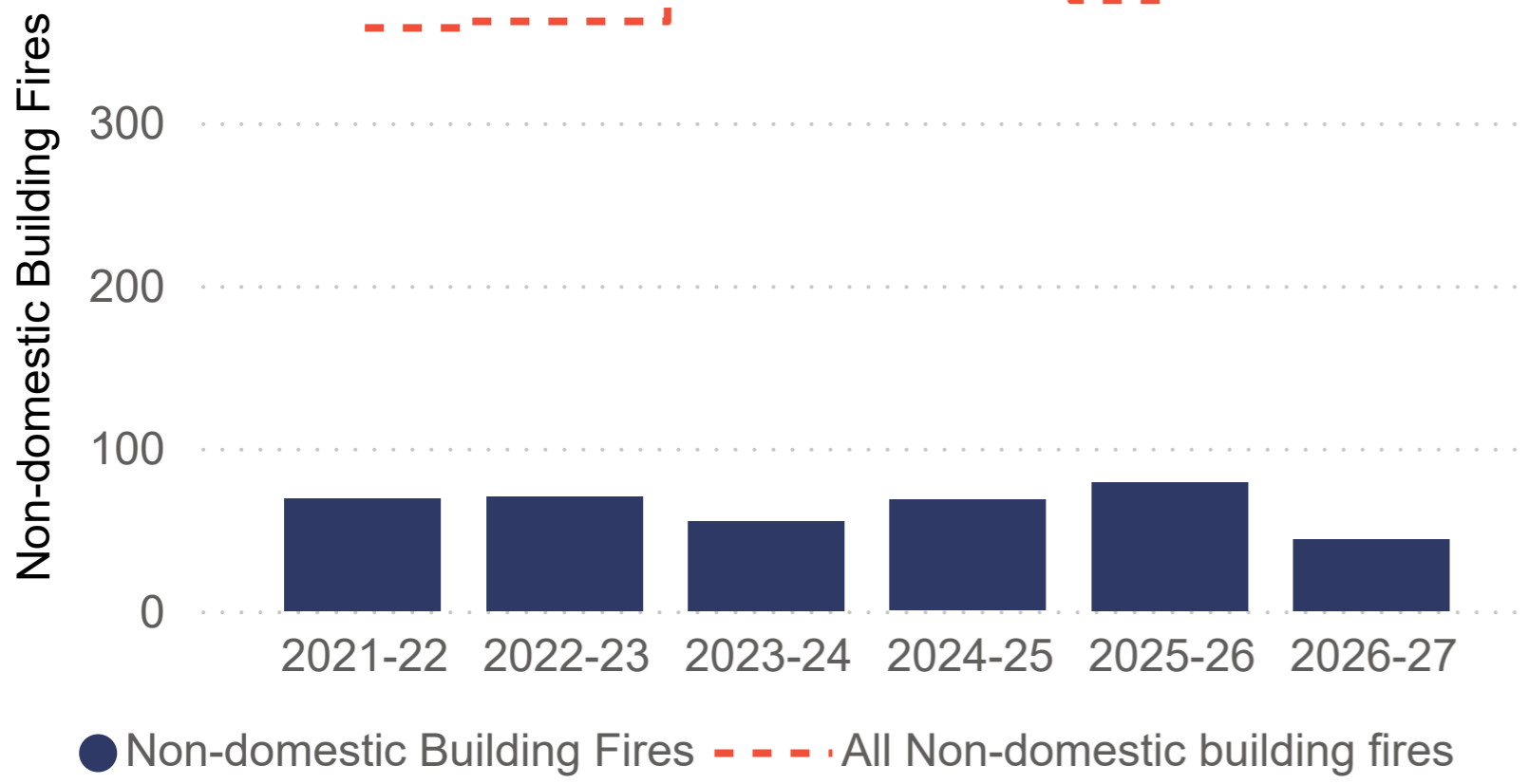
Fire Cause	Deliberate Fires
Deliberate - unknown owner	440
Deliberate - others property	413
Deliberate - others property - Heat source and combustibles brought together deliberately	125
Deliberate - own property	114
Deliberate - unknown owner - Heat source and combustibles brought together deliberately	70

# Non-domestic Fires

01 April 2026

07 June 2026

## Non-domestic Building Fires by Financial Year



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

## Non-domestic Building Fires Previous Year To Date Comparison

District	% increase/decrease on previous year	3 Year Average
Bradford	-45%	↓
Calderdale	-38%	↑
Kirklees	75%	↑
Leeds	-42%	↓
Wakefield	-86%	↓

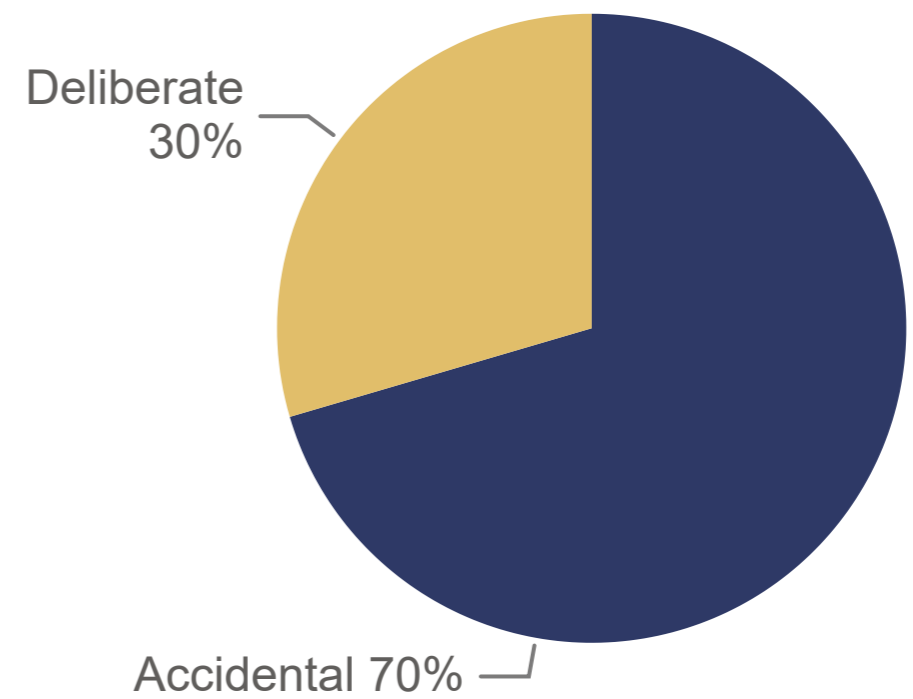
3 Year average indicator shows if current number of Non-domestic Building Fires this financial year is an increase/decrease of Non-domestic Building fires against the 3 year average. Looking at only the comparison range.

## Top 5 Property Types

### Non-domestic Building Fires

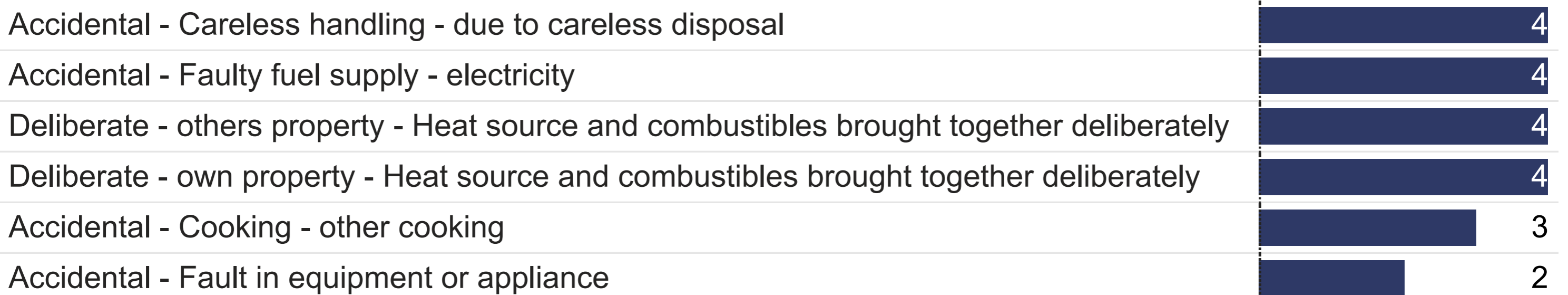


## Non-domestic Building Fires by Accidental or Deliberate Fires



## Top 5 Fire Causes

### Non-domestic Building Fires

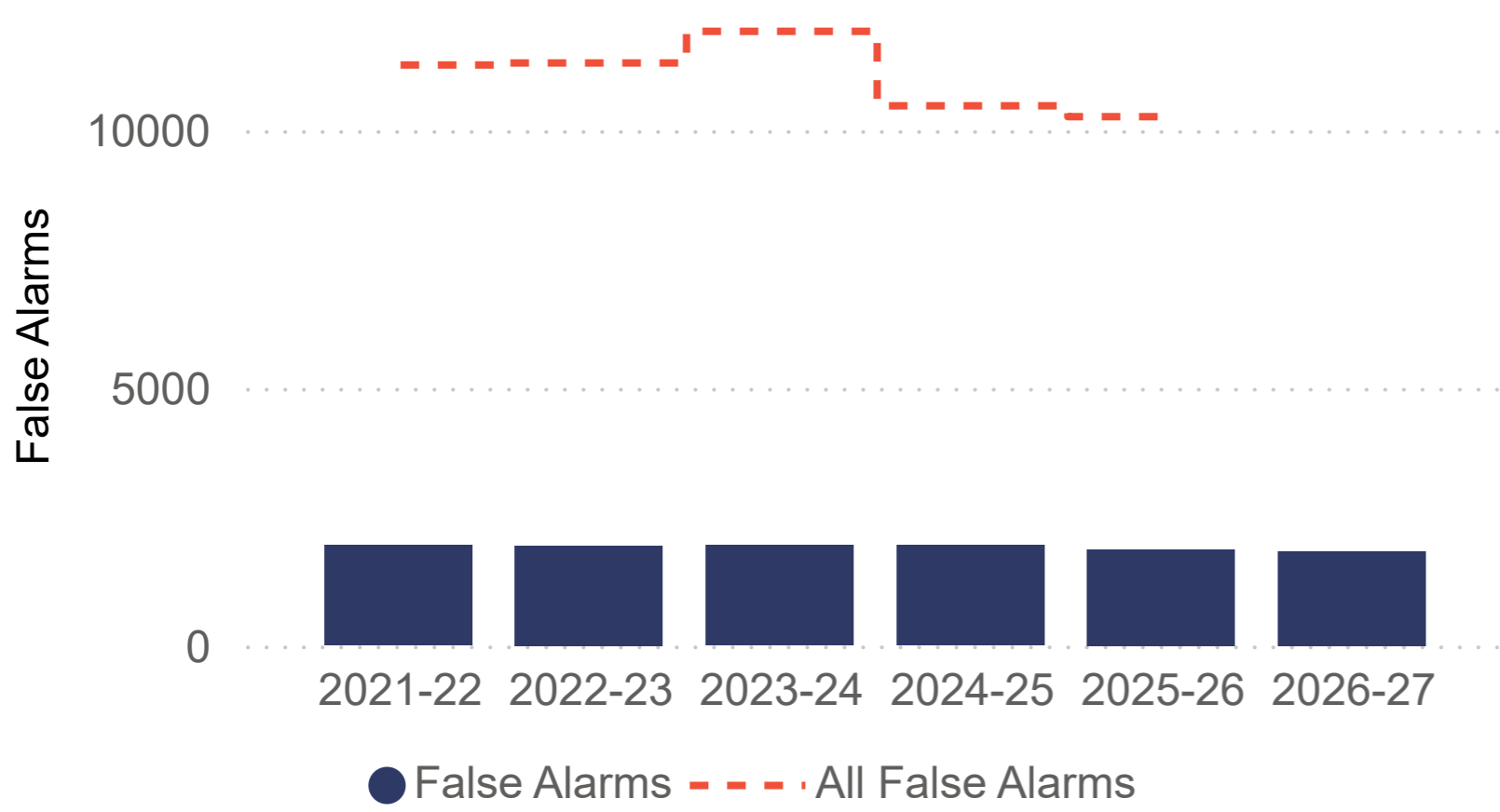


# False Alarms

01 April 2026

07 June 2026

## False Alarms by Financial Year



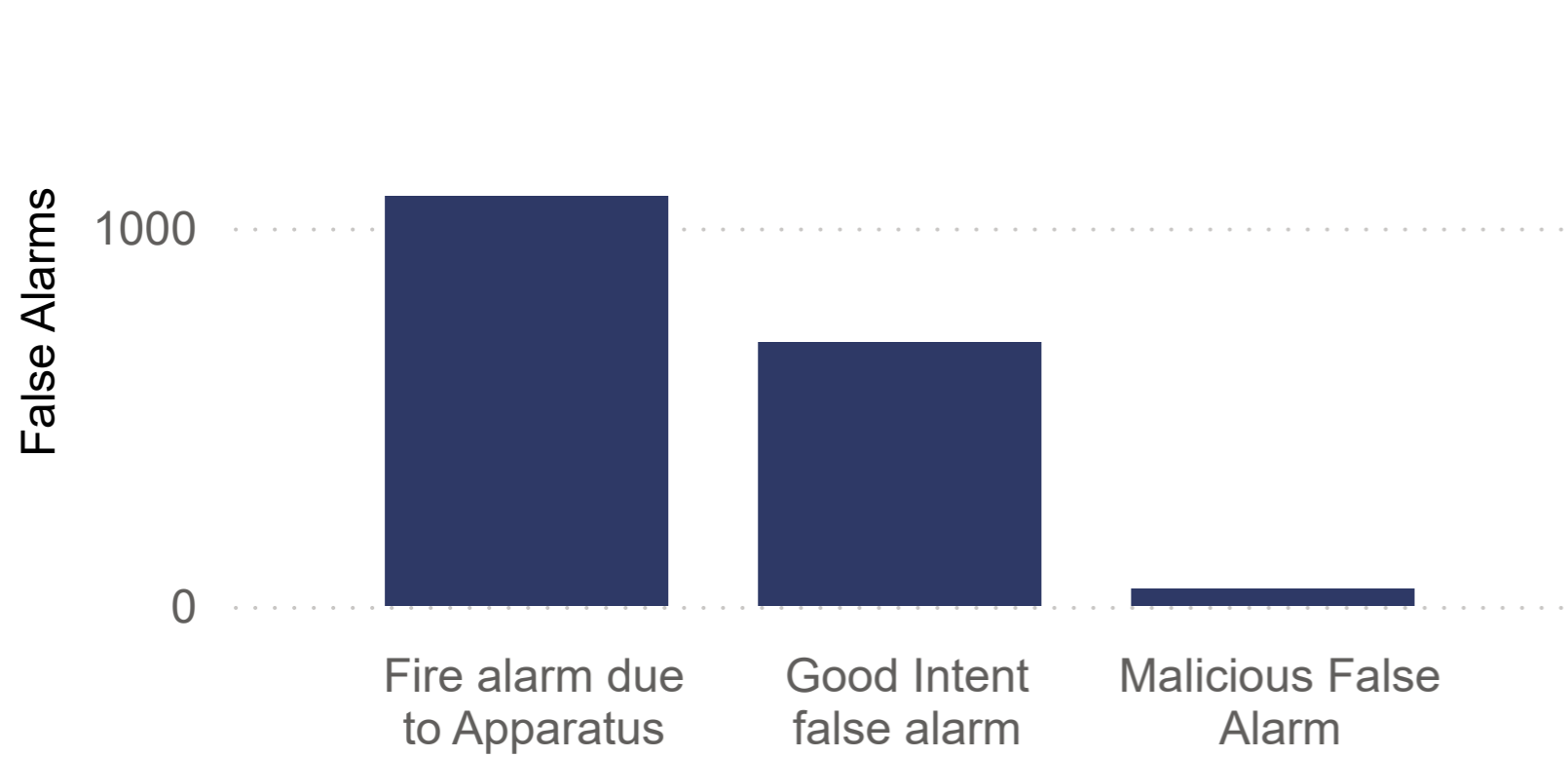
All False Alarms (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## False Alarms Previous Year To Date Comparison

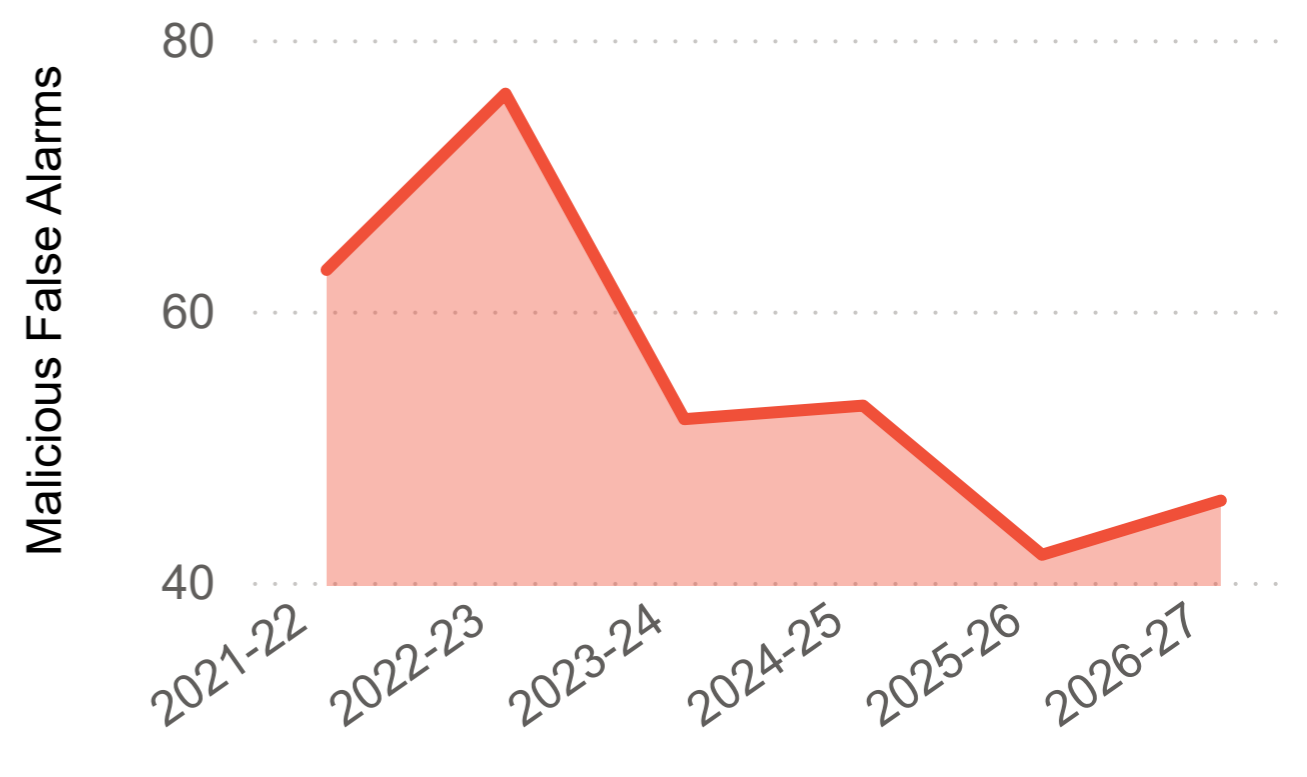
District	% increase/decrease on previous year	3 Year Average
Bradford	-14%	↓
Calderdale	-26%	↓
Kirklees	-2%	↓
Leeds	11%	↑
Wakefield	3%	↓

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

## False Alarm by Reason



## Malicious False Alarms by Financial Year



## Top Dwelling Properties

Purpose Built  
Flat/Maisonette - multiple occupancy

## Top Other Residential Buildings Properties

Residential Home

## Top Non-Residential Building

Education

## Top Dwelling Reason

Cooking/burnt toast

## Top Other Residential Building Reason

Cooking/burnt toast

## Top Non-Residential Reason

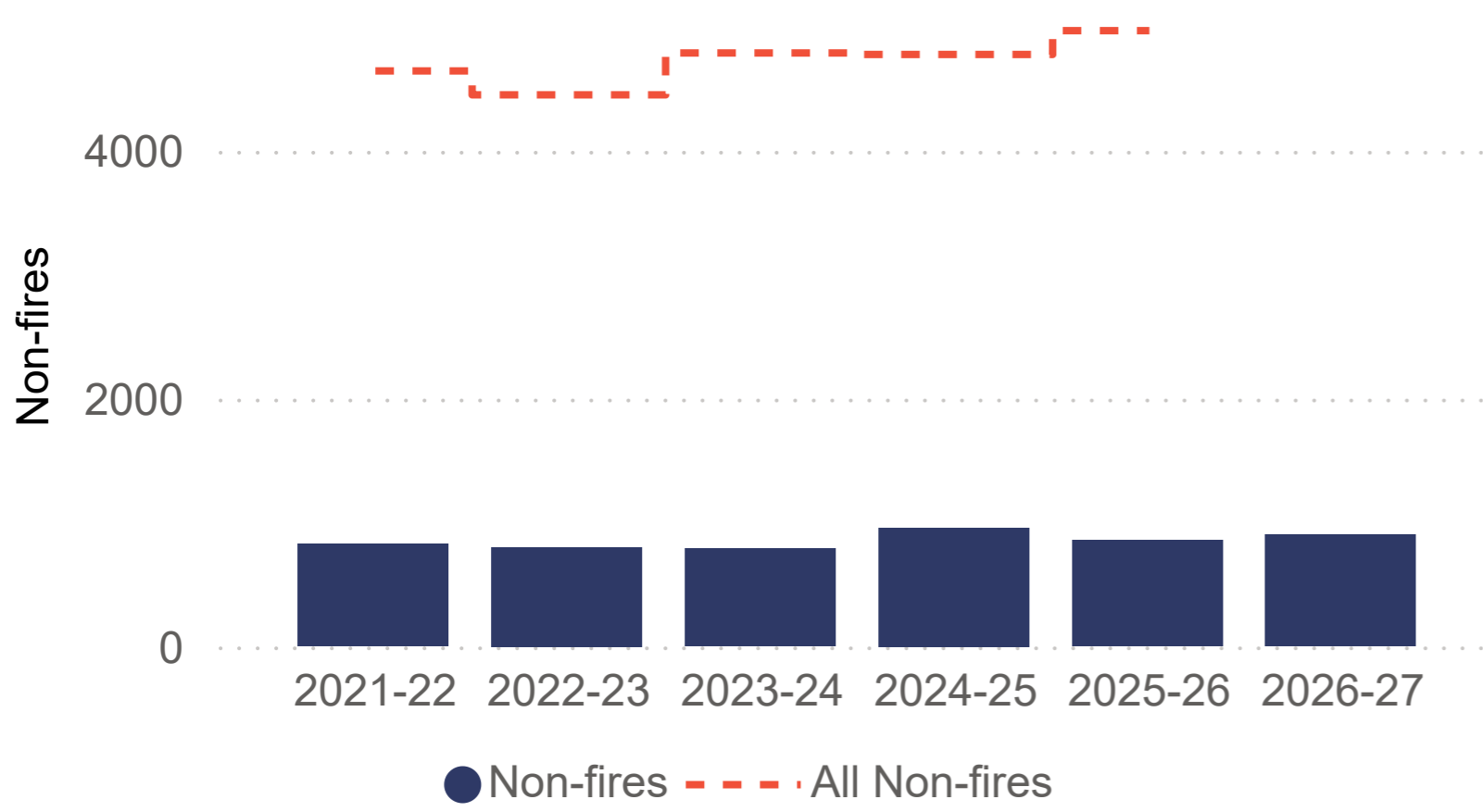
Faulty

# Non-fires

01 April 2026

07 June 2026

## Non-fires by Financial Year



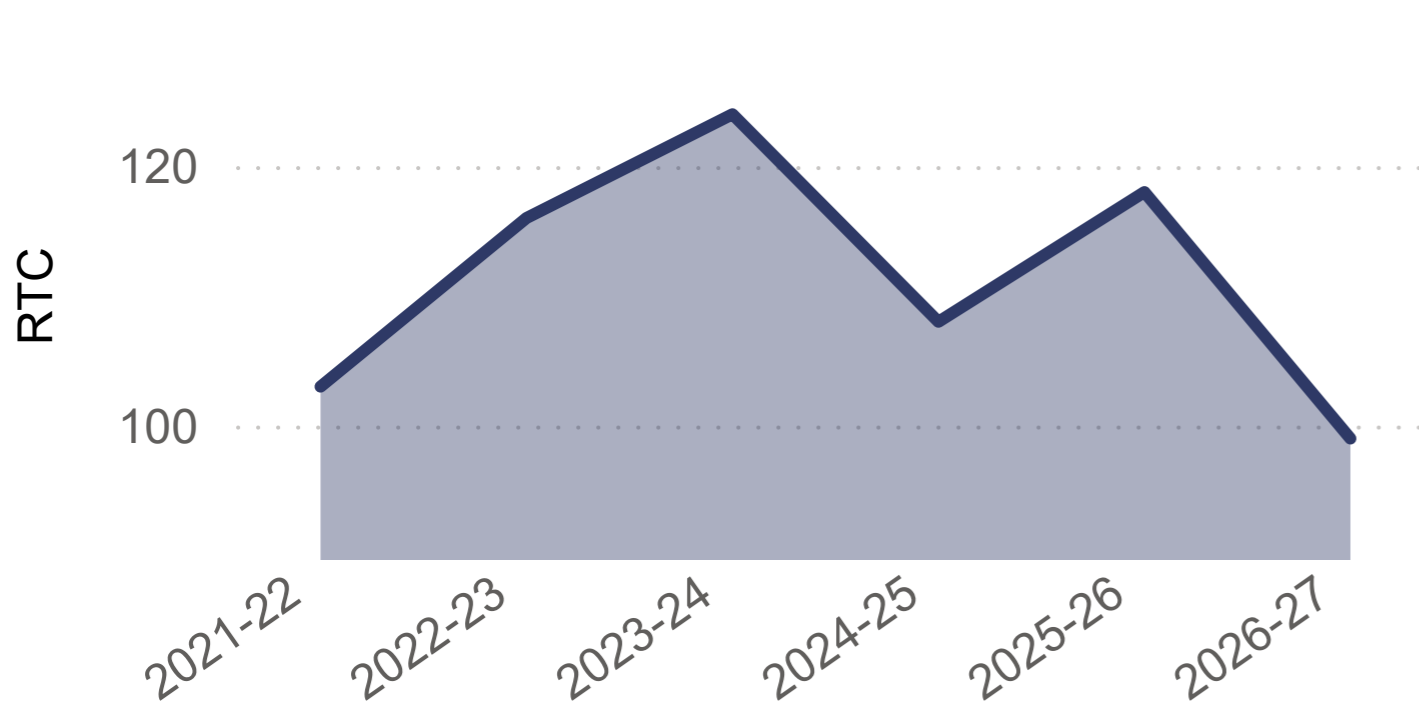
All Non-fires (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Non-fires Previous Year To Date Comparison

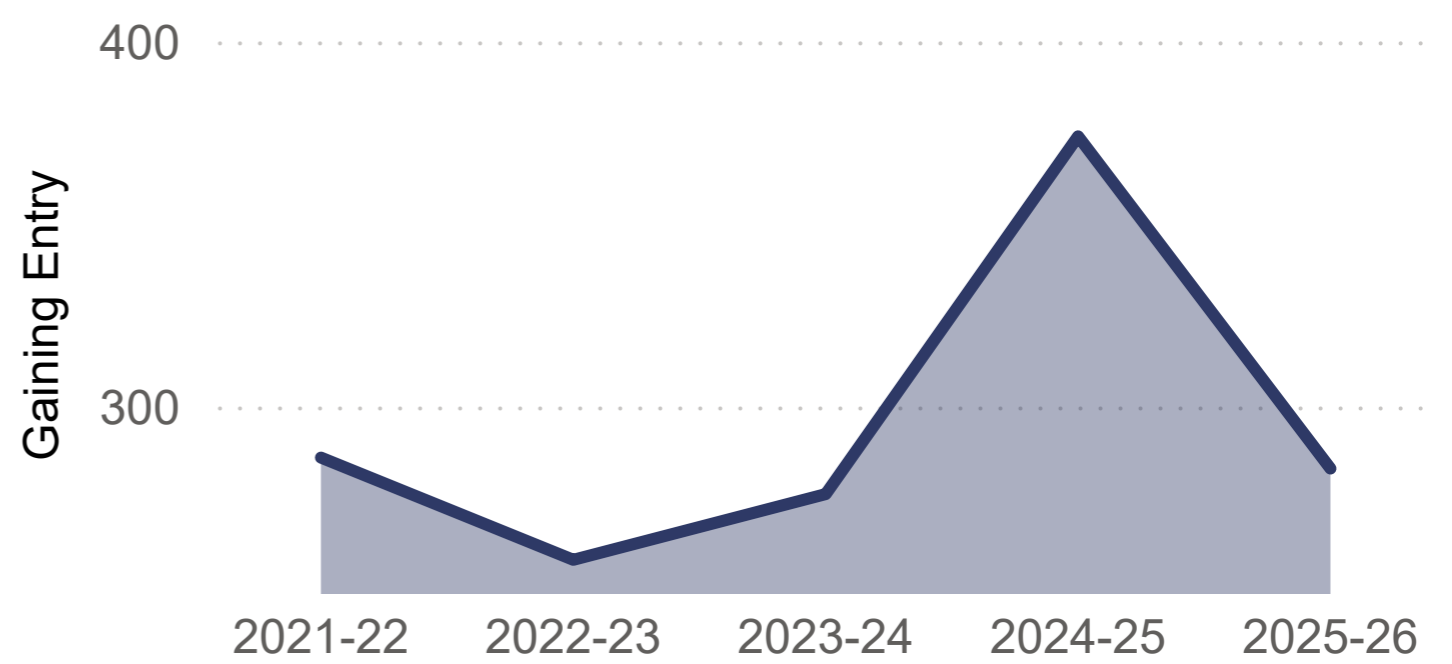
District	% increase/decrease on previous year	3 Year Average
Bradford	22%	↑
Calderdale	3%	↓
Kirklees	5%	↑
Leeds	1%	↑
Wakefield	-6%	↓

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

## Road Traffic Collisions by Financial Year



## Gaining Entry Cause for Concern by Financial Year



## Top 5 Non-fire Types

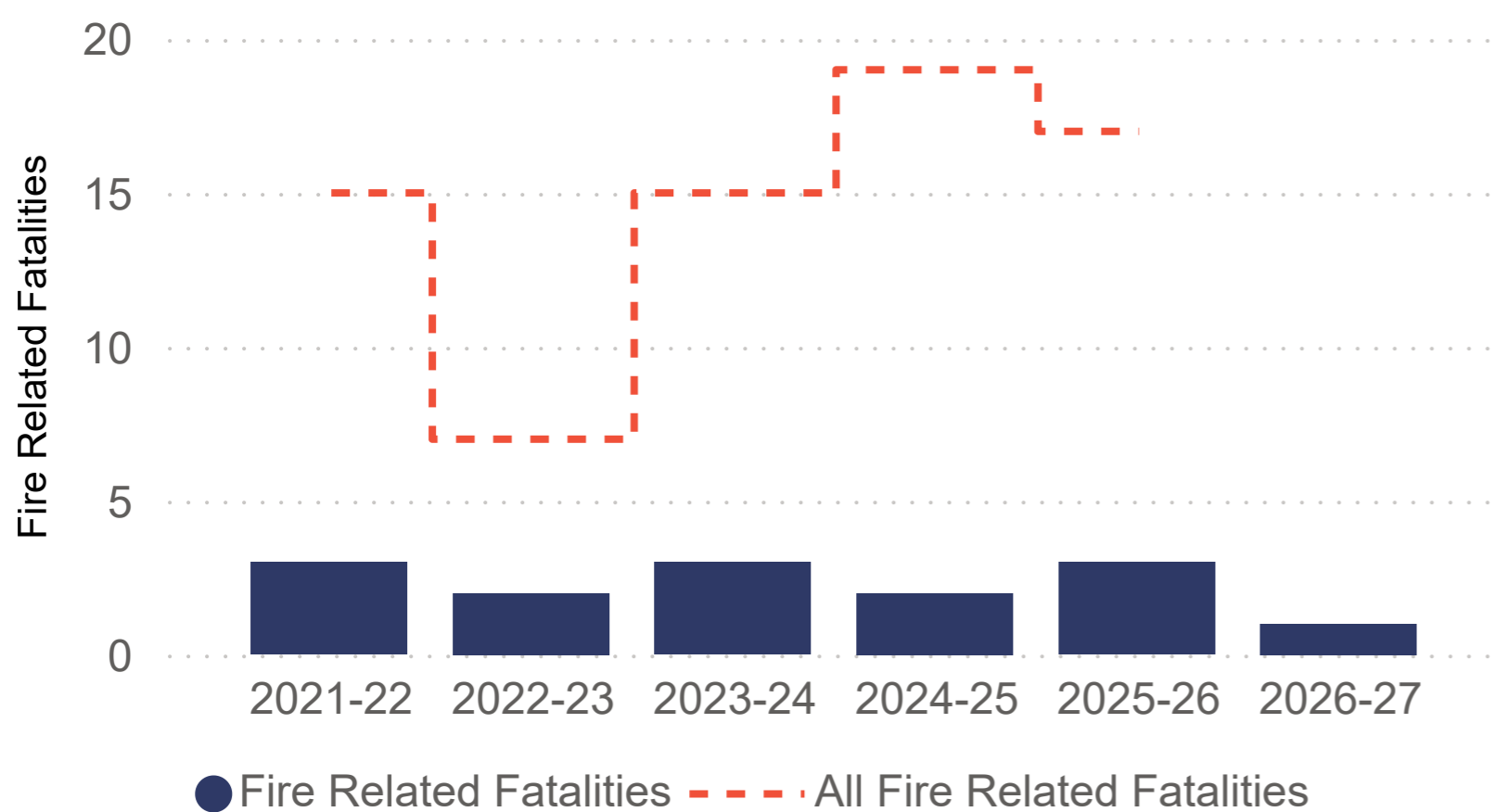
Non-fire Type	Count
Effecting entry/exit	321
No action (not false alarm)	126
RTC	99
Animal assistance incidents	43
Lift Release	38
Removal of objects from people	38

# Fire Related Fatalities

01 April 2026

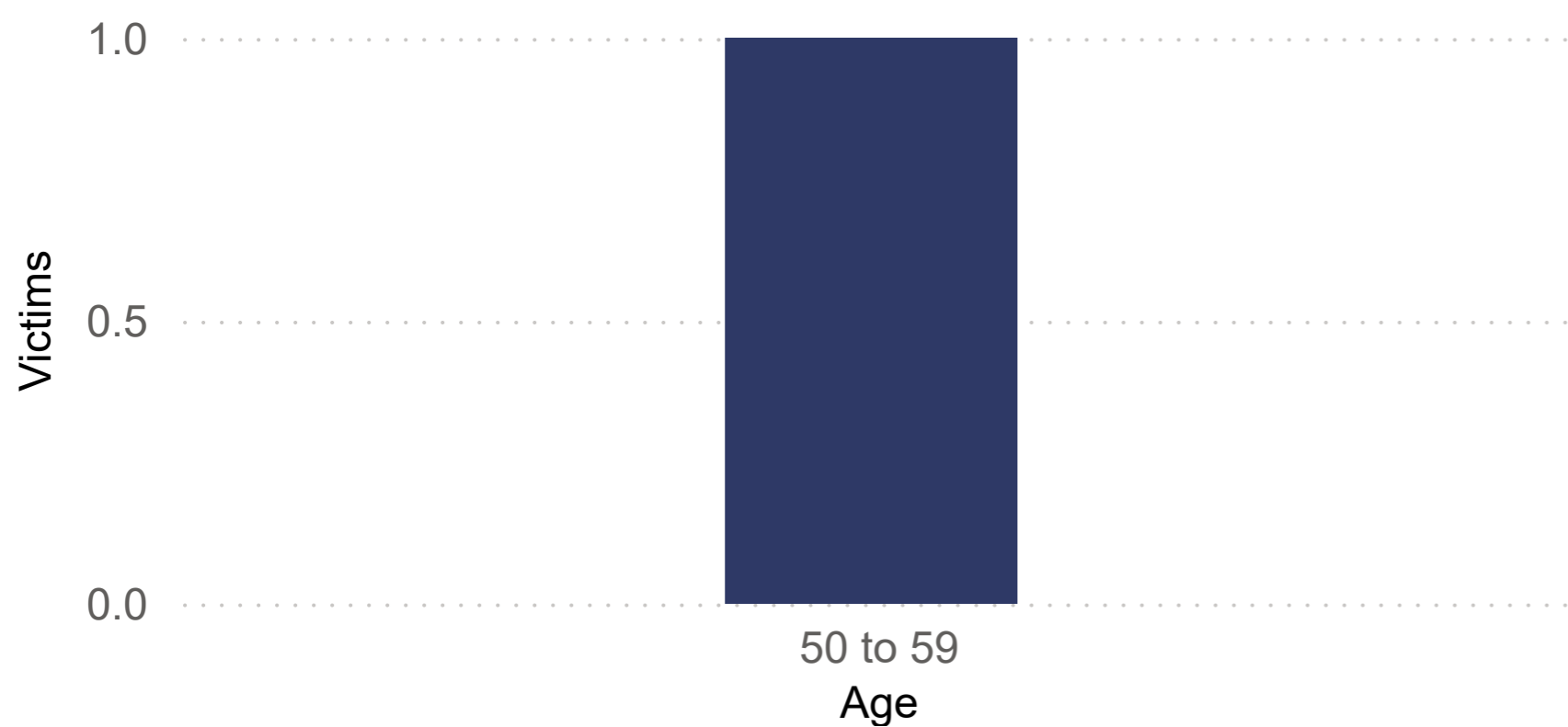
07 June 2026

## Fire Related Fatalities by Financial Year

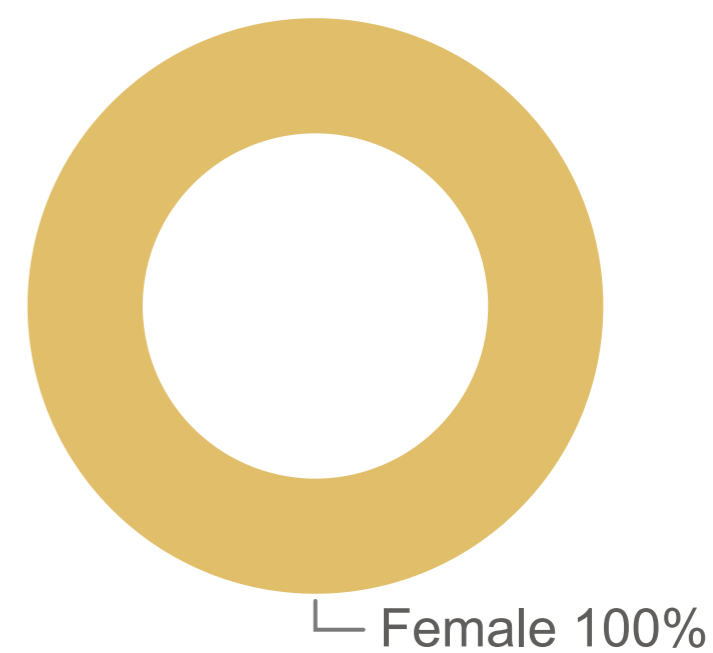


All Fire Related Fatalities (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Fatalities by Age



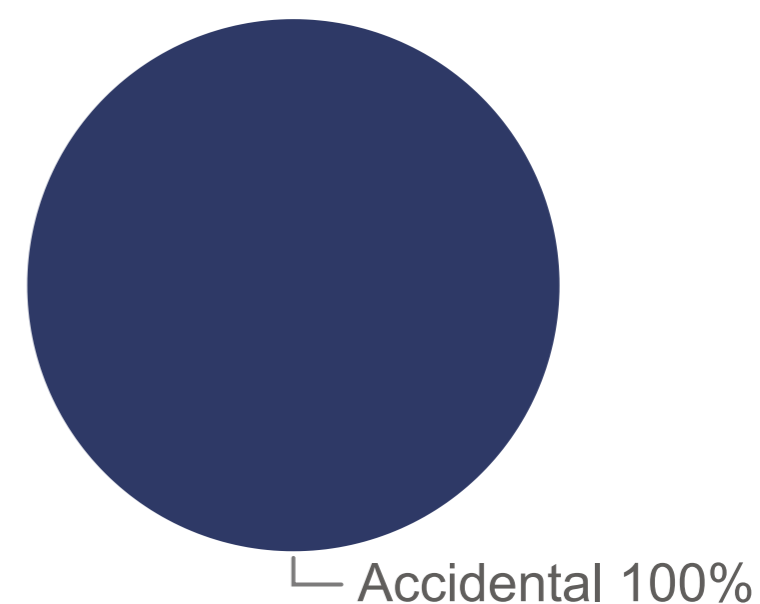
## Fire Related Fatalities by Gender



## Fire Related Fatalities by Property Type



## Fire Related Fatalities by Accidental or Deliberate Fires

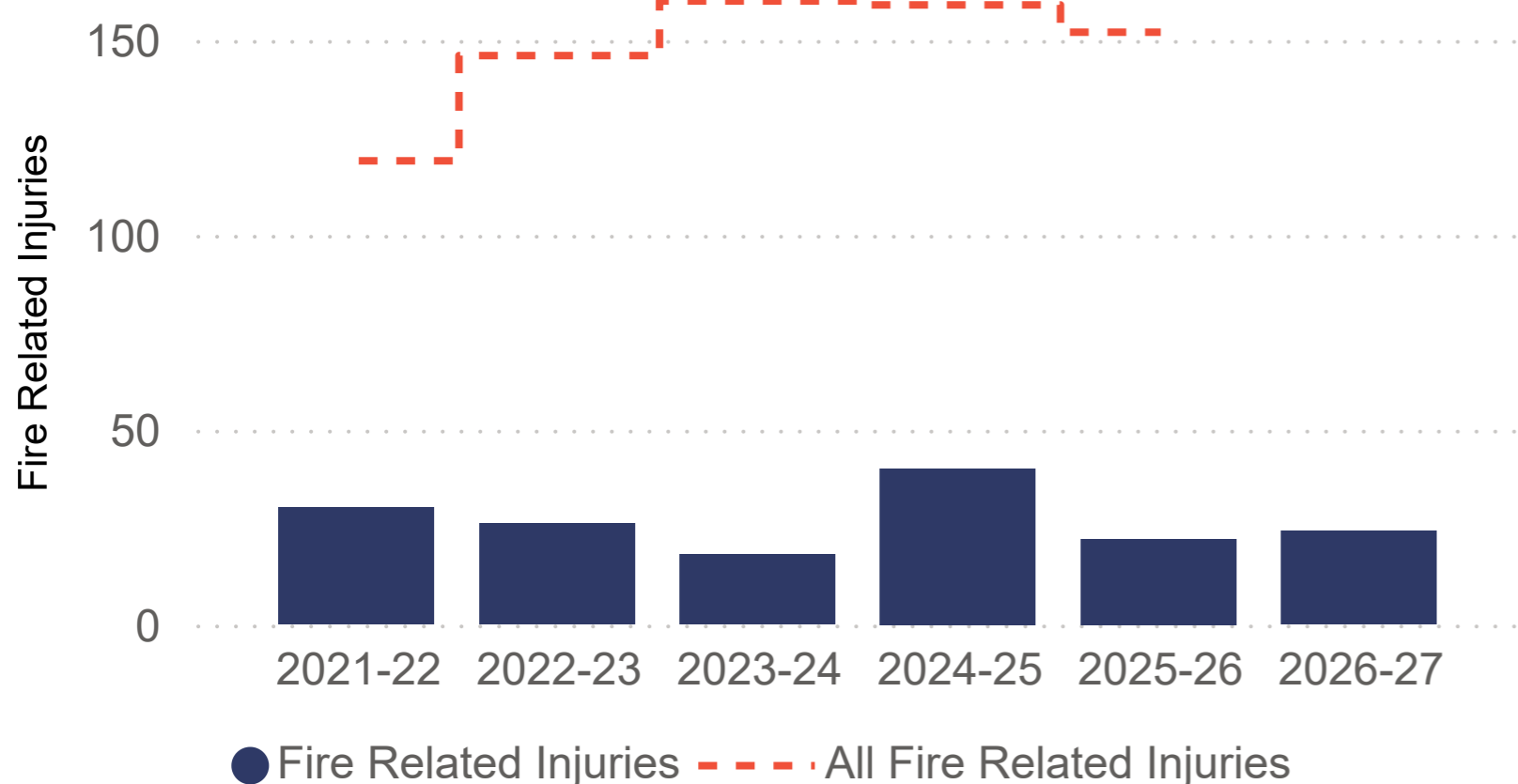


# Fire Related Injuries

01 April 2026

07 June 2026

## Fire Related Injuries by Financial Year



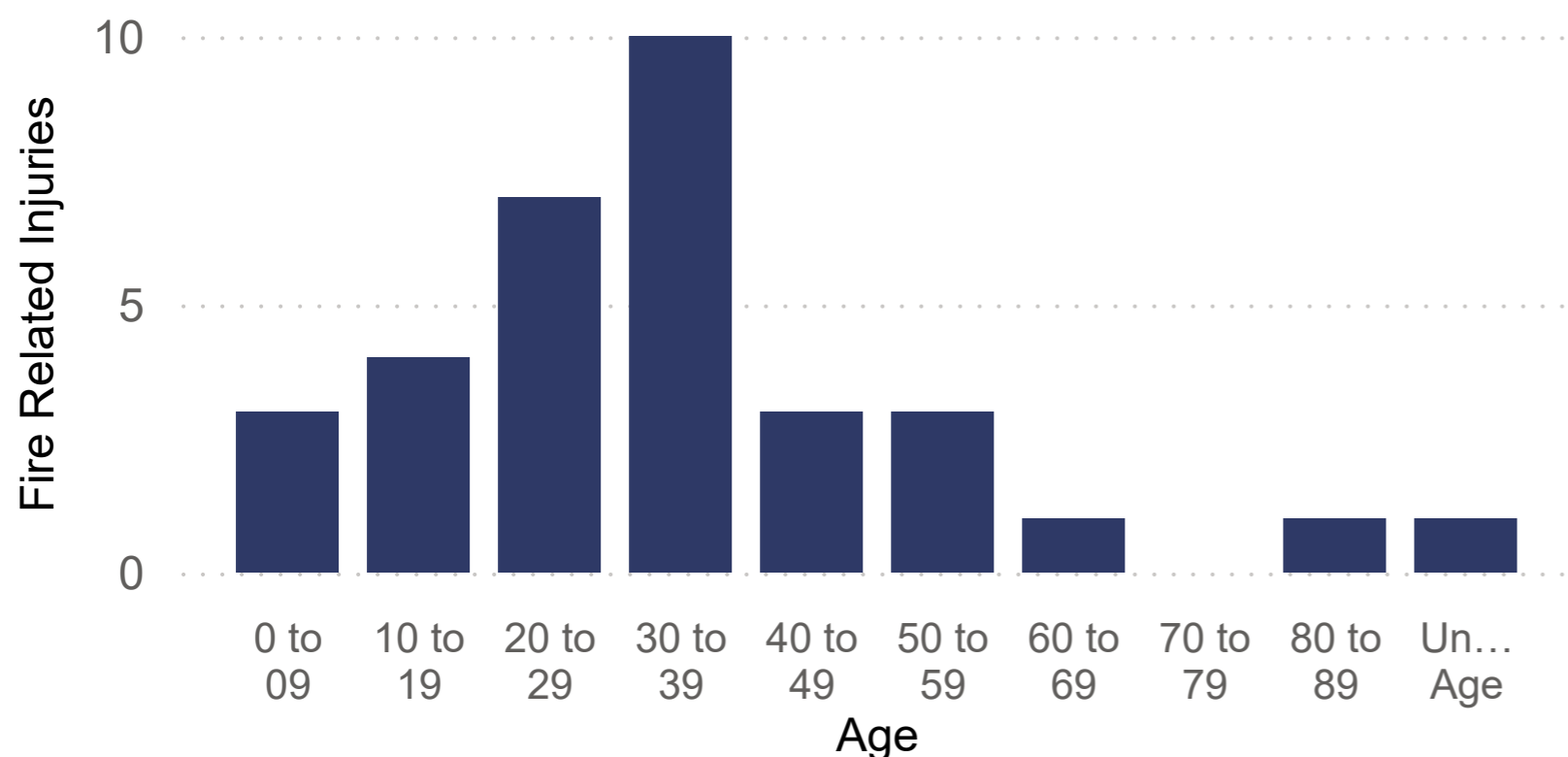
All Fire Related Injuries (red dotted line) shows the total figure for the financial year. The bars show the value for selected date range.

## Fire Related Injuries Previous Year To Date Comparison

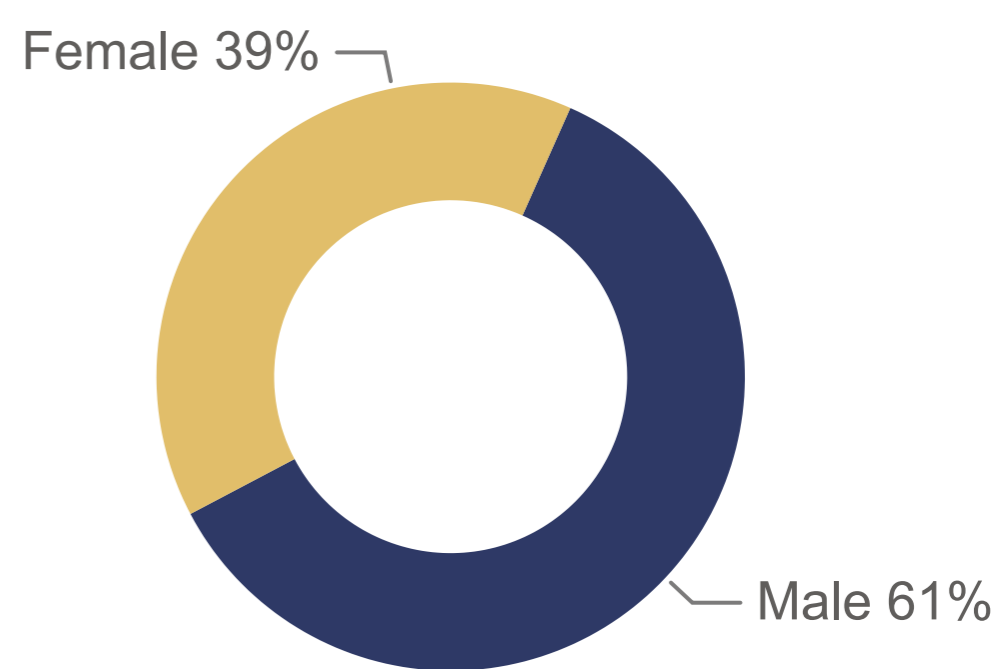
District	% increase/decrease on previous year	3 Year Average
Bradford	-67%	↓
Calderdale	400%	↑
Kirklees	17%	↑
Leeds	50%	↑
Wakefield		↓

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

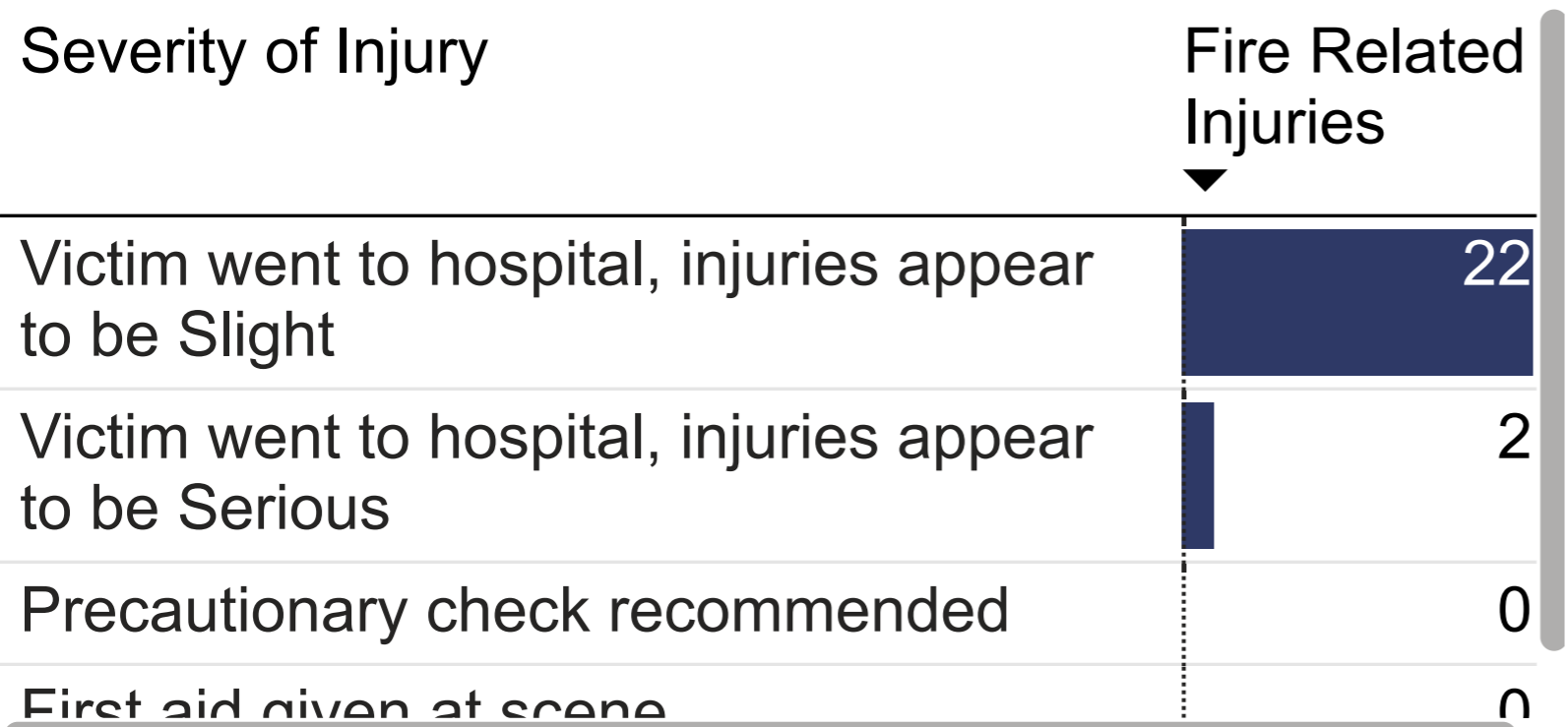
## Fire Related Injuries by Age



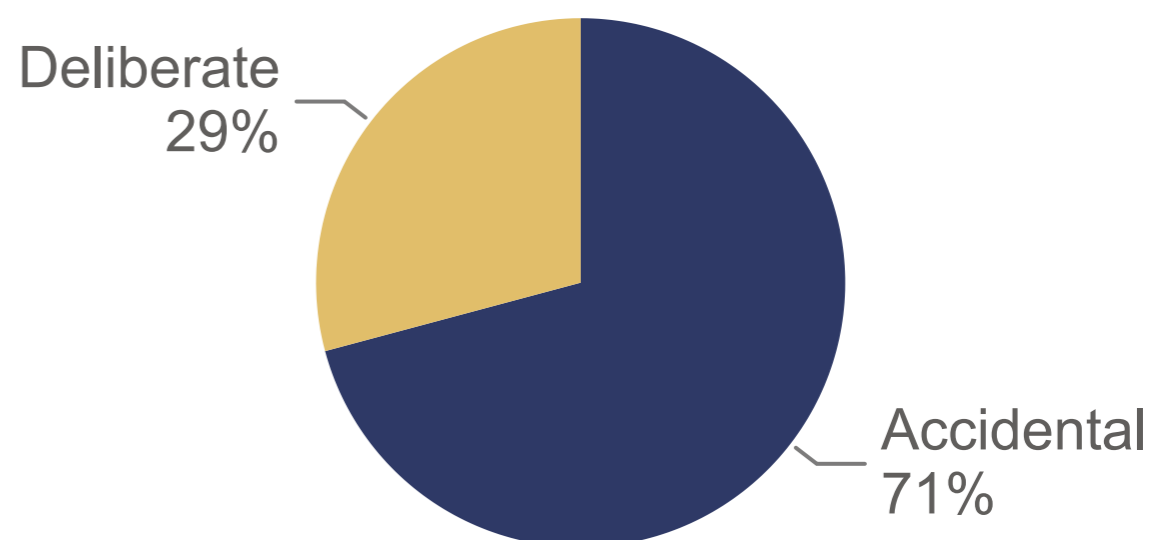
## Fire Related Injuries by Gender



## Fire Related Injuries by Severity



## Fire Related Injuries by Accidental or Deliberate Fires



## Top Property Type

House - single occupancy

## Top Fire Cause

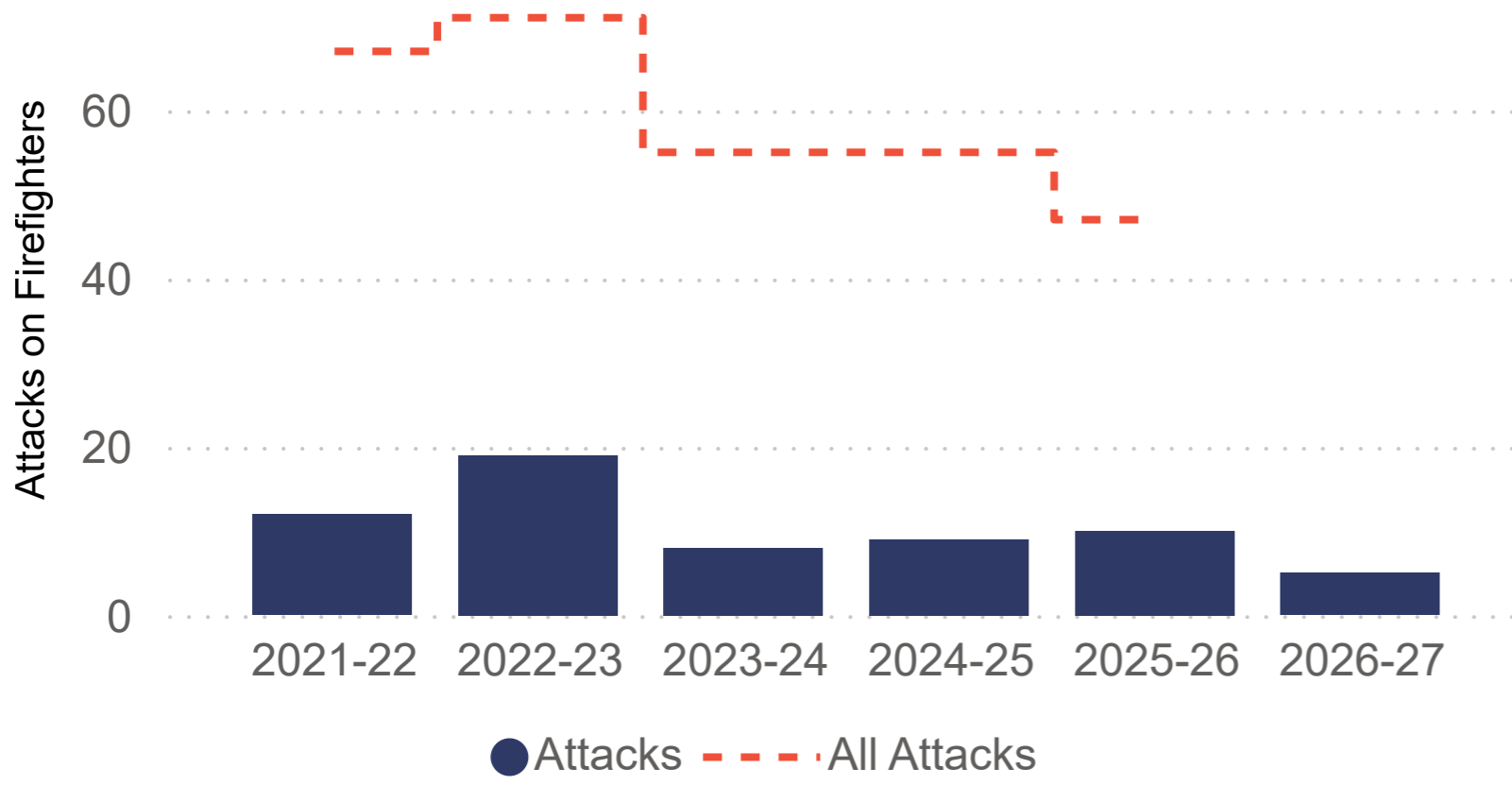
Deliberate - others property - Heat source and combustibles brought together

# Attacks on Firefighters

01 April 2026

07 June 2026

## Attacks on Firefighters by Financial Year



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

## Attacks on Firefighters Previous Year To Date Comparison

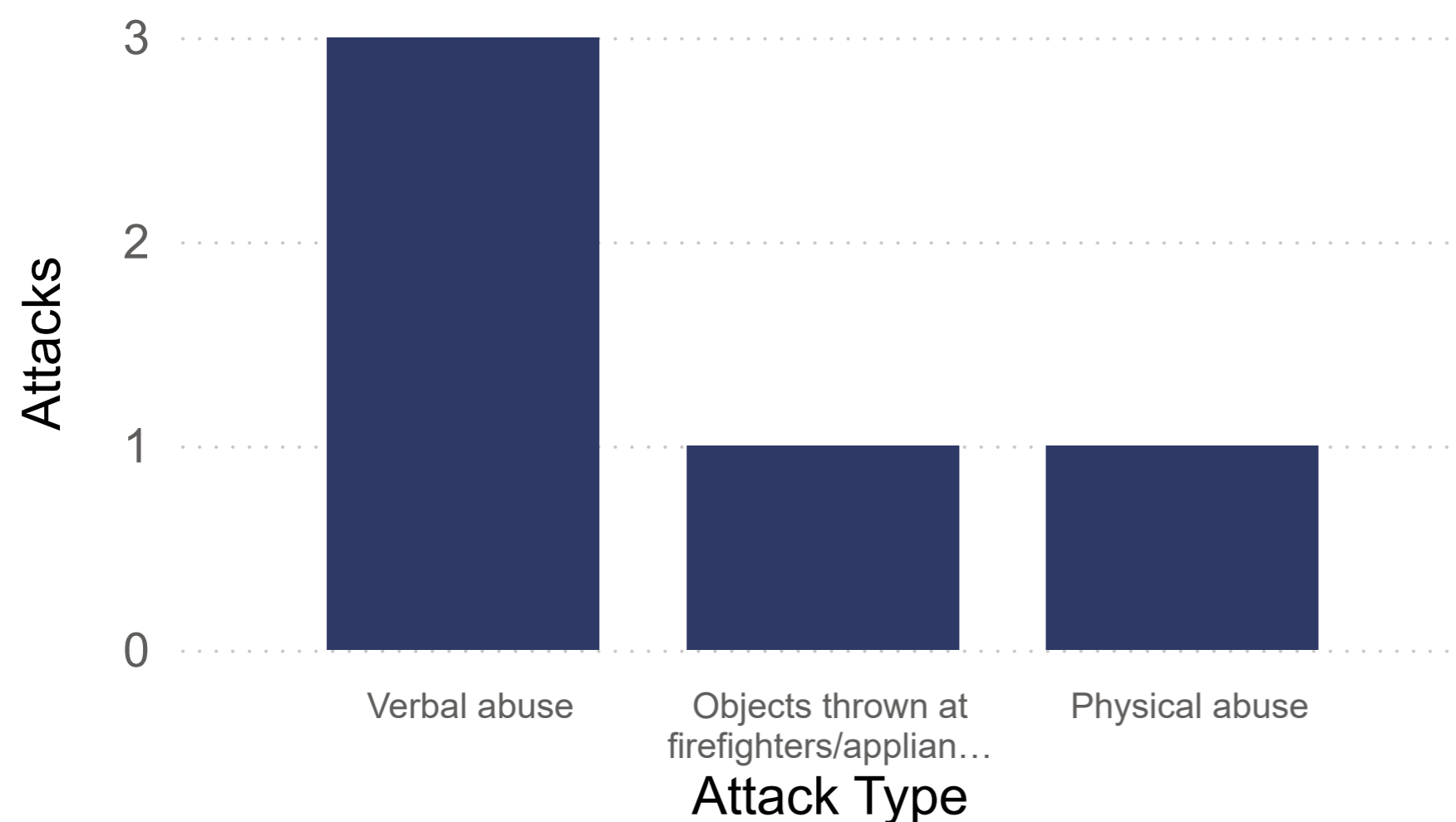
District	Current period	Previous year	% increase/decrease on previous year	3 Year Average
Bradford	1	3	-67%	↓
Calderdale	1			↑
Kirklees	1	1	0%	↑
Leeds	1	6	-83%	↓
Wakefield	1			↓

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

## Attacks on Firefighters by Severity

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

## Attacks on Firefighters by Attack Type



## Percentage of incidents with an attack

District	% Attacks at district total incidents
Calderdale	0.24%
Wakefield	0.16%
Kirklees	0.14%
Bradford	0.08%
Leeds	0.06%

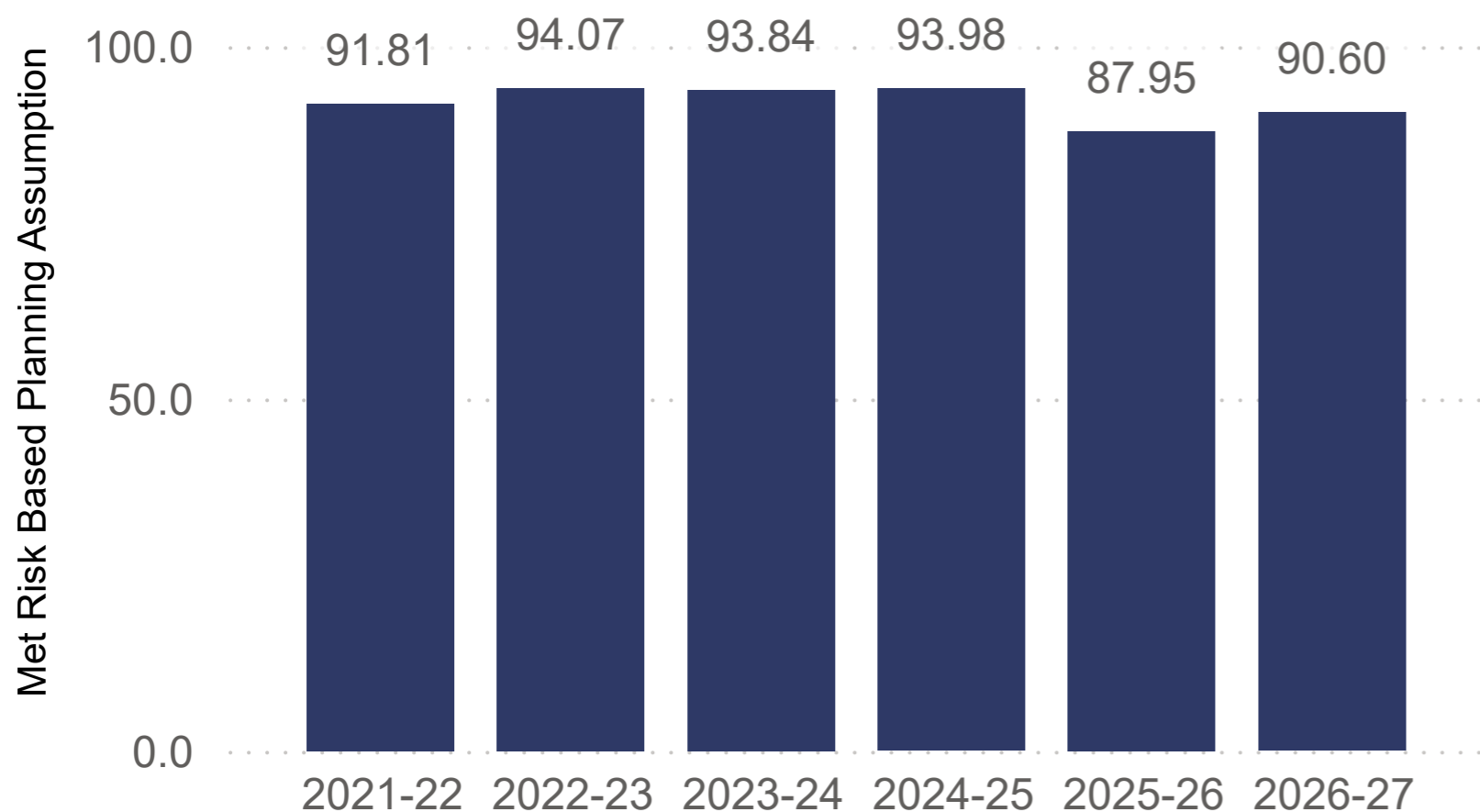
Percentage of attacks based on number of incidents per district.

# Response Times

01 April 2026

07 June 2026

## Percentage of Met Risk Based Planning Assumption Response Times by Financial Year



## Percentage of Met Risk Based Planning Assumption Response Time

District	% Met
Leeds	94.58
Bradford	91.60
Wakefield	87.79
Kirklees	85.47
Calderdale	84.13

## Average Response Time by LSOA Risk Score and Severity

Risk Score	Life	Property
Very High	00:06:09	00:07:46
High	00:06:51	00:07:42
Medium	00:06:44	00:07:51
Low	00:07:39	00:07:46
Very Low	00:08:25	00:10:32
<b>Total</b>	<b>00:07:25</b>	<b>00:08:33</b>

## Average Response Time Targets

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

LSOA: Lower Super Output Area.

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

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

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

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

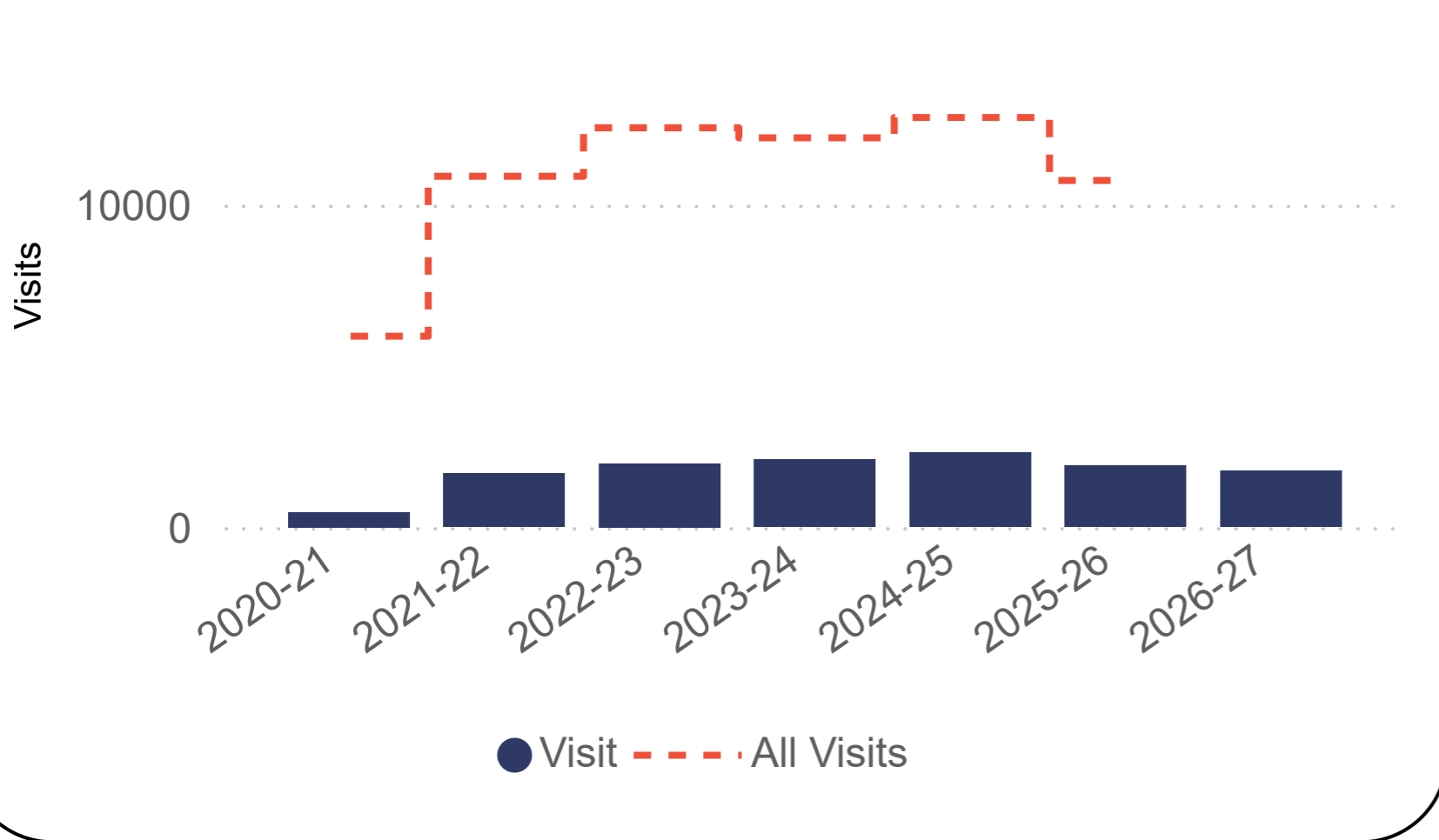
The RBPA's are underpinned by a comprehensive risk assessment for WYFRS.

# Safe and Well Visits

01 April 2026

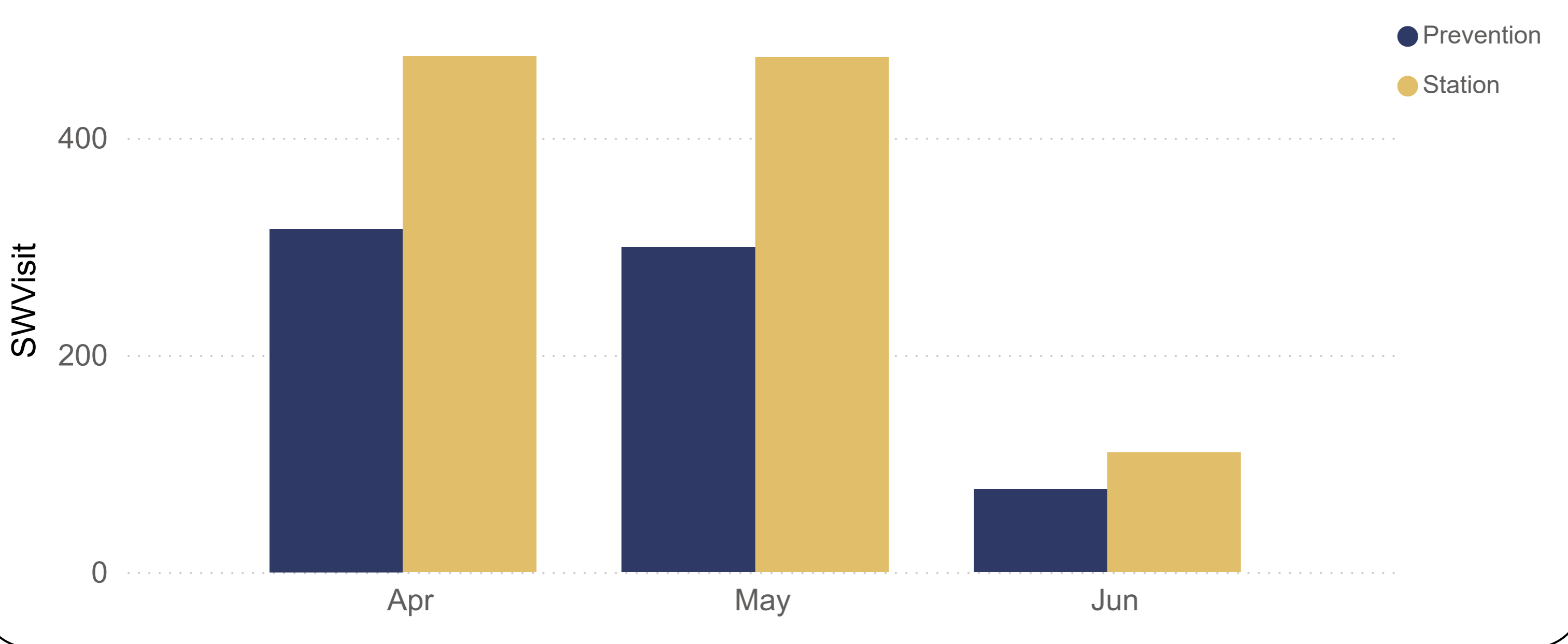
07 June 2026

## Completed Safe and Well Visits by Financial Year



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

## Completed Visits by Month



The Safe and Well programme is the flagship prevention activity within WYFRS. We target vulnerability through a simple risk rating process and then visit people in their homes to offer information, advice and safety equipment. The risk rating process is to ensure that we are providing our resources to those who need it most.

People can be referred to WYFRS from partner organisations, self-refer or we can identify the need for a Safe and Well Check during operational incidents.

It also covers a broader assessment of vulnerability against a number of other elements, including:

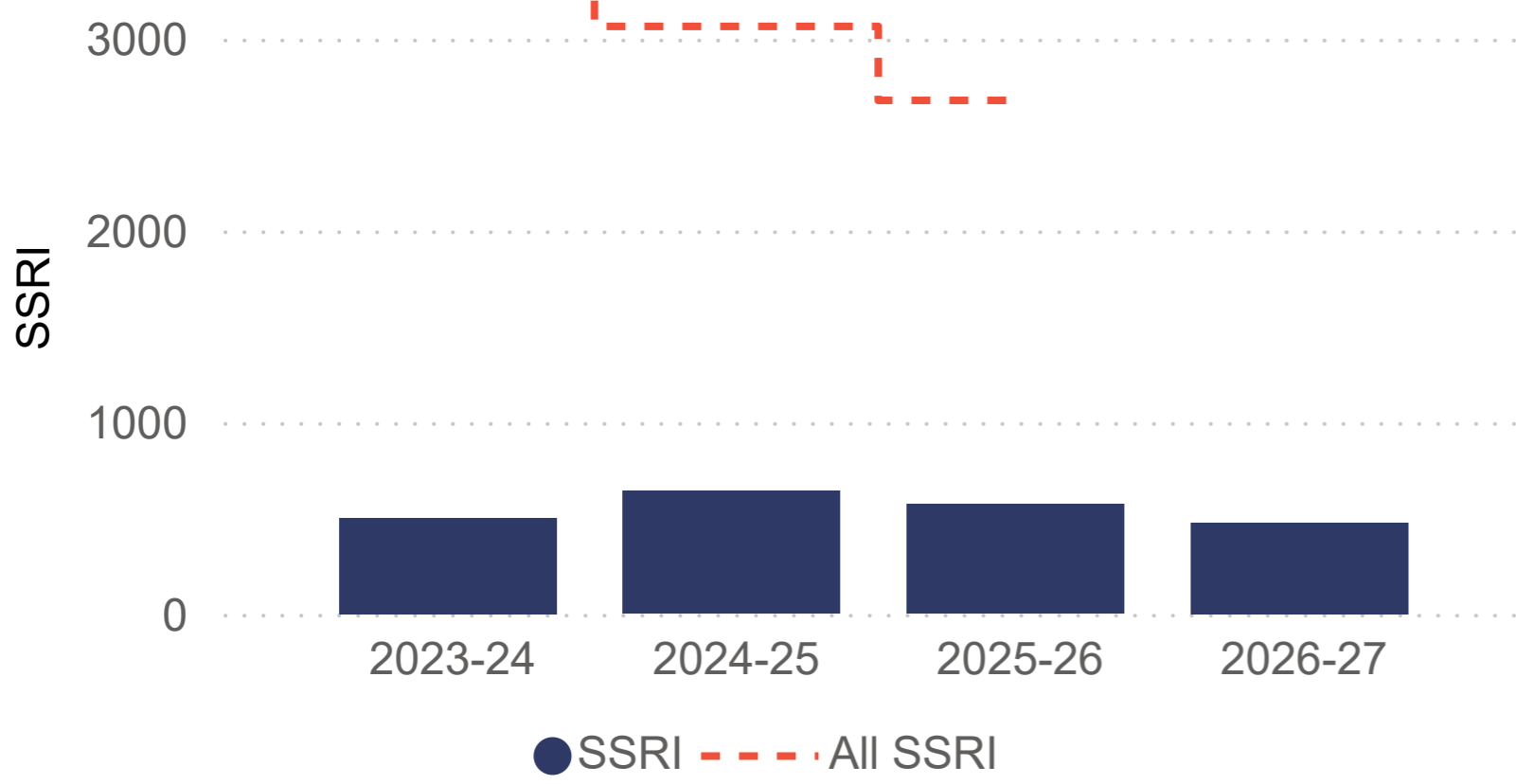
- Frailty and falls
- Social Isolation
- Winter Cold
- Crime
- Smoking

# Site Specific Risk Inspections (SSRI)

01 April 2026

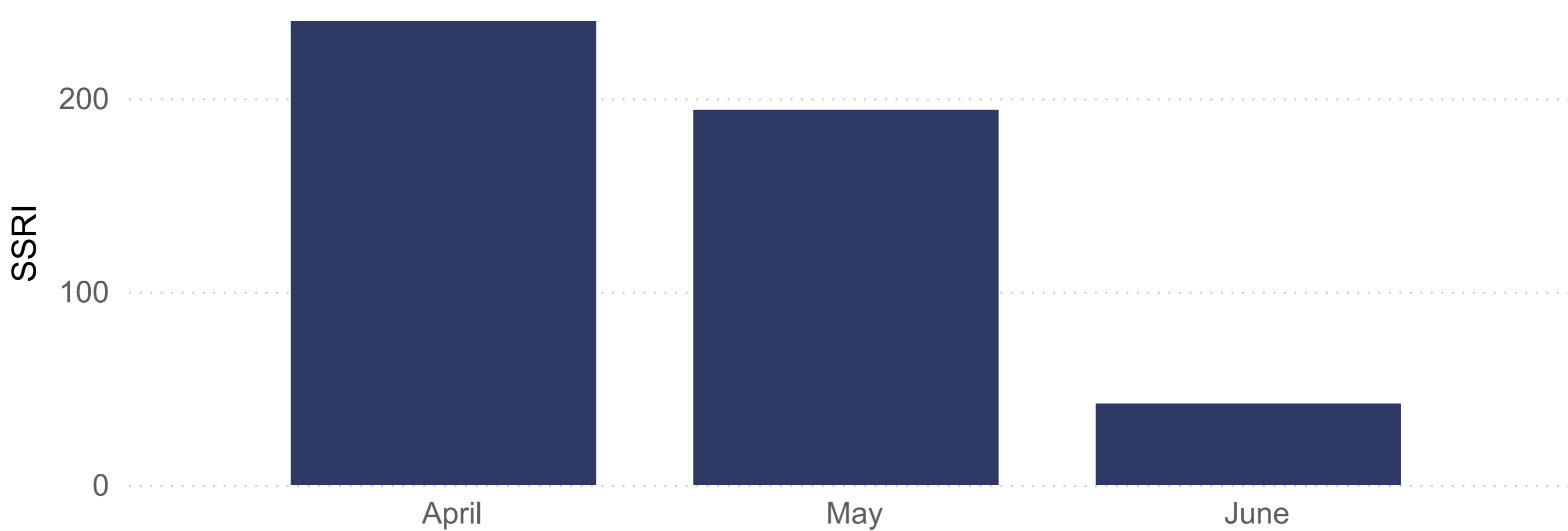
07 June 2026

## SSRI by Financial Year



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

## SSRI by Month



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

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

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

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Agenda item: 22

## Programme of Change Update

Full Authority

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**Date:** 19 June 2026

**Submitted by:** Director of Corporate Services

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**Purpose:** To provide an update on the Programme of Change 2025/26 and the future Programme of Change 2026/27.

**Recommendations:** That Members note the report and endorse the continued focus on high-impact, high-priority projects as identified by Change Management Board.

**Summary:** The Programme of Change remains central to delivering strategic priorities.

---

Local Government (Access to information) Act 1972

**Exemption Category:** None

**Contact Officer:** Laura Boocock, Strategic Development GM  
Laura.Boocock01@westyorkfire.gov.uk

**Background papers open to inspection:** None

**Annexes:** [Annex 1](#) – Project and Programme delivery summary

[Annex 2](#) – Projects in Evaluation Stage

## 1. Introduction

- 1.1 The Programme of Change is a core element of the strategic planning cycle, ensuring that projects and initiatives deliver measurable benefits aligned with organisational priorities.
- 1.2 This report provides an update on progress since the last meeting and outlines the current position of the Programme of Change.
- 1.3 Oversight is provided through Change Management Board (CMB), ensuring effective governance, informed decision-making, and delivery of high-priority projects.

## 2. Information

- 2.1 The Programme of Change continues to progress well, with delivery aligned to organisational priorities and the majority of projects on track. Governance through Change Management Board (CMB) ensures effective oversight and management of change activity.
- 2.2 There are currently 17 active projects and programmes within the portfolio, with the majority on track, one reported as behind schedule, five in evaluation, and one not yet started.
- 2.3 Since the previous reporting period, change controls have been approved through CMB where required, enabling delivery timelines to be adjusted and ensuring projects remain on track against revised baselines.
- 2.4 [Annex 1](#) provides a summary of all projects and programmes within the Portfolio of Change, including their status, key milestone dates, and a short update.
- 2.5 No escalations or decisions are required from the Authority at this time, with all change controls and risks being effectively managed within existing CMB governance process.
- 2.6 The OneView project was formally closed at the April 2026 Change Management Board, with all objectives and deliverables achieved, and delivery completed within agreed time and budget. As the project commenced prior to implementation of the WYFRS evaluation framework, evaluation was completed retrospectively at closure, with ongoing benefits tracking now transitioning into business-as-usual arrangements under DDaT governance.

## 3. Financial Implications

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

## 4. Legal Implications

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

## 5. Human Resource and Diversity Implications

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

## **6. Equality Impact Assessment**

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

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

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

## **8. Environmental Implications**

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

## **9. Risk Management Implications**

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

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

- 10.1 None.

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

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

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

## 12. Conclusions

- 12.1 The Programme of Change continues to progress well overall, with the majority of projects on track and no escalations requiring Authority decision at this time.
- 12.2 Governance arrangements through the Change Management Board remain effective, ensuring risks, issues, and change controls are managed within the established framework.
- 12.3 One project is currently reported as behind schedule, with mitigations in place and no significant risk to overall delivery.
- 12.4 Following Star Chamber in January 2026, no further projects or programmes have been submitted for approval into the Programme of Change. The 2026/27 Programme therefore includes existing active projects. Any new proposals arising outside of the planning cycle will be considered through Change Management Board prior to inclusion.
- 12.5 Focus remains on delivering high-priority activity aligned to the Community Risk Management Plan.

## Annex 1 – Project and Programme Delivery Summary

Project status information is based on reports submitted to the CMB on 30 April 2026.

Project / Programme	Short Description	Target Completion	Current Status	Update/Notes
Building Risk Database	Development of a new risk-based information platform to support operational planning and inspection readiness	31/10/2026	On Track	CMB approval of a change control has extended the delivery date to 31 October 2026. Development continues through iterative cycles, progressing iteration 3 following SME testing and feedback. The revised timeline allows completion of remaining development, testing and assurance to deliver a robust solution. Resources have been adjusted to support delivery, and there are no significant risks to achieving the revised timeline.
Control Project	Replacement of mobilising system and ICCS for operational resilience	31/12/2026	On Track	On track, with continued progress on system implementation including deployment of MAIT and ongoing work with suppliers to finalise integration. A change control was approved to extend the delivery date to support system mobilisation delays and enable post-implementation evaluation. Testing and fallback arrangements are progressing, with no significant risks to delivery at this stage.

Cyber Remediation PgM	Programme to strengthen cyber security resilience, addressing identified vulnerabilities and implementing improved protective measures	31/12/2027	On Track	On track, with continued progress across key workstreams including Zero Trust, data classification, and enhanced security controls. Implementation and testing activity is ongoing, with no significant risks to delivery at this stage.
Digital and Data Programme	Migration to Power Platform and automation	31/12/2028	Behind Schedule	Behind schedule, reflecting earlier slippage against planned delivery milestones ahead of the overall target completion date. Progress continues across key workstreams, including development, infrastructure upgrades and system improvements, with no significant risks to overall outcomes at this stage.
Grenfell Programme Phase 2	Implementation of outstanding objectives from Grenfell Programme Phase 1, incorporating recent national-level changes	31/12/2026	On Track	On track, with continued progress across delivery of outstanding objectives and alignment with national developments. A number of objectives have been completed, with remaining activity progressing as planned. Work continues to respond to national guidance and ensure delivery remains aligned, with no significant risks to delivery at this stage.
Huddersfield Fire Station	Fire station redevelopment to support operational resilience and modernised facilities	30/04/2027	Not Started	Not started, with early progress made to support delivery including initial design activity, telecoms works, and ongoing development of design options. Work continues to refine proposals and establish the programme, with no significant risks to delivery at this stage.

Keighley Fire Station	Estate modernisation for operational efficiency and firefighter safety	16/01/2026	Completed	Completed, with final handover activity ongoing including resolution of outstanding items, snagging works, and agreement of final accounts. Benefits delivery remains on track, with no significant risks at this stage.
One Data Collection	Development of a unified internal data collection process to streamline reporting and improve data quality	28/06/2026	On Track	On track, with delivery completed including implementation of MS Forms and a centralised dashboard to improve data quality and streamline reporting. A change control was approved to extend the timeline to enable completion of data migration and embedding of the SharePoint Lists approach. No significant risks at this stage.
Supporting Good Attendance	Workforce wellbeing and attendance improvement	31/12/2026	On Track	On track, with continued progress towards implementation and rollout readiness. Consultation activity is underway, with feedback being incorporated to refine policy and operational guidance. Data and reporting arrangements are being embedded to support improved oversight, with no significant risks to delivery at this stage.
Organisational Readiness Programme	Ensuring WYFRS is ready for change and resilient to risk by aligning resources, strengthening governance, and embedding continuous improvement to maintain service delivery	Tbc	On Track	On track, with continued progress across programme development including establishment of governance, prioritisation, and supporting tools. Individual project timelines are being finalised, which will inform an overarching programme completion date. Work remains ongoing, with no significant risks to delivery at this stage.

Special Projects Implementation	Appliance design and operational improvements	01/06/2026	On Track	On track, with delivery completed and handover activity underway. Key outputs including training materials and operational improvements have been delivered, with no significant risks at this stage.
People Digital PgM	Modernisation of people-related digital systems and processes to improve efficiency, user experience and organisational insight	31/12/2028	On Track	On track, with continued progress across key workstreams including system implementation, data integration and process improvements. Delivery remains ongoing, with no significant risks to achieving the programme objectives at this stage.

## Annex 2 – Projects in Evaluation Stage

The following projects remain in the Evaluation stage and therefore do not have formal progress updates.

These projects have completed their delivery phase and are now focused on evaluating outcomes, measuring benefits realisation, and identifying learning to inform future change activity.

Evaluation and benefits tracking will continue through established governance arrangements, with findings informing future planning and decision-making within the Programme of Change.

- Command Support
- Culture Project
- FSHQ Programme
- Risk & Capabilities Review (Flood & Swift Water Rescue Response)
- OneView

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Agenda item: 23

# Productivity and Efficiency Plan 2026/27

Full Authority

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**Date:** 19 June 2026

**Submitted by:** Director of Corporate Services

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**Purpose:** 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.

**Recommendations:** That Members note the content of the Productivity and Efficiency plan 2026/27

**Summary:** The West Yorkshire Fire and Rescue Authority Productivity and Efficiency Plan details how we aim to deliver efficiencies and increase productivity against national targets set for the 2current spending review period and beyond.

---

Local Government (Access to information) Act 1972

**Exemption Category:** None

**Contact Officer:** Laura Boocock. GM Strategic Development

**Background papers open to inspection:** None

**Annexes:** WYFRS Productivity and Efficiency Plan 2026/27

## **1. Introduction**

- 1.1 Productivity and Efficiency Plans remain an essential mechanism for ensuring that services are high-performing, financially transparent and accountable. They also enable The Ministry of Housing Communities and Local Government (MHCLG) to build a clear national picture of efficiency, productivity and innovation across England.
- 1.2 MHCLG Fire Director Peter Lee has requested that all fire and rescue services prepare and publish a refreshed Productivity and Efficiency Plan for 2026/27. These plans provide the core evidence base that MHCLG, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) use to:
  - assess sector-wide progress on productivity and efficiency
  - understand both forecast and realised savings, including how they are reinvested
  - identify areas where further support or intervention may be needed
  - spot emerging trends or pressures and
  - highlight examples of best practice that can be replicated across services.

## **2. Information**

- 2.1 The West Yorkshire Fire and Rescue Authority (WYFRA) Productivity and Efficiency plan sets out the West Yorkshire Fire and Rescue Authority's strategy for achieving efficiencies and increasing productivity in alignment with national targets for the next spending review period and beyond. The plan captures efficiency and productivity data, supported by narrative evidence, and covers key areas such as asset management, resourcing, income generation, outcome-based activities, and capacity.
- 2.2 We remain committed to improving productivity and will continuously monitor performance, evaluate progress, and align our efforts with national targets for the spending review period and beyond.

## **3. Financial Implications**

- 3.1 Financial implications are detailed within the attached Productivity and Efficiency Plan

## **4. Legal Implications**

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

## **5. People and Diversity Implications**

- 5.1 There are no people and diversity implications arising directly from this report

## **6. Equality Impact Assessment**

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

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

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

## **8. Environmental Implications**

- 8.1 There are no environmental implication arising from this report

## **9. Risk Management Implications**

- 9.1 There are no risk management implications arising from this report

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

- 10.1 There are no implications from duties to collaborate arising from this report.

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

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

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

## **12. Conclusions**

- 12.1 The West Yorkshire Fire and Rescue Authority Efficiency and Productivity Plan outlines our strategy for achieving efficiencies and enhancing productivity in alignment with national targets for the current spending review period and beyond. As specified in the plan, the Authority has identified cashable efficiency savings to be implemented throughout the duration of the current Medium Term Financial Plan.

## EFFICIENCY DATA (£000)

West Yorkshire	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
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	
<b>Efficiency Savings</b>	<b>Recurrent</b>	<b>Non-recurrent</b>	<b>Recurrent</b>	<b>Non-recurrent</b>	<b>Recurrent</b>	<b>Non-recurrent</b>	<b>Recurrent</b>	<b>Non-recurrent</b>	<b>Recurrent</b>	<b>Non-recurrent</b>
<b>Direct Employee</b>										
Reduction in Prevention/Protection/Response Staff	50	-								
Reduction in Support Staff	-	-			1450					
<b>Indirect Employee (e.g. training, travel etc.)</b>										
All Indirect Employee Costs	0	27	0	200	300					
<b>Premises</b>										
Utilities	0	0		357	2105					
Rent/Rates	0	0		143						
Other Premises Costs	41	0	400				100			100
Shared Premises	0	0								
<b>Transport</b>										
Fleet	48	0								
Fuel	0	0								
Other Transport Costs	0	0								
<b>Supplies and Services</b>										
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								
<b>Capital Financing</b>										
Revenue Expenditure Charged to Capital	0	0								
Net Borrowing Costs	0	0				560		560		560
<b>Other</b>										
Insurance	285	0		485		571		600		630
Emergency Services Network	0	0		510	1,509					
Monitoring Officer	0	0		20						
<b>Total Efficiency Savings (excluding direct employee saving)</b>	<b>2,743</b>		<b>2,720</b>		<b>5,545</b>		<b>1,860</b>		<b>1,890</b>	
<b>Efficiency Savings as a Percentage of Non-Payroll Budgets</b>	<b>10.84%</b>		<b>9.29%</b>		<b>20.60%</b>		<b>6.55%</b>		<b>6.21%</b>	

12.2 We actively participate in MHCLG and NFCC Productivity and Efficiency workstreams and remain committed to supporting any future initiatives led by MHCLG. To enhance productivity, we continuously assess all performance at a service and departmental level, allowing us to better understand capacity and identify opportunities for improvement.

12.3 The plan was submitted to MHCLG on 30 April 2026 and has been made available on the Authority's website.



# Productivity and Efficiency Plan 2026-27



Ownership: Finance and Resource Committee

Date Issued: 27/4/2026

File ID: N/A

Version: 1.0

Status: Final

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## Revision and Signoff Sheet

### Change Record

Date	Author	Version	Comments
27/04/2026	SM Julian King	1.0	Primary, efficiency/income data submitted in Excel format to MHCLG. Efficiency and Productivity narratives submitted on MHCLG template. This Word doc not required to be submitted to MHCLG.

### Reviewers

Name	Version Approved	Position	Organisation	Date
Alison Wood	1.0	Director of Finance & Procurement	WYFRS	23/4/26
Martin McCarthy		Director of Corporate Services	WYFRS	
ELT			WYFRS	

### Distribution

Name	Position	Organisation
Chris.Westwood@communities.gov.uk	Lead	MHCLG, Fire Directorate
Mateus.Ochoa@communities.gov.uk	Data Scientist	MHCLG, Fire Directorate

## 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](#))

Date EIA Completed: n/a

Date EIA Approved: n/a

The EIA is available on request from the report author or from  
[diversity.inclusion@westyorksfire.gov.uk](mailto:diversity.inclusion@westyorksfire.gov.uk)

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# 1 Introduction

The Fire and Rescue National Framework (2018) mandates that Fire and Rescue Authorities (FRAs) create and publish annual efficiency plans. The Minister of State for Crime, Policing and Fire has specifically requested that FRAs outline their productivity and efficiency initiatives for 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	40	8
Fire Appliances	62	46	16

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

## 2.2 Operational Activity

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

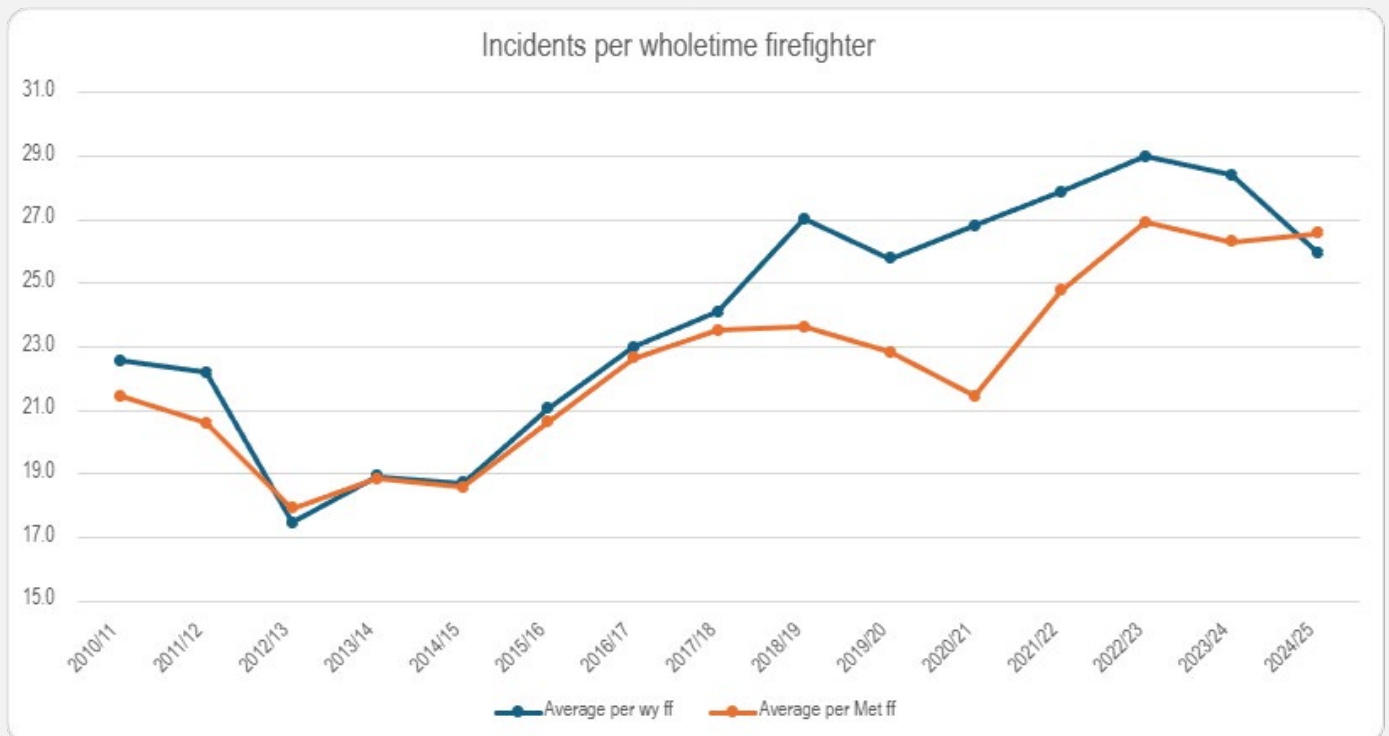


Figure 1: Number of incidents per wholetime firefighter per year.

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.

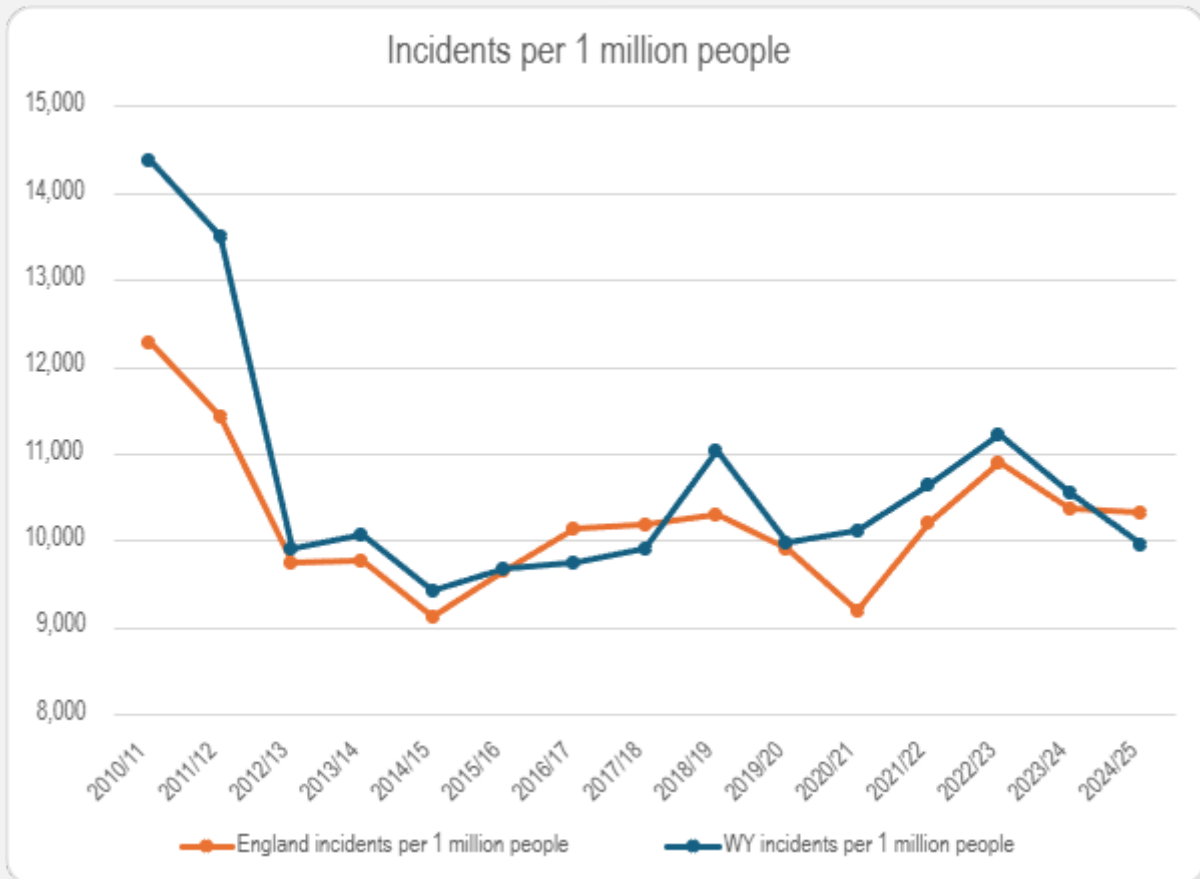


Figure 2: Number of incidents per million of population per year.

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.

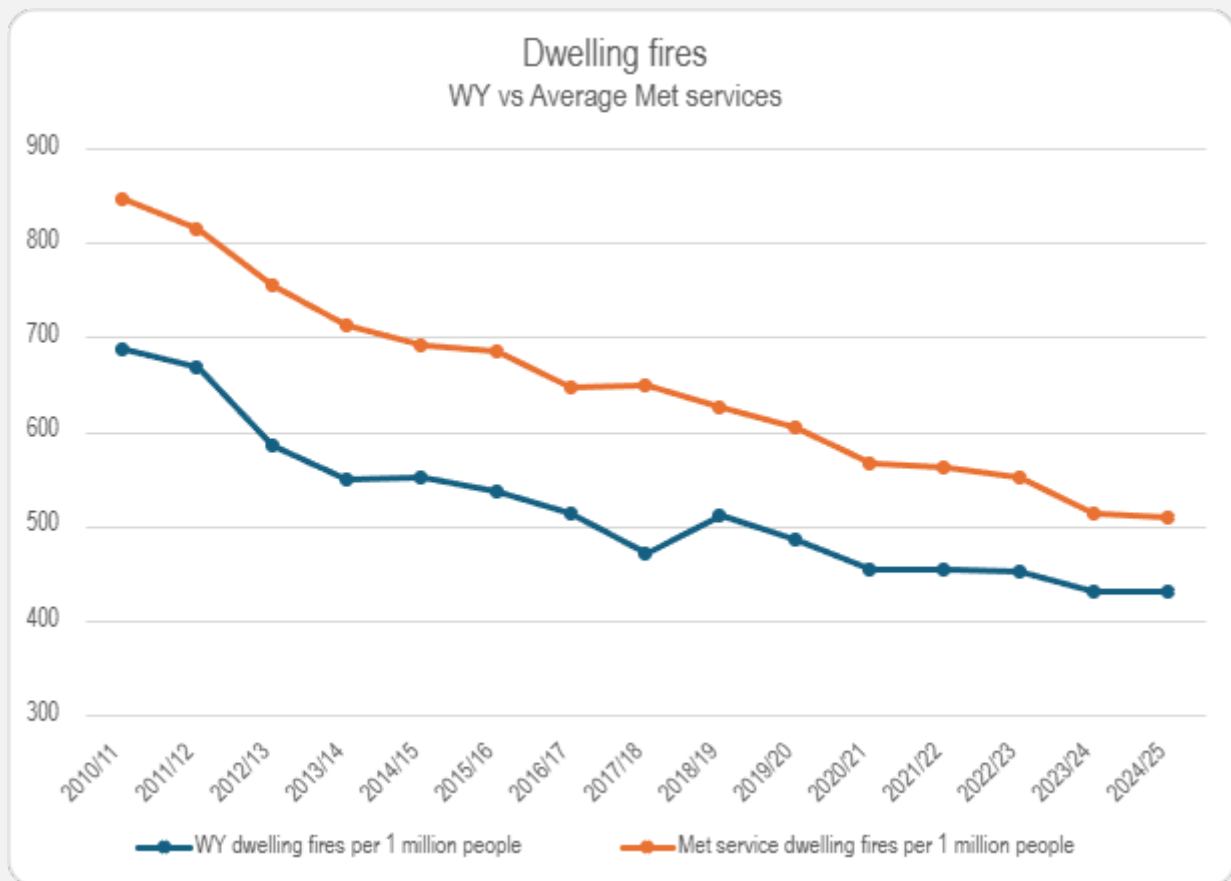


Figure 3: Number of dwelling fires per million of population per year.

## 3 Primary information

### 3.1 Budget

<b>BUDGET (£000)</b>					
<b>Revenue Expenditure</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>
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
<b>Total</b>	<b>116,047</b>	<b>120,086</b>	<b>126,067</b>	<b>128,423</b>	<b>132,345</b>
<b>Income</b>	<b>2024-2025</b>	<b>2025-2026</b>	<b>2026-2027</b>	<b>2027-2028</b>	<b>2028-2029</b>
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
<b>Total</b>	<b>116,047</b>	<b>119,898</b>	<b>126,067</b>	<b>131,540</b>	<b>136,784</b>

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.

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

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	
<b>Efficiency Savings</b>										
<b>Direct Employee</b>										
Reduction in Prevention/Protection/Response Staff	50	-								
Reduction in Support Staff	-	-			1450					
<b>Indirect Employee (e.g. training, travel etc.)</b>										
All Indirect Employee Costs	0	27	0	200	300					
<b>Premises</b>										
Utilities	0	0		357	2105					
Rent/Rates	0	0		143						
Other Premises Costs	41	0	400				100			100
Shared Premises	0	0								
<b>Transport</b>										
Fleet	48	0								
Fuel	0	0								
Other Transport Costs	0	0								
<b>Supplies and Services</b>										
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								
<b>Capital Financing</b>										
Revenue Expenditure Charged to Capital	0	0								
Net Borrowing Costs	0	0				560		560		560
<b>Other</b>										
Insurance	285	0		485		571		600		630
Emergency Services Network	0	0		510	1,509					
Monitoring Officer	0	0	20							
<b>Total Efficiency Savings (excluding direct employee saving)</b>	<b>2,743</b>		<b>2,720</b>		<b>5,545</b>		<b>1,860</b>		<b>1,890</b>	
<b>Efficiency Savings as a Percentage of Non-Payroll Budgets</b>	<b>10.84%</b>		<b>9.29%</b>		<b>20.60%</b>		<b>6.55%</b>		<b>6.21%</b>	

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
<b>Total</b>	<b>1708</b>	<b>1628</b>	<b>1495</b>	<b>1636</b>	<b>1569</b>	<b>1353</b>	<b>1569</b>	<b>1353</b>	<b>1569</b>	<b>1353</b>

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
<b>Total</b>	<b>748,866</b>

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
<b>Total</b>	<b>100,466</b>

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)

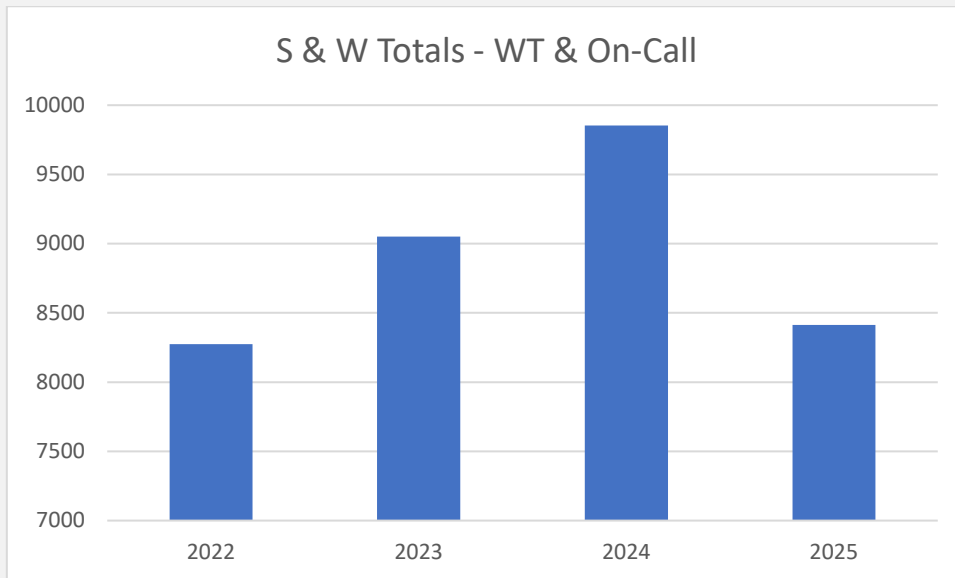


Figure 3 Table showing number of S & W over four years

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.

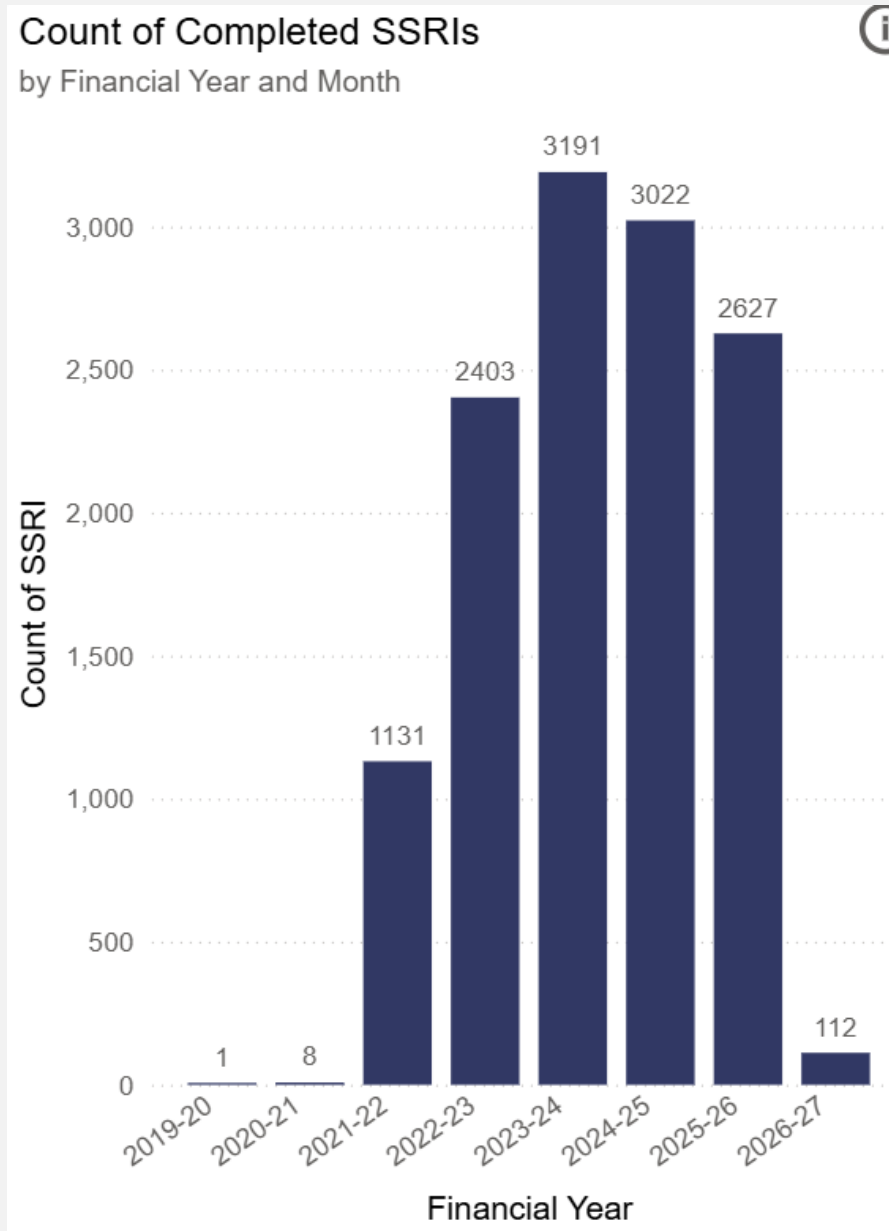


Figure 4 Completed SSRI over 5 years

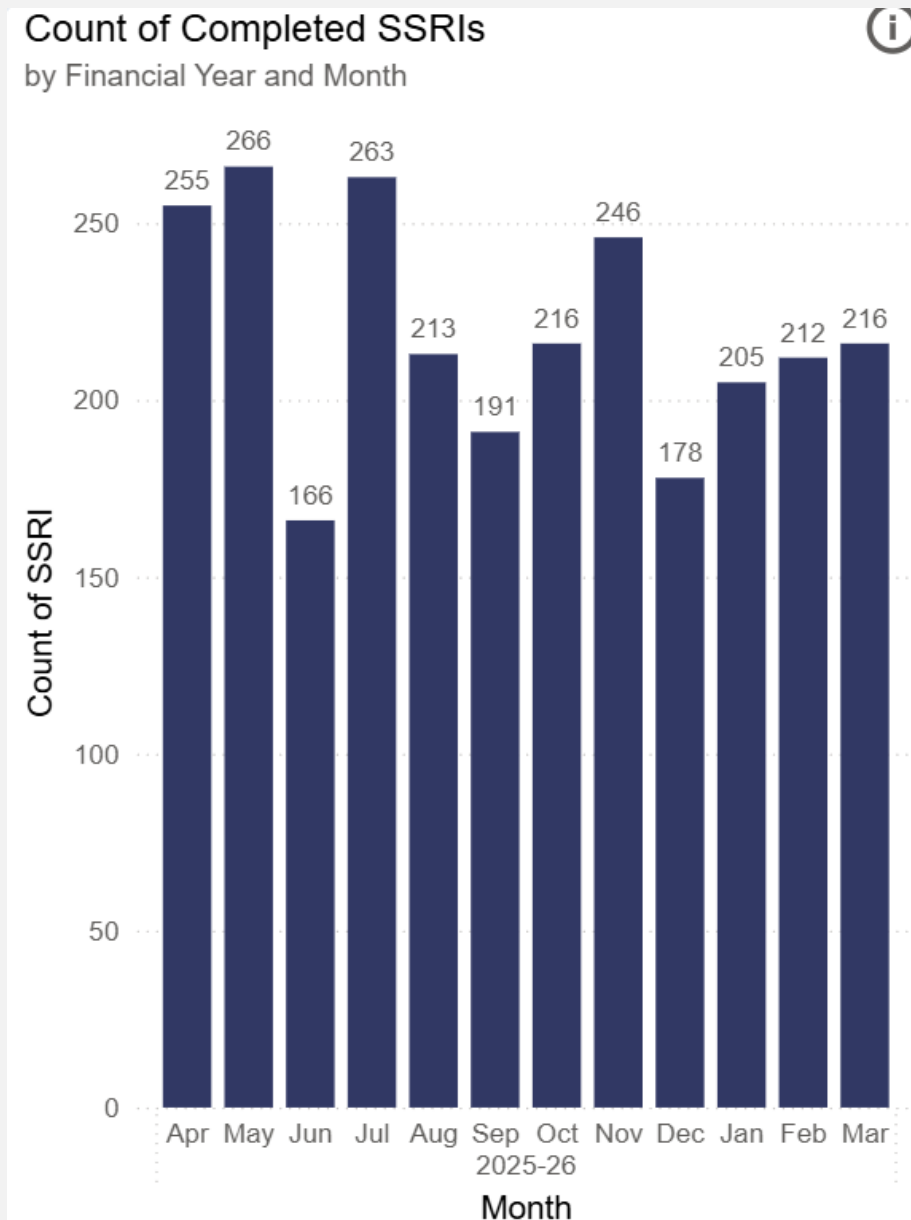


Figure 5 Completed SSRI for 2025-2026

### 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.

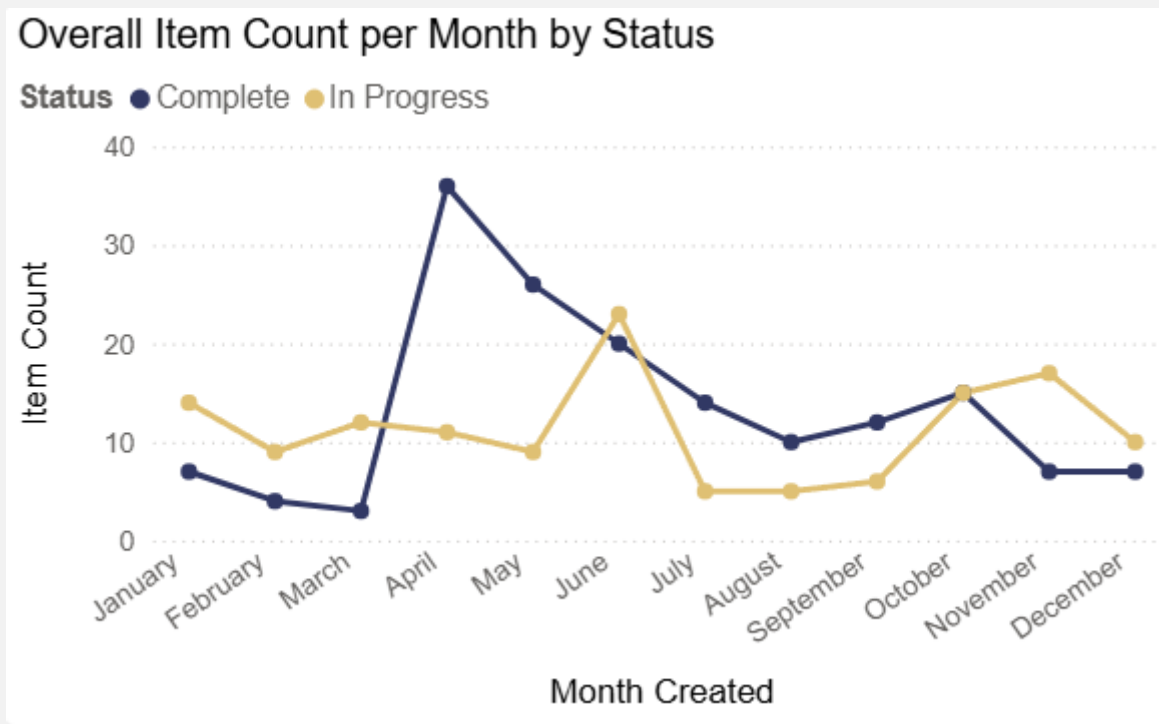


Figure 6 Overall Item Count per Month by Status

### 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.

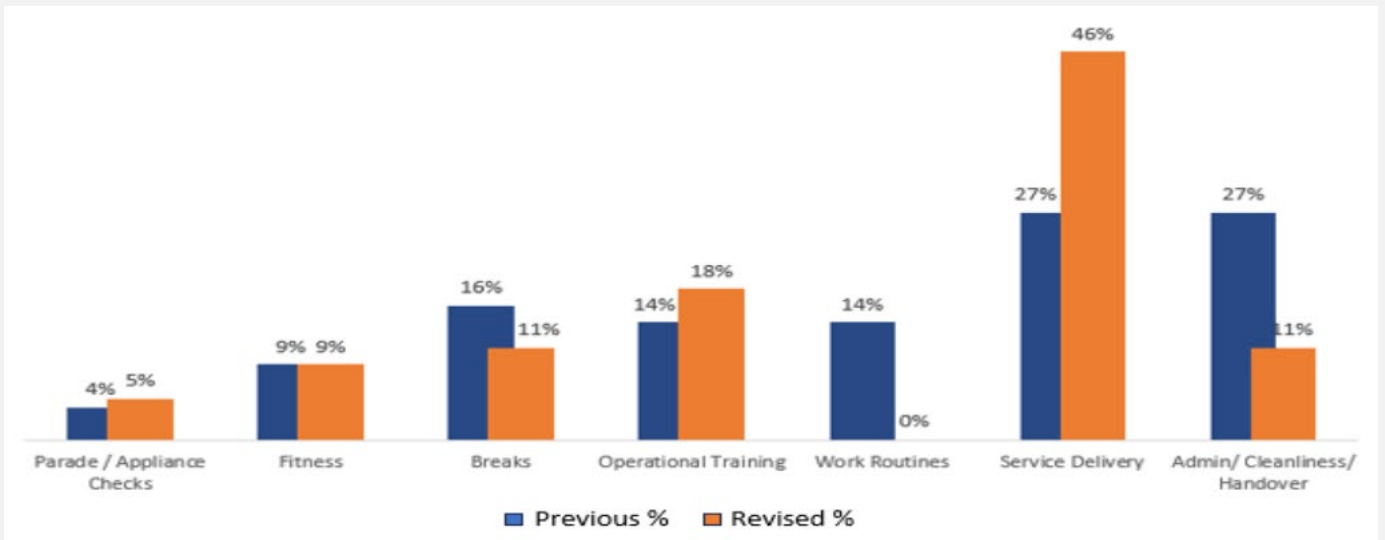


Figure 5: Previous 2-2-4 wholetime day shift work routines compared to revised 2-2-4 wholetime day shift work routines.

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.

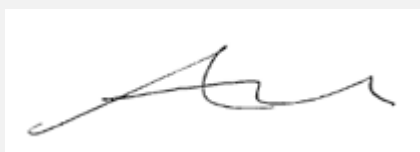
The success of collaborative and governance reforms during 2025/26 will inform a more mature approach to partnership working in 26/27. Shared premises, improved control room resilience arrangements and clearer accountability structures have demonstrated tangible operational and financial benefits. Plans 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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### Document Properties

Document Title: West Yorkshire Fire & Rescue Service Productivity and Efficiency Plan

Author: SM Julian King  
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OFFICIAL

Agenda item: 24

# Community Risk Management Plan (CRMP) and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Update

Full Authority

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**Date:** 19 June 2026

**Submitted by:** Director of Corporate Services

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**Purpose:** To inform Fire Authority Members of the current progress of the Community Risk Management Plan (CRMP) and the inspection activity of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

**Recommendations:** That Members note the contents of the report

**Summary:** The report details the continued development of governance and performance management arrangements, the progress in relation to the CRMP and informs members of current HMICFRS inspection activity.

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Local Government (Access to information) Act 1972

**Exemption Category:** None

**Contact Officer:** Laura Boocock, GM Strategic Development

**Background papers open to inspection:** None

**Annexes:** None

# 1. Introduction

- 1.1 This report provides Fire Authority with an update on progress in relation to the Community Risk Management Plan (CRMP), the continued development of governance and performance management arrangements, and current HMICFRS inspection activity. It outlines the key progress made to date, the current position of the Service and the next steps in supporting delivery, assurance and continuous improvement.

## 2. Community Risk Management Plan (CRMP) Progress

- 2.1 The CRMP 2025–2028 continues to act as the central strategic framework for the Service, providing a clear and evidence-based understanding of risk and setting the direction for prevention, protection, response and resilience activity.

### 2.2 Key Progress

- The CRMP has been fully implemented and embedded as the anchor for all strategic and operational activity
- Service strategies, delivery plans and district plans are now aligned directly to CRMP priorities, ensuring a clear line of sight between risk, planning and delivery
- A comprehensive consultation and engagement process has informed the CRMP, supported by both internal and public feedback to ensure it reflects community need
- Evaluation of the previous CRMP (2022–25) has been completed, identifying key achievements and areas for improvement to inform the current cycle

### 2.3 Current Position

The focus has now moved from development to delivery and evaluation, with the Service placing greater emphasis on ensuring that the ambitions set out in the CRMP are translated into measurable activity, visible outcomes and sustained organisational improvement. This next phase is centred on strengthening the Service's ability to monitor progress, assess whether intended benefits are being achieved, and use evidence and insight to inform decision-making, prioritisation and future planning.

- Tracking progress against outcomes through stronger performance measures, regular review points and clearer reporting arrangements, enabling the Service to understand whether delivery is on course and where further action may be required
- Using data to assess impact more effectively by bringing together performance, risk and service information to support a clearer understanding of what is working well, where outcomes are improving, and where intervention or adjustment may be needed
- Embedding continuous improvement and learning by using evaluation, feedback and oversight to refine delivery, share good practice and ensure that lessons

identified through planning, implementation and review are reflected in future activity

### **3. Governance and Performance Management**

3.1 Significant progress has been made in strengthening governance arrangements, with a clear shift towards a more integrated and transparent framework.

#### 3.2 Key Developments

- Introduction of a single governance framework that brings together the CRMP, Strategic Action Plan, Strategic Risk Assessment and wider improvement activity into one coherent approach. This has strengthened the links between the Service's understanding of risk, its strategic priorities, the actions being progressed and the assurance arrangements used to monitor delivery.
- Development of the Strategic Action Plan dashboard as a central mechanism for tracking delivery against CRMP priorities. This provides greater visibility of progress, supports more informed oversight by senior leaders and helps identify where activity is on track, where delays are emerging and where further intervention may be needed.
- Implementation of strengthened meeting structures and action tracking, improving visibility, accountability and assurance across the Service. This has supported a more disciplined approach to governance by clarifying ownership, recording decisions and ensuring actions are monitored through to completion.
- Further development of performance management processes, with clearer measures, targets and more consistent monitoring across key areas. This is helping the Service move towards a more evidence-led understanding of delivery, performance and impact, rather than relying solely on narrative updates.

#### 3.3 Impact

These developments are beginning to strengthen the way the Service plans, monitors and governs delivery. Taken together, they provide a more consistent framework for translating strategic intent into day-to-day activity, while also improving oversight, accountability and the quality of decision-making resulting in:

- Improved organisational clarity on what the Service is delivering and why, with stronger links between strategic priorities, governance activity and operational delivery.
- Greater transparency in decision-making and performance, supported by clearer reporting, improved action tracking and more visible oversight of progress.
- Stronger links between risk, investment and operational activity, helping ensure that resources and improvement efforts are increasingly focused on the areas of greatest need and benefit.

- Improved accountability across the organisation, as ownership of actions, priorities and reporting expectations is becoming more clearly defined and routinely monitored.

### 3.4 Next Steps

- Further embedding governance processes across all levels of the organisation so that arrangements are applied consistently and understood clearly beyond senior leadership forums.
- Continued focus on ensuring governance is proportionate, understood and effectively applied, with an emphasis on making arrangements practical, meaningful and supportive of delivery rather than overly process-driven.
- Strengthening the use of data and insight to support real-time decision-making and assurance, including improved performance information, clearer reporting and better use of evaluation to understand impact.
- Using the framework to drive continuous improvement by identifying themes, lessons and opportunities for refinement, ensuring governance remains responsive to organisational priorities and changing risk.

## 4. HMICFRS Inspection

4.1 The Service is currently undergoing its next cycle of HMICFRS inspection, with significant preparatory work undertaken over recent months to ensure inspectors are provided with a clear, evidence-based picture of progress, performance and organisational development. This has included coordinated work across services to collate evidence, respond to document requests, support strategic briefings and ensure that the inspection narrative reflects both the progress made since the last inspection and the areas where improvement activity continues.

### 4.2 Progress to Date

- Completion of the document request phase, enabling inspectors to undertake an informed desk-based assessment of the Service's strategic direction, governance arrangements, performance information and evidence of improvement since the previous inspection.
- Delivery of a strategic briefing which set out the Service's overall narrative, including the key risks facing West Yorkshire, the strategic response to those risks and the mechanisms in place to oversee delivery, assurance and continuous improvement.
- Development and submission of a comprehensive suite of supporting evidence, including core strategies, delivery plans, governance products and performance information, to demonstrate how strategic intent is being translated into operational activity and monitored through formal assurance arrangements.

- Completion of the first fieldwork week, which included desk-based reviews, interviews and reality testing to examine how far the Service's written evidence is reflected in practice and understood across the organisation.

#### 4.3 Key Areas of Strength

Inspection activity and strategic engagement to date suggest that the Service is able to demonstrate clear areas of progress since the last inspection, particularly where work has been undertaken to strengthen strategic planning, governance, assurance and the use of evidence to support decision-making.

- A stronger, more data-driven approach to risk and decision-making, with improved use of strategic assessment, performance information and supporting insight to understand risk, prioritise activity and evidence the rationale behind decisions.
- A clear step change in governance and performance management, with more coherent structures, stronger oversight arrangements and greater visibility of delivery against strategic priorities.
- Improved alignment between strategic intent and operational delivery, demonstrating a stronger golden thread from the CRMP and supporting strategies through to plans, activity and oversight.
- An enhanced focus on continuous improvement, learning and workforce capability, showing that the Service is increasingly using inspection learning, internal review and broader organisational feedback to inform change and support development.

#### 4.4 Next Phase

- Inspectors are now undertaking **detailed analysis and triangulation** of the evidence gathered, drawing together information from document reviews, interviews, strategic discussions and additional information requests to test how far written evidence is reflected in practice.
- The next stage of fieldwork will provide further opportunities for inspectors to validate this evidence through engagement with staff and operational activity, including **station visits, focus groups and operational interviews**.
- The Service will continue to coordinate responses, support inspection activity and provide additional evidence where required, while also using the process as an opportunity to reflect on emerging themes, identify any gaps and strengthen readiness for future improvement activity.

## 5. Financial Implications

5.1 There are no financial implications arising directly from this report

## 6. Legal Implications

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

## **7. People and Diversity Implications**

7.1 There are no people and diversity implications arising directly from this report

## **8. Equality Impact Assessment**

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

## **9. Environmental Implications**

9.1 There are no environmental implications arising directly from this report.

## **10. Risk Management Implications**

10.1 There are no risk management implications arising directly from this report

## **11. Duty to Collaborate Implications (Police and Crime Act 2017)**

11.1 There are no duty to collaborate implications arising directly from this report

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

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

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

## **13. Conclusions**

13.1 The Service has made clear progress in embedding the CRMP, strengthening governance and performance management arrangements, and supporting HMICFRS inspection activity through a more structured, evidence-based approach. Continued focus will now be required to sustain delivery, demonstrate impact and ensure that improvement activity remains aligned to strategic priorities and organisational risk.